



City of Memphis



MISSION

The City of Memphis, its Employees, and City Partnerships will provide responsive and cost effective services through the enhancement of employee, neighborhood, youth and business development.

VISION

To be recognized globally as the City of choice in which to live, learn, work and recreate.

CORE VALUES

- Honesty, in all transactions
- Excellence, in all we do
- Responsiveness, to all we serve
- Safety, in all environments

CITY OF MEMPHIS
A C WHARTON JR., MAYOR
GEORGE M. LITTLE, CHIEF ADMINISTRATIVE OFFICER

ADMINISTRATION

Roland McElrathDirector, Finance
Alvin Benson Director, Fire Services
Larry GodwinDirector, Police Services
Cynthia Buchanan Director, Park Services
Dwan Gilliom Director, Public Works
Quintin Robinson.....Director, Human Resources
Richard Copeland.....Director, Planning & Development
Janet Hooks..... Director, Public Services & Neighborhoods
Rebecca Kissinger..... Interim Director, General Services
Robert Lipscomb Director, Housing & Community Development/MHA
Ernest Dobbins Director, Community Enhancement
Herman Morris..... City Attorney, Legal
Wain Gaskins City Engineer, Engineering
Joseph Sanders.....City Chief Information Officer

CITY COUNCIL

Harold B. Collins, Chairperson (District 3)

Bill MorrisonDistrict 1
William C. Boyd District 2
Wanda Halbert..... District 4
Jim Strickland District 5
Edmund Ford Jr. District 6
Barbara Swearingen Ware District 7
Joe W. BrownDistrict 8-1
Janis Fullilove District 8-2
Myron Lowery District 8-3
Kemp Conrad District 9-1
Shea Flinn, III District 9-2
Reid Hedgepeth..... District 9-3

COURTS

Earnestine Hunt Dorse, Administrative Judge (Division 1)

Tarik B. Sugarmon City Court Judge Division 1
Jayne R. Chandler..... City Court Judge Division 3
Thomas E. Long City Court Clerk

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Senior Financial Analysts



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Memphis

Tennessee

For the Fiscal Year Beginning

July 1, 2009

A handwritten signature in black ink, appearing to be 'H.R.' followed by a flourish.

President

A handwritten signature in black ink, appearing to be 'Jeffrey R. Egan'.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Memphis, Tennessee for the Annual Budget beginning July 01, 2009. In order to receive this award, a government unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

This document presents the City of Memphis' budget in sections: Introduction, Summary, General Fund Revenue and Expenditures. Sections are also presented for the other funds that provide major support for the City's operations. An Appendix section providing statistical information and a glossary concludes this document.

Introduction

This section includes the City's Vision, Mission, and the City Values, the Mayor's comments on the budget, a discussion about the City's strategic financial goals, policies, and initiatives, the Budget Process and Calendar, the City's Policies, and the City's long-term Strategic Financial Plan. These documents provide the reader an explanation of the policy basis for the City.

Summary

This section provides an overview of the FY 2011 approved budget by fund, the Budget Ordinance, and a summary of the Capital Improvement Program.

General Fund Revenues

This section contains revenue descriptions and projections for all general fund revenues.

General Fund Expenditures

This section contains the operating budget for the service centers and divisions of City of Memphis government. Included are each service center's missions, fiscal year 2010 performance highlights, and fiscal year 2011 goals & objective and their measures.

Special Revenue Funds

This section is used to budget for specific revenues that are restricted as to their use.

Debt Service Funds

This section contains the projected revenues and expenditures for the Debt Service Fund, including the debt service trend indicators.

Enterprise Funds

This section includes budget projections for the various enterprise funds of the City which are supported by user fees.

Internal Service Funds

This section includes the Internal Service Funds for the City which provides services to other departments of the City on a cost reimbursement basis. The Internal Service funds are shown in the budget document for information purposes and are not part of the budget ordinance.



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April 27, 2010

Dear members of the Memphis City Council and people of Memphis:

This is my first budget presentation as your City Mayor, and it is an honor I accept eagerly. Everywhere in Memphis, I see signs of progress, forward momentum, and new hope. Our potential is limited only by our capacities for creativity and hard work, which I know to be limitless.

I am pleased to present this budget for the City of Memphis for the fiscal year beginning July 1, 2010 and ending June 30, 2011. My proposed operating budget for fiscal year 2011 includes planned spending of \$636.4 million and a Capital Improvement Program (CIP) budget of \$79.8 million.

As with previous years, the operations of our police and fire divisions comprise the largest portion of the budget. Sixty percent of our spending in the year ahead will be devoted to ensuring public safety and continuing our war against crime. Thanks to assets like the Real Time Crime Center and programs like Blue CRUSH, the past

twelve months have seen some of the most dramatic decreases in violent crime in years. My administration will continue to invest strategically in crime-fighting strategies that get results, including proactive programs like the Drug Court, Just Care 180, and other components of Operation: Safe Community.

While ensuring the domestic tranquility of our city remains my single greatest commitment, a number of other changes are imperative.

For far too long, city government has been over-reliant on property taxes to fund our operations. The unfortunate long term effect has been that even while our annual budgets have grown, more and more middle class families have left Memphis. This leaves city government in the untenable position of delivering critical services to an increasingly diffuse and less wealthy population.

In short, the business model for Memphis city government is broken and must be fixed. While we will always look for ways to conduct the city's business more efficiently, simple cost-cutting or short term fixes will not be sufficient. The time is at hand to reach for more ambitious and far-reaching solutions to our most critical fiscal challenges.

We must leverage our many assets to become a true city of choice for all people. This vision is predicated on a value proposition wherein we use our tax revenue to make intelligent investments in our city's future.

We can and must provide our citizens with an efficient, transparent government that is relentlessly focused on growing the economy and bettering the quality of life for everyone. Middle class families should choose

to live here and low-income families should find ways of moving into the economic mainstream. Students should have options for their future and and talented workers should be developed, attracted, and valued.

Memphis can rightfully claim to be the first, best, and only city in America to boast a number of assets: unparalleled contributions to music and art, the most geographically desirable location in the country, the world's busiest cargo airport, and abundant areas of astonishing natural beauty.

Moreover, we as Memphians enjoy a strong civic heritage of resilience, compassion, and innovation that sets us apart from the rest of the world. Our resurgent downtown, our hospitals and research centers, our thriving faith community, and our growing logistics, medical device, bioscience, and entrepreneurship sectors prove this.

My vision for all of us is to build upon these assets and claim our rightful place as a city of choice for everyone.

The priorities contained in my proposed budget emanate directly from these values. This begins with a renewed focus on developing our human capital – the surest predictor of a city's economic success. Our Office of Talent and Human Capital was created to enact strategies for keeping our best, brightest, and most talented young workers here in Memphis. If we can provide more opportunities for more of our young people, we will grow our economy, rebuild our tax base, and create more and better jobs for all citizens.

Equally critical will be an unprecedented focus on planning and fiscal accountability in government. The new Office of Strategic and Financial Planning will be responsible for guiding the city's fiscal health moving forward. This kind of long-term, research-driven coordination of the city's budget has never occurred before. In my administration, it will become the norm.

The shape, size, and density of the city's population have changed tremendously over the past fifty years. The size of government must adapt. In this regard, the input and advice of the private sector will be essential. For example, this year I will appoint a volunteer commission of local businessmen and efficiency experts to help strategically guide a process of rightsizing or relocating some city services and buildings.

I believe that citizens should, whenever possible, have to pay for the amount of government they use. Finding a more fair and equitable way to gather this revenue, which may include instituting or increasing some service fees instead of raising taxes, is a critical part of my plan. We are presently in negotiations with the Shelby County Trustee's Office to see if we can consolidate the property tax billing and collection functions to streamline the process for taxpayers.

The 2011 CIP budget focuses on investments that will make our city safer, stronger, and more appealing to both visitors and residents. These include two major community development projects, Legends Park (on the location of the former Dixie Homes public housing project) and Triangle Noir, where Cleaborn and Foote Homes presently stand, which will join other successful HOPE VI and mixed-income projects across Memphis. When complete, these new developments will provide hundreds of units of new housing and thousands of square feet of new commercial space in the heart of our city.

Elvis Presley Boulevard will receive substantial improvements to accommodate the continuing growth and future development of Graceland and the surrounding area. Leveraging our city's unique music history, our private sector partners are committed to transforming this area into a global entertainment destination that will draw thousands of new visitors to Memphis. Across town, public green space improvements to the former Mid-South Fairgrounds will provide attractive and comfortable recreation space for all Memphians and drive future development on this critical piece of public property.



I also seek your support for an enhanced Skycop system that will allow our police department to remotely monitor locations throughout Memphis that have unusually high potential for criminal activity. The system can be mounted on poles and buildings, and will monitor and record activities from distances of several thousand feet away. This state-of-the-art technology apprehends criminals, protects property, reduces litter, and ultimately saves lives.

The Memphis Fast Forward economic development plan, which is supported by the City of Memphis, is working, and will continue to create jobs and develop new high-growth employment sectors. Hundreds of millions of dollars will be invested in our public schools by the City of Memphis, the Bill & Melinda Gates Foundation, and the U.S. Department of Education to ensure that every child in Memphis can receive a free, world-class education and matriculate successfully into a great college. Mixed-income community development projects throughout the city provide clean, safe, affordable neighborhoods for a new generation of Memphis families. Improving public transit and creating more bicycle and pedestrian lanes are critical to sustaining the environmental and economic health of our urban core.

These critical investments will pay tremendous dividends as we emerge from the recession. Our commitment to the quality of life for all Memphians has never been stronger, and as a result Memphis stands poised not merely to share in the recovery, but to excel on our own terms.

The ideas contained in my proposed budget are rooted in the philosophy that we cannot cut our way to prosperity, nor can we tax our way to prosperity. We can only grow our way to true prosperity.

We have faced difficult times in the past, and we will face them again. We will overcome them as we always have – through ingenuity, perseverance, and an abiding faith that our best days are still to come. Our responsibility in this moment is to set out on the right path, with the right purpose, and to guide our city to a place of lasting prosperity. Future generations are depending on us, and we cannot afford to leave our destiny to chance.

Memphis must be a city of choice. My proposed 2011 budget is the first step in that process.

Yours in service,

A C Wharton, Jr.
Mayor, City of Memphis

NOTE: The Mayor's transmittal letter was written at the time that the Proposed Budget was submitted to Council. This schedule shows the amendments made to the Proposed Budget.

FY 2011 Operating Budget	Proposed Budget	Amendments	Adopted Budget
General Fund Revenues			
Unallocated Revenues	\$ 593,815,930	\$ 41,000,000	\$ 634,815,930
Divisional Revenue	\$ 42,616,558	\$ (10,000)	\$ 42,606,558
Total Revenues	\$ 636,432,488	\$ 40,990,000	\$ 677,422,488
General Fund Expenditures			
City Attorney	\$ 14,688,188	\$ (707,111)	\$ 13,981,077
City Council	\$ 1,614,184	\$ (10,439)	\$ 1,603,745
City Court Clerks	\$ 5,060,163	\$ (15,847)	\$ 5,044,316
City Judges	\$ 617,200	\$ -	\$ 617,200
Community Enhancement	\$ 8,996,819	\$ (86,445)	\$ 8,910,374
Engineering	\$ 8,983,362	\$ (370,556)	\$ 8,612,806
Executive	\$ 7,559,005	\$ (114,403)	\$ 7,444,602
Finance	\$ 5,865,448	\$ (81,572)	\$ 5,783,876
Fire	\$ 163,074,108	\$ (3,131,141)	\$ 159,942,967
General Services	\$ 13,708,099	\$ (1,068,697)	\$ 12,639,402
Grants & Agencies	\$ 68,950,604	\$ 49,638,408	\$ 118,589,012
HCD	\$ 4,761,631	\$ -	\$ 4,761,631
Human Resources	\$ 7,898,879	\$ (472,447)	\$ 7,426,432
Information Services	\$ 21,138,137	\$ (1,663,425)	\$ 19,474,712
Parks	\$ 28,133,341	\$ (61,966)	\$ 28,071,375
Police	\$ 232,891,521	\$ (4,356,248)	\$ 228,535,273
Public Services	\$ 23,822,355	\$ (22,054)	\$ 23,800,301
Public Works	\$ 18,669,444	\$ (742,363)	\$ 17,927,081
Total Expenditures	\$ 636,432,488	\$ 36,733,694	\$ 673,166,182
Contribution To Fund Balance	\$0.00	\$ 4,256,306	\$ 4,256,306

FY 2011 CIP Budget	Proposed Budget	Amendments	Adopted Budget
Total Revenues	\$ 191,608,617	\$ 6,120,396	\$ 197,729,013
Total Expenditures	\$ 191,608,617	\$ 6,120,396	\$ 197,729,013





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 343 square miles, representing 45 percent of the total land area of Shelby County. Memphis ranks as the 18th largest city in the nation. The 2005 population was 646,356 according to the State of Tennessee Department of Economic and Community Development.

GOVERNMENTAL STRUCTURE

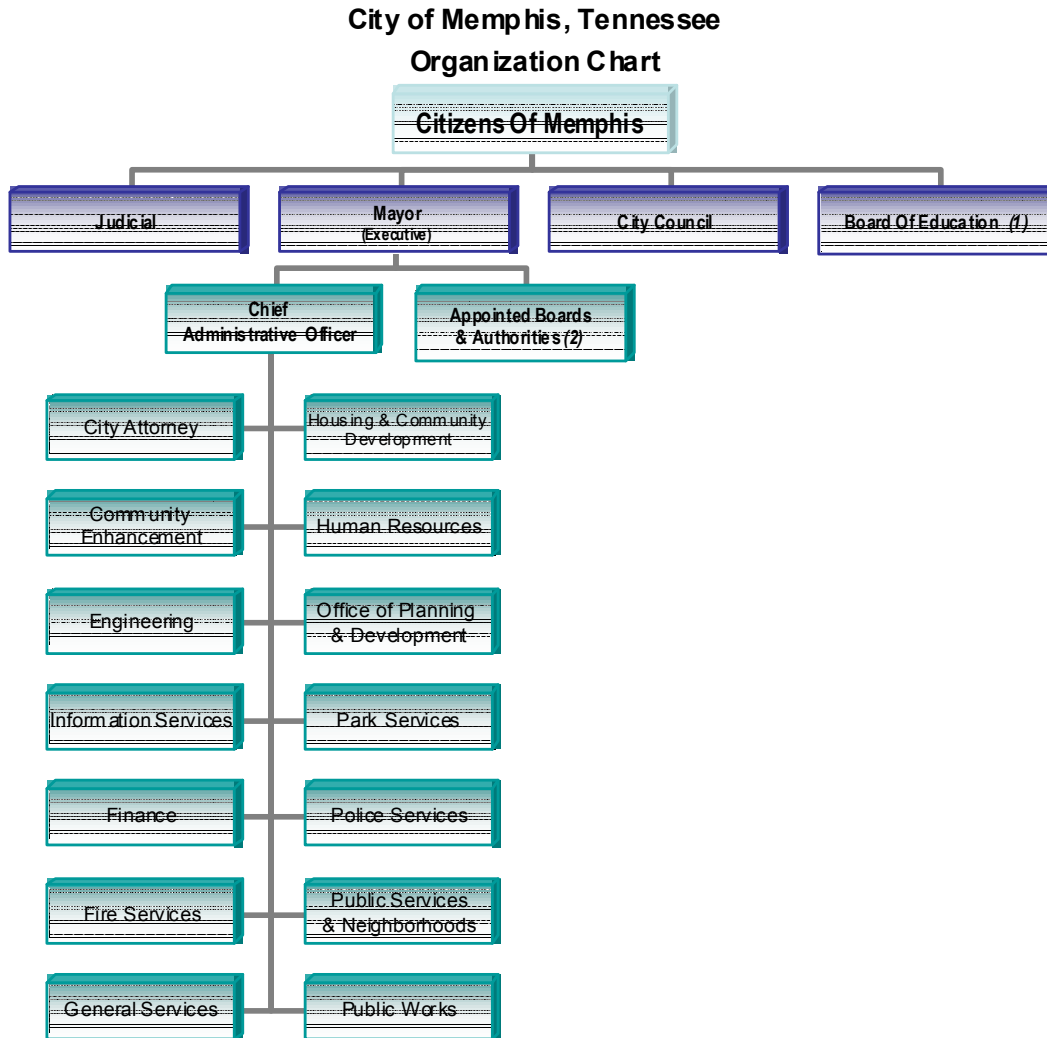
The City of Memphis was incorporated as a city in 1826. Memphis operated under a commission form of government from 1909 until January 1, 1968. At that time, a Mayor-Council form of government was established. The City Council is composed of thirteen representative citizens who are elected for four-year terms. Six 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 numbered positions. The remaining seven (7) council members are elected by single member districts, numbered 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 City board members, officers and division directors, with Council approval. The City's operating and service departments are organized under the Chief Administrative Officer who is appointed by and serves at the pleasure of the Mayor. The Mayor may veto action of the City Council, but a simple majority vote of the City Council can override any veto.

The Chief Administrative Officer, under the direction of the Mayor, coordinates the activities of all administrative divisions of City government. He acts as liaison officer between the Mayor and all divisions, bureaus, boards, commissions and authorities. The directors of all divisions report to the Chief Administrative Officer on administrative procedures.

The major administrative divisions of the City include: Engineering; Executive; Finance; Fire Services; General Services; Housing and Community Development; Legal; Parks; Human Resources; Police Services; Public Works/Sanitation; Public Services and Neighborhoods; and the Office of Planning and Development.

The Mayor is responsible for all city appointments to boards, which serve the City. These include the boards of the Memphis Light, Gas and Water Division (MLG&W); Memphis Area Transit Authority; Memphis Housing Authority; Center City Commission; Memphis & Shelby County Convention Center Complex; Memphis Brooks Museum of Art; Memphis & Shelby County Building Code Advisory Board; Memphis 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.

CITY OF MEMPHIS, TENNESSEE ORGANIZATION CHART



(1) The Board of Education is legally separate from the City of Memphis primary government, and its budget is approved separately by the Memphis City Council.

(2) The Mayor makes appointments to Boards and Authorities whose budgets are separate but are related organizations, jointly owned or joint ventures. These Boards and Authorities include for example, the Memphis Area Transit Authority, Memphis Light Gas & Water Division (including the Retirement and Pension Systems), Memphis & Shelby County Airport Authority, Memphis & Shelby County Convention Center, Memphis & Shelby County Building Code Advisory and the Center City Commission.



The financial plans of the City are included in the annual capital and operating budgets. These budgets project all receipts and disbursements, and present the level of governmental services and the method of distributing costs to the various segments of the community through the collection of taxes and fees.

The Council has final responsibility for approving certain program and fiscal policies, approving the annual Operating Budget and the Capital Improvement Program, and setting the tax rate and fees for services. The Administration is responsible for proposing programs and recommending funding levels to the Council and for implementing service programs in accordance with established goals and objectives.

Operating Budget The Annual Operating Budget is submitted to the Council approximately 90 days prior to the end of the fiscal year in April. At least 3 to 4 weeks prior to the end of the fiscal year, the City Council approves the Operating Budget.

Capital Budget The Capital Budget and Capital Improvement Program are prepared annually to present the capital expenditures planned for each of the next five fiscal years. The total costs of each project and the sources of funding (local, state, federal and private) required to finance each project are estimated. The Capital Improvement Program is prepared after a rigorous review and evaluation of all proposed projects by the Capital Review Committee. The Capital Budget and Capital Improvement Program are recommended by the Mayor and presented to the Council for adoption. The Capital Improvement Program authorizes in detail the capital expenditures to be made or incurred in the next five fiscal years and is then adopted by the Council concurrently with the Capital Budget.

Additional authorizations for each capital project in the Capital Budget must precede the expenditures of construction funds. The Capital Budget must be in full conformity with that part of the Capital Improvement Program applicable to the fiscal year which it covers.

The timetable for approval of the Capital Budget and Capital Improvement Program closely parallels that of the Operating Budget.

The City of Memphis operates on a July through June fiscal year and is required by City Charter to submit and have approved a balanced budget each fiscal year.

The budget process is a series of reviews and analyses of budget requests submitted by the various city departments. The staff of the Budget Office, along with the Finance Director and each division director, Chief Administrative and Financial Officers, Mayor, City Council and the public are all involved to ensure that the approved budget is reflective of the needs and desires of the entire community. In addition to the operating budget that is required to be adopted by July 1 each year, the City Council adopts a five-year Capital Improvement Program.

The adopted budget ordinance provides for budgetary control at program levels and said budgets cannot be exceeded without the approval of the City Council, except for the year-end clean up process authorized via the budget ordinance. Strict budgetary compliance is maintained by an automated accounting system to assure effective fiscal management and accountability. All requests for purchases or payments are checked by the budgetary control system to assure that funds are available. Purchase Orders and contracts are encumbered prior to their release to vendors. Those Purchase Orders and contracts that exceed appropriated amounts cannot be executed until additional appropriations are made available, either by transfer of existing appropriations or by a resolution granting additional appropriations by Council. The system controls are maintained at the program levels and are basically set up within Personnel, Operations and Maintenance and Capital categories.

BUDGET DEVELOPMENT PROCESS

The Budget Office uses financial data provided by city divisions to facilitate the review and approval of the Operating and Capital Improvement Budgets. This service center is responsible for ensuring the operation of all divisions within financial guidelines established by Administrative policy and City Council legislation. The Budget Office is also responsible for forecasting all general revenue for the City.

The Operating Budget is established annually. The process begins in October for the following fiscal year. Divisions are asked to enter Personnel, Materials & Supplies and Capital outlay into the Budget System over a three week period. The information is then analyzed and divisions are consulted with respect to noticeable budgetary changes. The process continues in January with the second quarter forecast and revision of next year's operating budget. Administrative hearings are held in March to examine each service center's budget and to make necessary revisions. After finalizing any necessary revisions, the Operating Budget is presented to Council in April. The Council then conducts its own hearings to scrutinize the budget. The process ends in June with Council's approval of the budget and the June loading into the Accounting system of the new budget. Funding approvals are limited to one fiscal year, with surpluses or deficits corrected through fund balance.

The Capital Improvement Program (CIP) is a five-year plan for capital allocations, which is reviewed annually for priority and project changes and additions. This plan examines each project in which the City participates and specifies the source of financing for the projected expenditures. The process for the CIP also begins in October with the divisions entering their requests into the Budget System. The projects are analyzed by the Budget Office and the CIP Committee and then administrative hearings are held in January with each division to assist them in justifying their requests. After finalizing revisions, the CIP Budget is presented to Council in April. The Council then conducts its own hearings to scrutinize the budget. The process ends in June with Council's approval of the budget and the June loading into the Accounting system of the new budget.

The Council adoption of the CIP authorizes a portion of engineering, architecture, land acquisition and development costs through administrative appropriation. Funds for construction costs, equipment, and acquisition contracts are subject to additional authorization by the Council. Prior and current CIP allocations will remain in the plan until the Division in charge of the project or Council determines that the project is completed or is not needed.

The Budget Office ensures operation with the legally established financial guidelines by monitoring the budgets and reviewing mid-year changes to the budget. The Budget Office monitors the CIP by using tracking reports, which are usually completed during budget submission and may be requested at various intervals during the year. The Budget Office also monitors the operating budget through forecasts prepared by service centers management personnel. This enables the Budget Office to project citywide surpluses and deficits. These forecasts help the Administration to determine which service centers need additional assistance in planning or funding. Both CIP and Operating Budgets change during the fiscal year (mid-year changes) when user service centers process transfers and resolutions. The CIP Committee reviews and approves resolutions and transfers and forwards them to the Finance Director, City Attorney, CAO, and Council for legal actions.

Due to changes in the yearly budget submission process, both Operating and CIP, the Budget Office staff provides training and reference manuals, which are available to division personnel responsible for the Budget Submission. Documentation of the past years' budgets is available for review in microfiche and electronically, in the Annual Report, and in that year's Appropriation Ordinance.

BUDGET CALENDAR**July – August**

Prior Year Goals, Objectives and Performance Measures (GOPMs) 4th Quarter & Year End Total Actuals due
Budget Policies developed for current year forecast and next year's budget request
Divisions develop GOPMs for next Budget Year

September

Initial revenue projections for current year and next year
Final personnel and supplies/services cost assumptions prepared
Budget training material published

October

Operating Budget training sessions with divisions for 1st quarter forecast and next year's budget
Memphis Poll conducted
Capital Improvement Program Training & Preparation
Current Year 1st Quarter GOPM Actuals reviewed

November

Divisions submit 1st Quarter Operating and next year's requests to Budget Office
Divisions submit CIP to Budget Office

December, January

Revenue projections updated for current year and next year
Budget meeting with divisions for 2nd Quarter forecast and next year's budget request
Review of Divisional GOPMs conducted for next Budget Year
Current Year 2nd Quarter GOPM Actuals reviewed

February, March

Operating Budget/CIP Administrative hearings with divisions
Operating Budget/CIP review with Mayor, CAO
Final recommendations made and budget documents prepared

April

Operating Budget/CIP is presented to the City Council on the third Council Tuesday in April
Current Year 3rd Quarter GOPM Actuals reviewed

May, June

Budget hearings with the City Council Operating Budget and CIP Committee
Property Tax Rate set and adopted and tax bills prepared by Treasurer's Office

OPERATING BUDGET PROCESS

The operating budget process is a continuous cycle. Each division is responsible for completing a current year forecast and next year's budget request. Once this is done and data is input into the budget system, the Budget Office generates line item forecast reports and submits them to each division. Summaries are presented to the Director of Finance, the Chief Administrative Officer, and the Mayor.

This process is performed twice during the fiscal year, once in October and in January. The need for accuracy and thoroughness in the preparation of the forecast and budget requests cannot be over-emphasized. During the administrative hearings in March, each division submits budget requests that are reviewed by the Operating Budget Committee. The Mayor uses the data obtained through that process to determine each division's spending trends and decides if any revisions are necessary to meet the City's needs.

After the hearings are completed, the Budget Office finalizes the Proposed Operating Budget Book, which the Mayor submits to the Council. Each division is scheduled to have Council Committee hearings in April and May. The Operating Budget must be approved by a majority of the full Council. Also, in April, the Budget Office completes an internal forecast for the current year only. This is used to determine the year-end spending for each service center and any projected deficits.

MID-YEAR CHANGES TO THE OPERATING BUDGET

The Operating Budget is a guideline or plan of operation for each division. However, budget changes may be necessary during the fiscal year (for example, new grant monies can be made available or changes in a service center's personnel can disrupt an otherwise successful budget). When unforeseen circumstances arise, changes can be made to the budget two ways: Intra-Category Line Item Transfer (Black Line) or Inter-Category Line Item Transfer (Red Line).

Intra-Category Line Items Transfers

Intra-category line item transfers, called administrative transfers, are used to transfer budgeted funds from one expenditure to another as long as the transfer is within the same legal level and does not exceed \$50,000 between categories or a cumulative total of \$100,000 for the year.

Administrative transfers are necessary when transferring small amounts of funds within a legal level, such as moving \$1,000 from document reproduction to City Hall printing within a service center. The Request for Transfer of Budget Appropriation Intra-Category Line item Transfer must be completed in full including a justification of the transfer. The explanation should address why surplus funds are available and why funds are needed. This form must be signed by the division director and forwarded to the Budget Office for approval.

Inter-Category Line Item Transfers

Inter-category line item transfers, called council transfers, are used to transfer funds from one legal level to another or between categories. The council transfer form is very similar to the administrative form. Since the changes require approval of the City Council, each transfer must be accompanied by a resolution and a Council Agenda Check-Off Sheet.

CAPITAL IMPROVEMENT PROGRAM

INTRODUCTION

The Capital Improvement Program (CIP) is a five-year planning tool for urban growth and development. It outlines the schedule of public improvements and the associated costs. The CIP lists each proposed capital project to be undertaken, the year in which it will be started, the amount to be expended in each year, and the proposed method of financing. Over the life of the program, the plan will be reviewed and revised on an annual basis.

The CIP consists of projects that provide long-term improvements to the City and its infrastructure. An initial project is usually comprised of one of the following items: land, building, and/or equipment. These items can generally be defined as eligible on the following basis:

LAND acquisition and/or development expenditures are eligible as capital costs regardless of whether they are purchased in connection with future economic development.

BUILDING renovations, additions to existing structures or new construction costs are capital expenditures. Inclusive in these costs may be feasibility studies and architectural/engineering designs.

EQUIPMENT or machinery purchases that are essential to the initial operation of a project are included within that scope of the project's costs.

The replacement of equipment that is essential to the operation of a facility can be considered a capital project provided its cost is \$5,000 or more and its useful life is greater than (5) years.

PURPOSE

The Capital Improvement Program allows the projection of future needs and enables the City to develop a financial blueprint to accommodate the growth of its infrastructure. From this long-term planning process evolves a capital project priority system that coordinates public needs and resources with the availability of funding.

The thorough preparation required in formulating the Capital Improvement Program allows the City to forecast the impact of each project on the City's Annual Operating Budget. For example, the construction of a project may be financed through the CIP; however, the staffing and operations may be funded through the operating budget. Therefore, timing of facility construction and its subsequent operation enables the City to anticipate future expenditures and revenues.

The publication of the Capital Improvement Program supplies information to various groups interested in the future development of Memphis. The CIP outlines the City's intent for Federal and State agencies that provide grant dollars for specified projects. Private investors can preview the attractiveness of the City and its assets as related to investments in municipal securities. Developers are made aware of new projects and may plan accordingly. Finally, individual taxpayers, neighborhood groups and other civic organizations are familiarized with the City's plan for future development and the effects such changes will make in their lives.

CAPITAL IMPROVEMENT PROGRAM PROCESS

OVERVIEW

The Finance Division coordinates the full spectrum of budget activities for the divisions as directed by the Chief Administrative Officer and Mayor. The Budget Office provides the divisions with pertinent financial and budgetary data and opens the Budget System for input. The information submitted by the divisions is used by the Budget Office to prepare an overall projection of the City's needs and resources.

Building Design and Construction reviews the scope of all requests involving construction or major renovations to City owned structures. Debt Management studies the fiscal feasibility of the projects submitted for future funding needs.

Upon completion of the annual CIP request, administrative hearings are held with the Mayor, the Chief Administrative Officer, the Director of Finance, the Budget Office Manager and staff, Building Design and Construction, and staff from the division being reviewed. This group reviews the proposed fiscal constraints. A major consideration at the time of the hearings is the extent to which these fiscal proposals will impact the City's debt service requirements relative to the benefits provided to the City.

When the fiscal analysis is complete and recommendations formalized, the proposed CIP is sent to the Mayor for review and approval. The Mayor then presents the proposal to the Council. The City Council's CIP Committee schedules legislative hearings that provide a forum for the review of capital requests on an individual project basis. The City's five (5)-year projection of capital expenditures is carefully studied, revisions made as needed, and then presented to the full Council membership for adoption.

The CIP establishes the direction for future growth and balances forecasted tax revenues with the City's ability to assume additional debt service obligations. When the full Council adopts the proposed Capital Improvement Program, that year's process of analysis, revision, and implementation is complete.

TRANSFERRING ALLOCATIONS/APPROPRIATIONS

Once the CIP has been adopted by the City Council, the data is loaded into the City's Accounting System. During the life of the project, it may be necessary to transfer funds to aid in the completion of the project.

Initially, the CIP revenues/expenses report is checked for funds verification. After it is determined that the funds are available, two methods are used to transfer or establish allocation and/or appropriations.

The Capital Improvement Budget Request for Administrative Transfer or Appropriation form (Black Line) is used to:

1. Record the initial appropriation of the planning lines (A/E, land development, land acquisition) upon the adoption of the CIP by the City Council.
2. Transfer allocations and appropriations within planning lines or within construction lines (contract construction, latent conditions, and other costs).
3. Transfer allocations from "cover-line" project planning lines to the new project planning lines and the appropriation of the lines.

The Capital Improvement Budget Request for Council Transfer and Appropriation form (Red Lines) is used to:

1. Appropriate all construction lines.
2. Transfer allocations and appropriations between projects.
3. Increase/decrease allocations or appropriations of a project.

(*Please note, the red line and black line form serve the same purpose. The color and title of the form simply identifies whether the allocation or appropriation is administrative or council related.)

In order to transfer or establish a Council appropriation, the following items must be prepared: Resolution, Council Agenda Check-Off Sheet, and Council Transfer form and/or Appropriation by Council form (red line).



BUDGET RESOLUTION REVIEW PROCESS (Operating & CIP)

RESOLUTIONS

A resolution is a document asking the City Council to amend the Appropriation Budget Ordinance or Capital Improvement Budget. A resolution is written in two sections: the “WHEREAS” section and the “RESOLVED” section. The WHEREAS section explains why the change is necessary, what the money will be spent for, and why funds are available and where the funds will come from. The RESOLVED section includes the statements that actually change the Budget Ordinance.

A resolution details the action requested by Council and should answer one or more of the following questions:

- What is the purpose of the change?
- Why is the change necessary?
- What will the funds be used for?
- Why are funds available?

A resolution shall be written in clause format. Each clause in the preamble shall begin with the word “WHEREAS”, include a brief statement answering one or more of the above questions, and continue with “AND,” an adopting clause. “NOW THEREFORE BE IT RESOLVED”, shall summarize all information as requested regarding changes to the City Resolution. The adopting clause may be followed by several additional clauses.

After finalizing a Resolution, a Council Agenda Check-Off sheet must be prepared which summarizes the Resolution and includes all organizational date, account numbers, and dollar amounts.

COUNCIL AGENDA CHECK-OFF SHEET

The Council Agenda Check-Off Sheet must accompany all documentation that goes before Council. The originating division/service center must complete the form and have it signed by the appropriate service center manager and division director.

Routing and Handling of Transfers

A) Administrative Transfers and Appropriations

- Division Directors
- Budget Office
- Comptroller’s Office

B) Council Transfers and Appropriations

The budget resolution package (Council Agenda Check-Off Sheet, original resolution and 13 copies, Red Line forms- including appropriate signatures from the division director) should be forwarded to the Budget Office one week before the Council Committee meets. From there the documents will be forwarded as follows:

- 1) Director of Finance and Administration
- 2) City Attorney
- 3) CAO

- 4) Mayor's Office – Resolutions appropriating or transferring CIP funds must be received by the CAO's Office by noon on Tuesday for Council Committee action on the following Tuesday.
- 5) Council Committee reviews monetary transfers and makes recommendations to the full Council.
- 6) The CAO's office forwards the resolution to Council Records after the Council Committee recommendation (s) are made. Then the resolutions are placed on the Council Agenda for consideration by the full Council on the following Tuesday.

Council's approval of the resolution gives legal authority to amend the fiscal year's budget.

Resolutions may be returned to the originating division/bureau for corrections at any time during the process.

The need for accuracy in the completion of all appropriate forms and recognition of time constraints is crucial in processing transfers. The Budget Office may be contacted for further assistance and/or information.

FISCAL POLICY

Policies for Fiscal Control:

- **Balanced Budget.** As required by law, it is the fiscal policy of the City of Memphis to balance the budget. In other words, total revenues are equal to total expenses.
- **Financial Management.** The City will manage and account for its Operating and Capital Budgets in accordance with principles and standards set forth by the Governmental Accounting Standards Board (GASB) and Generally Accepted Accounting Principles (GAAP).
- **Accounting Method (Basis of Budgeting).** The City will maintain its accounting records for general governmental operations on a modified accrual basis, with revenues recorded when available and measurable and expenditures recorded when services or goods are received and the liabilities incurred. Accounting records for proprietary fund types and similar trust funds will be maintained on the accrual basis, with all revenues recorded when earned and expenses recorded at the time liabilities are incurred, without regard to receipt of payment of cash. For governmental-type funds, revenues and expenditures are also monitored internally on a “budgetary” basis to ensure compliance with legal limitations. The City budgets on a “modified accrual plus encumbrances” basis, which treats encumbrances as expenditures at the time the funds are encumbered.
- **Internal Accounting Controls.** The City will develop and manage its accounting system to provide reasonable assurance regarding: (1) the safeguarding of assets against loss from unauthorized use or disposition; and (2) the reliability of financial records for preparing financial statements and maintaining accountability for assets. “Reasonable assurance” recognizes that (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the evaluation of costs and benefits requires estimates and judgments by management.
- **Audits.** The City will ensure the conduct of timely, effective, and periodic audit coverage of all financial records and actions of the City, its officials and employees in compliance with local, State, and Federal law.

Policies for Revenue and Program Funding:

- **Revenue Projections.** The City will estimate revenues in a conservative manner in order to minimize the adverse impact of a revenue shortfall.
- **Property Tax Rates.** The City will maintain stable tax rates that avoid wide annual fluctuations as economic and fiscal conditions change.
- **Intergovernmental Revenue.** The City will aggressively seek a fair share of available State and Federal financial support unless conditions attached to that assistance are contrary to the City’s interest.
- **Cash Management.** The City will maintain sophisticated and aggressive cash management and investment programs in order to achieve maximum financial return on available funds. Cash will be pooled and invested on a daily basis at best obtainable rates; investments will be generally limited to federal debt instruments, fully collateralized repurchase agreements, or highest quality bankers’ acceptances and commercial paper.

Policies for Expenditures and Allocation of Costs:

- **Contents of Budgets.** The City will include in the Operating Budget all programs and facilities not specifically eligible for inclusion in the Capital Improvement Program.

- **Expenditure Growth.** The City will budget expenditures for necessary and essential public purposes only, holding expenditure growth to levels consistent with realistic prospects for the community's ability to pay, both in the upcoming fiscal year and in the ensuing years as well.
- **Allocation of Costs.** The City will balance the financial burden of programs and facilities as fairly as possible between the general taxpayers and those who benefit directly, recognizing the common good that flows from many public expenditures, the inability of some citizens to pay the full costs of certain benefits, and the difficulty of measuring the relationship between public costs and public or private benefits in some services.
- **Expenditure Reduction.** The City will seek expenditure reductions whenever possible through efficiencies and through the reduction or elimination of programs, policies, and practices which have outlived their usefulness.
- **Public Investment in Infrastructure.** The City will, within available funds, plan and budget for those facilities and infrastructure necessary for a healthy economy and for support of public programs determined to be necessary for the quality of life desired by its citizens.
- **Procurement.** Toward the most cost-effective procurement of goods and services, the City will purchase them, directly or indirectly, through a competitive process except when an alternative method of procurement is specifically authorized by law.

Policies for Debt Management:

- **Debt Management.** The City will minimize debt service costs through the judicious use of available debt instruments, consistent with the desirability of maintaining stable current tax rates and distributing the costs of certain long-lived facilities among all users, present and future.
- **Debt Incurrence.** The City will limit the amount of new general obligation debt it will plan for and issue in any six-year period to that which can be supported by the community under conservative fiscal and economic projections and to that which will maximize the likelihood of sustaining the City's "A" credit rating, and ultimately restoring the "AA" rating.

Policies for Governmental Management:

- **Productivity.** The City will measure and seek to increase the productivity of City Programs in terms of quantity and quality of services relative to resources expended, through program evaluation, employee training and incentives, and other strategies.
- **Risk Management.** The City will control its exposure to financial loss through a combination of commercial and self-insurance; will self-insure against all but highest cost risks; and will aggressively control its future shares among agencies through loss history.
- **Employee Compensation.** The City will seek to provide equitable pay among comparable jobs and City agencies and between employees in collective bargaining units and those outside of such units, and will seek to contain the growth of compensation costs through organizational efficiencies and productivity within the workforce.
- **Pension Funds.** The City will, through judicious management and diversified investment, assure the security of the assets of the Employees Retirement System toward its solvency and regular benefits for future as well as present retirees and will continue to evaluate the accrued liability and adjust the funding rate when necessary.

- **Surplus Property.** The City will maximize the residual value of land parcels or buildings declared excess to current public needs through efforts at public reuse, lease to appropriate private organizations, or sale toward returning them to the tax base of the City. Deposition of goods that have become obsolete, unusable, or surplus to the needs of the City will be made through bid, auction or other lawful method to the purchaser offering the highest price except under circumstances as specified by law.
- **Resource Management.** The City will seek continued improvement in its budgetary and financial management capacity in order to achieve the best possible decisions on resource allocation and the most effective use of budgeted resources.

GOVERNMENTAL ACCOUNTING

Overview

Government accounting has many similarities to commercial accounting. For example, governmental accounting uses the double-entry system, journals, ledgers, trial balances, financial statements, internal control, etc. Differences arise due to the objectives and environment of government. The major differences include

- 1) The absence of a profit motive, except for governmental enterprises, such as utilities
- 2) A legal emphasis which involves restrictions both in raising and spending revenues
- 3) An emphasis of accountability or stewardship of resources entrusted to public officials
- 4) The recording of the budget in some funds
- 5) The use of modified accrual accounting in some funds

Fund Accounting

There are three principles that deal specifically with fund accounting. These principles cover 1) Definition of a fund 2) Types of funds 3) Number of funds.

A fund is defined by the Governmental Accounting Standards Board as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities and balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

The City of Memphis reports the following funds that are classified into three general types.

Governmental Fund	Proprietary Funds	Fiduciary Funds
General	Enterprise	Pension Trust
Special Revenue	Internal Service	Investment Trust
Debt Service		
Capital Projects		

The City does not currently utilize Permanent, Private-purpose Trust or Agency Funds.

In the governmental funds, the objective is to provide services to the public. All of these funds are expendable, i.e., they are not concerned with preserving capital or measuring "net income." Government funds are concerned with the availability of resources to provide services, and the emphasis is on working capital flows. Usually, only current assets and current liabilities are accounted for in the governmental funds. Fixed assets and long-term liabilities of governmental funds are reported only in the government-wide financial statement. The proprietary funds use accounting and reporting techniques similar to commercial enterprise. The fiduciary funds are accounted for like proprietary funds.

Budgets and The Impact upon the Accounting System

The GASB, in one of its basic principles, states 1) An annual budget(s) should be adopted for every government unit 2) The accounting system should provide the basis for appropriate budgetary control 3) A



common terminology and classification should be used consistently throughout the budget, the accounts, and the financial reports of each fund.

Generally Accepted Accounting Principles (GAAP) require a budgetary comparison for the general fund and for each major individual special revenue fund for which an annual (or biennial) budget is legally adopted. The City Council annually approves a budget ordinance that includes the City of Memphis General, Special Revenue, Debt Service and Enterprise Funds. Internal Service Funds are also included in the Adopted Budget. These budgetary accounts are incorporated into the governmental accounting system to provide *legislative control* over revenues and other resource inflows and expenditures and other resource outflows.

In order to prevent the overspending of an item in the appropriations budget, an additional budgetary account is maintained during the year. The account is called "Encumbrances." When goods or services are ordered, appropriations are encumbered. The "Encumbrances" account does not represent an expenditure, it is a budgetary account which represents the estimated cost of goods or services which have yet to be received. In effect, the recording of encumbrances represents the recording of executory contracts, which is essential to prevent overspending of an appropriation (normally, illegal act). Encumbrances of governmental funds outstanding at year end are re-appropriated during the subsequent fiscal year.

Financial Statements for State and Local Governments

The City of Memphis prepares a Comprehensive Annual Financial Report (CAFR) that includes Basic Financial Statements, Required Supplementary Information, Combining and Individual Fund Statements and Schedules, Supplementary Schedules, Single Audit, Statistical Section and the Management Discussion and Analysis (MD&A) as prescribed by GASB.

Accrual basis accounting is recognition of revenues in the accounting period the revenues are earned and recognition of expenses in the accounting period the expenses are incurred. In addition, revenues and expenses have to be measurable in order to be reported. The following funds use full accrual accounting:

Proprietary Funds

Enterprise
Internal Service

Fiduciary Funds

Pension Trust Funds
Investment Trust Funds

All of the funds that use accrual accounting (except the Trust Funds) are non-expendable, i.e., an objective of each of the funds is to maintain capital.

The modified accrual basis of accounting on the other hand, recognizes: 1) Revenues in the accounting period in which they are both measurable and available to finance expenditures made during the current fiscal period 2) Expenditures in the accounting period in which the liabilities are both measured and incurred.

The modified accrual basis is used in the following funds:

Governmental Funds

General
Special Revenue
Debt Service
Capital Projects

All of the funds which use the modified accrual basis are expendable and do not, therefore, have a capital maintenance objective.

The General Fund is the most significant Government Fund. It accounts for all transactions not accounted for in any other fund. Revenues come from many sources and the expenditures cover major functions of government.

Special Revenue Funds account for earmarked revenue as opposed to many revenue sources which are accounted for in the General Fund. The earmarked revenue is then used to finance various authorized expenditures. Many federal and state grants are reported in Special Revenue Funds.

Debt Service Funds usually handle the repayment of general obligation long-term debt and interest. This type of debt is secured by the good faith and taxing power of the governmental unit. Repayment of enterprise and internal service long-term debt is accounted for in these individual funds. Consequently, the type of debt for which the Debt Service Fund is established usually is the result of issuing general obligation bonds for capital projects.

Capital Projects Funds account for the acquisition and use of resources for the construction or purchase of major, long-lived fixed assets, except for those which are financed by Enterprise, Internal Service, and Non-expendable Trust Funds. Resources for construction or purchase normally come from the issuance of general long-term debt and from governmental grants.

Enterprise Funds account for activities by which the government provides goods and services which are (1) rendered primarily to the general public, (2) financed substantially or entirely through user charges, and (3) intended to be self-supporting. They are usually established for public utilities, transit systems, golf courses, etc.

Internal Service Funds are established to account for the provision of goods and services by one department of the government to other departments within the government on generally a cost reimbursement basis. Uses of Internal Service Fund services are budgeted through the budgets of the user departments.

Trust Funds are used to account for monies held for others, generally being used when assets are held for substantial periods of time. Trust Funds do not generally record their budgets formally.

Fund Balance

Fund Balance represents the difference between the financial assets of the fund and certain liabilities expected to be liquidated in the future from these assets. The most meaningful comparisons of fund balance is to compare the balance at fiscal year-end to the corresponding year-end balances of the previous years or year. This comparison ensures that a full year of activity has been reflected.

Differences in fund reporting found in the budget versus financial statements:

The budget distinguishes between several different funds types. In the financial statements, some of these funds are consolidated into a single fund. The financial statements also include trust funds, which are not found in the budget document and are not a part of the budgeting process.

Budget Overview

Goals and Objectives

The City's Mission: to provide responsive and cost effective services through the enhancement of employees, neighborhoods, youth and business development. The Vision: to be recognized globally as the City of Choice in which to live, learn, work and recreate. The mission and vision are the primary drivers of the organization and together they impact the City's operating and capital expenditure budgets.

To achieve the City's mission and vision, our Mayor has initiated a process to frame a new strategic plan. This plan will articulate the mission, vision and values of the City of Memphis in coordination with the necessary transformation actions. The strategic plan will create a new paradigm that matches the realities of today's economic environments and our strategic priorities.

Public safety will continue to be a high priority along with economic development as the City looks for opportunities to right-size, consolidate functionally and balance fees versus taxes in the government. The overall goal for the City of Memphis is to ensure that City services will stimulate business success, and enhance the standard of living for all Memphians.

In developing the strategic plan, the Administration will consider input from the City's operating divisions, businesses, and the citizenry of Memphis. We will also reinstate, The Memphis Poll, an annual survey which provides a process by which citizens' views become a part of the planning and budgeting process. This poll, now in its 16th year gauges citizen perception of programs and services provided by the City of Memphis.

Throughout this document operating divisions have established goals and objectives that are consistent with the Mayor's transitional plans and initiatives. The finalization of the Mayor's strategic plan will manifest more fully in future annual operating and capital budgets of the City of Memphis.

State of the Economy

The US economy has experienced some of its most challenging economic conditions in over twenty years. Locally, we were charting rising unemployment in FY 2010, we now forecast stable employment levels. Housing remains as a key indicator for our success. The Greater Memphis market for housing is still yielding long periods for the completion of housing sales transactions. Another economic factor affecting our business, fuel cost, has come down. Even though there is some volatility in energy costs, we did not reflect a return to previous energy highs, experienced two years ago in our budget plan. Lastly, we see the financial and credit markets returning to profitability and better stability. The aforementioned economic realities impact our state and local economic conditions, and consequently our budget.

Our 2011 plan reflects that our recessionary pattern has bottomed out locally and we should see some leveling off of the above noted conditions, and experience a very slow return to normalcy. However, we did not budget for a return to the previous levels of revenue performance experienced in FY 2008 and FY 2009. Our expense increases primarily reflect increases in healthcare and other benefit costs.

In essence, we captured our perspective of the economic trends in our budget assumptions, made some tough choices, and prepared a plan that will continue to provide Memphians with outstanding service in an efficient and cost effective manner.



General Fund Discussion

The City of Memphis Fiscal Year FY 2011 Budget is presented in the context of the current economic conditions that are impacting the US economy. We believe there is a correlating response in the performance of our local economy with that of the United States economy. Therefore, this budget is predicated on the continuing assumption that the Memphis MSA will have slow to moderate growth during FY 2011 which is reflective of the anticipated economic performance of the national economy.

In the FY 2011 budget, this translates into conservative to moderate revenue growth. One exception is our view toward state tax revenues which are budgeted at over \$9.5 million less than the FY 2010 adopted budget. It is our belief that these revenues will not rebound to previous levels but will show stabilization from the worst of the economic recession experienced over the last two years.

The FY 2011 Revenue Plan is projected at approximately 9.9% more than the FY 2010 adopted budget. However, declining state tax revenues, including a poor state sales tax performance, are being offset by stronger property tax revenues. Local option sales taxes also performed poorly through the recessionary period but were partially offset by effective collection of fines and fees.

Also included in this revenue plan is a transfer of \$41.0 million from the Debt Service Fund. This additional funding provides revenue to support school funding commitments. Excluding the debt service transfer revenues increased only 3%. For FY 2011, our revenue plan does not include a property tax increase over the property tax rate approved last year.

The FY 2011 Operating Expense Budget provides for core services delivery and our public safety initiatives. Although, we have exercised fiscal prudence, we expect the quality of our service delivery to remain strong. There is \$60.0 million of new expenses included in the budget for schools. Without this expenditure our expense budget goes from \$673.1 million to \$613.1 million. This is only a 1.9% increase over the FY 2010 budget.

Our budgeting efficiency has absorbed our major cost drivers for FY 2011. These include health insurance, \$15.9 million; pension cost, \$3.2 million, and direct support to our Convention Center and the Memphis Shelby County Planning and Development Department. We remain committed to seeking and evaluating opportunities to restructure costs to insure the most cost effective options are in place.

Our vision is that Memphis is a "City of Choice". We value a clean and safe community; therefore, our budgets will continue to provide solid funding to maintain *City of Choice* initiatives. Our expense budget further supports our goal of being First, Best, and Only in Medicine, Logistics, Tourism and other areas that will continue to transform our community and grow our economy.

Other Funds Discussion

Special Revenue Fund

Special Revenue funds provide budgets for specific revenue sources that are restricted to expenditures for specific purposes. These funds are identified in the special revenue funds section of this book. The FY 2011 proposed budget is \$56.2 million which reflects a 7.3% increase from the FY 2010 adopted budget. The increase is primarily driven by required increases in healthcare and pension costs, especially in the Solid Waste Fund.

Debt Service Fund

The Debt Service Fund provides for the accumulation of resources for the payment of general long-term debt principal, interest and related costs. There is a 29.4% or \$29.7 million increase in total expense when comparing the FY 2011 proposed budget with the FY 2010 adopted budget. The primary increase in expense is due to the increased transfer to the general fund for the purposes of school funding.

Enterprise Fund

The Enterprise Fund revenues proposed for FY 2011 increased by approximately 13.7% or \$12.1 million from the FY 2010 adopted budget. Proposed Enterprise Fund revenues compared to the FY 2010 forecast show a 35% increase. The revenue has increased because of a proposed sewer rate increase for FY 2011. This increase is planned to cover increased healthcare and pension costs, as well as, newly initiated mandates required to keep the sewer operations environmentally sound.

Internal Service Fund

Internal Service Funds (ISF) are used to budget for the costs of goods or services provided by one division to other City divisions. These costs are reimbursed by using divisions to the division or service center providing the service. The Internal Service Funds proposed budget is \$152.6 million, about 20% greater than the FY 2010 adopted budget. The funds' increases are also primarily driven by increases in healthcare claim costs. There is a premium increase in the Healthcare ISF to partially offset the increased claim cost. The Fleet ISF also reflects increased costs due to healthcare and other benefit related costs.



■ operating budget

Operating Budget

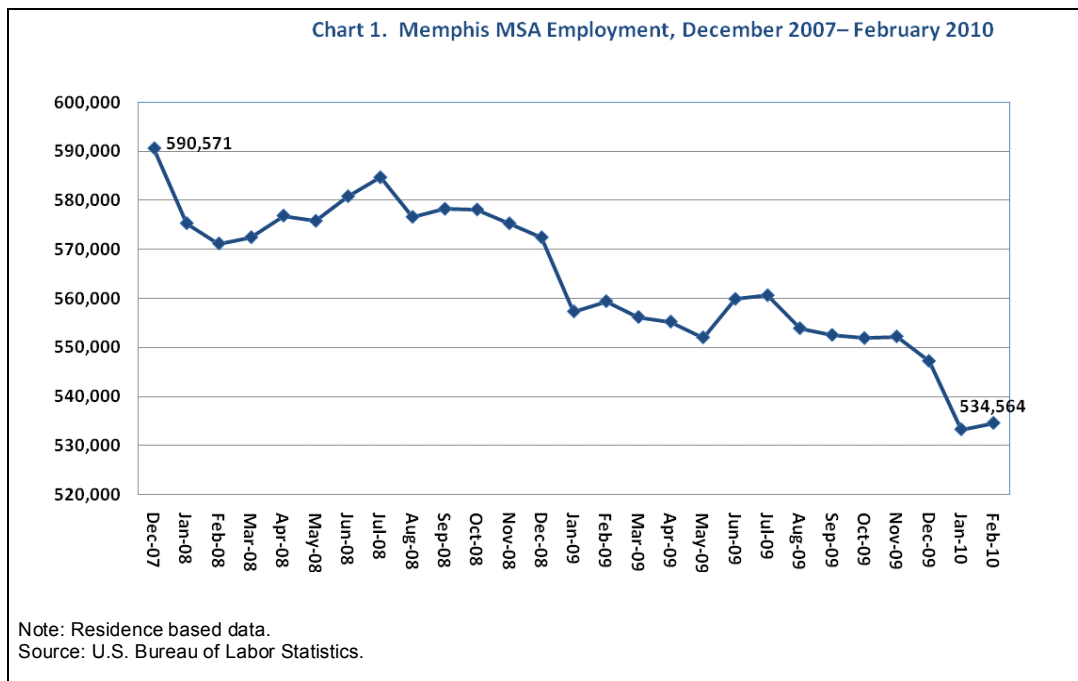
Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	409,512,072	428,870,165	421,969,146	446,286,093
Materials & Supplies	94,208,221	102,738,598	108,376,445	108,765,759
Capital Outlay	3,574,929	2,498,345	2,774,074	2,126,877
Grants & subsidies	83,005,157	62,393,239	68,147,802	109,496,684
Inventory	18,135	91,675	64,725	75,300
Transfers out	10,317,537	4,853,041	44,828,766	6,415,469
Total Expenditures	600,636,051	601,445,063	646,160,958	673,166,182
Charges for Services	(37,964,758)	(40,025,299)	(42,278,202)	(42,606,558)
Net Audit Adjustment	1,618,127	0	0	0
Net City Expenditures	564,289,420	561,419,764	603,780,756	630,556,624
Contribution (Use) of Fund Balance	8,045,000	15,880,248	(29,462,161)	4,256,306
Fund balance beginning of year	98,558,000	106,603,000	106,603,000	77,140,839
Fund balance at end of year	106,603,000	122,483,248	77,140,839	81,397,145
<i>Funded Staffing Level</i>				6505.00



Memphis in 2010: Transportation Gains Lead the Way

Now that 2009 has closed and 2010 has started several governments are anticipating the current economic recession may be at an end. While the recession may technically be over, the local and national employment situation will make it feel as if we are still in the depths of the recession. As a lagging economic indicator, it is quite possible that unemployment could still grow even though the experts have declared the recession is over.

As shown in Chart 1, there were over 56,000 fewer people employed in the Memphis Metropolitan Statistical Area (MSA) as of February 2010 compared to when the recession officially began in December 2007. As shown in Chart 2, the number of unemployed persons in the MSA rose by over 27,000 to 65,556, while the unemployment rate rose from 5.7 percent to 10.9 percent in February 2010 (down from 11.2 in January 2010).



The data in Table 1 reveals that in terms of sheer volume, most of the job losses have been in the Professional and Business Services sector with approximately 15,700 jobs lost between December 2007 and March 2010, which coincides with the fact that the Memphis MSA is a service sector driven economy. Employment reductions in the manufacturing industry were less than half as much at 6,400, while construction related jobs decreased by 6,200. With increased outsourcing and continuing technological improvements, the manufacturing jobs lost are unlikely to return. However, the construction jobs lost may return once the current credit environment changes and lending begins to increase, but those events are still considered future events.

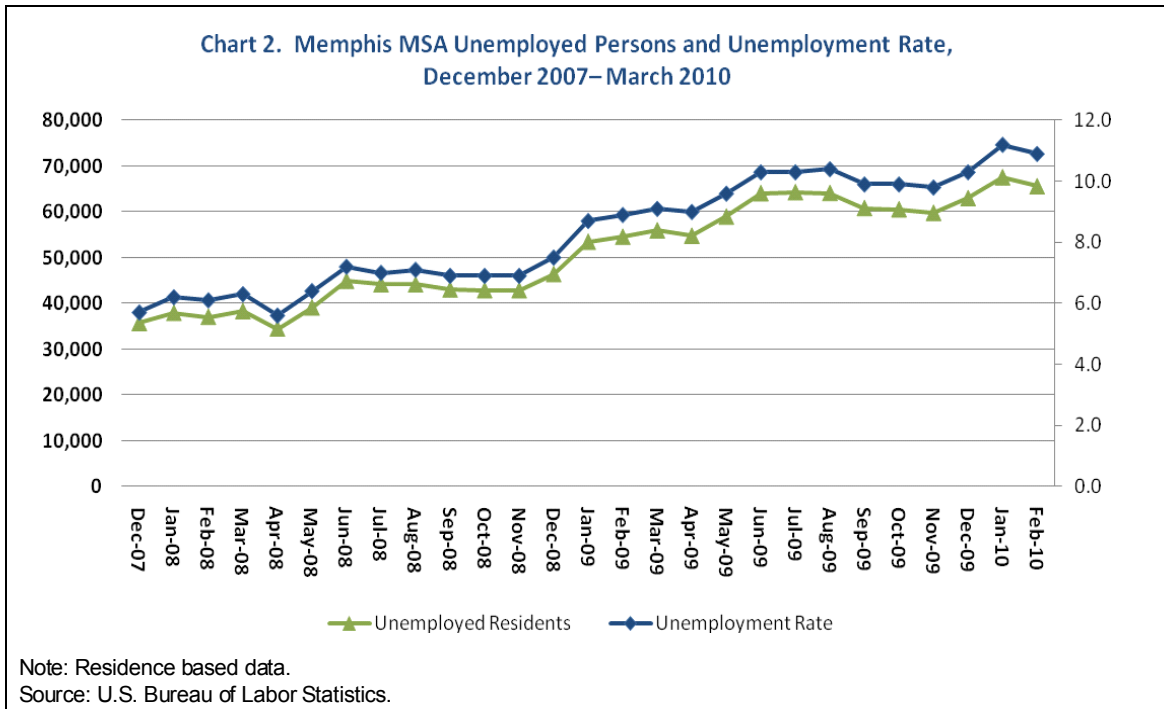


Table 1. Memphis MSA Employment by Industry, December 2007–March 2010

Sector	Dec-07 (000)	Mar-10 (000)	Change (000)	Percent Change
Total	649.2	582.6	-66.6	-10.3%
Construction	26.2	20.0	-6.2	-23.7%
Manufacturing	50.8	44.4	-6.4	-12.6%
Retail Trade	75.6	62.8	-12.8	-16.9%
Transportation and Utilities	66.5	59.8	-6.7	-10.1%
Professional and Business Services	87.5	71.8	-15.7	-17.9%
Education and Health Services	79.1	80.6	1.5	1.9%
Leisure and Hospitality	71.7	62.8	-8.9	-12.4%
Other Services	24.0	24.1	0.1	0.4%
Government	90.2	87.9	-2.3	-2.5%

Note: Establishment based data.
Source: U.S. Bureau of Labor Statistics.

To be certain, looking at the employment numbers along with unemployment rate reveals a relatively grim picture. But, there have been many recent developments that paint a very different picture for the Memphis MSAs future, particularly in transportation and distribution and maybe even in manufacturing.

So, what does the Memphis MSA economy have in-store for the future? Being a part of the southeast is a positive attribute. As, the southeast has better weather, lower tax burdens, and lower labor costs than other traditional manufacturing centers of the midwest and northeast. Additionally, as shown in Table 2, the Memphis MSA has enjoyed a per capita personal income that is substantially higher than the U.S. as a whole.

Table 2. Per Capita Personal Income, Memphis MSA, Tennessee, and the U.S., 2000–2001

Year	Memphis MSA	Tennessee	U.S.
2000	\$28,520	\$29,847	\$26,691
2001	\$29,827	\$30,582	\$27,525
2002	\$30,564	\$30,838	\$28,123
2003	\$31,259	\$31,530	\$28,992
2004	\$32,809	\$33,157	\$30,246
2005	\$34,057	\$34,690	\$31,294
2006	\$35,535	\$36,794	\$32,871
2007	\$37,147	\$38,615	\$34,156
2008	\$37,792	\$39,582	\$34,833

Source: U.S. Bureau of Economic Analysis.

Furthermore, the proximity to major population centers of the east and the mid-west is a plus for the location of companies with time-sensitive goods and fast customer service requirements. All manufactured goods ultimately must be delivered to customers in a reasonable time. The ability to reduce shipping time is critical in reducing inventory costs to producers and consumers of goods. The ability of a region to offer quick, predictable, and reliable shipping services to the major population centers of the U.S. (and the world) has the potential to attract manufacturers of high value and time sensitive products.

Shipping customers have a few basic requirements such as reasonable costs and consistent service delivery. Consistent service delivery also encompasses service that is prompt, predictable, reliable, and safe. Reliable delivery is the most crucial expectation. Predictability, reliability, and speed are three major factors in the success of local favorite FedEx. FedEx's ability to deliver with these three major factors has attracted time sensitive industries to the Memphis area such as, aircraft parts; pathology labs; cut flowers; and computer distribution. Also, FedEx is expanding its global capacity via Memphis International Airport with the arrival of Boeing's 777 freight aircraft that allows for direct, non-stop routes to China and other Asian countries, reducing the delivery time of goods and documents by eliminating refueling stops in Anchorage, Alaska.

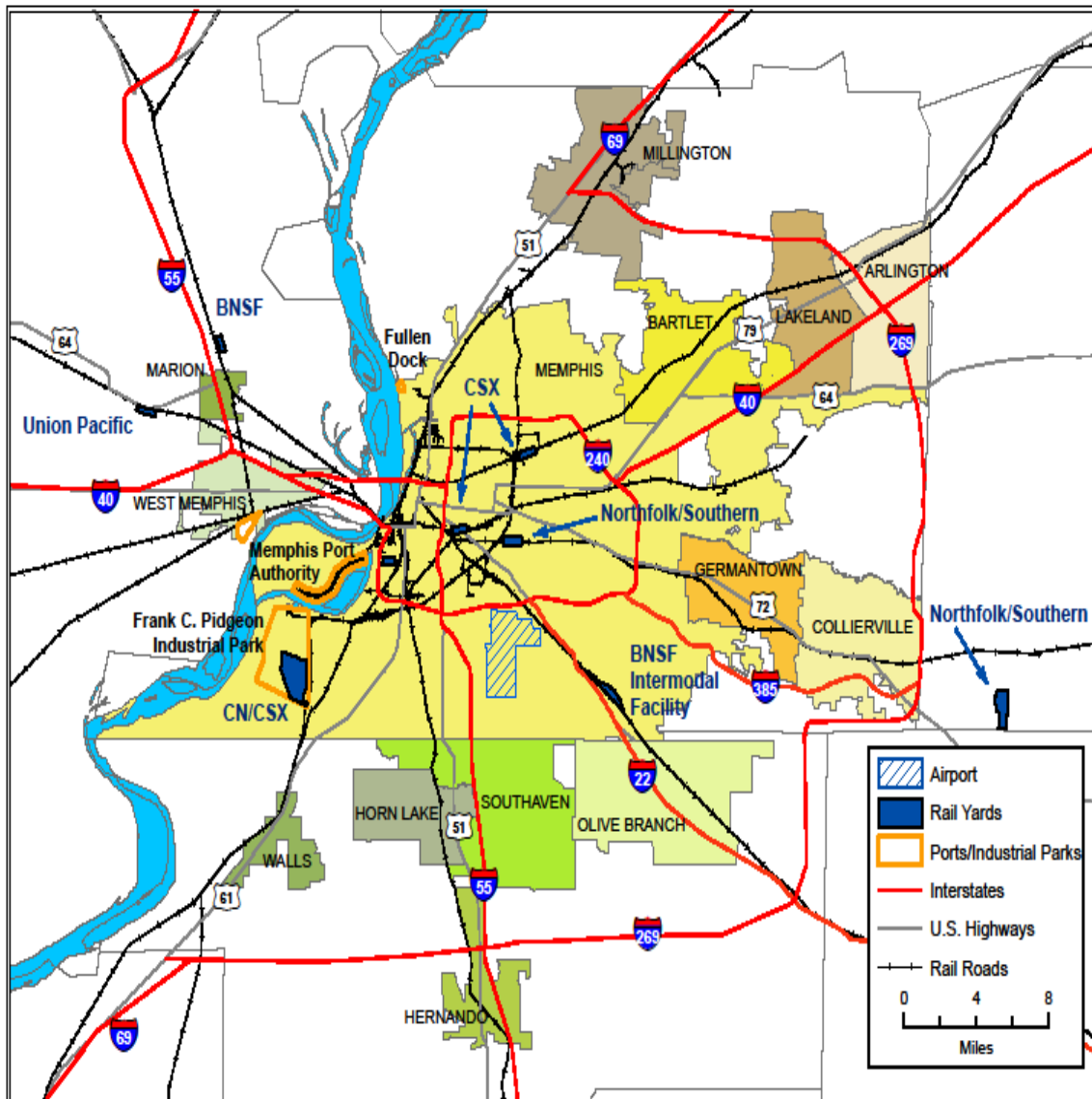
However, it is not just FedEx that makes the Mid-South an attractive place to do business. The increase in transportation infrastructure (see Map 1) in the Mid-South over the past few years (rail, highway, intermodal, and air) will help the area to grow quicker than other areas. The nearing completion of Tennessee Highway 385 along with the construction of Interstates 69 and 22 representing significant enhancements to the area's highway infrastructure and will substantially reduce travel times in and around the Memphis area.

Additionally, the completion and growth of regional intermodal facilities locally will help to offset infrastructure capacity issues in other areas of the country, thus helping to overcome transportation delays. Being host to five Class I railroads, the greater Memphis area is also home to numerous rail/intermodal facilities (see Map 1) including Canadian National at Pidgeon Park, Burlington Northern Santa Fe at Capleville (Southeast Memphis), Union Pacific in Marion Arkansas, and the planned Norfolk Southern facility in Fayette County between Piperton and Rossville.

Canadian National further enhanced its ability to provide faster, more reliable service via its Memphis facilities by bypassing Chicago with the purchase of the Elgin, Joliet, and Eastern Railroad that goes around Chicago instead of through Chicago as other Canadian National routes. In doing so, Canadian National provides nearly direct access to both the West coast port of Prince Rupert, BC, and the East coast port of Halifax, NS via Memphis.

As the world economy continues to improve, retail shipments from China and other Asian countries to the U.S. will lead the way. The continued trend of increased imports of retail goods from Asia will only pick up as the economy recovers. This increase will benefit areas with ample intermodal and distribution capacity, particularly as reduced travel time becomes more critical. With a transportation infrastructure that is second to none, Memphis is poised to take advantage of the economic recovery.

Map 1. Memphis Area Transportation Infrastructure



Prepared for the City of Memphis by the Sparks Bureau of Business and Economic Research/Center for Manpower Studies

PROPERTY TAX REVENUES

Property Tax revenues are the largest single source of operating revenues. This tax is levied based on the assessed value of various types of property including:

- Real property (land, structures, and lease-hold improvements),
- Personal property (business equipment, excluding inventories for resale) and
- Public utility property (real and personal property owned by utilities and organizations regulated by the State),

In 2010, Memphis' assessed value of real property

- 52.97% Residential
- 34.50% Commercial
- 12.01% Industrial
- 0.08% Farm
- 0.44% Multiple

Assessment Percentage of Appraisal

Residential	25%
Commercial	40%
Industrial	40%
Public Utility	55%
Farm	25%
Personal Property	30%

The assessed value of a residential property with an appraised value of \$100,000 would be \$25,000 (.25 x100,000), while a commercial property of the same appraised value would have an assessed value of \$40,000 (.40 x100,000).

Tax rates are set by the Council through the annual budget process. These rates are set as necessary in order to fund a balanced budget that provides services believed to be necessary and affordable.

The City Treasurer generates tax bills based on the assessed value of the property and the tax rate. That office also collects the taxes.

To calculate the property tax bill, the assessed value is divided by \$100 and the result is multiplied by the tax rate. For example, a residential property appraised at \$100,000 would be assessed at \$25,000 (the \$100,000 appraised value times the 25% residential assessment ratio). With a tax rate set at \$3.19, the calculation is:

$$\begin{aligned} \text{tax} &= (\$25,000/\$100) \times \$3.19 \text{ per } \$100 \\ &= \$250 \times \$3.19 = \$797.50 \end{aligned}$$

Property tax bills are mailed to property owners and, if taxes are paid through an escrow account, also to the mortgage holder. This normally occurs by July 1. Tax payments are due by the end of August.

Property appraisals are done by the Shelby County Assessor of Property, except for public utilities which are assessed by the Tennessee Regulatory Authority. Appraised value is the estimated market value at a point in time. Certain properties are exempt such as those owned by government, religious, charitable organizations, etc.

Historical property tax rates are displayed in the table below.

HISTORY OF PROPERTY TAXES

Tax Year	Fiscal Year	General Fund	Schools	Debt Service	Capital Pay Go	Total Rate
1979	1980	1.740800	1.519200	0.476100	0.0000	3.74
1980	1981	1.720000	1.060000	0.290000	0.0000	3.07
1981	1982	2.000000	1.140000	0.410000	0.0000	3.55
1982	1983	2.080000	1.140000	0.450000	0.0000	3.67
1983	1984	1.680000	1.000000	0.450000	0.0000	3.13
1984	1985	1.680000	1.000000	0.450000	0.0000	3.13
1985	1986	1.830000	1.030000	0.450000	0.0000	3.31
1986	1987	1.909800	1.030000	0.370200	0.0000	3.31
1987	1988	1.896660	1.030000	0.383340	0.0000	3.31
1988	1989	1.588270	1.090000	0.631730	0.0000	3.31
1989	1990	1.662870	1.030000	0.617130	0.0000	3.31
1990	1991	1.620490	1.030000	0.659510	0.0000	3.31
1991	1992	1.094100	0.665655	0.386900	0.0000	2.15
1992	1993	1.304296	0.804955	0.566704	0.0000	2.68
1993	1994	1.610611	0.967537	0.596990	0.0000	3.18
1994	1995	1.672400	0.967538	0.535200	0.0000	3.18
1995	1996	1.672400	0.967538	0.535200	0.0000	3.18
1996	1997	1.672400	0.967538	0.535200	0.0000	3.18
1997	1998	1.672400	0.967538	0.535200	0.0000	3.18
1998	1999	1.376300	0.840675	0.548800	0.0000	2.77
1999	2000	1.376300	0.840675	0.548800	0.0000	2.77
2000	2001	1.751000	0.894900	0.724100	0.0000	3.37
2001	2002	1.678500	0.857800	0.694100	0.0000	3.23
2002	2003	1.675300	0.857800	0.694100	0.0032	3.23
2003	2004	1.675300	0.857800	0.694100	0.0032	3.23
2004	2005	1.675300	0.857800	0.694100	0.0032	3.23
2005	2006	1.908800	0.827100	0.694100	0.0032	3.43
2006	2007	1.908800	0.827100	0.694100	0.0032	3.43
2007	2008	1.908800	0.827100	0.694100	0.0032	3.43
2008	2009	2.342700	0.190000	0.714100	0.0032	3.25
2009	2010	2.291700	0.186800	0.714100	0.0031	3.19
2010	2011	2.291700	0.186800	0.714100	0.0031	3.19



LOCAL SALES TAX

Local Option Sales Tax collections are the second largest revenue source for the City. The 9.25% sales tax rate consists of 2.25% local option and 7.0% state sales tax. The local portion is limited to the first \$1,600 of each sale. By state law ½ of the local sales tax must be allocated to schools. The local sales tax rate can be raised by referendum.

STATE SALES TAX

State revenues are distributed from the state to the municipalities by percentage and population as stated in the Tennessee Code Annotated.

LICENSES AND PERMITS

Licenses and Permits fees are collected by the Permits Office as authorized by Ordinance and the County Clerk.

FINES AND FOREITURES

Fines and Forfeitures are collected by the City and County Clerk's Offices, and the Memphis Police Department.

CHARGES FOR SERVICES

Charges for Services are payments due for specific services provided by the City of Memphis or for the use of City Property.

USE OF MONEY

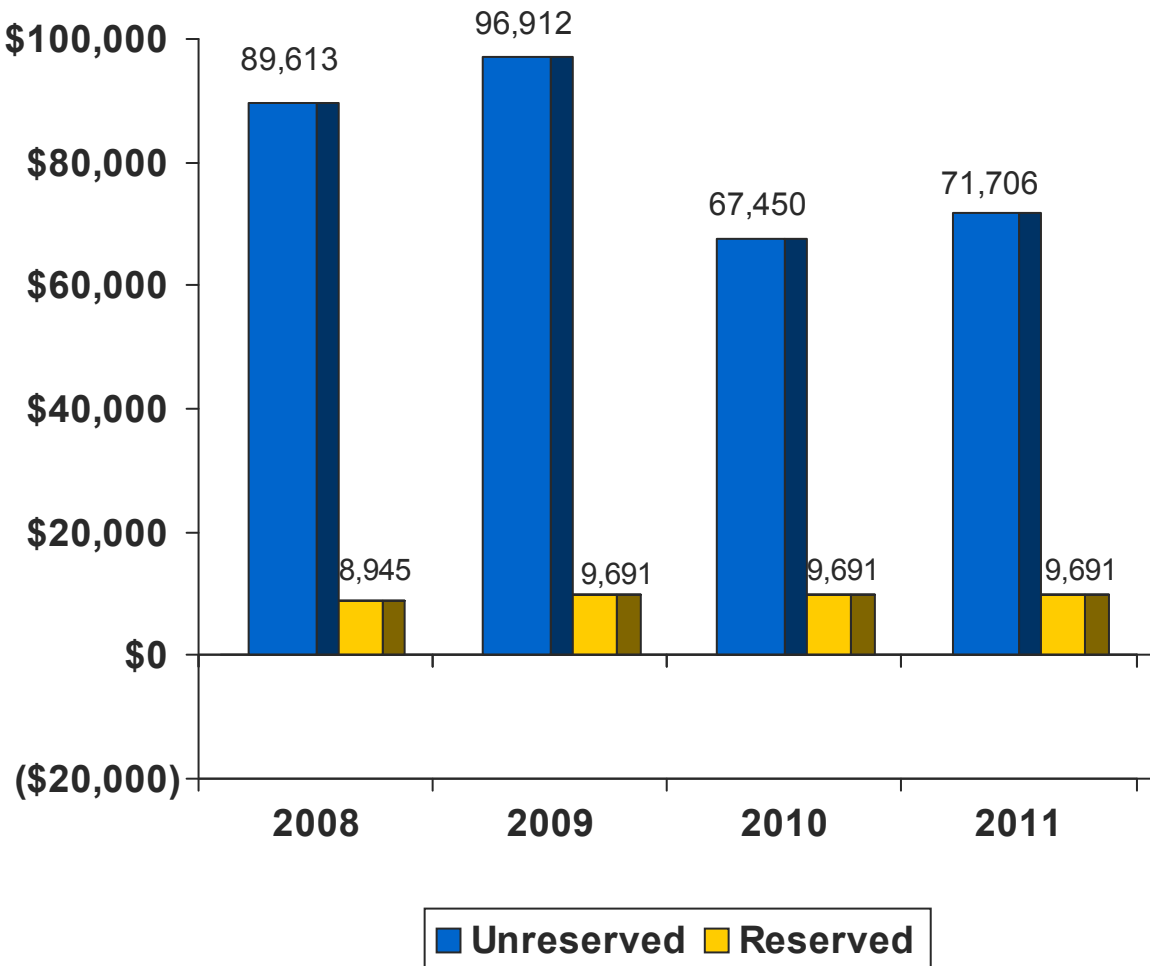
Maximum utilization of City dollars is accomplished by the investment of pooled funds in interest-bearing accounts. The City's Investment Specialists are responsible for such investments and determine which financial instruments provide the highest yield with a time frame commensurate with the City's need for liquidity and scheduled expenditures. In addition, a portion of the interest on investments is derived from funds that are managed by outside money managers.

TRANSFERS IN

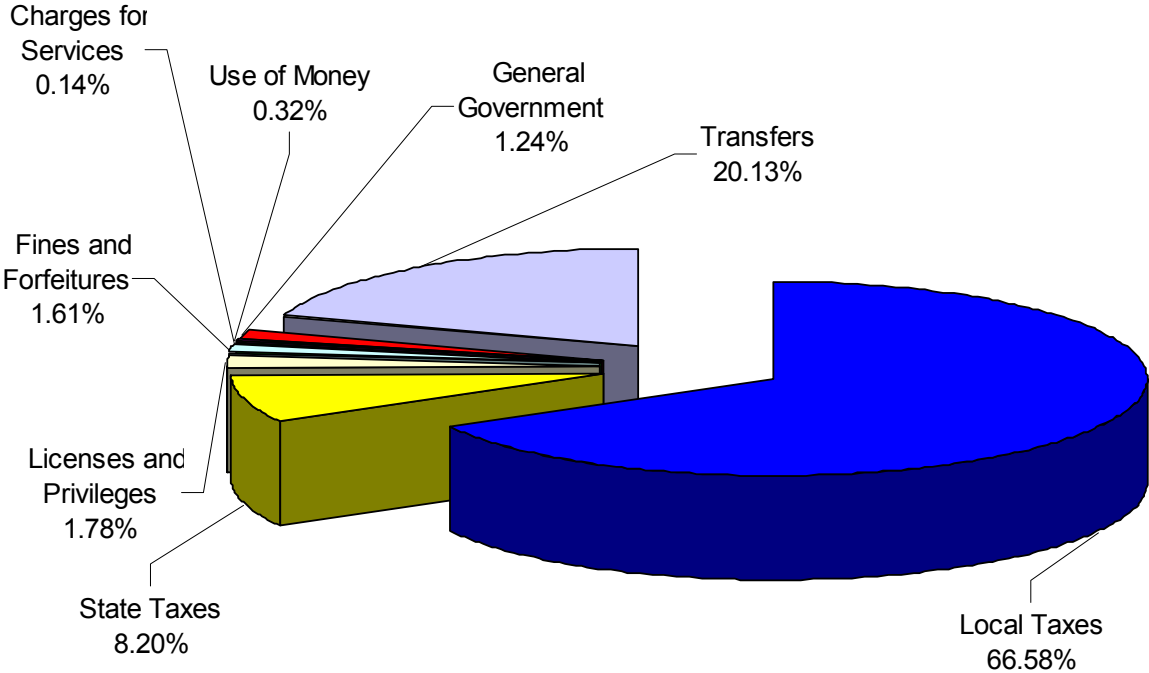
Transfers are made from various sources into the General Fund. One source is the State's Municipal Aid Fund. These funds are from gasoline and other fuel revenues that are disbursed throughout the counties and municipalities within the state of Tennessee as stated in Tennessee Code Annotated. Other sources are City Tax Sales, Drug Enforcement and Sewer Fund.

FUND BALANCE

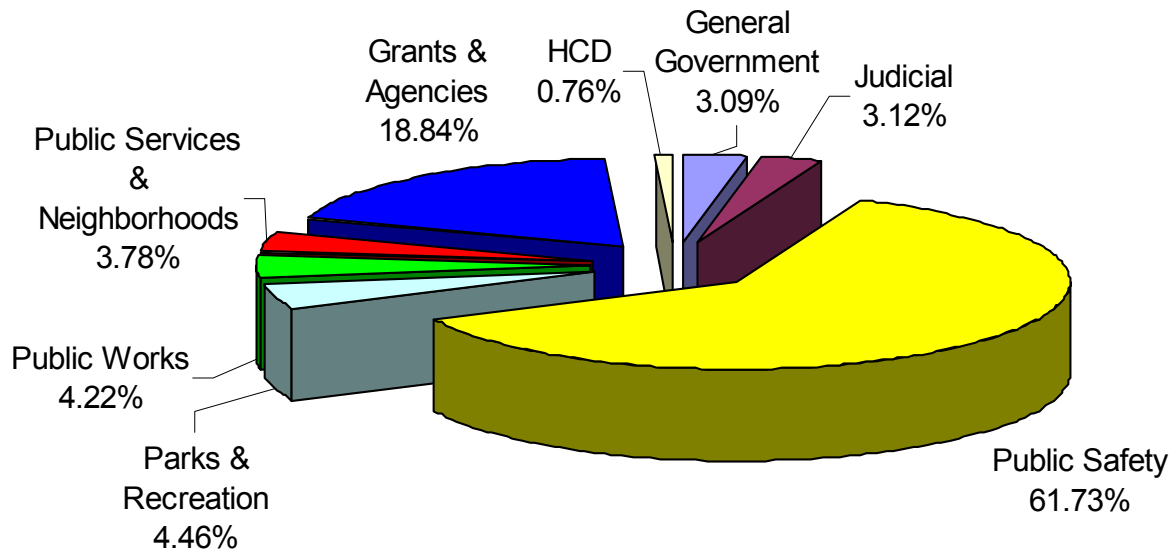
The City of Memphis strives to maintain a general fund balance of 10% of expenditures. Over the last two years the unreserved fund balance has ranged between 6.0% and 16.0%. The City expects to maintain its fiscal policy of 10.0% unreserved fund balance of expenditures.



FY2011 REVENUES



FY2011 EXPENDITURES



GENERAL FUND

Description	FY 2009 Actual	FY 2010 Budget	FY 2010 Forecast	FY 2011 Adopted
Revenues				
Local Taxes	414,907,933	412,614,167	420,067,091	422,636,835
State Taxes	59,035,786	61,653,667	51,553,412	52,045,528
Licenses and Privileges	10,863,887	11,250,873	11,191,822	11,287,710
Fines and Forfeitures	9,371,777	8,873,855	9,645,000	10,245,000
Grants	108,975	0	0	0
Charges for Services	1,150,002	912,877	917,400	917,400
Use of Money	3,064,197	3,515,669	2,092,796	2,035,679
Other Revenues	3,592,037	4,156,471	4,166,751	7,880,881
Total General Revenues	502,094,594	502,977,579	499,634,272	507,049,033
Transfers	61,623,216	74,322,433	74,684,323	127,766,897
Total Revenues/Transfers	563,717,810	577,300,012	574,318,595	634,815,930
Expenditures				
Personnel	409,512,072	428,870,165	421,969,146	446,286,093
Materials & Supplies	94,208,221	102,738,598	108,376,445	108,765,759
Capital Outlay	3,574,929	2,498,345	2,774,074	2,126,877
Grants & Subsidies	83,005,157	62,393,239	68,147,802	109,496,684
Inventory	18,135	91,675	64,725	75,300
Transfer Out	10,317,537	4,853,041	44,826,766	6,415,469
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Charges for Services	(37,964,758)	(40,025,299)	(42,378,202)	(42,606,558)
Net Audit Adjustment	1,618,127	0	0	0
Net City Expenditures	564,289,420	561,419,764	603,780,756	630,559,624
Contribution (Use) of Fund Balance	8,045,000	15,880,248	(29,462,161)	4,256,306
Fund balance beginning of year	98,558,000	106,603,000	106,603,000	77,140,839
Fund balance end of year	106,603,000	122,483,248	77,140,839	81,397,145
<i>Staffing Level</i>				<i>6,505.00</i>



Special Revenue Fund

Special Revenue Funds are used to account of the proceeds of specific revenue sources (other than expendable trusts or for major capital projects) that are legally restricted to expenditures for specific purposes.

Category	FY 2009 Actual	FY 2010 Budget	FY 2010 Forecast	FY 2011 Adopted
Revenues				
Charges For Services	51,351,647	52,897,123	51,490,633	59,658,033
Grant Revenue	511,995	1,431,000	822,068	0
Other Revenue	815,587	2,357,384	2,432,225	2,581,660
Oper Trf In-General Fund	5,128,707	1,928,492	4,650,098	(702,435)
Total Revenue	57,807,936	58,613,999	59,395,024	61,537,258
Expenditures				
Personnel Services	29,957,668	29,749,019	29,874,297	31,137,339
Materials & Supplies	23,279,103	22,015,316	23,101,484	23,575,205
Grants & Subsidies	562,834	1,610,450	1,610,450	403,822
Capital Outlay	265,093	466,315	436,136	414,775
Transfer Out	3,633,327	4,473,809	4,642,367	6,094,064
Total Expenditures	57,698,024	58,314,909	59,664,734	61,625,205
Contribution(Use) of Fund Balance	109,911	299,090	(269,710)	(87,947)
Fund balance beginning of year	(29,961,911)	(29,852,000)	(29,893,193)	(29,552,910)
Fund balance end of year	(29,852,000)	(29,552,910)	(30,162,903)	(29,640,857)
<i>Staffing Level</i>	<i>610.00</i>	<i>613.00</i>	<i>593.66</i>	<i>609.00</i>

DEBT SERVICE FUND

The **Debt Service Fund** is used to account for the accumulation of resources for and the the payment of general long-term debt principal, interest, and related costs.

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Revenues				
Current Property Taxes	76,860,045	76,057,402	79,411,461	80,213,461
Delinquent Property Taxes	2,519,453	2,550,000	2,550,000	2,000,000
In Lieu Of Taxes-Contractual	1,559,047	1,122,000	1,539,747	1,700,000
Hotel-Motel Tax	398,314	399,533	399,533	401,270
Use of Money	1,564,281	2,000,000	2,000,000	2,000,000
Intergovernmental Revenues				
Memphis Shelby County Airport Authority	2,075,930	2,074,268	2,074,268	2,072,243
Memphis Shelby County Port Commissic	401,493	422,571	0	0
Other	5,031,977	3,484,173	3,484,173	3,305,194
Total Revenues	90,410,540	88,109,947	91,459,182	91,692,168
Other Sources				
Transfer from General Fund	5,652,990	4,119,706	5,407,006	2,933,756
Transfer from Municipal State Aid Fund	2,285,896	1,768,300	1,768,300	1,768,300
Transfer from Stormwater Fund	4,412,440	4,412,440	4,412,440	4,412,440
Transfer from Solid Waste Management	1,662,215	1,662,215	0	1,662,215
Transfer from Hotel Motel Fund	902,813	867,375	867,375	1,182,896
Operating transfers in components units:				
Board of Education	0	0	0	0
Proceeds from Refunding Bonds	0	0	0	0
Total Other Sources	14,916,354	12,830,036	12,455,121	11,959,607
Total Revenue/Other Sources	105,326,894	100,939,983	103,914,303	103,651,775



DEBT SERVICE FUND

The **Debt Service Fund** is used to account for the accumulation of resources for and the the payment of general long-term debt principal, interest, and related costs.

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
<u>Expenditures</u>				
Redemption of serial bonds and notes	58,564,534	64,938,016	64,938,016	24,099,970
Interest	52,450,523	53,991,871	53,991,871	55,211,265
Other	538,525	350,000	401,102	350,000
Operating transfer Out (General Fund)	6,000,000	0	0	51,000,000
Retirement of Refunded Debt	0	0	0	0
Total Expenditures	117,553,582	119,279,887	119,330,989	130,661,235
Other use:				
Total Expenditures/Other Sources	117,553,582	119,279,887	119,330,989	130,661,235
Contribution(Use) of Fund Balance	(12,226,688)	(18,339,904)	(15,416,686)	(27,009,460)
Fund balance beginning of year	58,715,528	35,970,492	46,488,840	31,072,154
Fund balance end of year	46,488,840	17,630,588	31,072,154	4,062,694

ENTERPRISE FUND

Enterprise Funds account for the acquisition, operations and maintenance of the City's facilities. These services are entirely or predominantly supported by user charges. The City periodically determines whether the revenue earned, expense incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Category	FY 2009 Actual	FY 2010 Budget	FY 2010 Forecast	FY 2011 Adopted
Revenues				
Interest on Investments	669,672	1,950,000	200,000	200,000
Charges For Services	75,084,666	86,768,000	74,398,326	100,298,500
Transfers in General Fund		0	0	0
Total Revenue	75,754,338	88,718,000	74,598,326	100,498,500
Expenditures				
Personnel Services	21,850,247	25,225,794	23,904,494	26,391,293
Materials & Supplies Inventory	18,980,749	26,037,106	26,421,173	28,229,747
Capital Outlay	3,730,198	3,881,040	3,393,016	5,225,540
Transfer To Fixed Assets	(1,303,353)	(2,605,000)	(1,811,746)	(3,151,500)
Bond Issue Costs	0	0		
Gross Expenditures	43,257,841	52,538,940	51,906,937	56,695,080
Bond Sale Expense	41,307	150,000	139,000	0
Pension Fees	11,784	1,000	2,285	0
Dividend to General Fund	1,300,000	1,300,000	1,300,000	1,300,000
Cost Allocation - General Fund	300,000	1,375,000	1,375,000	1,375,000
MLG&W Billing	260,924	408,000	408,000	408,000
In Lieu of Tax	4,586,681	4,000,000	4,000,000	4,000,000
Materials & Supplies	1,408,503	160,000	50,000	50,000
Payment on Debt Service	11,026,740	17,216,000	19,692,440	20,171,440
State Loan Principal & Interest	0	132,000	68,500	147,000
Depreciation	602,878	500,000	500,000	500,000
Increase (Decrease) in Net Assets	7,470,327	4,159,480	(9,140,877)	14,482,715
Total Expenditures	70,266,985	81,940,420	70,301,285	99,129,235
Contribution (Use) of Fund Balance	5,487,353	6,777,580	4,297,041	1,369,265
Fund balance beginning of year	225,871,544	231,358,897	231,358,897	238,136,477
Fund balance end of year	231,358,897	238,136,477	235,655,938	239,505,742
<i>Staffing Level</i>	437	437	398	437

INTERNAL SERVICE FUND

INTERNAL SERVICE FUNDS are used to budget for the costs of goods or services provided by one division or service center to other divisions for the City on a cost reimbursement basis.

Category	FY 2009 Actual	FY 2010 Budget	FY 2010 Forecast	FY 2011 Adopted
Revenues				
Charges For Services	127,727,648	125,773,334	140,744,457	152,664,621
Planned Use of Fund Balance	0	0	0	0
Total Revenues	127,727,648	125,773,334	140,744,457	152,664,621
Expenditures				
Personal Services	11,348,807	12,661,750	11,827,309	13,224,892
Supplies/Services	7,020,873	9,278,364	10,202,651	10,522,966
Inventory	17,531,049	17,470,826	19,220,032	18,892,583
Capital	518,005	275,452	446,390	148,595
Project Costs	0	0	0	0
Transfer to Fixed Assets	(399,032)	(148,000)	(323,938)	0
Expense Recoveries	0	0	0	0
Claims Incurred	88,350,301	86,683,116	102,506,914	108,480,259
Transfers Out	0	0	4,218,561	5,642,898
Total Expenditures	124,370,003	126,221,508	148,097,919	156,912,193
Operating Income (Loss)	3,357,645	(448,174)	(7,353,462)	(4,247,572)
Fund balance beginning of year	(1,687,947)	1,669,698	1,669,698	1,221,524
Fund balance end of year	1,669,698	1,221,524	(5,683,764)	(3,026,048)
<i>Staffing Level</i>	<i>205</i>	<i>205</i>	<i>199</i>	<i>205</i>

AN ORDINANCE TO APPROPRIATE THE PROCEEDS OF THE TAX LEVY ON THE ASSESSED VALUES ON ALL PROPERTIES OF EVERY SPECIES WITHIN THE CITY LIMITS FOR GENERAL PURPOSES FOR THE FISCAL YEAR JULY 1, 2010 THROUGH JUNE 30, 2011, INCLUSIVE, TOGETHER WITH ALL COLLECTIONS FROM PRIVILEGES, LICENSES, FEES, FINES, PERMITS, CHARGES, REQUESTS, TRANSFERS FROM NON-BUDGET ACCOUNTS, EARNINGS, REFUNDS, AND ALL OTHER ITEMS CONSTITUTING THE REVENUE RECEIPTS OF THE CITY OF MEMPHIS FOR THE FISCAL YEAR JULY 1, 2010 THROUGH JUNE 30, 2011, INCLUSIVE, TO PROVIDE THE MANNER IN WHICH MONIES MAY BE TRANSFERRED FROM ONE FUND TO ANOTHER AND TO PROVIDE THE STANDARD CODE OR DESIGNATIONS UNDER WHICH THE APPROPRIATIONS ARE TO BE ADMINISTERED AND ACCOUNTING CONTROL MAINTAINED.

SECTION 1. BE IT ORDAINED that the anticipated receipts herein appropriated shall be designated as follows:

1. GENERAL FUND, which shall embrace all expenditures for the accounts of the City corporation, except for the expenditures hereinafter appropriated to the Special Revenue Funds, Debt Service, Enterprise Funds, Internal Service Fund and Fiduciary Fund, including current operations and outlays for construction and equipment to be made from receipts herein appropriated.

**GENERAL FUND
GENERAL REVENUES**

LOCAL TAXES	
Ad Valorem Tax- Current	262,743,000
Ad Valorem Tax Prior	7,800,000
Rec In Lieu Of Taxes - Cont	5,220,511
Prop Taxes Int & Penalty	6,161,000
Bankruptcy Interest & Penalty	151,500
Special Assessment - Prior	100,000
Local Sales Tax	95,000,000
Alcoholic Bev Insp Fee	4,000,000
Beer Sales Tax	14,673,000
Gross Receipts Bus. Tax	8,287,500
Interest Penalties & Commissions	222,337
Mixed Drink Tax	2,424,000
Bank Excise Tax	792,987
State Appointment TVA	7,700,000
Cable TV Franchise Fees	4,545,000
Miscellaneous Franchise Tax	500,000
Warrants and Levies	1,000
Miscellaneous Tax Recoveries	2,000,000
MLGW/Williams Pipeline	315,000
TOTAL LOCAL TAXES	422,636,835

STATE TAXES (LOCAL SHARE)	
State Income Tax	8,900,000
State Sales Tax	41,000,000
Telecommunication Sales Tax	61,800
State Shared Beer Tax	345,000
Alcoholic Beverage Tax	265,200
Spec Petroleum Product Tax	1,473,528
<i>TOTAL STATE TAXES (LOCAL SHARE)</i>	<u>52,045,528</u>
LICENSES & PRIVILEGES	
Liquor By The Oz License	270,405
Taxi Drivers Licenses	28,217
Gaming Pub Amusement Fees	13,000
Wrecker Permit Fee	9,088
Miscellaneous Permits	70,000
Beer Applications	57,000
Auto-Veh Reg/Inspect Fee	10,700,000
Beer Permits	140,000
<i>TOTAL LICENSES & PRIVILEGES</i>	<u>11,287,710</u>
FINES AND FORFEITURES	
Court Fines	5,700,000
Court Costs	4,000,000
Fines & Forfeitures	139,000
Beer Applications (Fines)	150,000
Arrest Fees	256,000
<i>TOTAL FINES & FORFEITURES</i>	<u>10,245,000</u>
CHARGES FOR SERVICES	
Tax Sales-Attorneys Fee	600,000
MLG &W Rents	2,400
Parking Lots	315,000
<i>TOTAL CHARGES FOR SERVICES</i>	<u>917,400</u>
USE OF MONEY	
Interest on Investments	1,960,000
Net Income/Investors	2,528
State Litigation - Tax Commission	73,151
<i>TOTAL USE OF MONEY</i>	<u>2,035,679</u>

OTHER REVENUES	7,880,881
TRANSFERS	
In Lieu of Tax-MLG&W	53,750,000
In Lieu of Tax-Sewer Fund	3,874,897
Transfer in Debt Service Fund	51,000,000
Transfer In Mun St Aid Fund	16,811,000
Transfer In Sewer Fund	1,300,000
Transfer In Solid Waste	1,031,000
TOTAL TRANSFERS	127,766,897
TOTAL GENERAL REVENUES/ TRANSFERS IN	634,815,930

**GENERAL FUND
DEPARTMENTAL REVENUES**

EXECUTIVE	
Federal Grants	123,882
Local Shared Revenue	414,322
TOTAL EXECUTIVE	538,204
FINANCE	
Rezoning Ordinance Publication Changes	10,000
TOTAL FINANCE	10,000
FIRE	
Anti-Neglect Enforcement Program	240,000
Ambulance Service	16,220,000
Fire-Misc Collections	31,000
Local Shared Revenue	20,000
International Airport	3,802,196
TOTAL FIRE	20,313,196
POLICE	
Fines & Forfeitures	54,106
DUI BAC Fees	4,500
Sex Offender Registry Fees	48,790
Police Special Events	850,000
Sale of Reports	259,060
Officers in the School	1,067,000
Misc Revenue	39,000
Federal Grants	240,000
TOTAL POLICE	2,562,456



PARKS

Admissions - School Groups	14,000
Admissions - Groups	2,900
Admissions - Museum Workshops	17,800
Admissions - General	269,900
Museum Planetarium Fee	67,000
Senior Citizens Meals	135,000
Concessions	414,200
Golf Car Fees	1,124,000
Pro Shop Sales	107,500
Green Fees	1,850,400
Softball	67,250
Basketball	20,250
Ball Permit	14,400
Class Fees	92,200
Rental Fees	220,135
Day Camp Fees	214,050
After School Camp	7,500
Outside Revenue	1,576,320
St TN Highway Maint Grant	111,372
Local Shared Revenue	332,500
Misc Revenue	27,800
<i>TOTAL PARKS</i>	<u>6,686,477</u>

PUBLIC WORKS

St TN Highway Maint Grant	486,695
<i>TOTAL PUBLIC WORKS</i>	<u>486,695</u>

HUMAN RESOURCES

Gym Fees	15,000
<i>TOTAL HUMAN RESOURCES</i>	<u>15,000</u>

PUBLIC SERVICES

Dog License	274,965
County Dog License Fee	83,568
Library Fines & Fees	850,000
Weights/Measures Fees	200,000

CITY OF MEMPHIS

OPERATING BUDGET ORDINANCE

Fleet/Mobile Fees	262,650
Shelter Fees	181,239
Animal Vaccination	18,234
Local Shared Revenue	654,709
City of Bartlett	1,034,000
Misc Income	50,000
Grant Revenue - Library	16,000
TOTAL PUBLIC SERVICES	3,625,365
GENERAL SERVICES	
Wrecker & Storage Charges	1,028,920
Tow Fees	1,099,214
Rent of Land	39,168
Easements and Encroachments	86,340
Fiber Optic Franchise Tax	447,960
TOTAL GENERAL SERVICES	2,701,602
COMMUNITY ENHANCEMENT	
Special Assessment Tax	398,000
St TN Interstate Grant	750,000
TOTAL COMMUNITY ENHANCEMENT	1,148,000
ENGINEERING	
Subdivision Plan Insp Fees	385,000
Street Cut Inspection Fee	250,000
Signs-Loading Zones	12,800
Arc Lights	4,000
Sale of Reports	14,363
Traffic Signals	66,000
Parking Meters	580,000
MLG&W Rent	400
St TN Highway Maint Grant	95,000
Sidewalk Permits	88,000
TOTAL ENGINEERING	1,495,563
INFORMATION SYSTEMS	1,200,000
CITY COURT CLERK	
Court Fees	1,824,000
TOTAL CITY COURT CLERK	1,824,000
PLANNING AND DEVELOPMENT	
Landmarks Commission Misc. Revenue	0
TOTAL PLANNING AND DEVELOPMENT	0
TOTAL DEPARTMENTAL REVENUES	42,606,558



TOTAL REVENUES GENERAL FUND 677,422,488

**GENERAL FUND
EXPENDITURE BUDGET**

EXECUTIVE

Mayor's Office	1,087,347
Chief Administrative Office	542,589
Auditing	987,615
Mayor's Citizen Service Center	357,404
Youth Services/Community Affairs	3,709,169
Emergency Operations Center	760,478
TOTAL EXECUTIVE	<u>7,444,602</u>

FINANCE

Administration	526,238
Financial Management	1,846,681
Purchasing	741,454
Budget	712,191
Debt & Investment Management	175,927
City Treasurer	1,275,394
Financial & Strategic Planning Office	505,991
TOTAL FINANCE	<u>5,783,876</u>

FIRE

Administration	1,775,780
Apparatus Maintenance/Hydrant Repair	6,686,286
Logistical Services	2,023,091
Training	2,855,682
Communications	5,344,483
Fire Prevention/Public Education	5,272,401
Firefighting	105,946,441
EMS	27,021,964
Airport	3,016,839
TOTAL FIRE	<u>159,942,967</u>

POLICE	
Executive Administration	35,304,375
Support Services	25,956,714
Precincts	122,553,814
Investigative Services	23,220,271
Special Operations	21,500,099
<i>TOTAL POLICE</i>	<u>228,535,273</u>
PARKS	
Administration	654,200
Planning & Development	147,465
Park Operations	5,771,096
Park Facilities	3,326,354
Zoo	1,568,873
Brooks Museum	646,800
Memphis Botanic Gardens	578,664
Fairgrounds/Stadium	1,932,621
Recreation	8,542,064
Golf	4,903,238
<i>TOTAL PARKS</i>	<u>28,071,375</u>
PUBLIC WORKS	
Administration	784,718
Street Maintenance	6,145,268
Street Lighting	10,997,095
<i>TOTAL PUBLIC WORKS</i>	<u>17,927,081</u>
HUMAN RESOURCES	
Administration/EAP	1,192,772
Benefits	(22,440)
Employment	1,218,118
Compensation/Records Administration	1,038,327
Labor Relations	390,537
Quality & Professional Development	473,057
Testing & Recruitment	3,136,061
<i>TOTAL HUMAN RESOURCES</i>	<u>7,426,432</u>

PUBLIC SERVICES & NEIGHBORHOODS	
Administration	417,735
Special Services	557,064
Animal Shelter	2,551,609
Vehicle Inspection	2,571,518
Memphis/Shelby County Music Commission	198,928
Memphis Public Libraries	17,503,447
<i>TOTAL PUBLIC SERVICES & NEIGHBORHOODS</i>	<u>23,800,301</u>
GENERAL SERVICES	
Administration	686,343
Property Maintenance	6,559,174
Real Estate	357,315
Operation Of City Hall	2,088,209
Impound Lot	2,948,361
<i>TOTAL GENERAL SERVICES</i>	<u>12,639,402</u>
HOUSING & COMMUNITY DEVELOPMENT	
Housing	314,238
Economic Development	3,362,002
Community Initiatives	777,105
Business Development Center	308,286
<i>TOTAL HOUSING & COMMUNITY DEVELOPMENT</i>	<u>4,761,631</u>
COMMUNITY ENHANCEMENT	
Administration	500,816
Community Enhancement	8,409,558
<i>TOTAL COMMUNITY ENHANCEMENT</i>	<u>8,910,374</u>
CITY ATTORNEY	13,981,077
ENGINEERING	
Engineering Administration	3,350,722
Signs And Markings	2,628,257
Traffic Signal Maintenance	2,633,827
<i>TOTAL ENGINEERING</i>	<u>8,612,806</u>
INFORMATION SYSTEMS	19,474,712
CITY COUNCIL	1,603,745
CITY COURT JUDGES	617,200

CITY COURT CLERK	3,352,323
RED LIGHT CAMERA	1,691,993
	<u>5,044,316</u>

GRANTS & AGENCIES	
Chamber Foundation	1,350,000
Coliseum	200,000
Convention Center	1,000,000
Death Benefits	600,000
Delta Commission on Aging	143,906
Memphis Child Advocacy Center	100,000
Elections	75,000
Landmarks Commission	236,134
MATA	16,930,000
MLGW Citizen Assistant	1,000,000
Memphis Film & Tape	150,000
Pensioners Insurance	21,998,408
Planning & Development	2,050,000
Riverfront Development	2,637,621
Shelby County	7,681,705
Shelby County Assessor	404,238
Transfer Out- Storm Water Fund	452,000
Transfer Out - Board of Education	60,000,000
Transfer Out- CRA Program	1,300,000
Black Business Association	150,000
Urban Art	130,000
<i>TOTAL GRANTS & AGENCIES</i>	<u>118,589,012</u>

TOTAL EXPENDITURES / TRANSFERS GENERAL FUND **673,166,182**

CONTRIBUTION TO FUND BALANCE 4,256,306

677,422,488

2. SPECIAL REVENUE FUNDS

A. HOTEL/MOTEL TAX FUND

HOTEL/MOTEL TAX FUND
REVENUE BUDGET



Hotel/Motel Tax	3,000,000
Transfer from New Memphis Arena Fund	800,000
TOTAL REVENUES	<u>3,800,000</u>

EXPENDITURE BUDGET

Convention/Visitor's Bureau	1,817,104
Transfer to New Memphis Arena Fund	800,000
Transfer To Debt Service Fund	1,182,896
TOTAL EXPENDITURES	<u>3,800,000</u>

B. MUNICIPAL AID FUND, which shall embrace expenditures from Municipal State Aid Fund receipts.

MUNICIPAL STATE AID FUND
REVENUE BUDGET

State Three Cent Tax	3,846,000
State One Cent Tax	2,062,300
State Gas Tax	12,671,000
TOTAL REVENUES	<u>18,579,300</u>

EXPENDITURE BUDGET

Operating Transfer Out To General Fund	16,811,000
Operating Transfer Out To Debt Service Fund	1,768,300
TOTAL EXPENDITURES	<u>18,579,300</u>

C. NEW MEMPHIS ARENA FUND

NEW MEMPHIS ARENA FUND
REVENUE BUDGET

Local Taxes	800,000
State Shared Revenues	12,750,000
Transfer From Hotel Motel Fund	800,000
Transfer From MLGW	2,500,000
TOTAL REVENUES	<u>16,850,000</u>

EXPENDITURE BUDGET

Grants and Subsidies - Sports Authority	15,250,000
Transfer To Hotel Motel Fund	800,000

Contribution to Fund Balance	800,000
<i>TOTAL EXPENDITURES</i>	<u>16,850,000</u>

D. METRO ALARM FUND

METRO ALARM FUND
REVENUE BUDGET

Alarm Revenue	486,863
<i>TOTAL REVENUE</i>	<u>486,863</u>

EXPENDITURE BUDGET

Alarm Operating Expenses	422,234
Contribution to Fund Balance	64,629
<i>TOTAL EXPENDITURES</i>	<u>486,863</u>

E. ZOO GRANT

ZOO GRANT
REVENUE BUDGET

Contribution from Fund Balance	95,000
<i>TOTAL REVENUE</i>	<u>95,000</u>

EXPENDITURE BUDGET

Zoo Grant Expenses	95,000
<i>TOTAL EXPENDITURES</i>	<u>95,000</u>

F. MLK PARK IMPROVEMENTS

MLK PARK IMPROVEMENTS
REVENUE BUDGET

MLK Park Improvements Revenue	131,000
Contributed from Fund Balance	127,754
<i>TOTAL REVENUE</i>	<u>258,754</u>

EXPENDITURE BUDGET

MLK Park Improvements Expenses	258,754
<i>TOTAL EXPENDITURES</i>	<u>258,754</u>



G. SOLID WASTE MANAGEMENT FUND

SOLID WASTE MANAGEMENT FUND
REVENUE BUDGET

Solid Waste Disposal Fee	58,998,170
Recycling Proceeds	173,000
TOTAL REVENUES	<u>59,171,170</u>

EXPENDITURE BUDGET

Solid Waste Management Expenses	56,281,819
Contribution To Fund Balance	2,889,351
TOTAL EXPENDITURES	<u>59,171,170</u>

H. PLANNING & DEVELOPMENT

PLANNING & DEVELOPMENT
REVENUE BUDGET

Depot Redevelopment Agency	335,310
Industrial Dev Board	600,000
Neighborhood Planning/CRA	504,193
CRA/Projects	3,569,500
Tree Bank	27,959
TOTAL REVENUE	<u>5,036,962</u>

EXPENDITURE BUDGET

Depot Redevelopment Agency	335,310
Industrial Dev Board	600,000
Neighborhood Planning/CRA	504,193
CRA/Projects	3,569,500
Tree Bank	27,959
TOTAL EXPENDITURE	<u>5,036,962</u>

3. DEBT SERVICE FUND

The Debt Service Fund shall embrace expenditures for the payment of interest and installments on the public debt.

DEBT SERVICE FUND
REVENUE BUDGET

Current Property Tax	80,213,461
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Delinquent Property Tax	2,000,000
In Lieu of Taxes- Contractual	1,700,000
Hotel-Motel Tax	401,270
Use of Money	2,000,000
Intergovernmental Rev.- Airport	2,072,243
Other Revenues	3,305,194
Transfer from Municipal State Aid Fund	1,768,300
Transfer from General Fund	2,933,756
Transfer from Solid Waste Management Fund	1,662,215
Transfer from Storm Water Management Fund	4,412,440
Transfer from Hotel/Motel Fund	1,182,896
Contribution from Fund Balance	27,009,460
TOTAL REVENUES / TRANSFERS IN	130,661,235

EXPENDITURE BUDGET

Redemption of serial bonds and notes	24,099,970
Interest	55,211,265
Transfer to General Fund	51,000,000
Other	350,000
TOTAL EXPENDITURES / TRANSFERS OUT	130,661,235

4. ENTERPRISE FUNDS

A. SEWER FUND which shall embrace expenditures from City Sewer Fees, Connection Fees, Miscellaneous Fees, and other monies used for Sewer Services operating and debt service purposes.

**SEWER FUND
REVENUE BUDGET**

Sewer Fees	74,954,000
Sewer Connection Fees	150,000
Sewer Special Connections	30,000
Rents	32,000
Subdivision Development Fees	400,000
Interest on Investments	200,000
TOTAL REVENUES	75,766,000

EXPENDITURE BUDGET

Environmental Inspection & Preventive Maintenance	5,353,099
T E Maxson Treatment Plant	14,508,761



Maynard Stiles Treatment Plant	14,022,925
Lift Stations	1,226,380
Environmental Administration	1,601,832
Environmental Maintenance	6,011,824
Sanitary Sewer Design	1,101,724
Dividend To General Fund	1,300,000
Cost Allocation- General Fund	1,075,000
In Lieu of Tax	4,000,000
Payment of Debt Service	15,759,000
State Loan & Principal & Interest	147,000
Increase (Decrease) in Net Assets	9,658,455
TOTAL EXPENDITURES	75,766,000

B. STORM WATER FUND which shall embrace expenditures from City Storm Water Fees, Drainage Fees, Miscellaneous Fees, and other monies used for Storm Water Services operating and debt service purposes.

**STORM WATER FUND
REVENUE BUDGET**

Storm Water Fees	24,275,500
Open Transfer In - General Fund	452,000
Fines & Forfeitures	5,000
TOTAL REVENUES	24,732,500

EXPENDITURE BUDGET

PW/Drain Maintenance	6,323,321
PW/ Heavy Equipment Services	2,525,881
PW/ Flood Control	1,382,580
PW/Storm Water	1,259,138
CE/ Street Sweeping	2,378,996
ENG/ Drainage Design	344,107
Cost Allocation- General Fund	300,000
MLGW Billing	408,000
Materials & Supplies	50,000
Depreciation	500,000
Transfer Out - Debt Service	4,412,440
Increase (Decrease) in Net Assets	4,848,037
TOTAL EXPENDITURES	24,732,500

5. INTERNAL SERVICE FUND

HEALTHCARE
REVENUE BUDGET

Employer Contributions	43,149,682
Employee Contributions	16,247,269
Other (Medicare Part D/Interest)	1,053,000
TOTAL REVENUES	60,449,951

EXPENDITURE BUDGET

Personnel	330,880
Materials & Supplies	3,830,721
Claims Incurred	58,579,340
Transfer Out	5,642,898
Other	2,700
Increase/(Decreases) in Net Assets	(7,936,588)
TOTAL EXPENDITURES	60,449,951

6. FIDUCIARY FUND

OTHER POST EMPLOYMENT BENEFITS (OPEB)
ADDITIONS

Employer	36,757,136
Members	13,840,267
Medicare Part D	805,000
Transfer In	5,642,898
Interest on Investments	92,000
TOTAL ADDITIONS	57,137,301

DEDUCTIONS

Benefits	49,900,919
Administrative Expenses	3,545,066
Other	2,300

Increase/(Decrease) in Net Assets	3,689,016
<i>TOTAL DEDUCTIONS</i>	<u>57,137,301</u>

SECTION 2. BE IT FURTHER ORDAINED that for the purposes of budget control, administration and accounting of the appropriations made herein for the fiscal year, July 1, 2010, through June 30, 2011, inclusive, the Division and Program names shall be as set out in accordance with the requirements of Section One (1) hereof.

SECTION 3. BE IT FURTHER ORDAINED that Council estimates of the revenues of the City of Memphis for the fiscal year, July 1, 2010, through June 30, 2011, inclusive, which are applicable to the purposes for which taxes are levied shall be set in the schedule within Section 1.

SECTION 4. BE IT FURTHER ORDAINED that all monies subject to appropriation by all divisions shall be deposited with the City Treasurer for the use of the City and all monies so received shall be considered appropriated regardless of the foregoing estimates by items until the appropriations have been filled.

Thereupon, any surplus shall become and be designated Unappropriated Revenue and be subject to lawful appropriation by the Council. Such amounts are not appropriated for the use of the Division receiving same, but shall be carried as a memorandum of collections and earnings.

SECTION 5. BE IT FURTHER ORDAINED that the Comptroller shall have no power to authorize withdrawal of funds constituting the current operating revenues of the City of Memphis from the Treasury of the City of Memphis nor shall any obligations for the expenditures of any such funds be incurred except in pursuance of this ordinance; provided, however, that the Council may appropriate in the current year a greater amount for the operation of any Division, or for any corporate purpose other than those for which an appropriation shall have been made herein in the event that the current revenues shall be available for such purposes; and, provided further, that said expenditures shall be authorized by ordinance or resolution duly adopted by the Council.

SECTION 6. BE IT FURTHER ORDAINED that where work is done or materials furnished by one service center for another service center, the Comptroller is directed to charge the appropriation of the service center receiving and to credit the appropriation of the service center furnishing such labor or materials with the proper cost thereof, when said charge is accepted by the service center receiving same.

SECTION 7. BE IT FURTHER ORDAINED that the Comptroller shall maintain on file in his/her office the line item budget of each program, and that sums not to exceed the preceding amounts set forth in totals by Division and Program for the several funds shall so far as may be needed, be appropriated for the purpose shown for the fiscal year, July 1, 2010 through June 30, 2011, inclusive.

The Mayor shall have the authority to approve transfers between line items within the total amounts of each category (Personnel, Supplies and Services, Grants & Subsidies, Capital Outlay and Expense Recoveries).

The Mayor shall have the authority to approve transfers between categories within the total amounts of each program as set forth herein, however, each transfer shall have a maximum limit of \$50,000 and each Program shall have an annual cumulative limit of \$100,000 for transfers between categories, within the total amounts of each Program. Any transfer of appropriations between Programs shall be made only upon the authorization by ordinance or resolution of the Council.

SECTION 8. BE IT FURTHER ORDAINED, that at the end of the fiscal year which is fixed as June 30, the City Comptroller be authorized to transfer funds as necessary in order that budgeted appropriations not be exceeded in each Program and that the transfer of funds shall not result in an increase in the total Fiscal Year 2011 budget.

SECTION 9. BE IT FURTHER ORDAINED that pursuant to the provisions of the City Charter as amended when any obligation has been incurred by order, contract, agreement to purchase, hire, receive or otherwise obtain anything of value for the use of the City by the joint action of the respective Division Directors, a liability shall be construed to have been created against the appropriation of the Division affected and the respective Division Directors and Program Heads in charge and other persons are prohibited from incurring liabilities in excess of the amount appropriated for each budget of each Program, the totals of which are set out in Section One (1), hereof, of additional amounts which may hereafter be authorized by the Council.

SECTION 10. BE IT FURTHER ORDAINED that, at the close of each fiscal year, which is fixed as June 30, any unencumbered balance of an appropriation shall revert to the appropriate fund balance account or net assets account and shall be subject to reappropriation by the Council, but appropriations may be made during any year from the current year budget in furtherance of improvements or for any corporate purpose which will not be completed within such year.

SECTION 11. BE IT FURTHER ORDAINED that it shall be the duty of the Comptroller to keep an account of each object item appropriation made by the City Council and each such account shall show the appropriations made thereto, the amounts drawn thereon, and he/she shall make available such information on each appropriation account to the Directors of the various Divisions.

SECTION 12. BE IT FURTHER ORDAINED that no claims against the City shall be paid except by means of a check, manual or electronic, on the Treasury issued and signed/authorized by the Comptroller.

SECTION 13. BE IT FURTHER ORDAINED that the Council expressly declares that each section, subsection, paragraph and provision of this ordinance is severable, and that should any portion of this ordinance be held unconstitutional or invalid, the same shall not affect the remainder of this ordinance, but such unconstitutional or invalid portion be elided, and the City Council declares that it would have passed this ordinance with such unconstitutional or invalid portions elided.

SECTION 14. BE IT FURTHER ORDAINED that this ordinance take effect from and after the date it shall have been passed by the Council, signed by the Chairman of the Council, certified and delivered to the Office of the Mayor in writing by the Comptroller and become effective as otherwise provided by law.

Harold B. Collins, Chairperson

Attest: Patrice Thomas, Comptroller



SUMMARY

AUTHORIZED COMPLIMENT

	FY 2009 Actual	FY 2010 Authorized	FY 2011 Adopted
GENERAL FUND			
Executive			
Mayor's Office	12	12	10
Chief Administrative Office	5	5	5
Auditing	11	11	10
Mayor's Citizen Service Center	9	9	7
Youth Services/Community Affairs	7	7	7
Emergency Operations Center	14	14	14
Total Executive	58	58	53
Finance			
Administration	3	3	3
Prevailing Wage Office	2	2	2
Accounting	13	13	13
Accounts Payable	11	11	8
Payroll	7	7	7
Records Management	5	5	5
Purchasing	13	13	12
Budget Office	11	11	9
Debt/Investment Management	4	4	4
Operations/Collections	23	23	23
Permits	0	0	0
Office of Financial & Strategic Planning	0	0	4
Total Finance	92	92	90
Fire Services			
Administration	24	24	27
Apparatus Maintenance	20	20	15
Logistical Services	19	19	18
Training	33	25	26
Communications	68	66	66
Fire Prevention	65	65	65
Fire Fighting	1333	1305	1305
Emergency Medical Services	323	308	308
Airport	44	44	44
Total Fire Services	1929	1876	1874
Police Services			
Administration	97	89	75



SUMMARY

AUTHORIZED COMPLIMENT

Crime Prevention	0	0	0
Vice & Narcotics	168	163	219
Inspectional Services	29	30	33
Training Academy	253	120	230
Research & Development	13	11	14
Support Services	11	8	9
Communication Services	193	225	184
Financial Services	12	12	12
Personnel Services	8	8	8
Information Technology	7	7	7
Property & Evidence	42	0	36
Real Time Crime Center	16	0	41
Precincts	1471	1487	1508
Investigative Services	293	280	281
Special Operations	135	131	210
Traffic Bureau	185	184	149
Total Police Services	2933	2755	3016

Park Services

Administration	8	8	8
Planning & Development	5	5	4
Park Operations	78	78	69
Pink Palace	24	24	22
Historic Homes	1	3	3
Lichterman Nature Center	9	8	7
Memphis Botanic Garden	7	7	7
Fairgrounds/Stadium	0	1	0
Adult Athletics	0	0	0
Senior Centers	16	16	15
Ewing Children's Theatre/Hobby Center	0	0	0
Skinner Center	3	4	3
Athletics	4	3	4
Recreation Operations	3	3	3
Community Centers	83	79	89
Indoor Aquatics Facilities	2	2	2
Golf	21	21	25
Total Park Services	264	262	261

Public Works

Administration	14	14	14
Street Maintenance	148	148	126
Total Public Works	162	162	140



SUMMARY

AUTHORIZED COMPLIMENT

Human Resources

Administration	5	5	5
Employee Special Services	3	3	3
Benefits Administration	2	2	2
Employment	12	12	16
Compensation/Records Administration	16	16	15
Labor Relations	4	4	4
Quality & Professional Development	4	4	3
Testing & Recruitment	6	6	6
Total Human Resources	52	52	54

Public Services

Administration	4	4	4
Multi-Cultural & Religious Affairs	3	3	2
Second Chance	4	4	4
Civilian Law Enforcement Board	2	1	2
Animal Services	45	45	43
Sexual Assault Center	8	7	0
Motor Vehicle Inspections	33	33	45
Music	2	2	2
Libraries	320	320	273
Total Public Services	421	419	375

General Services

Administration	8	8	8
Property Maintenance	94	96	94
Real Estate	7	7	6
Operation City Hall	16	17	15
Grounds Maintenance	0	0	0
City Beautiful	0	0	0
Impound Lot	36	38	34
Total General Services	161	166	157

HCD

Code Enforcement	0	0	0
Housing	2	2	2
Renaissance Development Center	3	3	3
Total HCD	5	5	5

Community Enhancement

Administration	3	3	3
Grounds Maintenance	46	46	46



SUMMARY

AUTHORIZED COMPLIMENT

City Beautiful	4	4	4
Systematic Code Enforcement	75	75	77
Street Sweeping	0	0	0
Total Community Enhancement	128	128	130

City Attorney

City Attorney's Office	35	35	35
Claims	7	7	7
Contract Compliance	3	3	3
Intergovernmental Relations	2	2	2
Risk Management	3	3	3
Permits/Grants	5	5	5
Grants Compliance	6	6	6
Health & Safety	5	5	5
Ethics Office	2	2	2
Total City Attorney	68	68	68

City Engineering

Civil Design & Administration	20	20	19
Survey	16	16	15
Mapping & Property	3	3	3
Construction Inspections	22	22	22
Traffic Engineering	19	19	19
Building Design & Construction	9	9	9
Signs & Markings	30	30	29
Signal Maintenance	33	33	30
Total City Engineering	152	152	146

Information Services

Administration	0	20	20
Radio Maintenance	0	19	19
Total Information Services	0	39	39

City Council

City Council	26	26	26
Total City Council	26	26	26

City Court Judges

City Court Judges	5	5	5
Total City Court Judges	5	5	5



SUMMARY

AUTHORIZED COMPLIMENT

City Court Clerk			
City Court Clerk	66	66	66
Total City Court Clerk	<u>66</u>	<u>66</u>	<u>66</u>
GENERAL FUND TOTAL	6522	6331	6505
SPECIAL REVENUE FUND			
Metro Alarm Fund	5	5	5
Solid Waste Management Fund	653	653	610
SPECIAL REVENUE FUND TOTAL	<u>658</u>	<u>658</u>	<u>615</u>
ENTERPRISE FUNDS			
Sewer Treatment & Collection - Operating Fund	290	290	290
Storm Water Fund	147	147	147
ENTERPRISE FUNDS TOTAL	<u>437</u>	<u>437</u>	<u>437</u>
INTERNAL SERVICE FUNDS			
Health Insurance Fund	12	12	12
Printing & Mail Fund	13	13	13
Fleet Management Fund	177	181	180
INTERNAL SERVICE FUNDS TOTAL	<u>202</u>	<u>206</u>	<u>205</u>
TOTAL AUTHORIZED COMPLIMENT	<u><u>7819</u></u>	<u><u>7632</u></u>	<u><u>7762</u></u>



2011 Capital Improvement Budget Process

The Fiscal Years 2011-2015 **Capital Improvement Program (CIP)** is a multi-year plan for capital expenditures to replace and expand the City's infrastructure, vehicles and equipment. The program is updated annually to reflect the latest priorities and to provide updated cost estimates and available revenue sources.

The purpose of the CIP is to fund capital projects and capital acquisitions that will provide a long-term benefit to the citizens of Memphis. Because of the long-term benefit of the projects in the CIP, these projects are financed over a longer period of time. Present and future users of the projects pay for the projects.

The **Capital Improvement Budget** is the annual budget that funds major construction projects, acquisition of property, capital equipment purchases and ongoing capital programs for the City. For program purposes, the City defines a capital improvement as a major improvement or acquisition, over \$50,000, that will last 10 years or a major improvement or acquisition over \$50,000. Capital Acquisitions between \$5,000 and \$50,000 have a useful life of 5 years.

The CIP process begins in October with the submission of projects by each division. Costs and priorities for the projects are developed through a planning process that includes the Capital Committee and the Budget Office.

Preparing the Capital Improvement Program requires identifying the various sources of revenue for the projects such as general obligation bonds, federal grants, state grants, private funds and Capital Pay As You Go. In addition, each project must be evaluated as to the impact it will have on the City's operating budget.

New facilities require staff, utilities, maintenance and other costs that must be included in the operating budget. Projects in the Capital Improvement Program are ranked using various criteria such as the amount of funds available, importance to the overall mission of the Division and strategic priorities of the Mayor and City Council.

Estimates of costs for each capital project will include planning and design, land acquisition, site improvements, construction and other costs needed to make new facilities operational. As a general rule, architectural/engineering costs are 12% of the construction cost of a building project. Large construction projects over \$1,000,000 are generally designed one year and constructed the next year. A/E costs for street and bridge projects can vary according to the type of project and other factors.

Projects are reviewed by the Administration based on need, impact on the area, quality of life in our neighborhoods and the general economic climate of the City. The Mayor then submits the proposed CIP to the City Council in April for adoption. Adoption by the City Council allocates funds for the first year of the program with specific language on how to appropriate and spend capital funds contained in the CIP resolution. Projects allocated in previous years' Capital Budgets are reprogrammed according to the priorities of the Mayor and Divisions.

Financing the Capital Improvement Program

Long Term Debt

The City's proposed Capital Budget has \$197,729,013 in total allocations for FY 2011. General Obligation Bonds are \$119,654,751 or 60.51% of the total revenue for the FY 2011.

Federal Grants/State Grants

Federal and State grants represent \$46,275,963 or 23.4% of the revenue in the FY 2011 Capital Budget. The majority of these Federal funds are for MATA projects and Public Works projects that qualify for Federal grants. State grants represent the State matching portion of the MATA funds and Public Works projects that qualify for State funds.

Sewer Funds

Sewer funds are \$19,244,000 or 9.7% of the revenue in the FY 2011 Capital Budget and are used to fund projects to maintain and improve the sewer system. The Sewer Fund issues revenue bonds to finance most projects.

Capital Improvement Budget Highlights

The Fire Division's capital budget includes funds for continuous upgrade of its various fire station locations, and new construction dollars for previous annexation areas.

The Police Division's budget includes funds for precinct renovations and a Skycop System.

The Park's Division's budget includes funding for Wolf River greenway improvements and rehabilitations to Douglas Pool and the Mallory-Neely and Magevney House.

The Public Works' Division's budget includes funds to pave more than 400 lane miles of streets each year. ADA ramp improvements, several road projects, including Elvis Presley Blvd. also highlight the FY 2011 budget. The **Stormwater Fund** CIP budget will allow the City to make major investments in drainage infrastructure throughout the City. The **Sewer Fund** projects are for the repair and replacement of sewer infrastructure, new sanitary sewers, and improvements to the treatment plants.

The Public Services and Neighborhoods Division's budget is highlighted by equipment funding for the animal shelter.

The General Services Division's budget includes major ADA improvements, funding for minor improvements to various City buildings and miscellaneous equipment replacement. This budget also reflects a new strategy to concentrate City-wide vehicle purchasing to achieve economic scale. Vehicle acquisitions include 150 marked police cars, 3 fire engines and various heavy duty service equipment.

Housing and Community Development's budget includes continued funding for the Hope VI and the redevelopment of Dixie Homes. Development and construction of the Fairgrounds is represented in the Fairgrounds Public Greenspace Project.

The Engineering Division's budget includes funding for replacement of traffic signals, and intelligent transportation improvements.

Information System's budget includes projects to upgrade the City's information technology infrastructure, and upgrade the telephone system. An Enterprise Management System also highlights this budget

SUMMARY

CAPITAL IMPROVEMENT PROGRAM

The Memphis Area Transit Authority's capital improvement budget is heavily leveraged by Federal and State funding. A project that will benefit from outside funding includes a new bus transfer station near the Memphis International Airport. Preventive maintenance is funded partially by G.O. Bonds.

The Riverfront Development's budget includes funds for Cobblestone improvements, the funds for this project are 100% leveraged.



SUMMARY

CAPITAL IMPROVEMENT PROGRAM

Division	Project Number	Project Description	Reprogrammed Dollars	FY2011	Total
CITY ENGINEERING					
	EN01026	Medical CTR Streetscape	-	1,720,000	1,720,000
	EN01004	Traffic Signals	-	500,000	500,000
	EN01003	Urban Art	-	400,000	400,000
	EN01022	Nucor Steel Fast Track	2,000,000	-	2,000,000
	EN01023	Riviana Fast Track	500,000	-	500,000
	EN01007	Traffic Calming	-	500,000	500,000
					-
Total for City Engineering			2,500,000	3,120,000	5,620,000
EMA Emergency Management Agency					
	PS01003	Emergency Warning Sirens	-	100,000	100,000
					-
Total for EMA			-	100,000	100,000
FIRE					
	FS04001	Personal Protective Equip	-	1,072,951	1,072,951
	FS02001	Fire Station Repair	-	2,528,000	2,528,000
	FS02018	Fire Station #63	-	566,000	566,000
	FS02020	Southwind Fire Station	-	1,500,000	1,500,000
	FS02011	Replace Fire Station # 43	-	-	-
	FS03012	Capital Acquisition	-	225,000	225,000
					-
Total for Fire			-	5,891,951	5,891,951
GENERAL SERVICES					
	GS01010	ADA Facility Compliance	-	1,252,000	1,252,000
	GS01007	Major Modif/Improv to Property	-	4,965,000	4,965,000
	GS01001	City Hall Improvements	-	-	-
	GS01003	City-Wide Energy Modification	-	-	-
	GS01019	VSC St Jude Shop Relocation	-	-	-
	GS01018	VSC W Precinct Shop Relocation	-	-	-
	GS0211B	Capital Acquisition- Fire	-	4,508,284	4,508,284
	GS0211C	Capital Acquisition- Police	-	4,042,500	4,042,500
	GS0211D	Capital Acquisition- Parks	-	680,500	680,500
	GS0211A	Capital Acquisition-Executive	-	80,443	80,443
	GS0211E	Capital Acquisition- Public Works	-	562,856	562,856
		Capital Acquisition-Community			
	GS0211H	Enhancement	-	167,700	167,700
	GS0211G	Capital Acquisition- Public Service	-	70,000	70,000
	GS0211J	Capital Acquisition-Information	-	50,000	50,000
	GS0211I	Capital Acquisition-Engineering	-	486,947	486,947
	GS0211F	Capital Acquisition	-	215,620	215,620
					-
Total for General Services			-	17,081,850	17,081,850



SUMMARY

CAPITAL IMPROVEMENT PROGRAM

Division	Project Number	Project Description	Reprogrammed Dollars	FY2011	Total
HOUSING AND COMMUNITY DEVELOPMENT					
	CD01085	Fairgrounds Public Green Space	-	11,900,000	11,900,000
	CD01033	MHA-Dixie Homes	-	6,590,391	6,590,391
	CD01083	Triangle Noir (UE)	-	25,897,925	25,897,925
	CD01084	SVRS	-	500,000	500,000
	CD01087	Economic Development Program	-	5,000,000	5,000,000
					-
Total for Housing and Community Development			-	49,888,316	49,888,316
INFORMATION SERVICES					
	IS01007	Replace Obsolete Equipment	-	2,000,000	2,000,000
	IS01059	Traffic Signal Inventory Caps	-	700,000	700,000
	IS01062	Telephone Systems Upgrade	-	850,000	850,000
	IS01068	Enterprise Asset Mgmt Sys	-	1,000,000	1,000,000
	IS01070	Website/Intranet Upgrade	-	340,000	340,000
	IS01069	Enterprise Email Upgrade	-	250,000	250,000
	IS01067	ADA Accessibility Routing	-	350,000	350,000
	IS01071	Weights/Measures Billing SW	-	65,000	65,000
	IS01055	Radio Maint. Infrast Upgrade.	-	1,106,396	1,106,396
					-
Total for Information Services			-	6,661,396	6,661,396
MATA					
	GA03018	MATA-Preventive Maint.	-	13,406,000	13,406,000
	GA03007	MATA-Bus Replacement	-	4,940,000	4,940,000
	GA03011	MATA-Paratransit Bus	-	1,770,000	1,770,000
	GA03001	MATA-Service Vehicles	-	420,000	420,000
	GA03022	MATA-Adv Public Transp System	-	800,000	800,000
	GA03021	MATA-Regional Rail Plan	-	6,750,000	6,750,000
					-
Total for MATA			-	28,086,000	28,086,000
PARKS					
	PK09002	Zoo Major Maintenance	-	250,000	250,000
	PK01026	Gaston Comm. Center Repairs	-	392,000	392,000
	PK07012	Greenway Improvements	-	1,556,000	1,556,000
	PK04015	Douglass Pool Bathhouse/Pump	-	330,000	330,000
	PK08027	Mallory-Neely House	-	300,000	300,000
	PK07089	Charjean Park Improvement	-	650,000	650,000
	PK07109	Morris Park Improvements	-	35,000	35,000
					-
Total for Parks			-	3,513,000	3,513,000



SUMMARY

CAPITAL IMPROVEMENT PROGRAM

Division	Project Number	Project Description	Reprogrammed Dollars	FY2011	Total
POLICE SERVICES					
	PD04013	Crump Station	-	4,400,000	4,400,000
	PD02003	Traffic Precinct	-	400,000	400,000
	PD02004	Precinct Renovations	-	240,000	240,000
	PD03008	Capital Acquisition	-	505,000	505,000
					-
Total for Police Services			-	5,545,000	5,545,000
PUBLIC SERVICES					
	PS01010	Animal Shelter Replacement	-	900,000	900,000
					-
Total for Public Services			-	900,000	900,000
PUBLIC WORKS					
	PW04007	ADA Curb Ramp	-	2,200,000	2,200,000
	PW04065	Safe Route to School-Frayser	-	259,000	259,000
	PW04066	Safe Route to School-Rozelle	-	250,000	250,000
	PW01040	Asphalt/Paving	-	11,500,000	11,500,000
	PW01093	Street Lighting	-	700,000	700,000
	PW02006	S. Parkway Bridge of ICRR	-	100,000	100,000
	PW02015	Holmes St. Br over CSX RR	-	250,000	250,000
	PW01180	Northridge	-	990,000	990,000
	PW01023	Second/I-40/Cedar	-	3,952,000	3,952,000
	PW01064	Elvis Presley/Shelby/Winch	-	1,800,000	1,800,000
	PW04080	Pidgeon Rail/road Project	-	-	-
	PW01216	Hawkins Mill E of University	-	71,000	71,000
	PW01219	St Elmo at Mt Terrace St	-	141,700	141,700
	PW01222	Raleigh Millington-New Allen	-	124,000	124,000
	PW01218	S Parkway East at College	-	423,000	423,000
	PW01217	S Perkins at Old Lamar	-	857,000	857,000
	PW04075	STP ADA Curb Ramp	2,508,000	-	2,508,000
	PW01198	ARRA Repaving	14,077,500	-	14,077,500
	PW01199	STP Repaving	11,860,000	-	11,860,000
	PW02032	STP Guardrail Attenuators	440,000	-	440,000
	PW02031	ARRA Bridge Guardrail	344,000	-	344,000
	PW02030	ARRA Winchester Tun Repair	270,000	-	270,000
	PW02029	ARRA Sam Cooper/RR	217,000	-	217,000
	PW04029	U of M Crosswalk	2,640,000	-	2,640,000
	PW02001	Bridge Repair	165,813	-	165,813
	PW05008	Capital Acquisition	-	1,100,000	1,100,000
					-
Total for Public Works			32,522,313	24,717,700	57,240,013
RIVERFRONT DEVELOPMENT					
	GA01004	Cobblestone Landing	6,015,000	264,800	6,279,800
Total for Riverfront Development			6,015,000	264,800	6,279,800



SUMMARY

CAPITAL IMPROVEMENT PROGRAM

Division	Project Number	Project Description	Reprogrammed		Total
			Dollars	FY2011	
SEWER					
	SW02001	Rehab Existing Sewers	11,557,237	7,244,000	18,801,237
	SW03001	Service To Unsewered Areas	3,040,781	1,000,000	4,040,781
	SW01001	Misc Subdivision Outfalls	13,877,490	2,500,000	16,377,490
	SW02006	Sludge Disp/Earth Complex	5,350,266	500,000	5,850,266
	SW04004	Wolf River Interceptor	28,045,282	4,000,000	32,045,282
	SW02033	South Plant Expansion	11,428,895	4,000,000	15,428,895
	SW02009	North Plant Sludge Disposal	246,000	-	246,000
	SW02011	Covered Anaerobic Lagoon	10,935,830	-	10,935,830
	SW03010	Marys Creek Interceptor	8,414,900	-	8,414,900
	SW04005	Loosahatchie Sewer	8,500,731	-	8,500,731
	SW04006	Wolf River Bank Stabilization	1,950,000	-	1,950,000
	SW04007	Environmental Maint Relocation	8,000,000	-	8,000,000
	SW04008	Loosahatchie Interceptor	4,726,043	-	4,726,043
					-
Total for Sewer			116,073,455	19,244,000	135,317,455
STORM WATER					
	ST03006	Drainage - ST	41,353,201	16,500,000	57,853,201
	ST04041	Environmental Permitting -St	1,263,487	200,000	1,463,487
	ST04010	Curb and Gutter - ST	2,638,100	1,500,000	4,138,100
	ST04038	Storm water Pollution - ST	6,500,000	4,500,000	11,000,000
	ST03008	Subdivision Drainage - ST	900,000	100,000	1,000,000
	ST03083	Bridge Repair Storm Water	1,095,282	300,000	1,395,282
	ST03059	Flood Control - ST	6,000,000	1,000,000	7,000,000
	ST03098	Major Drainage Rehab/Replace	10,495,650	7,000,000	17,495,650
	ST03111	Airways over Nonconnah	5,447,800	-	5,447,800
	ST01089	Bartlett Rd/Fletcher - ST	3,668,960	-	3,668,960
	ST03021	Gayoso Bayou Culvert - ST	665,000	-	665,000
	ST03084	Watkins Storm Water	1,000,000	-	1,000,000
	ST03020	Timber Creek Drainage -ST	127,722	-	127,722
	ST05005	Capital Acquisition	-	1,615,000	1,615,000
					-
Total for Storm Water			81,155,202	32,715,000	113,870,202
Total Capital Improvement Program			238,265,970	197,729,013	435,994,983



■ operating budget

Sources of Revenue	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Local Taxes	414,907,933	412,614,167	420,067,091	422,636,835
State Taxes	59,035,786	61,653,667	51,553,412	52,045,528
Licenses and Permits	10,863,887	11,250,873	11,191,822	11,287,710
Fines and Forfeitures	9,371,777	8,873,855	9,645,000	10,245,000
Charges for Services	1,150,002	912,877	917,400	917,400
Use of Money and Property	3,064,197	3,515,669	2,092,796	2,035,679
Federal Grants	93,407	0	0	0
State Grants	15,568	0	0	0
Other Revenues	3,592,037	4,156,471	4,166,751	7,880,881
Transfers In	61,623,216	74,322,433	74,684,323	127,766,897
Total Revenues\Transfers	563,717,810	577,300,012	574,318,595	634,815,930

■ issues & trends

The Operating Budget Revenue for FY 2011 totals \$634,815,930. This represents a revenue increase of \$57.5M or 9.9% from the FY 2010 Adopted Budget.

Our largest revenue source, local taxes are projected to increase \$10.0M or 2.4% from the FY 2010 Adopted Budget. State taxes, our second largest revenue source is projected to decline by \$9.6M or - 15.5% from the FY 2010 Adopted Budget.

Other sources of revenue that contribute to the operating budget are Transfers In. They are projected to increase by \$53.4M from FY 2010 Adopted Budget. Transfers In include \$41.0M from bond refinancing.

GENERAL FUND

GENERAL FUND REVENUES

Sources of Revenue	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Local Taxes				
Beer Sales Tax	15,157,111	15,474,000	14,600,000	14,673,000
MLGW/Williams Pipeline	315,874	315,000	315,000	315,000
Bankruptcy Interest & Penalty	188,876	500	150,000	151,500
Ad Valorem Tax Prior	6,879,117	6,488,540	7,500,000	7,800,000
Alcoholic Beverage Inspection Fee	4,124,338	3,989,513	3,989,513	4,000,000
Warrants and Levies	1,300	1,766	1,766	1,000
Cable TV Franchise Fees	4,342,095	4,165,105	4,500,000	4,545,000
Misc Franchise Tax	574,599	436,969	500,000	500,000
Misc Tax Recoveries	2,385,583	1,863,899	2,000,000	2,000,000
Bank Excise Tax	1,035,770	792,987	792,987	792,987
PILOT's	5,088,114	5,143,361	5,143,361	5,220,511
Local Sales Tax	97,064,785	95,764,000	95,080,000	95,000,000
Gross Rec Business Tax	9,346,083	9,162,639	8,500,000	8,287,500
Interest, Penalties & Commission	341,270	222,337	222,337	222,337
Ad Valorem Tax - Current	252,035,751	253,387,184	260,400,000	262,743,000
Property Taxes Interest & Penalty	6,806,777	6,759,000	6,100,000	6,161,000
State Appointment TVA	6,806,191	6,000,000	7,778,557	7,700,000
Special Assessment Tax	87,847	93,570	93,570	100,000
Mixed Drink Tax	2,326,452	2,553,797	2,400,000	2,424,000
Total Local Taxes	414,907,933	412,614,167	420,067,091	422,636,835
State Taxes				
State Shared Beer Tax	359,490	370,912	345,000	345,000
Spec Petroleum Product Tax	1,480,712	1,488,412	1,488,412	1,473,528
Telecommunication Sales Tax	83,744	114,778	60,000	61,800
State Income Tax	11,710,409	12,600,000	8,400,000	8,900,000
Alcoholic Beverage Tax	270,639	247,056	260,000	265,200
State Sales Tax	45,130,792	46,832,509	41,000,000	41,000,000
Total State Taxes	59,035,786	61,653,667	51,553,412	52,045,528
Licenses and Permits				
Beer Permit Privilege Tax	141,491	163,880	140,000	140,000
Wrecker Permit Fee	18,553	9,088	9,088	9,088
Gaminy Pub Amus Perm Fee	13,280	20,957	13,000	13,000
Beer Application	55,830	83,431	68,000	57,000
Taxi Drivers License	23,780	28,217	28,217	28,217
Liquor By Ounce License	270,544	270,405	270,405	270,405
Misc Permits	69,153	81,783	70,000	70,000
Auto Registration Fee	10,271,256	10,593,112	10,593,112	10,700,000
Total Licenses and Permits	10,863,887	11,250,873	11,191,822	11,287,710



GENERAL FUND

GENERAL FUND REVENUES

Sources of Revenue	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Fines and Forfeitures				
Fines & Forfeitures	147,631	160,585	139,000	139,000
Arrest Fees	255,260	279,741	256,000	256,000
Court Fees	5,035,357	4,621,660	5,100,000	5,700,000
Court Costs	3,777,186	3,732,321	4,000,000	4,000,000
Beer Board Fines	156,343	79,548	150,000	150,000
Total Fines and Forfeitures	9,371,777	8,873,855	9,645,000	10,245,000
Charges for Services				
Parking Meters	80	0	0	0
Outside Revenue	6,500	0	0	0
MLG&W Rent	2,400	2,400	2,400	2,400
Parking Lots	315,000	315,000	315,000	315,000
Tax Sales Attorney Fees	803,585	595,477	600,000	600,000
Traffic Signals	22,437	0	0	0
Total Charges for Services	1,150,002	912,877	917,400	917,400
Use of Money and Property				
Net Income/Investors	816,304	2,528	19,645	2,528
Interest on Investments	2,103,529	3,439,990	2,000,000	1,960,000
State Litigation Tax Commission	144,364	73,151	73,151	73,151
Total Use of Money and Property	3,064,197	3,515,669	2,092,796	2,035,679
Federal Grants				
Federal Grants - Others	93,407	0	0	0
Total Federal Grants	93,407	0	0	0
State Grants				
TEMA Reimbursement	15,568	0	0	0
Total State Grants	15,568	0	0	0
Other Revenues				
Commercial Revitalization Fee	59,800	50,000	50,000	50,000
Mphs Brd of Ed Claims Settlement	0	0	0	0
Bad Check Penalties	461	4,968	4,968	0
Sale Of Capital Assets	2,000	31,922	31,922	25,000
Recovery Of Prior Year Expense	170,185	405,797	405,797	155,000
Unclaimed Property	0	0	56,501	0
Sewer Fund Cost Allocation	1,075,000	1,075,000	1,075,000	1,075,000
Cash Overage/Shortage	2,322	393	393	0
Treasurer - Misc Collections	0	200	200	0
City Property Damage Reim	252,745	271,221	225,000	200,000



GENERAL FUND

GENERAL FUND REVENUES

Sources of Revenue	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Miscellaneous Revenue	0	0	0	4,538,970
Local Other Revenue	0	0	0	0
Miscellaneous Income	69,384	36,911	36,911	36,911
Court Reimbursement	0	1,597	1,597	0
Local Shared Revenue	6,100	0	0	0
Miscellaneous Auctions	1,954,040	2,278,462	2,278,462	1,800,000
Total Other Revenues	3,592,037	4,156,471	4,166,751	7,880,881
Transfers In				
In Lieu Of Taxes-MLGW	49,736,535	52,336,536	52,698,426	53,750,000
Tfr In - State Street Aid	0	16,811,000	16,811,000	16,811,000
In Lieu Of Taxes-Sewer	4,586,681	3,874,897	3,874,897	3,874,897
Tfr In - Sewer Operating/CIP	1,300,000	1,300,000	1,300,000	1,300,000
Tfr In - Solid Waste Fund	0	0	0	1,031,000
Tfr In - Debt Service Fund	6,000,000	0	0	51,000,000
Total Transfers In	61,623,216	74,322,433	74,684,323	127,766,897
Total Revenues\Transfers	563,717,810	577,300,012	574,318,595	634,815,930



Revenue Forecasting Methodology

The University of Memphis forecasters independently prepare quarterly reports of major revenue updates and forecasts for use in the internal decision-making done in the City of Memphis Finance Department. The forecasts have two areas of focus: forecasts for the current fiscal year's end-of-year revenues and forecasts for the next fiscal year and for each year out for ten years.

A team of three Ph.D. economists report on current economic trends that influence the City of Memphis. National, state and local economic indicators receive full discussion in both an oral presentation and written documents. These perspectives are essential for the finance department to understand and respond to a second area of focus. In the second part of the report, the team prepares numerical forecasts for the current fiscal year's end-of-year revenues, for the next fiscal year, and for each year out for ten years.

The forecasts are for more than fifty revenue variables, including total revenue for the city's general fund, subgroups of revenue sources, and individual revenue sources. The format of the forecast involves a median forecast as the single most likely value and a high/low range to indicate the degree of uncertainty. Also, for the most important single revenue sources and for total revenue, there is a more detailed risk analysis. This involves developing a downside risk assessment expressed as the probability that revenues will be at or below important levels.

The smallest revenue sources are forecasted with auto regressive, integrated, moving average models estimated with monthly or annual data that extends back to 1968 in some cases. Major revenue sources get forecasts from at least two alternative statistical models. For some variables, seasonal patterns are so reliable that end-of-year totals are accurately predicted from year-to-date data used in some of the quarterly updates. For longer-term forecasts, entirely different models are necessary.

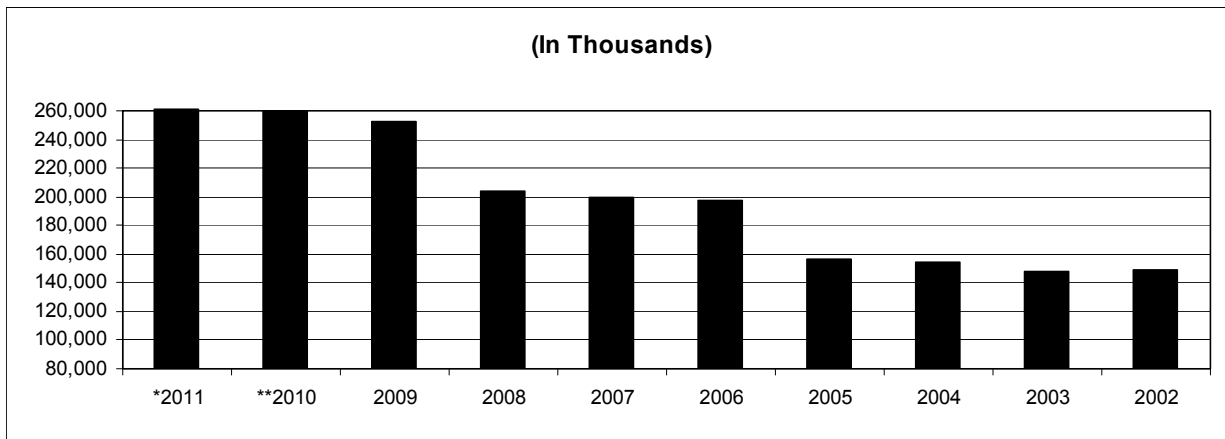
For some of the revenue sources, national and regional economic indicators are useful to add to short and long term forecast accuracy. These statistical models are combinations of auto regressive, integrated, moving average (ARIMA) modeling and regression analysis. Although some series are estimated with single equation models, others have simultaneous equation models.

Stochastic simulations of the short- and long-term models generate empirical estimates of the probability distributions for the revenue sources. These distributions are reported both for the current fiscal year and the next fiscal year. These simulation results are used to report the high/low ranges for the revenue sources and the detailed risk analyses. The high/low range end points are defined to cover the middle 50 percent of the estimated distributions for the forecasted variables. They are, in fact, the first and third quartiles that surround the median forecast. These intervals are reported for detailed lists of revenue sources, for subcategories of the general fund, and for total revenue.

The simulation results are the basis for more detailed risk analysis of total revenue, the property tax, and the sales tax. These risk reports give the quartiles and median, plus all the deciles. For example, the first decile in the forecast distribution for total revenue is the level of revenue such that there is a 10 percent probability that revenue will be at or below that level. In addition, the risk analysis estimates the probability that revenues will be at or below key levels, such as the previous year's level and the level anticipated in the operating budget. This risk analysis is a downside risk description, giving the probability that end-of-year revenue will be short of specified values.

Current Property Tax

Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2011	262,743	0.08%	2006	197,740	26.26%
2010	260,400	3.32%	2005	156,617	1.55%
2009	252,036	23.59%	2004	154,221	4.47%
2008	203,937	2.19%	2003	147,626	-1.17%
2007	199,564	0.92%	2002	149,375	3.45%



* FY 2011 Adopted
 ** FY 2010 Forecast

Property Tax is the largest source of revenue for the City. Property assessments are made by the Shelby County Tax Assessor based on the estimated appraised value and the following property classifications:

- Residential and Farm Real Property = 25% of Appraised Value
- Personal Property = 30% of Appraised Value
- Commercial and Industrial Real Property = 40% of Appraised Value
- Public Utilities and Railroads = 55% of Appraised Value Assessed by Tennessee Regulatory Authority.

Tax bills originate from, and collections are made by, the City Treasurer's Office, based on the tax rate set by the City Council and applied to the assessment rolls provided by the County Assessor and the TRA. Taxes are due and payable when the tax bills are mailed, normally July 1, and become delinquent sixty days thereafter, normally September 1. About 95% of the taxes are collected in the first four months of tax mailings. City Schools and the Debt Service Fund share proceeds of this tax. There are no restrictions on property tax increases. However, tax rates are approved by Ordinance. The last decrease changed the rate from 3.25 to 3.19, effective FY 2009.

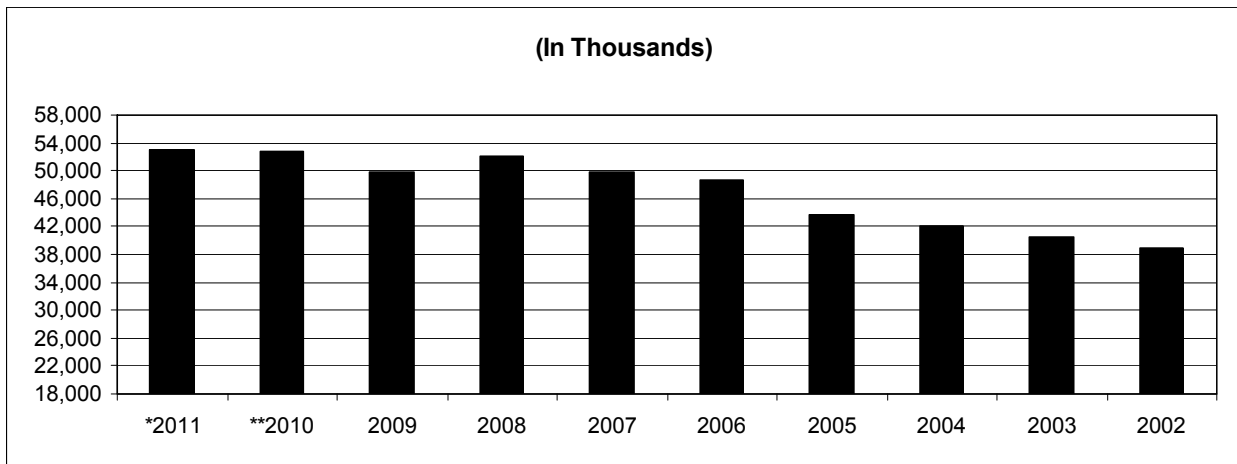
Major Influences: Annexations, Assessor Appraisal, Development and Population Growth

GENERAL FUND

GENERAL FUND REVENUES

In lieu of Tax - MLGW

Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2011	53,750	0.52%	2006	48,610	11.49%
2010	52,698	5.95%	2005	43,599	3.84%
2009	49,737	-4.42%	2004	41,987	3.93%
2008	52,036	4.58%	2003	40,399	3.56%
2007	49,759	2.36%	2002	39,010	-2.24%



* FY 2011 Adopted

** FY 2010 Forecast

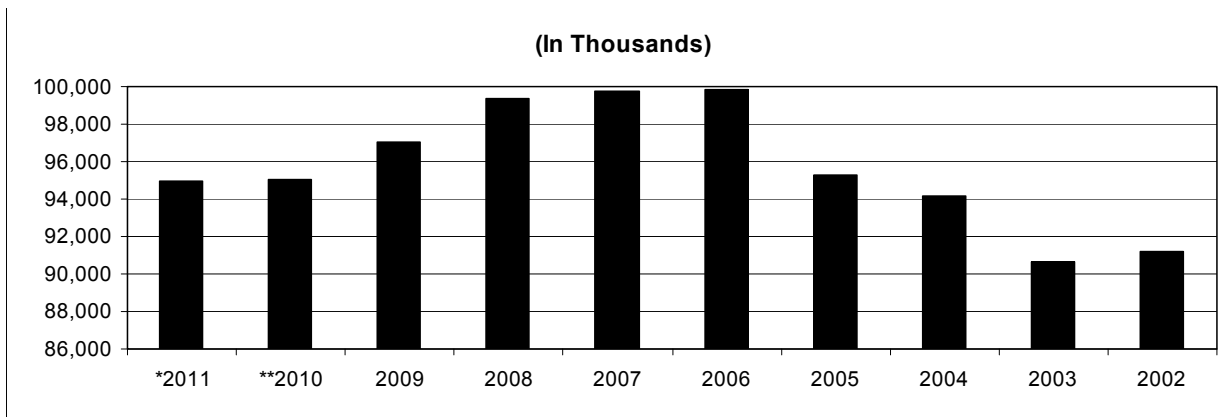
The Memphis Light Gas and Water Division makes in-lieu-of-property tax equivalent payments as provided by the Municipal Electric System Tax Equivalent Law and the Municipal Gas System Tax Equivalent Law, both of which provide a uniform formula for establishing such payments. This payment is shared with Shelby County according to State law. This revenue is limited to the calculation defined in the state law. The increase from 1999 to 2000 onward is based on the implementation of the 1988 gas tax calculation. T.C.A. 7-52-307 and 7-39-404.

Major Influences: Municipal Electric/Gas System Equivalent Tax Laws



Local Sales Tax

Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2011	95,000	-2.08%	2006	99,875	4.84%
2010	95,080	-2.05%	2005	95,260	1.21%
2009	97,065	-2.32%	2004	94,123	3.81%
2008	99,371	-0.36%	2003	90,672	-0.62%
2007	99,733	-0.14%	2002	91,238	7.35%



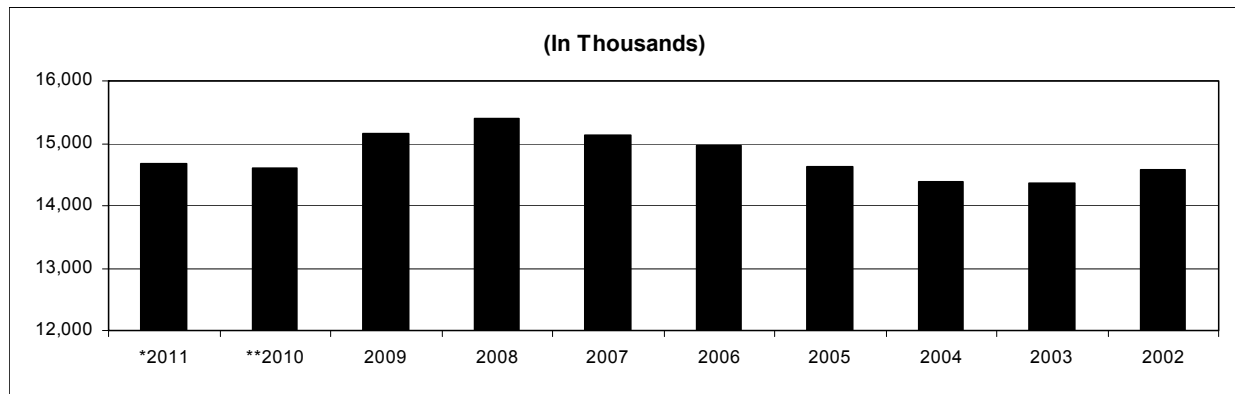
* FY 2011 Adopted
 ** FY 2010 Forecast

This is the second largest revenue source for the City. It is charged on the gross proceeds derived from the retail sales or use of tangible personal property and certain specific services. It is computed at 2.25% of the amount of each transaction. One half of the proceeds go to education. The last increase changed the rate from 1.5% to 2.25%, effective FY 1984.

Major Influences: Annexation, Population Growth and Taxable Sales

Beer Sales Tax

Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2011	14,673	0.50%	2006	14,954	2.28%
2010	14,600	-3.67%	2005	14,620	1.65%
2009	15,157	-1.53%	2004	14,382	0.10%
2008	15,392	1.77%	2003	14,367	-1.49%
2007	15,125	1.14%	2002	14,585	2.47%



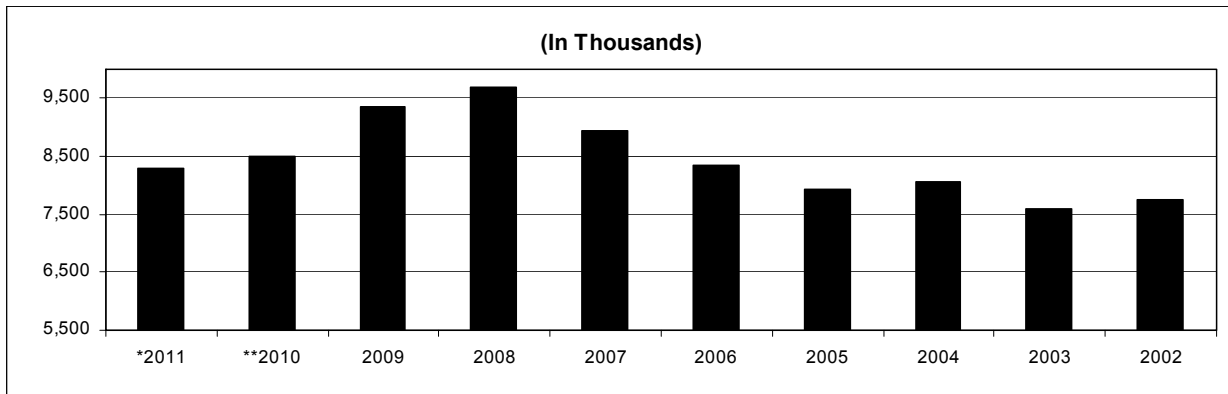
- * FY 2011 Adopted
- ** FY 2010 Forecast

This is a 17% levy on the sale of beer at wholesale. It is collected by the wholesaler from the retailer and other persons within the corporate limits of the municipality at the time of sale. Fees are remitted to the City by the wholesaler on a monthly basis. T.C.A. 57-6-103.

Major Influences: Wholesalers Price and Consumption Rates

Gross Receipts Business Tax

Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2011	8,288	-2.49%	2006	8,352	5.15%
2010	8,500	-9.05%	2005	7,943	-1.49%
2009	9,346	-3.57%	2004	8,063	6.34%
2008	9,692	8.47%	2003	7,582	-2.02%
2007	8,935	6.98%	2002	7,738	9.88%



* FY 2011 Adopted
 ** FY 2010 Forecast

This is a privilege tax on the exercise of most business sales, consisting of two parts:

\$15 minimum annual license fee

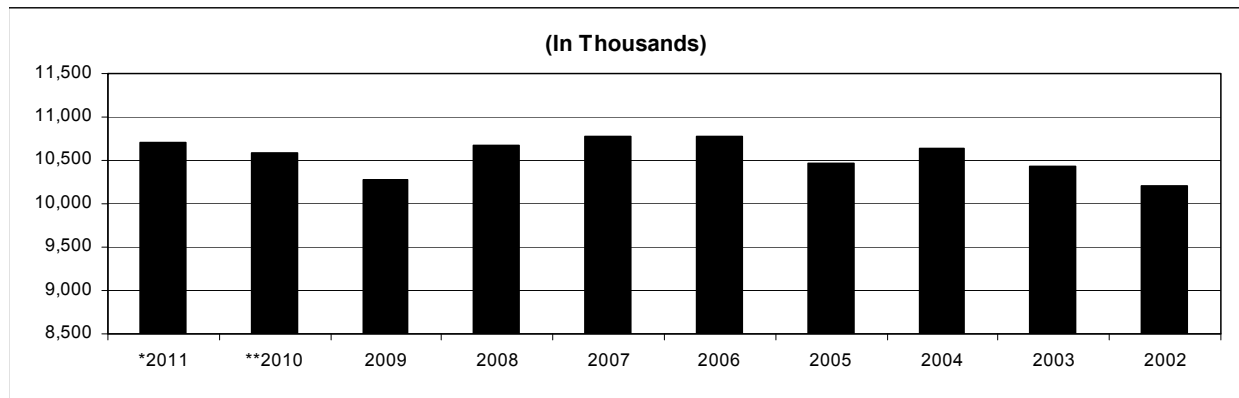
Tax on gross receipts(wholesale and retail) of the covered business activities.

Business activities are divided into five classifications, with each classification having different tax rates and taxable periods. Remittances from department stores, auto dealers, restaurants and drug stores, representing almost one-half of total receipts, are collected in the last two months of the fiscal year. Each county and/or incorporated municipality in which such a business, business activity, vocation or occupation is conducted may levy a business tax not exceeding the rates established by state law. T.C.A. 67-4-704.

Major Influences: Economy, Consumer Price Index and Gross Receipts

Auto/Vehicle Registration-Inspection Fee

Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2011	10,700	1.01%	2006	10,781	2.95%
2010	10,593	3.14%	2005	10,472	-1.55%
2009	10,271	-3.80%	2004	10,637	1.97%
2008	10,677	-0.92%	2003	10,431	2.18%
2007	10,776	-0.05%	2002	10,208	3.14%



* FY 2011 Adopted
 ** FY 2010 Forecast

All residents of the City who own/operate a motor vehicle or motorcycle for business or pleasure must register the vehicle with the City's registration agent and pay an annual registration/inspection fee as follows:

Motorcycle	\$10.00 (private)
	\$21.00 (commerical)
Passenger motor vehicle	\$30.00
Dealers, manufacturers, transporters	\$21.00 to \$325.00
Freight vehicles, depending on weight	\$114.00 to \$452.00
Combined farm and private truck	\$30.00 to \$376.00

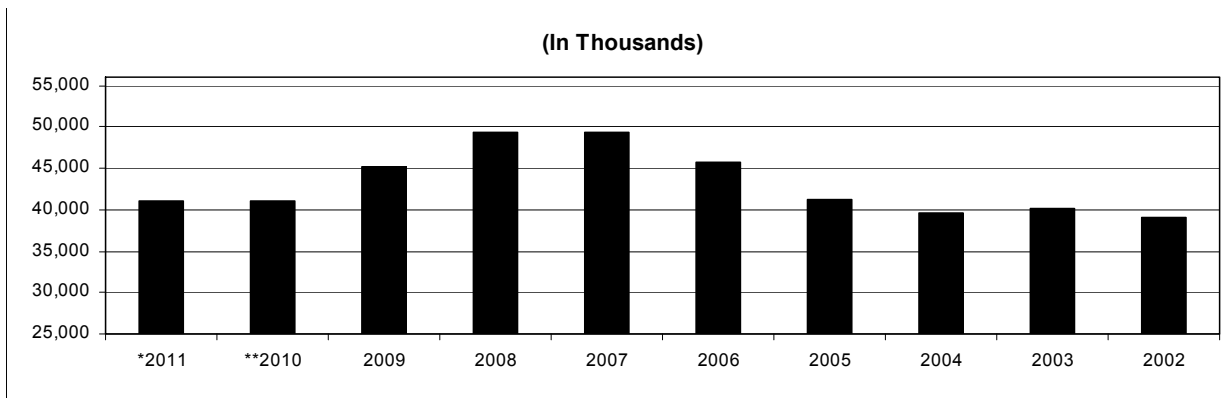
The inspection fee and registration fee were combined and transferred to the County Clerk in FY 1982. The Court Clerk remits collections to the City after deducting a collection fee.

Vehicles must pass an emissions and visual safety inspection test before being issued a city registration. Registration/Inspection fees require Ordinance change and Council approval, Section 21-266 - 307 Memphis Code.

Major Influences: Auto Sales, Vehicles Inspected and Annexations

State Sales Tax

Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2011	41,000	0.00%	2006	45,814	11.18%
2010	41,000	-9.15%	2005	41,206	3.96%
2009	45,131	-8.61%	2004	39,638	-1.44%
2008	49,381	0.28%	2003	40,216	2.74%
2007	49,244	7.49%	2002	39,145	4.75%



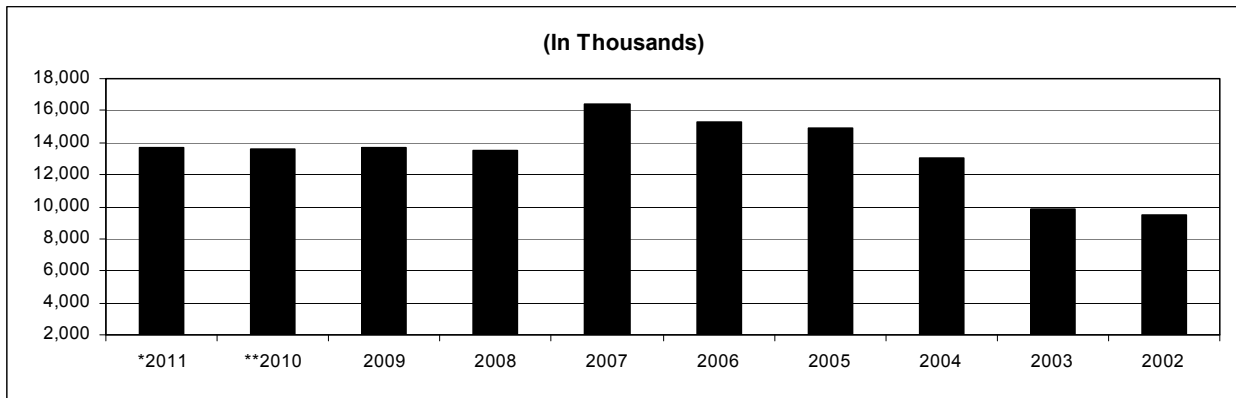
* FY 2011 Adopted
 ** FY 2010 Forecast

This is the largest state shared revenue the City receives. The current rate is 7.0% and is charged on each transaction described in the Local Sales Tax, 1.0% goes to the State’s General Fund. Of the 6.0%, 0.5% goes to education. Municipalities receive approximately 4.5925% of collections on 5.5% of the 6%, which is allocated among the municipalities on a per capita basis. Changes in fees requires General Assembly vote, T.C.A. 67-6-103.

Major Influences: Population (relative to State) and Taxable Sales

Delinquent Property Tax w/ Interest

Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2011	13,961	0.45%	2006	15,311	2.89%
2010	13,600	-0.63%	2005	14,881	13.86%
2009	13,686	1.43%	2004	13,069	32.18%
2008	13,493	-17.96%	2003	9,887	3.89%
2007	16,447	7.42%	2002	9,517	38.63%



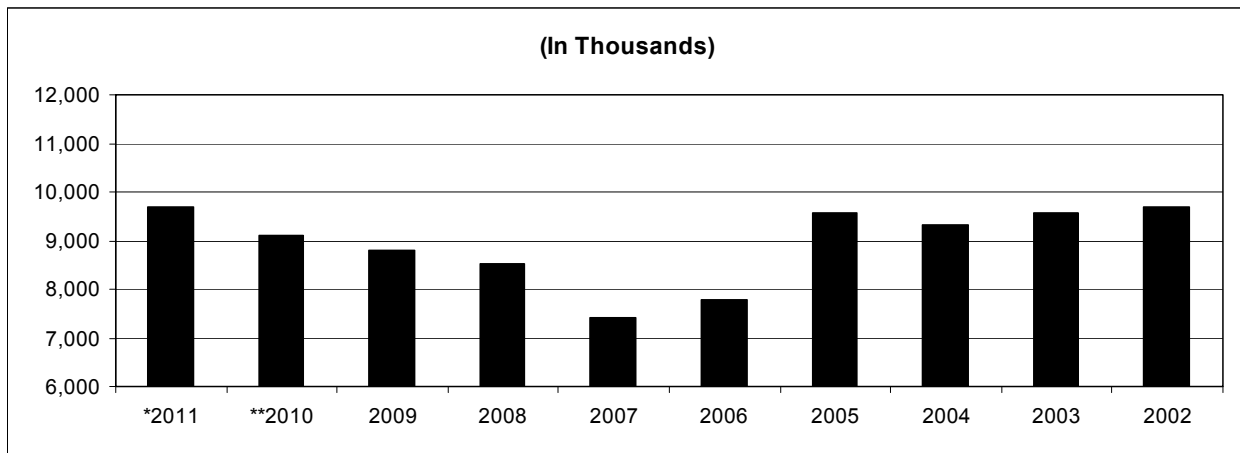
- * FY 2011 Adopted
- ** FY 2010 Forecast

Property taxes that are not paid in the fiscal year in which they are assessed are recorded as delinquent tax receipts when they are paid in subsequent years. Between 95% to 97% of property taxes are paid in the year of assessment and approximately 40% to 50% of delinquent taxes are collected the first fiscal year they become delinquent. Delinquent payments carry an additional penalty and interest.

Major Influences: Economy and Assessor Appraisal

Court Costs/Fines

Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2011	9,700	6.59%	2006	7,787	-18.74%
2010	9,100	3.27%	2005	9,583	2.88%
2009	8,812	3.46%	2004	9,315	-2.65%
2008	8,517	14.85%	2003	9,569	-1.40%
2007	7,416	-4.76%	2002	9,705	8.51%



* FY 2011 Adopted
 ** FY 2010 Forecast

The City Court Clerk collects all City Courts fines, including court costs, fine assessments, and forfeitures in lieu-of-court appearances. Remittances are made to the City monthly. Traffic violation fines and court costs are set by the City Council. A portion of the collections is earmarked to the City Board of Education for driver education sources. Fees require Ordinance change and Council approval, Section 11-24-25 Memphis Code.

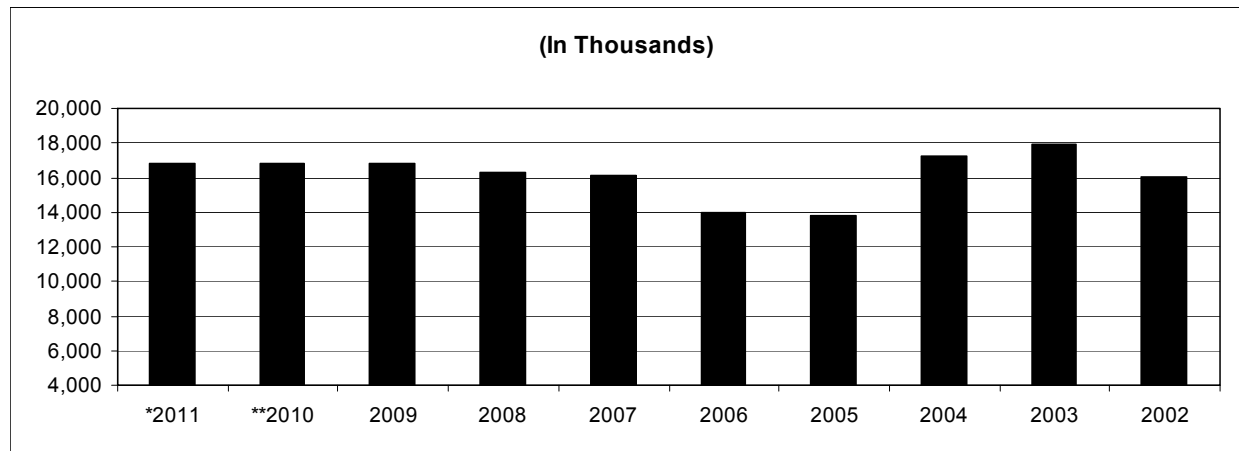
Major Influences: Population (Demographics), Crime Rate and Enforcement

GENERAL FUND

GENERAL FUND REVENUES

Municipal State Aid

Year	Amount	% Inc/Dec	Year	Amount	% Inc/Dec
2011	16,811	0.00%	2006	14,019	1.28%
2010	16,811	0.00%	2005	13,842	-19.84%
2009	16,811	3.33%	2004	17,267	-3.89%
2008	16,270	0.66%	2003	17,966	11.79%
2007	16,163	15.29%	2002	16,071	110.97%



* FY 2011 Adopted

** FY 2010 Forecast

Approximately 12.7% of the .20 cents per gallon collected from gasoline pursuant to T.C.A. 67-3-201 is distributed to the municipalities in proportion to the population of each municipality, as it bears to aggregate population of all municipalities according to the federal census, 8.8% of taxes collected from .17 cents per gallon of diesel is distributed to municipalities as stated in T.C.A. 54-4-203, T.C.A. 67-3-202.

Major Influences: Population and Gasoline Sales





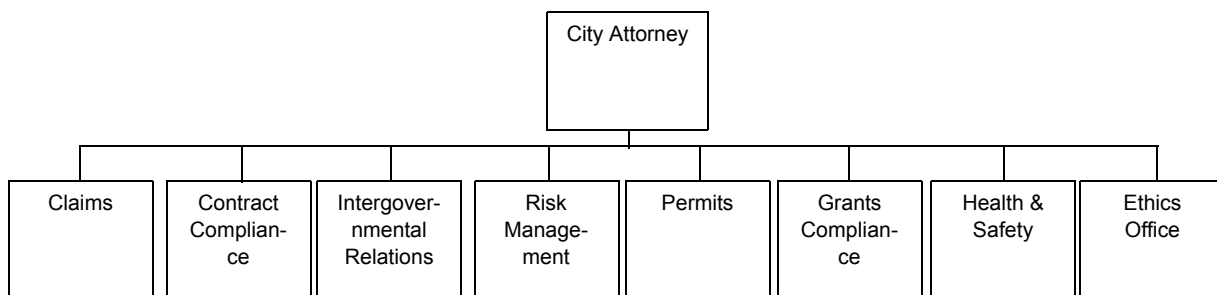
Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	4,438,814	5,132,493	5,049,757	5,136,655
Materials & Supplies	13,350,116	9,815,740	9,872,846	8,844,422
Total Expenditures	17,788,930	14,948,233	14,922,603	13,981,077
Program Revenue	(421,405)	0	630	0
Net Expenditures	17,367,525	14,948,233	14,923,233	13,981,077
<i>Funded Staffing Level</i>	68.00	68.00	67.00	68.00
Authorized Complement				68

Mission

The Office of the City Attorney is committed to providing advice, counsel, opinions, claims service, contract compliance support and legal representation on behalf of the City of Memphis administration, City Council, various divisions, agencies, boards, commissions and employees of the City of Memphis government in an effective and efficient manner.

Structure



Services

The City Attorney's Office defends and prosecutes litigation on behalf of the City in all lawsuits filed in State and Federal Courts and before the Civil Service Commission. It provides oversight of municipal processes to ensure compliance with the City Charter, State and Federal laws. It provides legal research, opinions, and advice to all divisions of the City government regarding ordinances, resolutions, agreements, contracts and other legal documents. The Claims Office investigates, processes and resolves third-party claims filed against the City of Memphis and

tracks and monitors lawsuits filed against the City in cases in which the City is an additional insured. The Office of Health and Safety represents the City in defending on-the-job injury claims. The Risk Management Department's function is to preserve and protect City property and personnel. The Office of Contract Compliance provides information and assistance to Minority & Women Business Enterprises (M/WBE) to increase their ability to compete for City contracts, monitors M/WBE goals, facilitates the Diversity Developer Incubator which stimulates M/WBE participation in real estate development. The Intergovernmental Relations Office serves as a liaison between the City Administration, Federal and State lobbyists and legislators as well as Federal and State administrations. The Office of Grants Compliance provides comprehensive oversight of all City grants to ensure compliance and the proper administration of federal, state and private grant funds including earmark dollars and stimulus funding, while also identifying grant opportunities and providing assistance to all city divisions with the processing of grant applications. The Permits Department bills, collects and promptly issues permits as mandated by controlling ordinances and monitors permit holder compliance with city ordinances and state law. The Permits Office also serves as the administrative office for the Alcohol Commission. The City prosecutor represents the City in City Court proceedings and prosecutes misdemeanors, traffic tickets and citations issued for violation of the City Code of Ordinances.

Issues & Trends

Lawsuits will continue to be handled in strict compliance with the GTLA protections, while subrogation and third party claims will be aggressively pursued. The Office of Intergovernmental Relations continues to monitor relevant legislative changes that could have an impact on the City of Memphis. Whether addressing Red Light Cameras, protecting state share revenue during economic challenging times, and creating opportunities for economic development and job creation through projects that could be supported by Tourism Development Zones, the political climate in State and Federal governments demands that we work in a bi-partisan fashion to bring broad support to our city needs. Federal support will continue to be aggressively pursued for major City projects which include, but are not limited to, Riverfront Development, Graceland, maintenance of our harbor through dredging, and Operation Safe Community. The Office of Contract Compliance continues to undertake measures to expand the M/WBE program. The City Attorney's Office seeks to increase awareness of large court verdicts which are causing higher claim dollar demands and settlements. The Office has dramatically increased its presence and communications within the various divisions concerning issues ranging from the City's On-The-Job-Injury Program, proactive approaches to lessen employee injury, employment litigation, grants compliance and the grant application process. The Permits Office provides support for the very successful Tire Redemption Program, compliance for several existing permit classifications which have shown growth in the number of applications processed annually. The improvements of ordinance compliance are performed by maximizing existing and new technology to decrease cost associated with the growth of required permits. The Office of Grants Compliance continues to monitor the City's compliance with formula, competitive, and discretionary grants received by the City through stimulus funding provided pursuant to the American Recovery Reinvestment Act ("ARRA"), and in particular, assisted with the recovery of significant funds for the WIN Program.

Strategic Goals

- 30-day resolution on applicable claims
- 30-day response time to all Title VI matters
- 14 day compensability of all OJI Claims
- Increase subrogation recoveries by 10%
- Minimize the City's liability claim settlements by settling claims sooner
- Minimize the number and severity of on-the-job injuries by proactive safety efforts
- Increase the amount of City of Memphis dollars being spent with M/WBE's
- Increase the number of M/WBEs certified to do business with the City of Memphis
- Increase the number of M/WBEs participating in real estate development
- Increase Attorney proactive presence with Divisions by joint funding positions
- Increase in-house lawyer specialization to reduce reliance on outside contract counsel
- Increase facility inspections by Risk Management and Health & Safety
- Improve ordinance compliance by permit holders by better record management and technology
- Increase enforcement activity of existing ordinances enforced by the Permits Office
- Improve payment processing system for better customer service within the Permits Office
- Review, revise and present seminar on City's Public Procurement Policies and Practices to M/WBE's
- Present in-house seminar on Municipal Liability and Defense in Section 1983 Civil Rights Cases
- Implement and monitor internal controls within each division to ensure grants compliance
- Streamline grants application and funding process by using technology
- Pursue more grant opportunities
- Conduct quarterly grants compliance and grants administration workshops
- Increase number of formal/informal opinions issued

Budget Highlights

- Reduced liability claims settlements cost by 21%
- Insurance premiums were reduced by 25%
- Recovered \$223,236 in subrogation
- Re-negotiated the City's federal lobbying contracts for a savings of more than \$100,000

Demand Measures

Number of lawsuits filed against the City	300
Number of claims filed against the City	1,343
Number of OJI claims filed against the City	1,223
Number of drug tests conducted	3,457
Total monetary subrogation recovery	\$223,236

Total Formal/Informal opinion	14
Contracts Drafted	150
Contracts Reviewed	1,500
Total number of Open Record requests	340
Total number of Compliance Reviews	42
Number of Grants awarded	44
Dollar Amount of Grants awarded	\$41,205,116
Number of Grants processed	56



FY 2010 Performance Highlights

- Acquired a new Litigation Tracking System and maintained the existing Litigation Tracking System which allows for better comprehensive data analysis, case tracking, claims processing, financial analysis and reporting.
- Increased subrogation recovery by 24% over the last 3 fiscal years.
- Developed and implemented a conservation manual for facility managers to assist in reducing the City's loss exposure.
- Maintained the average time for opinion request/ ordinance drafting to 7-10 days.
- Reduced the amount of time to investigate and resolve claims to 25 days.
- Increased the number of MWBEs certified to do business with the City of Memphis to 430 for FY 2010, an increase of 2.4%.
- Completed the second season of the Diversity Developer Incubator to increase the number of M/WBE participating in real estate development awarded a total of 6 properties for development of projects with an approximate developed value of \$18,415,000 to be placed back on the tax rolls.
- Completed the Disparity Study and implementation plan for MWBE program.
- Managed the City's Renewal Community designation including development of the Tax Incentive Utilization Plan and allocation of \$12 million in Commercial Revitalization Deductions for economic development efforts.
- Developed mechanism to monitor and track the status of permit holders and the violations of ordinances.
- Developed mechanism to reduce costs for customers for permits and identification cards.
- Secured \$2.054 million in federal funds for Fiscal Year 2010
- *\$1,000,000 for Operation Safe Community - Alexander, Cohen*
- *\$500,000 for U.S. Highway 51/Elvis Presley Boulevard Improvements - Cohen*
- *\$200,000 for University Place Revitalization - Cohen*
- *\$354,000 for Wolf River Harbor Dredging - Cohen, President*
- Secured state legislative passage of TCA 55-16-112 Written authorization required for towing or storage of motor vehicle, continued expansion of State Funding through BEP 2.0, working with Tennessee Municipal League Increased Recording Fees for Business Licenses and the state collection of business taxes.
- Office of Intergovernmental Relations successfully worked to amend the fuel blending legislation that would have negatively impacted Valero and could have resulted in the lost of jobs in the Memphis area and defeated any effort that was made to weaken the scrap metal ordinance in Memphis.
- This was also the year of the Stimulus Grant Opportunities. OIR and Grant Compliance worked to determine the impact of the legislation, the opportunities for the City and prepared Division Directors with information to proceed in securing the funds. Those resources were extended to MLGW.
- Implemented an OJI and Pension appeal process in accordance with the Uniform Administrative Procedures Act and resolved 100% backlog of claims.
- Office of Grants Compliance received above satisfactory or satisfactory compliance rating for 100% scheduled site visits by grantor agencies.
- Office of Grants Compliance conducted training sessions with various grants division liaisons

regarding reporting requirements under the American Reinvestment Recovery Act (ARRA).

- Office of Grants Compliance joined alliances with the City of Choice/Memphis Fast Forward ARRA
- Compliance subcommittee to assist with the monitoring of all stimulus funds received by recipients throughout Shelby County. Funds totaled \$610,248,948.



■ charges for services

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Beer Application	0	0	630	0
Property Insurance Recoveries	(387,487)	0	0	0
Miscellaneous Income	(33,918)	0	0	0
Total Charges for Services	(421,405)	0	630	0

Description

The Office of the City Attorney is committed to providing advice, opinions, claims service, contract compliance support and legal representation on behalf of the City of Memphis Administration, City Council, various divisions, agencies, boards, commissions and employees of the City of Memphis government.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	2,662,623	2,906,494	2,804,024	2,875,592
Materials & Supplies	3,566,426	2,663,048	2,891,041	2,353,738
Net Expenditures	6,229,049	5,569,542	5,695,065	5,229,330
<i>Funded Staffing Level</i>	35.00	35.00	34.75	35.00
Authorized Complement				35

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Improve and enhance professional relationships between City Attorney's Office and each Division of City Government	To submit article from Law Division to City Pride Newsletter detailing various legal matters	Number of articles submitted annually	4	4	4
Improve and enhance professional relationships between City Attorney's Office and each Division of City Government	To provide quality legal services in a timely manner	Date of annual client survey	May 2009	May 2010	May 2011
Improve and enhance professional relationships between City Attorney's Office and each Division of City Government	To maintain the average time for opinion request/ ordinance drafting to 7-10 days	Average response rate (days)	7	7	15

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Improve and enhance professional relationships between City Attorney's Office and each Division of City Government	To establish and maintain a well-indexed and organized pleadings bank	Date of completion of index pleading bank and level of maintenance provided	On-going	On-going	On-going
Establish a program to identify legal issues in the City contracting process and to implement improvements	To review and identify the negotiated contract processes used in various divisions of City government	Date report reviewed	On-going	On-going	On-going
Establish a program to identify legal issues in the City contracting process and to implement improvements	To complete re-codification/legal review of City Charter and Code and installation on-line	Percentage of completion of on-line manual	85%	95%	100%
Establish a program to identify legal issues in the City contracting process and to implement improvements	To complete and maintain a comprehensive contracts template/form in Oracle for use by various Divisions	Percent of completed contracts	100%	100%	100%
Establish a program to identify legal issues in the City contracting process and to implement improvements	To establish and maintain an Intranet-version of the City's Risk Management Manual	Percentage of completion of on-line manual	Not measured	100%	100%
Develop and monitor annual budget for Law Division	To monitor the division appropriation statements monthly	Percent of approved budget expended	100%	100%	100%
Provide comprehensive oversight and legal counsel for all litigation matters	To reduce the number of lawsuits and legal expenses	Percentage of matters litigated resulting in reduced legal expenses	65%	55%	60%

Description

The Claims Service Center works to provide an efficient and professional level of claims service on behalf of the City of Memphis.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	375,032	438,942	434,803	439,624
Materials & Supplies	5,880,004	2,414,742	2,418,754	1,795,300
Net Expenditures	6,255,036	2,853,684	2,853,557	2,234,924
<i>Funded Staffing Level</i>	7.00	7.00	7.00	7.00
Authorized Complement				7

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Minimize the amount of time to investigate and resolve a claim	To maintain the average time for claims investigation and processing to 30 days or less	Number of days processing claims from activity report	30	30	30
Maximize public service efforts	To respond to inquires from the public regarding their claim status within 24 hours	Percent of files reviewed	90%	95%	97%
Maximize public service efforts	To respond to inquires from the public regarding their claim status within 24 hours	Percent increase compared to last year	Benchmark	10%	15%
Minimize the City's liability claim settlements	To reduce the liability claim settlements by 10%	Percent reduction in claim settlements compared to last year	10%	12%	15%

Description

The Office of Contract Compliance serves as the support agency and administrative arm to the Minority and Women Business Enterprise Participation Program. The purpose of the agency is to ensure that the legislative intent of the City's Ordinance 4288 et. Seq., which created the M/WBE program, is carried out in all procurement activities and opportunities. This office will serve as a catalyst through which Minority and Women Business Enterprises can fully participate in the economic expansion of the Memphis business community. This office will facilitate participation of public and private sector business entities in local M/WBE development through direct/indirect procurement opportunities.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	172,658	375,705	237,805	241,272
Materials & Supplies	92,145	46,108	46,108	50,208
Total Expenditures	264,803	421,813	283,913	291,480
Program Revenue	(33,918)	0	0	0
Net Expenditures	230,885	421,813	283,913	291,480
<i>Funded Staffing Level</i>	3.00	3.00	3.00	3.00
Authorized Complement				3

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Facilitate and encourage more minorities and women in real estate development	To formulate a Diversity Developer Incubator (DDI)	Date incubator plan completed, executed and attendees confirmed and paid	February 2008	February 2009	February 2010
Facilitate and encourage more minorities and women in real estate development	To generate a minimum graduating class of 120 people from the DDI	Number of participants in DDI	Not Applicable	10	15
Facilitate and encourage more public sector utilization of Minority/Women Business Entity (M/WBE)	To coordinate and disseminate information on minority and women business entities to all City divisions	Date information disseminated to Division Directors	January 2008	January 2009	January 2010

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Facilitate and encourage more public sector utilization of Minority/ Women Business Entity (M/WBE)	To increase the amount of public dollars spent with M/WBE	Percent of contracts over \$50K awarded to M/WBE	30%	32%	30%
Educate and inform City employees and City residents of Title VI rights & remedies	To educate City of Memphis employees and City residents of Title VI rights and remedies	Number of Town Hall Meetings attended	2	2	2
Educate and inform City employees and City residents of Title VI rights & remedies	To educate City of Memphis employees and City residents of Title VI rights and remedies	Number of City Pride articles published	2	2	2
Sponsor, promote, and participate in seminars designed to assist M/WBEs	To assist M/WBE in economic development by active participation in various seminars and programs	Number of participants in seminars and programs	450	500	500
Increase the number of certified M/WBE available to do business with the City	To work closely with the Uniform Certification Agency (UCA) to increase the number of certified M/WBE	Number of certified M/WBE supplied by UCA	400	420	430
Establish and monitor Memorandums of Understanding (MOU)	To establish and monitor MOUs with advocacy groups including Chamber of Commerce, Minority Business Council, Leadership Memphis, Diversity Institute, Black Business Association and the Small Business Administration	Status of MOUs established	On-going	On-going	On-going

Description

The Office of Intergovernmental Affairs coordinates the City's legislative efforts in Washington and Nashville and identifies Federal and State legislation that impact the City. This office is also responsible for researching and identifying Federal, State and private grant opportunities and assists with the preparation of grant applications from all City divisions.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	213,433	191,601	170,914	167,460
Materials & Supplies	72,851	165,076	153,509	153,489
Net Expenditures	286,284	356,677	324,423	320,949
<i>Funded Staffing Level</i>	2.00	2.00	2.00	2.00
Authorized Complement				2

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Coordinate the City's legislative efforts with the Federal Government	To develop a Federal Legislative Agenda for the City of Memphis annually	Date Federal Legislative Agenda completed	February 2008	February 2009	February 2010
Coordinate the City's legislative efforts with the Federal Government	To present and actively promote the Federal Legislative Agenda to members of the U.S. House of Representatives and U.S. Senate	Number of agenda advocate visits	2	1	As needed basis
Coordinate the City's legislative efforts with the Federal Government	To provide regular communications to Division Directors regarding Federal issues/ bills of concern	Frequency of communications to Director Legislative Review Team	Not Applicable	Monthly	Monthly
Coordinate the City's legislative efforts with the Federal Government	To coordinate bi-monthly conference calls with Federal lobbyists during the fiscal year	Number of bi-monthly conference calls coordinated	20	20	26
Coordinate the City's legislative efforts with the Federal Government	To actively assist Riverfront Development Corporation with Federal initiatives as necessary	Number of contacts with Federal agencies or legislators	Benchmark	30	As needed basis

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Coordinate the City's legislative efforts in the Tennessee General Assembly	To work with each City Division to develop the current year State Legislative Agenda for the City of Memphis	Date agenda completed	January 2008	January 2009	January 2010
Coordinate the City's legislative efforts in the Tennessee General Assembly	To present and actively promote the State Legislative agenda to members of the Tennessee General Assembly	Date agenda presented	February 2008	February 2009	February 2010
Coordinate the City's legislative efforts in the Tennessee General Assembly	To provide regular communications to Division Directors concerning issues/bills of interest to the City	Number of communication updates	12	10	12
Advocate issues of concern regarding the City of Memphis	To represent the City of Memphis while appropriately promoting the City's Federal and State Legislative Agenda by working with other municipalities of government agencies	Number of contacts with other municipalities of government agencies (TML, District Meetings, and National Conference)	Not Measured	18	As needed basis

Description

Risk Management minimizes the total cost of risk to the City of Memphis through sound risk management guidance to all operating divisions.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	177,615	180,664	178,849	185,230
Materials & Supplies	(170,107)	56,990	64,641	64,490
Total Expenditures	7,508	237,654	243,490	249,720
Program Revenue	(387,487)	0	0	0
Net Expenditures	(379,979)	237,654	243,490	249,720
<i>Funded Staffing Level</i>	3.00	3.00	3.00	3.00
Authorized Complement				3

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Minimize the impact of losses incurred by the City of Memphis	To coordinate and track loss control inspections for insured locations	Number of completed loss control inspections	45	60	70
Enhance professional development of Risk Management employees	To have each employee attend professional seminars and training classes	Number of seminars and classes attended	3	4	4
Ensure the City of Memphis is protected on all contracts	To assist all divisions with placing insurance requirements in contracts	Number of contracts that required Risk Management's review.	35	40	40
Ensure the City's insurance is adequately priced and all property is insured	To meet with the Engineering Division and property carrier concerning discrepancies for all divisions insuring newly constructed and renovated properties	Number of drawings/ recommendations reviewed	Benchmark	As needed basis	As needed basis

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Materials & Supplies	53,513	60,000	173,404	60,000
Net Expenditures	53,513	60,000	173,404	60,000



Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Materials & Supplies	3,756,287	3,445,000	3,195,464	3,422,500
Net Expenditures	3,756,287	3,445,000	3,195,464	3,422,500



Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	226,500	299,108	228,051	225,789
Materials & Supplies	15,734	84,590	70,490	70,201
Total Expenditures	242,234	383,698	298,541	295,990
Program Revenue	0	0	630	0
Net Expenditures	242,234	383,698	299,171	295,990
<i>Funded Staffing Level</i>	5.00	5.00	5.00	5.00
Authorized Complement				5

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Ensure proper processes and procedures are enforced by issuance of proper permits and billings as regulated by the City's Alcohol Commission	To bill notices to all beer and liquor-by-the-ounce locations by December of each year	Percent of locations billed	100%	100%	100%
Issue all vehicle-for-hire driver permits and certificates of public convenience and necessity for vehicle-for-hire companies	To continuously track and bill the vehicles permitted under the Certificates of Convenience and Necessity through the new system	Percent of accounts billed	100%	100%	100%
Issue all vehicle-for-hire driver permits and certificates of public convenience and necessity for vehicle-for-hire companies	To ensure that all permitted vehicles undergo a bi-annual safety and meter inspection	Number of permitted vehicles inspected bi-annually	255	255	255
Comply with TN Legislature Scrap Metal Ordinance by implementing and tracking of scrap metal/ auto salvage dealers & their employees	To prepare application forms and develop rules and regulations for the new Scrap Metal Ordinance	Status of proposed Bill in TN Legislature and pending litigation against City Ordinance	Passed June 2008	Application/ Permitting in process	Benchmark



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Comply with TN Legislature Scrap Metal Ordinance by implementing and tracking of scrap metal/ auto salvage dealers & their employees	To determine number of Scrap Metal Businesses & Auto Salvage yards to be permitted	Number of Permitted businesses and number of industry employees to undergo warrant checks	Not Applicable	Application/ Permitting in process	Benchmark
Comply with TN Legislature Scrap Metal Ordinance by implementing and tracking of scrap metal/ auto salvage dealers & their employees	To determine number of additional personnel needed to administer expected new ordinance requirements	Number of new positions created/ needed	Not Applicable	Benchmark	4
Implement Permit process for all Adult Oriented Businesses & employees to meet requirement of the New Adult Oriented Business Ordinance	To prepare application forms and develop Rules and Regulations for New Adult Oriented Business Ordinance	Number of pending litigation against City and County Ordinances	PENDING - awaiting court ruling	Not Measured	Benchmark
Implement Permit process for all Adult Oriented Businesses & employees to meet requirement of the New Adult Oriented Business Ordinance	To track the number of Adult Oriented Businesses and employees to be permitted	Number of Permitted businesses and number of industry employees to undergo warrant checks	Not Applicable	Not Measured	Benchmark
Establish a City of Memphis Transportation Commission (MTC) Committee	To hold meeting with City Divisions to form a review committee for wreckers & transportation issues; develop rules and regulations for Memphis Transportation Commission	Date of completion	PENDING - MTC Commission Ordinance Review	Not Measured	Benchmark
Automate Permit's Department functionality by establishing standard operating procedures for all applications	To develop paperless forms and establish indexed, searchable databases of all applications and permits issued	Percentage rate of completion for digitalization of all application forms and documents	Not Applicable	15%	100%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Enhance skill levels, morale and teamwork of the staff	To provide outside training for eight staff members	Number of staff attending training	2	4	8



Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	239,441	291,743	424,858	429,652
Materials & Supplies	16,681	98,476	86,141	100,786
Net Expenditures	256,122	390,219	510,999	530,438
<i>Funded Staffing Level</i>	6.00	6.00	5.92	6.00
Authorized Complement				6

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Coordinate efforts of the Memphis Renewal Community	To maintain all pertinent reports for the Department of Housing and Urban Development (HUD)	Date/status of completed scheduled HUD Tax Incentive Utilization Plan and Annual Reports	June 2009	June 2010	June 2011
Coordinate efforts of the Memphis Renewal Community	To maintain a process for allocation of the Commercial Revitalization Deduction (CRD)	Date CRD allocated	December 31, 2008	December 31, 2009	December 31, 2010
Coordinate efforts of the Memphis Renewal Community	To coordinate meetings of the RC CORA Advisory Board	Number of meetings held on a annual basis	2	2	2
Coordinate efforts of the Memphis Renewal Community	To promote RC Incentives to businesses and professionals	Number of training sessions held/ completed	24	22	22
Enhance internal compliance with applicable grant policies, rules and regulations	To establish and implement standard compliance tracking measures	Date measures established	October 2008	November 2009	November 2010
Enhance internal compliance with applicable grant policies, rules and regulations	To create standard compliance checklist	Date checklist completed	October 2008	November 2009	November 2010

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Enhance internal compliance with applicable grant policies, rules and regulations	To conduct compliance checks and random site visits proactively	Number of compliance checks and random site visits	6	12	18
Enhance internal compliance with applicable grant policies, rules and regulations	To create and maintain a comprehensive database for grant tracking	Date comprehensive database completed	October 2008	November 2009	November 2010
Enhance internal compliance with applicable grant policies, rules and regulations	To make recommendations for remedial measures, process improvements, and internal controls	Number of recommendations	4	4	4
Provide comprehensive oversight of all City grants and ensure the proper administration of all City grants	To develop a comprehensive procedure for submission and approval of grant applications	Date comprehensive procedure completed	October 2008	November 2009	November 2010
Provide comprehensive oversight of all City grants and ensure the proper administration of all City grants	To assist in the pursuit of grant opportunities and partners	Number of grant opportunities identified	54	64	75
Provide comprehensive oversight of all City grants and ensure the proper administration of all City grants	To monitor and review the grant application process	Number of applications reviewed	54	64	75
Provide comprehensive oversight of all City grants and ensure the proper administration of all City grants	To provide training and support to grant liaisons where appropriate	Percent of training and support provided	100%	100%	100%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide comprehensive oversight of all City grants and ensure the proper administration of all City grants	To provide technical assistance in completing necessary certifications and forms	Number of grant liaisons requiring technical assistance	2	2	2

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	371,512	448,236	420,132	418,861
Materials & Supplies	66,582	781,710	773,294	773,710
Net Expenditures	438,094	1,229,946	1,193,426	1,192,571
<i>Funded Staffing Level</i>	5.00	5.00	5.00	5.00
Authorized Complement				5

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Identify and reduce repetitive OJI and 3rd Party Claims	To review quarterly claims and OJI reports and identify areas for corrective actions for reducing accidents	Number of reports distributed	4	4	4
Provide quality medical services to injured employees at minimal cost	To establish a medical panel of physicians to provide services and contain costs for work-related injuries	Date of implementation of panel	Not Applicable	January 2009	Not Applicable
Provide quality medical services to injured employees at minimal cost	To monitor and provide consolidated reports on OJI usage and expenses	Number of Quarterly reports completed and distributed	Not Applicable	4	4
Maintain a Drug Free workplace for all City employees	Establish on-site collection services for Police Division	Date of complete implementation of on-site collections services	Not Applicable	August-08	Not Applicable
Maintain a Drug Free workplace for all City employees	To maintain random drug testing rate of 10% for Police, 25% for Fire, and 50% for DOT	Percent rate of random testing for Police	10%	10%	10%
Maintain a Drug Free workplace for all City employees	To maintain random drug testing rate of 10% for Police, 25% for Fire, and 50% for DOT	Percent rate of random testing for Fire	10%	25%	25%
Maintain a Drug Free workplace for all City employees	To maintain random drug testing rate of 10% for Police, 25% for Fire, and 50% for DOT	Percent rate of random testing for DOT	50%	50%	50%



Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	0	0	150,321	153,175
Net Expenditures	0	0	150,321	153,175
<i>Funded Staffing Level</i>	2.00	2.00	1.33	2.00
Authorized Complement				2



CITY ATTORNEY

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>City Attorney's Office</u>		<u>Risk Management</u>	
ADMR CONTRACT	1	ANALYST LOSS CONTROL	1
ADMR LEGAL SR	1	ANALYST RISK MGMT	1
ANALYST CLAIMS	1	SUPER RISK MGMT	1
ASST ADMINISTRATIVE	1	Total Risk Management	3
ATTORNEY ASST CITY A	3		
ATTORNEY ASST CITY AA	2		
ATTORNEY ASST COMPLIANCE AA	1		
ATTORNEY ASST HCD AA	1		
ATTORNEY CITY	1	<u>Permits</u>	
ATTORNEY CITY ASST SR	6	ADMR PERMITS LICENSES	1
ATTORNEY CITY DEPUTY	1	ANALYST PERMITS LICENSES LD	1
ATTORNEY COLLECTIONS	1	CLERK GENERAL APP A	3
ATTORNEY PROSECUTOR AA	3	Total Permits	5
ATTORNEY PROSECUTOR CHIEF	1		
ATTORNEY STAFF	3	<u>Grants Compliance</u>	
ATTORNEY STAFF SR	1	COORD GRANTS	2
COORD LEGAL ADMIN	1	COORD GRANTS STIM DURATIONAL	2
COORD PUBLIC RECORDS	1	MGR GRANTS	1
PARALEGAL	3	SUPER GRANT COMPLIANCE	1
SECRETARY A	2	Total Grants Compliance	6
Total City Attorney's Office	35	<u>Health & Safety</u>	
		ADMR HEALTH SAFETY	1
<u>Claims</u>		COORD DRUG/TESTING	2
AGENT CLAIMS	1	COORD SAFETY	1
ANALYST CLAIMS	3	MGR HEALTH SAFETY CASE	1
ATTORNEY ASST CITY AA	1	Total Health & Safety	5
INVESTIGATOR LEGAL	1		
SECRETARY A	1	<u>Ethics Office</u>	
Total Claims	7	ASST ADMINISTRATIVE	1
		OFFICER ETHICS	1
<u>Contract Compliance</u>		Total Ethics Office	2
ANALYST CONTRACT COMPLIANCE	2		
OFFICER CONTRACT COMPLIANCE	1		
Total Contract Compliance	3	TOTAL CITY ATTORNEY	68
<u>Intergovernmental Relations</u>			
ADMR GOVERNMENTAL REL	1		
COORD INTERGOV	1		
Total Intergovernmental Relations	2		



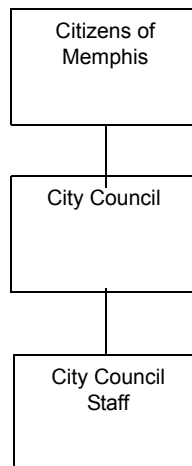
Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	1,301,430	1,349,960	1,271,637	1,306,295
Materials & Supplies	258,666	297,603	347,571	297,450
Net Expenditures	1,560,096	1,647,563	1,619,208	1,603,745
<i>Funded Staffing Level</i>	26.00	25.00	25.00	25.00
Authorized Complement				26

Mission

The Memphis City Council works to provide decisions that will promote stability through responsible budgeting and strategic planning for the Citizens of Memphis.

Structure



Services

The City Council strives to be a proactive catalyst for progress throughout Memphis. The Council provides fiscally responsible leadership and services that are sensitive to the diverse community it serves. Council members encourage citizen involvement in policy formulation and decision-making by holding town hall meetings and attending local community organizations and civic events.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Become a proactive catalyst for progress that seeks citizen participation and provides fiscally responsible leadership and services sensitive to a diverse community	To meet on the first and third Tuesdays of each month	Number of City Council meetings	24	24	24
Become a proactive catalyst for progress that seeks citizen participation and provides fiscally responsible leadership and services sensitive to a diverse community	To adopt a balanced budget by the 3rd Tuesday in June	Budget adopted	June 2008	June 2009	June 2010
Achieve citizen involvement in policy formulation and decision-making by holding town hall meetings and attending local community organizations and civic events	To encourage citizen involvement in policy formulation and decision-making by holding town hall meetings in various areas throughout the city	Number of town hall meetings held	40	24	36
Achieve citizen involvement in policy formulation and decision-making by holding town hall meetings and attending local community organizations and civic events	To encourage citizen involvement in policy formulation and decision-making by holding town hall meetings in various areas throughout the city	Number of community meetings attended by Council members	450	500	600
Achieve citizen involvement in policy formulation and decision-making by holding town hall meetings and attending local community organizations and civic events	To encourage citizen involvement in policy formulation and decision-making by holding town hall meetings in various areas throughout the city	Number of public service television shows produced	36	30	36

CITY COUNCIL

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>City Council</u>			
ADMR COUNCIL STAFF	1		
ADMR STAFF ASST	1		
ANALYST RESEARCH	3		
ASST ADMINISTRATIVE	7		
ATTORNEY STAFF	1		
COUNCIL CHAIR	1		
COUNCIL MEMBER	12		
Total City Council	<u>26</u>		
<u>TOTAL CITY COUNCIL</u>	<u>26</u>		





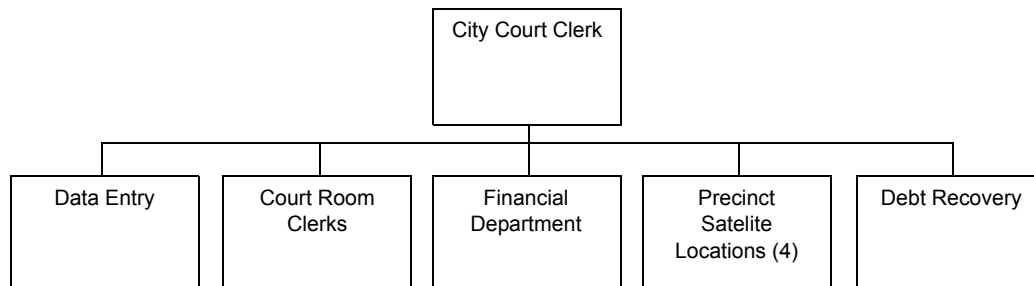
Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	3,021,282	3,002,056	2,955,382	3,141,974
Materials & Supplies	344,786	790,178	1,137,604	1,892,878
Capital Outlay	11,697	15,000	15,559	9,464
Total Expenditures	3,377,765	3,807,234	4,108,545	5,044,316
Program Revenue	5,544	(1,816,000)	(1,076,446)	(1,824,000)
Net Expenditures	3,383,309	1,991,234	3,032,099	3,220,316
<i>Funded Staffing Level</i>	66.00	60.00	59.08	60.00
Authorized Complement				66

Mission

To efficiently and effectively manage the collection of all fees and fines owed for City traffic violations and the records pertaining to these transactions.

Structure



Services

The City Court Clerk Division maintains all records pertaining to the office and the courts. The Clerk's Office collects fees and fines owed for traffic violations and provides outstanding ticket information to the State and other departments. The City Court Clerk is responsible for providing three divisions of the City Court with dockets for the purpose of citizens' hearings in open court. The Office of the City Court Clerk manages the operation of the Traffic Violations Bureau.

Issues & Trends

In order to be more innovative in our collections and services to the citizens of Memphis, the City Court Clerks office will install a more efficient and effective computer system. The City Court Clerks Office will be adding other payment options so that more citizens can make payments via the Internet. The State added three more years to the Drive While You Pay program enabling more citizens to set up payment arrangements on outstanding tickets that suspended their drivers' license.

Strategic Goals

- Replace the Traffic Violations Bureau computer system and train all employees and management
- Increase the uses of the hand held Ticket Writing Device
- Use imaging of the new tickets to obtain information as soon as the tickets are received by the City Court Clerks Office
- Maximize the Debt Collection Process
- Add E-Pay option
- Red Light Camera Initiative

Budget Highlights

- Schedule Customer Service workshops for employees to better understand the importance of good customer service
- Install a new computer system which will enable citizens to verify information on-line
- Police Officers utilizing the latest technology for issuing Traffic Tickets

Demand Measures

Fines collected	8.8 million
Tickets issued	306,000
Average entry rate per day	95%
Number of hand-held computers	50
Drive While You Pay inquires	22,000
Drive While You Pay contracts	2,000

FY 2010 Performance Highlights

- Trained the management staff and employees on the importance of good customer service
- Increased collections by towing individuals who owe for parking tickets. Police Officers are using hand-held units to check tags with outstanding tickets
- Collected 75% of fines owed to the City of Memphis
- Added more information on the current Web page to help citizens find ticket fines and court dates.

■ charges for services

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Court Fees	0	(1,810,000)	625	0
Fines & Forfeitures	0	0	(1,072,806)	(1,824,000)
Sale Of Reports	(4,561)	(6,000)	(1,300)	0
Credit Card Fees	10,105	0	(2,965)	0
Total Charges for Services	5,544	(1,816,000)	(1,076,446)	(1,824,000)

CITY COURT CLERK

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
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GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maximize collection of outstanding tickets and fines	To collect 75% of outstanding tickets and fines	Percent collected	75%	75%	75%
Maximize collection of outstanding tickets and fines	To collect 75% of outstanding tickets and fines	Amount of fines collected	9.1 million	\$8.3 million	\$8.3 million
Maximize collection of outstanding tickets and fines	To enter 95% of summons and citations in the computer within two days	Number of summons/ citations entered	348,000	360,000	360,000
Maximize collection of outstanding tickets and fines	To enter 95% of summons and citations in the computer within two days	Percent entered within 2 days	95%	95%	95%
Maximize collection of outstanding tickets and fines	To reduce data entry errors and provide accurate information on parking tickets by implementing handheld computer use by Police	Number of parking tickets issued by MPD	98,000	110,000	110,000
Maximize collection of outstanding tickets and fines	To reduce data entry errors and provide accurate information on parking tickets by implementing handheld computer use by Police	Number handheld computers used	25	75	100
Maximize collection of outstanding tickets and fines	To continue to allow citizens with outstanding fines and fees to reinstate their driver's licenses by participating in an installment payment plan	Number of citizens inquiring about the Drive While You Pay program	22,000	19,000	20,000



CITY COURT CLERK

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maximize collection of outstanding tickets and fines	To continue to allow citizens with outstanding fines and fees to reinstate their driver's licenses by participating in an installment payment plan	Number of citizens qualified to participate in program	2,250	2,000	2,000
Provide a quality trained workforce for efficient and friendly service to the citizens	To schedule workshops and seminars addressing topics on customer service and cross train new employees in each area	Number of employees trained	54	50	50
Provide a quality trained workforce for efficient and friendly service to the citizens	To schedule workshops and seminars addressing topics on customer service and cross train new employees in each area	Number of workshops held	4	8	8



Description

The City Court Clerk Division maintains all records pertaining to the office and the courts. The Clerk's Office collects fees and fines owed for traffic violations and provides outstanding ticket information to the State and other departments. The City Court Clerk is responsible for providing three divisions of the City Court with dockets for the purpose of citizens' hearings in open court. The Office of the City Court Clerk manages the operation of the Traffic Violations Bureau.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	3,021,282	3,002,056	2,893,363	3,031,181
Materials & Supplies	344,786	790,178	123,650	311,678
Capital Outlay	11,697	15,000	15,559	9,464
Total Expenditures	3,377,765	3,807,234	3,032,572	3,352,323
Program Revenue	5,544	(1,816,000)	(3,640)	0
Net Expenditures	3,383,309	1,991,234	3,028,932	3,352,323
<i>Funded Staffing Level</i>	63.00	57.00	57.08	57.00
Authorized Complement				63

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	0	0	62,019	110,793
Materials & Supplies	0	0	1,013,954	1,581,200
Total Expenditures	0	0	1,075,973	1,691,993
Program Revenue	0	0	(1,072,806)	(1,824,000)
Net Expenditures	0	0	3,167	(132,007)
<i>Funded Staffing Level</i>	3	3	2.00	3.00
Authorized Complement				3

CITY COURT CLERK

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>City Court Clerk & TVB</i>			
ASST ADMINISTRATIVE	1		
CLERK COURT REC	3		
CLERK COURT REC SR	50		
COURT CLERK CHIEF DEPUTY	1		
COURT CLERK CITY	1		
DEPUTY TVB CHIEF	2		
MGR INFO TECH TVB	1		
SUPER TVB	4		
Total City Court Clerk & TVB	63		
<i>Red Light Camera</i>			
CLERK COURT REC	3		
Total Red Light Camera	3		
<u>TOTAL CITY COURT CLERK</u>	<u>66</u>		



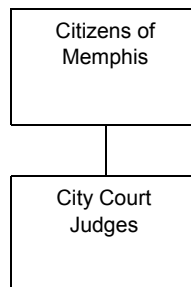
Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	496,650	561,758	527,750	570,084
Materials & Supplies	89,950	49,838	89,480	47,116
Net Expenditures	586,600	611,596	617,230	617,200
<i>Funded Staffing Level</i>	5.00	5.00	4.00	5.00
Authorized Complement				5

Mission

To adjudicate all traffic violations, various disputes and violations of City ordinances by operating three divisions of City Court.

Structure



Services

The City Court Judges fairly and impartially hear and decide all cases that are presented concerning Municipal Code violations. The Judges strive to decide all cases in a timely manner. The City Court Judges maintain their professional credentials through continual development activities, such as professional conferences and continuing education.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Fairly and impartially hear and decide all cases that are presented concerning Municipal Code violations in a timely manner	To dispose of all court cases presented on the docket.	Number of cases handled	407,907	469,090	387,687
Maintain professional credentials	To attend seminars and conferences which will provide at least 3 hours of ethics and 12 hours of regular professional C.L.E. credits each year	C.L.E. credits per judge	15	15	15

CITY COURT JUDGES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>City Court Judges</u>			
ANALYST RNT	1		
ASST ADMINISTRATIVE	1		
JUDGE	2		
JUDGE ADMIN	1		
Total City Court Judges	<u>5</u>		
<u>TOTAL CITY COURT JUDGES</u>	<u>5</u>		





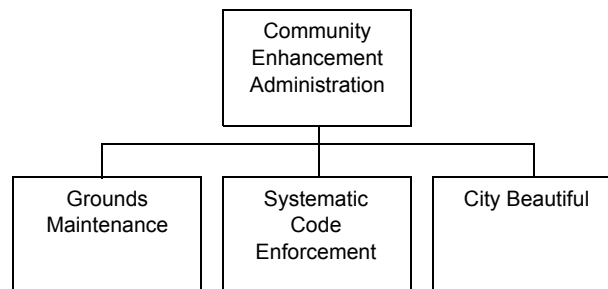
Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	5,333,126	5,998,913	5,583,902	6,462,323
Materials & Supplies	1,490,554	1,888,630	2,190,964	2,405,150
Capital Outlay	36,529	0	126,505	42,901
Total Expenditures	6,860,209	7,887,543	7,901,371	8,910,374
Program Revenue	(1,253,795)	(938,000)	(1,148,000)	(1,148,000)
Net Expenditures	5,606,414	6,949,543	6,753,371	7,762,374
<i>Funded Staffing Level</i>	130.00	130.00	128.58	130.00
Authorized Complement				130

Mission

To provide a higher quality of life for Memphis residents by systematically and strategically alleviating blight and educating and engaging communities in partnerships that result in a cleaner safer Memphis.

Structure



Services

The Division of Community Enhancement works to promote a clean, secure City of Memphis. The Division is made up of three service areas. Grounds Maintenance/Street Sweeping helps Memphis retain the image of a beautiful, clean city through our efforts to control weeds on City rights-of-way, interstates, vacant lots, lots with vacant houses and to make downtown a greener and cleaner place. City Beautiful provides leadership in educating and engaging Memphians toward beautification and environmental improvement to establish an environmentally responsible city one that is clean, litter free and attractive. Code Enforcement works to eliminate slum and blight conditions throughout the City by vigorously enforcing housing code violations while

maintaining safety, health and environmental standards for the community and the Citizens of Memphis.

Issues & Trends

The Division of Community Enhancement continues to focus on improving the quality of life for its citizens through a constant effort to beautify the city and eradicate blight. The Division continues to combat community cleanliness with street sweeping, litter removal and weed control. Partnership with community organizations and other government agencies focus efforts on neighborhood improvements.

Strategic Goals

- Conduct public awareness campaign and events that will inspire concern and active participation by citizens of Memphis for a cleaner city
- Change the appearance of communities by demolishing dilapidated housing units, towing abandoned vehicles and enforcing the housing codes within the time allotted by the City ordinance
- Educate citizens about their roles in maintaining and enhancing their communities
- Keep weeds and grass on City rights-of-way and other vacant property at a safe height according to City Code
- Maintain clean streets throughout City limits

Budget Highlights

- City Beautiful returned \$14.05 worth of benefits to the community for every \$1.00 of local government support provided

Demand Measures

Weeds notices sent	4,000
Vacant lots mowed	7,891
Tires removed from vacant lots	15,000+
Cubic yards of debris removed from streets	29,311
Miles of streets swept	36,722
City Beautiful volunteer hours	96,933
Community cleanups conducted	385
Community beautification/graffiti projects	145
Conduct/investigate all housing and vehicle complaints	90,071
Number of demolished units	1,011



FY 2010 Performance Highlights

- Achieved a Litter Index Rating of 1.9%
- Sent 353 "Oops" letters to littering motorists reported on City Beautiful 52-CLEAN Litter Hotline
- Successfully enforced compliance of the City of Memphis Anti-Neglect Ordinance/Housing Code
- Utilized available computer technology to enhance Code Enforcement's ability to inspect homes efficiently, precisely and cost effectively
- Developed tactics to follow up on violations in the time allotted by Housing Code, without taking legal action
- 35,417 Memphians participated in clean ups, beautification and graffiti removal projects sponsored by City Beautiful.

■ charges for services

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Special Assessment Tax	(559,147)	(398,000)	(398,000)	(398,000)
St TN Interstate	(694,648)	(540,000)	(750,000)	(750,000)
Total Charges for Services	(1,253,795)	(938,000)	(1,148,000)	(1,148,000)

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	311,539	313,059	373,883	379,385
Materials & Supplies	15,852	92,501	120,628	121,431
Net Expenditures	327,391	405,560	494,511	500,816
<i>Funded Staffing Level</i>			3.83	4.00
Authorized Complement				4

Legal level consolidation of *Administration* and *Compliance*.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	311,539	313,059	373,883	379,385
Materials & Supplies	15,026	92,501	120,628	121,431
Net Expenditures	326,565	405,560	494,511	500,816
<i>Funded Staffing Level</i>	4.00	4.00	3.83	4.00
Authorized Complement				4



Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Materials & Supplies	826	0	0	0
Net Expenditures	826	0	0	0



Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	5,021,587	5,685,854	5,210,019	6,082,938
Materials & Supplies	1,474,702	1,796,129	2,070,336	2,283,719
Capital Outlay	36,529	0	126,505	42,901
Total Expenditures	6,532,818	7,481,983	7,406,860	8,409,558
Program Revenue	(1,253,795)	(938,000)	(1,148,000)	(1,148,000)
Net Expenditures	5,279,023	6,543,983	6,258,860	7,261,558
<i>Funded Staffing Level</i>			124.75	126.00
Authorized Complement				126

Legal level consolidation of *Grounds Maintenance, City Beautiful and Systematic Code Enforcement.*

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	2,114,252	2,250,778	1,940,369	2,422,719
Materials & Supplies	1,026,144	1,378,732	1,461,994	1,818,944
Capital Outlay	0	0	33,500	10,000
Total Expenditures	3,140,396	3,629,510	3,435,863	4,251,663
Program Revenue	(1,253,795)	(938,000)	(1,148,000)	(1,148,000)
Net Expenditures	1,886,601	2,691,510	2,287,863	3,103,663
<i>Funded Staffing Level</i>	48.00	48.00	46.83	48.00
Authorized Complement				48

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Keep weeds and grass on City rights-of-way and other private vacant property at a safe height, (within 12", according to code)	To mow City rights-of-way 4 times a growing season	Number of right-of-way cycles cut	8	5	5
Keep weeds and grass on City rights-of-way and other private vacant property at a safe height, (within 12", according to code)	To mow Sam Cooper Blvd from Parkway to White Station 4 times per growing season	Number of times Sam Cooper is cut	5	4	4
Keep ROW, bridge and underpass hot spots litter free	To remove 90,000 pounds of debris from bridge and underpass hot spots	Total pounds of debris removed	Not Applicable	N/A	N/A
Keep ROW, bridge and underpass hot spots litter free	To remove debris from ROW hot spots	Total pounds of debris removed	Not Applicable	N/A	N/A

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	203,003	184,122	203,438	209,618
Materials & Supplies	27,649	37,050	32,518	39,350
Net Expenditures	230,652	221,172	235,956	248,968
<i>Funded Staffing Level</i>	4.00	4.00	4.00	4.00
Authorized Complement				4

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
To engage citizens in activities related to litter prevention, beautification, and proper solid waste management	To achieve 150 community cleanups and beautification projects annually	Number community cleanups and beautification projects	530	150	150
To engage citizens in activities related to litter prevention, beautification, and proper solid waste management	To generate 500 52-Clean Calls	Number of 52-Clean calls received	328	500	500
To engage citizens in activities related to litter prevention, beautification, and proper solid waste management	To maintain 100 Beautiful Business Award entries	Number of Beautiful Business Award entries	N/A	N/A	N/A
To engage citizens in activities related to litter prevention, beautification, and proper solid waste management	To involve 15,000 citizens annually	Number of citizens	42,759	15,000	15,000
To change citizen attitudes and behaviors by educating them about their roles in maintaining and enhancing their communities	To make 40 youth and adult presentations	Number of presentations given	56	40	40



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
To increase community awareness through media coverage and public awareness campaigns	To reach at least 30% of the city population	Number reached	2.5 mill. community awareness 94,416 Projects & Events	200,000	200,000
To provide measurable benefits to our communities for every dollar of public funds provided to City Beautiful	To return at least \$3 for every dollar provided	Number of dollars returned	14.06	3	3
To maintain a favorable Litter Index rating for the Memphis area	To achieve a score ranging from 2.5 or less	Litter Index Rating	2%	2%	1.80%

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	2,704,332	3,250,954	3,066,212	3,450,601
Materials & Supplies	420,909	380,347	575,824	425,425
Capital Outlay	36,529	0	93,005	32,901
Net Expenditures	3,161,770	3,631,301	3,735,041	3,908,927
<i>Funded Staffing Level</i>	74.00	74.00	73.92	74.00
Authorized Complement				74

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maximize our efficiency and efforts in obtaining compliance in enforcing the City of Memphis Anti-Neglect Ordinance/ Housing Code	To investigate complaints within three days after receiving them, being specific with findings/reporting and in compliance within time given by command	Number of housing and vehicle complaint inspections within 72 hours	32,649	15,000	16,500
Maximize our efficiency and efforts in obtaining compliance in enforcing the City of Memphis Anti-Neglect Ordinance/ Housing Code	To develop a consistent pattern to follow up on existing violations and be in compliance within time required by Housing Code, without requiring legal action	Number of violations in compliance without legal action	23,620	16,000	17,500
Maximize our efficiency and efforts in obtaining compliance in enforcing the City of Memphis Anti-Neglect Ordinance/ Housing Code	To utilize the Environmental Court system when 100% compliance is not reached through Housing Code Enforcement	Number of Court Appearances	1,327	1,475	1,600
Maximize our efficiency and efforts in obtaining compliance in enforcing the City of Memphis Anti-Neglect Ordinance/ Housing Code	To monitor the number of cases cited for violations and compliance every 15 to 30 days as nature of complaint determines	Number of new case files	3,189	3,500	3,500



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Monitor and evaluate effectiveness of Code Enforcement in impacting living conditions throughout the community	To positively change the appearance of communities by demolishing dilapidated housing units and towing abandoned vehicles within time allotted by Code	Number of demolished units	1,234	700	1,400
Monitor and evaluate effectiveness of Code Enforcement in impacting living conditions throughout the community	To positively change the appearance of communities by demolishing dilapidated housing units and towing abandoned vehicles within time allotted by Code	Number of vehicles towed	293	1,700	1,850
Monitor and evaluate effectiveness of Code Enforcement in impacting living conditions throughout the community	To establish open community channels with community organizations and to disseminate information and receive input concerning ongoing projects in their areas	Number of meetings with neighborhood organizations	56	25	45
Enhance Code Enforcement's ability to inspect homes efficiently, precisely and cost effectively	To fully utilize available computer technology by equipping the department with the software & hardware needed for the consolidation and/or archival of information	Data to integrate, upgrade and add new software, hardware and technology	Nov. '09	Nov. '09	November '09
Enhance Code Enforcement's ability to inspect homes efficiently, precisely and cost effectively	To review and evaluate data of operation twice yearly to ascertain performance measure objectives in carrying out strategic plan to achieve desired results of being an effective Code enforcement staff	Number of times objectives are evaluated	2	2	4

COMMUNITY ENHANCEMENT

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>Administration</i>		MGR ZONE HOUSING IMPROVE	3
ASST ADMIN	1	OPER DATA ENTRY A	4
COORD ADMIN BUDGET	1	SPEC CONDEMNATION	1
DIRECTOR COMMUNITY ENHANCE- MENT	1	SUPER DATA TRANSCRIBER	1
DIRECTOR COMMUNITY ENHANCE- MENT DEPUTY	1	SUPER OFFICE CD	1
	<u>4</u>	Total Systematic Code Enforcement	74
Total Administration	4		
<i>Grounds Maintenance</i>		<u>TOTAL COMMUNITY ENHANCEMENT</u>	<u>130</u>
CLERK GENERAL A	1		
CLERK GENERAL B	2		
CREWPERSON	23		
CREWPERSON SEMISKILLED	2		
DRIVER TRUCK	2		
FOREMAN GEN GROUNDS MNT	1		
FOREMAN GROUNDS MNT	6		
FOREMAN HORTICULTURE	1		
INSP WEED	2		
MGR GROUNDS MNT	1		
OPER HEAVY EQUIP	3		
SUPER BUSINESS AFFAIRS	1		
SUPER HORTICULTURE	1		
SUPER ZONE HEAVY EQUIP	1		
SUPER ZONE SWEEPER OPER	1		
	<u>48</u>		
Total Grounds Maintenance	48		
<i>City Beautiful</i>			
COORD EDUCATION	1		
COORD PROGRAM CB	1		
MGR CITY BEAUTIFUL	1		
SPEC TECH SUPPORT CB	1		
	<u>4</u>		
Total City Beautiful	4		
<i>Systematic Code Enforcement</i>			
CLERK GENERAL B	1		
COORD CONDEMNATION INSPECT	1		
COORD COURT HOUSING INSP	1		
COORD HEARING	1		
INSP CODE ENFORCEMENT	52		
INSP CODE ENFORCEMENT SR	8		



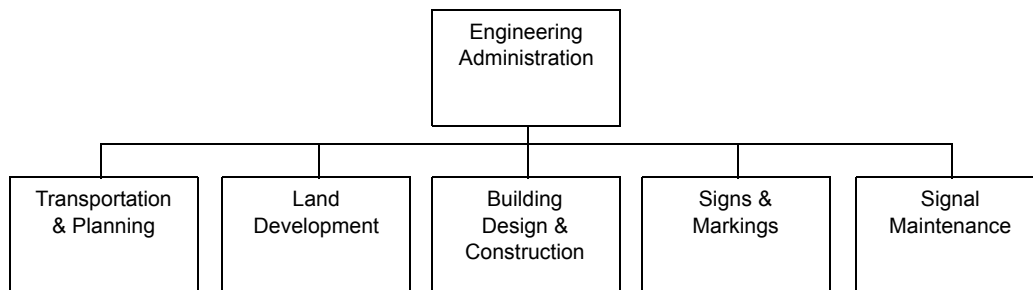
Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	7,839,755	7,486,780	7,230,011	6,840,185
Materials & Supplies	(1,615,728)	1,747,321	1,806,686	1,765,121
Capital Outlay	0	0	0	7,500
Grants & subsidies	238	0	0	0
Total Expenditures	6,224,265	9,234,101	9,036,697	8,612,806
Program Revenue	(1,250,943)	(1,483,563)	(1,363,191)	(1,495,563)
Net Expenditures	4,973,322	7,750,538	7,673,506	7,117,243
<i>Funded Staffing Level</i>	146.00	144.00	143.00	144.00
Authorized Complement				146

Mission

To provide quality engineering and project management to ensure properly planned, designed, and constructed public projects are delivered to the citizens of Memphis in a timely and cost-efficient manner.

Structure



Services

The City of Memphis covers an area of over 346.6 square miles that is connected by nearly 4,150 miles of roads. The Division of Engineering provides planning, design and construction administration to constantly improve and expand the City's infrastructure. The Division designs and manages the construction of all the City's capital projects. Engineering staff reviews all private development proposals to ensure the required public improvements are included.

Issues & Trends

With the slow economy over the past budget years, the resources to fulfill our mission have been limited. The Engineering Division has been called upon to do more with less and we have responded. Solving drainage issues has placed increasing demands on divisional resources. However, the approved Storm Water Utility District will assist greatly in meeting the demand for drainage improvements throughout the city. Widening streets to provide additional capacity is becoming increasingly difficult and expensive. The utilization of Intelligence Transportation System (ITS) technologies to increase the efficiency and capacity of the existing transportation system is necessary now more than ever. Traffic monitoring and control capabilities to allow appropriate response to collisions, gridlock, malfunctions, etc., are necessary to keep traffic moving with minimal impact. The Engineering Division has developed plans for interconnecting signals to provide the backbone for these technologies.

Strategic Goals

- Improve the CIP planning, budgeting and design process to ensure public facilities are constructed within original budget estimates
- Pursue grant funds to leverage City CIP funds.
- Adopt new policies to address flooding problems throughout the City
- Develop Intelligent Transportation System (ITS) strategies to monitor and control existing street network
- Provide on-street parking enforcement for areas of the City with meter parking
- Finalize Traffic Signal LED Modification of school flashers and signalized flashers

Budget Highlights

- Increased revenue income by 7.3% (\$109,000) over budgeted amount in FY08
- Personnel expenses were reduced by 5.3% (\$395,000) in FY08 compared to budgeted amount.
- Tight internal controls reduced our material and supply expenditures in FY08 by 14.4% (\$273,000)

Demand Measures

Square miles within City boundaries	346.6
Miles of roads within City boundaries	4,150
Street name and traffic control signs	300,000
Number of City Streets	6,750
Intersections	20,000
Miles of road re-striped	1,000
City Traffic Signals/Flashers	830
City Traffic School Flashers	140

County Traffic Signals/Flashers	229
County Traffic School Flashers	104

FY 2010 Performance Highlights

- Positioned the City to receive \$45.5M in additional Federal grants through stimulus (ARRA) and STP funding over the next 3 years for road resurfacing, traffic signal improvements, roadway safety improvements and bicycle & pedestrian facilities
- Traffic signal malfunctions are being repaired within 12 hours of notification
- Repaired 100% of all stop and yield signs within 24 hours of notification
- Coordinated with the Tennessee Department of Transportation (TDOT) to facilitate improvements to key interchanges along the urban interstate system. Completed construction of the Walnut Grove/I-240 Interchange and the reconstruction of the I-55/Mallory Interchange has commenced
- Coordinated with TDOT to complete the Walnut Grove / Humphreys Interchange. This project included the first elements of the proposed Wolf River Greenway
- Completed several studies and designs to address flooding problems throughout the City
- Began construction on 1 major roadway project
- Initiated studies and designs on numerous roadway projects
- Established the first segments of on-street bicycle lanes

■ charges for services

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Subdivision Plan Inspection Fee	(125,894)	(385,000)	(385,000)	(385,000)
Street Cut Inspection Fee	(218,060)	(250,000)	(250,000)	(250,000)
Traffic Signals	(156,779)	(66,000)	(66,000)	(66,000)
Parking Meters	(429,267)	(580,000)	(580,000)	(580,000)
Signs-Loading Zones	(15,876)	(12,800)	(12,800)	(12,800)
Arc Lights	(1,767)	(4,000)	(4,000)	(4,000)
Sale Of Reports	(12,645)	(2,363)	(3,595)	(14,363)
MLG&W Rent	(400)	(400)	(400)	(400)
St TN Highway Maint Grant	(151,540)	(95,000)	26,604	(95,000)
Sidewalk Permit Fees	(138,618)	(88,000)	(88,000)	(88,000)
Court Reimbursement	(97)	0	0	0
Total Charges for Services	(1,250,943)	(1,483,563)	(1,363,191)	(1,495,563)

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	3,960,728	3,638,930	3,448,333	2,911,043
Materials & Supplies	(103,143)	363,879	425,054	439,679
Grants & subsidies	238	0	0	0
Total Expenditures	3,857,823	4,002,809	3,873,387	3,350,722
Program Revenue	(1,099,403)	(1,388,563)	(1,389,795)	(1,400,563)
Net Expenditures	2,758,420	2,614,246	2,483,592	1,950,159
<i>Funded Staffing Level</i>	86.00	86.00	86.00	86.00
Authorized Complement				86

Legal level consolidation of *Civil Design & Administration, Survey, Mapping & Property, Construction Inspections, Traffic Engineering and Building Design & Construction.*

Description

To provide timely and quality engineering services in the design of civil works projects and the review of private developments to protect the safety of the public.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	1,008,892	985,204	941,456	253,655
Materials & Supplies	33,633	20,538	61,881	20,538
Grants & subsidies	238	0	0	0
Total Expenditures	1,042,763	1,005,742	1,003,337	274,193
Program Revenue	(1,086,766)	(1,388,563)	(1,388,563)	(1,388,563)
Net Expenditures	(44,003)	(382,821)	(385,226)	(1,114,370)
<i>Funded Staffing Level</i>	20.00	20.00	20.00	20.00
Authorized Complement				20

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Develop roadway and drainage construction plans in a timely manner and comply with all applicable local, state and federal guidelines and policies	To execute design contracts for all Capital Improvement Program (CIP) projects when fiscal year funds are first allocated	Percent of CIP projects with executed contract first year	90%	100%	100%
Develop roadway and drainage construction plans in a timely manner and comply with all applicable local, state and federal guidelines and policies	To complete design for all CIP projects within second year after funds are allocated	Percent of CIP plans signed by City Engineer second year	90%	100%	100%
Develop roadway and drainage construction plans in a timely manner and comply with all applicable local, state and federal guidelines and policies	To complete design reviews, on the average, within 20 working days of submittal	Percent of CIP design reviews completed within 20 days	80%	80%	80%



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Minimize the time taken to review land development submittals	To review contract type plans within 10 days of receipt	Average number of days to review contract type plans	7.76	9	9
Minimize the time taken to review land development submittals	To review contract type plans within 10 days of receipt	Percent of contract type plans reviewed within 10 working days	82%	80%	80%
Improve delivery time of land development contracts to developers	To deliver contracts to developers within 10 working days of receiving a bondable set of plans from Plans Review	Average number of days to deliver land development contracts	9.84	10	10
Improve delivery time of land development contracts to developers	To deliver contracts to developers within 10 working days of receiving a bondable set of plans from Plans Review	Percent of land development contracts delivered within 10 working days	60%	70%	75%

Description

To provide quality survey services so that accurate information is available to engineers using the data. Provide timely and accurate traffic counting so that engineers using the data can make better decisions.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	560,950	658,117	651,563	690,493
Materials & Supplies	59,146	59,327	61,735	59,327
Total Expenditures	620,096	717,444	713,298	749,820
Program Revenue	8	0	0	0
Net Expenditures	620,104	717,444	713,298	749,820
<i>Funded Staffing Level</i>	15.00	15.00	15.00	15.00
Authorized Complement				15

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Extend vertical control survey network	To set 50 concrete survey markers and tie them into the vertical survey benchmark network	Number of vertical survey markers set	10	10	10
Establish horizontal control survey network	To set 50 new concrete survey markers and determine their horizontal coordinates	Number of horizontal control markers set	10	10	10
Provide timely traffic counting and speed study services	To complete any new speed hump traffic count requests within 15 days of receipt	Percent of new requests completed within 45 days	100%	50%	50%
Ensure adequate training of staff	To train each crewmember in each of the four areas of survey	Percent of survey shop crew members cross trained	100%	100%	100%

Description

To maintain the official records of the City of Memphis regarding mapping and all properties acquired for public rights-of-way in order to serve the citizens and respond to requests for information about City-owned property.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	147,555	151,017	149,797	155,582
Materials & Supplies	15,905	17,000	17,001	17,000
Total Expenditures	163,460	168,017	166,798	172,582
Program Revenue	(12,645)	0	(1,232)	(12,000)
Net Expenditures	150,815	168,017	165,566	160,582
<i>Funded Staffing Level</i>	3.00	3.00	3.00	3.00
Authorized Complement				3

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maintain up-to-date mapping and property information for the City of Memphis and disperse that information in a timely manner, as requested	To maintain up-to-date map annually	Percent of records up-dated within same calendar year	70%	75%	80%
Maintain up-to-date mapping and property information for the City of Memphis and disperse that information in a timely manner, as requested	To serve all customers requesting information within 24 hours	Number of information requests	4,500	4,400	4,300
Maintain up-to-date mapping and property information for the City of Memphis and disperse that information in a timely manner, as requested	To serve all customers requesting information within 24 hours	Percent served within 24 hours	85%	90%	95%

Description

To protect the public interest and City's investment in all public improvements through the inspection of all construction activities within public rights-of-way and easements.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	543,929	623,069	602,081	661,720
Materials & Supplies	199,292	180,937	197,029	256,737
Net Expenditures	743,221	804,006	799,110	918,457
<i>Funded Staffing Level</i>	22.00	22.00	22.00	22.00
Authorized Complement				22

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Properly inspect all assigned construction projects, maintain and document payments and project schedule dates	To complete pay request applications within five working days of monthly close date	Percent of pay requests processed within 5 days	99%	99%	99%
Inspect and process Subdivision finals	To process all subdivision final reports in 7 days	Percent of finals processed in 7 days	99%	99%	99%
To complete 1000 ADA ramps each calendar year	To inspect and accept 1000 ADA ramps	Percent of ramps inspected and accepted	99%	99%	99%

Description

To improve safety and quality of life within the city of Memphis by providing design, operation and maintenance supervision services for all permanent and temporary traffic control devices within the public rights-of-way and ensure that these devices are utilized in accordance with the appropriate city, state and federal laws and standards.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	866,701	890,463	951,527	988,746
Materials & Supplies	(435,220)	60,997	62,173	60,997
Net Expenditures	431,481	951,460	1,013,700	1,049,743
<i>Funded Staffing Level</i>	19.00	19.00	19.00	19.00
Authorized Complement				19

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide a wide variety of traffic engineering services to promote the safe and efficient flow of traffic throughout the city of Memphis	To complete all Priority 4 in-house studies/ investigations within 8 weeks of assignment, allowing 4 weeks for the data collection by survey and four weeks for analysis/report	Percent of Priority 4 studies completed within ten weeks	100%	100%	100%
Provide a wide variety of traffic engineering services to promote the safe and efficient flow of traffic throughout the city of Memphis	To complete traffic signal plan design by the assigned deadline	Percent of traffic signal designs completed by the deadline	100%	100%	100%
Provide a wide variety of traffic engineering services to promote the safe and efficient flow of traffic throughout the city of Memphis	To repair or replace broken parking meters within 48 hours of notification	Percent of meters repaired within 48 hours	100%	100%	100%
Provide a wide variety of traffic engineering services to promote the safe and efficient flow of traffic throughout the city of Memphis	To complete Land Development traffic control plan (TCP) review by assigned completion date	Percent of TCP reviewed by assigned completion date	100%	100%	100%

Description

To provide quality engineering and architectural services in support of building projects of all City divisions so that facilities are provided for public use in a timely and cost-effective manner.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	832,701	331,060	151,909	160,847
Materials & Supplies	24,101	25,080	25,235	25,080
Net Expenditures	856,802	356,140	177,144	185,927
<i>Funded Staffing Level</i>	7.00	7.00	7.00	7.00
Authorized Complement				7

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Expedite implementation of CIP projects	To execute design contracts for all CIP projects within the first 6 months of the Fiscal Year that funds are allocated and the written project is received from customer division	Percent of contracts with programs executed within 6 months	100%	100%	100%
Expedite implementation of CIP projects	To execute design contracts within 60 days after written program is received from customer division	Percent of design contracts executed within 60 days	75%	75%	75%
Expedite implementation of CIP projects	To complete design within 18 months from date funds and program are available for all projects \$4.0 million or less	Percent of projects with completed designs within 18 months	100%	100%	100%
Minimize design cost	To hold average design cost to 9% of total construction costs on projects	Average design cost percentage	8.50%	8.50%	9.00%
Execute construction contracts in a timely and cost efficient manner	To execute construction contracts within 120 days of receiving bids	Percent of construction contracts executed within 120 days	98%	98%	98%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Execute construction contracts in a timely and cost efficient manner	To execute construction contracts within the original cost estimate	Percent of projects that bid within estimate	100%	100%	100%

Description

To improve safety and quality of life within the city of Memphis by installing and maintaining proper signage and pavement markings for both pedestrian and vehicular traffic.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	1,902,514	2,000,323	1,874,498	1,967,152
Materials & Supplies	(742,246)	682,605	677,679	661,105
Total Expenditures	1,160,268	2,682,928	2,552,177	2,628,257
Program Revenue	(151,540)	(95,000)	26,604	(95,000)
Net Expenditures	1,008,728	2,587,928	2,578,781	2,533,257
<i>Funded Staffing Level</i>	29.00	29.00	28.00	29.00
Authorized Complement				29

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maintain all signs and markings within the City of Memphis in a manner consistent with applicable standards	To repair all stop signs and yield signs within 24 hours of notification	Percent of signs repaired within 24 hours	100%	100%	100%
Maintain all signs and markings within the City of Memphis in a manner consistent with applicable standards	To repair/install 4,000 traffic signs per sign crew	Number of traffic signs repaired/ installed	14,459	15,000	15,000
Maintain all signs and markings within the City of Memphis in a manner consistent with applicable standards	To re-stripe all city streets annually	Number of street miles re-striped annually	1,451	1,181	1,000

Description

Traffic Signal Maintenance works to increase the safety of pedestrians, motorists and goods movement by maintaining existing traffic signals and installation of new signals at intersections throughout the city of Memphis.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	1,976,513	1,847,527	1,907,180	1,961,990
Materials & Supplies	(770,339)	700,837	703,953	664,337
Capital Outlay	0	0	0	7,500
Net Expenditures	1,206,174	2,548,364	2,611,133	2,633,827
<i>Funded Staffing Level</i>	31.00	29.00	29.00	29.00
Authorized Complement				31

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maintain all traffic signal and signal devices within the City of Memphis	To conduct preventive maintenance on all traffic signals once per year	Number of signals maintained annually	530	800	770
Maintain all traffic signal and signal devices within the City of Memphis	To repair all traffic signal malfunctions within 24 hours of notification	Percent of signals serviced within 24 hours	100%	100%	100%

CITY ENGINEERING

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Civil Design & Administration</u>		<u>Traffic Engineering</u>	
ADMR LAND DEVELOP BUDGET	1	CLERK GENERAL A	1
ADMR TRANS PLAN DESIGN	1	COLLECTOR METER	2
ASST ADMINISTRATIVE	1	COORD ADA RAMP PROGRAM	1
CLERK ACCOUNTING A	1	ENG DESIGNER AA	2
CLERK GENERAL A	1	ENGINEER CITY TRAFFIC	1
COORD ADMIN SUPPORT	1	ENGINEER DESIGN	1
COORD LAND DEV	1	ENGINEER TRAFFIC	2
DIRECTOR ENGINEERING DEPUTY	1	REPAIRER PARKING METER	1
ENG DESIGNER AA	1	SECRETARY B	1
ENGINEER CITY CIVIL DESIGN	1	SUPER PARKING METER REP	1
ENGINEER CITY	1	TECH ENGINEERING AA	2
ENGINEER DESIGN	1	TECH PARKING ENFORCEMENT	4
ENGINEER DESIGN SENIOR	3	Total Traffic Engineering	19
REVIEWER PLANS	1	<u>Building Design & Construction</u>	
SECRETARY B	1	ADMR BLDG DESIGN CONST	1
SPEC DOCUMENT	1	CLERK GENERAL A	1
SPEC PAYROLL PERSONNEL	1	MGR ENG PROJECT	4
TECH ENGINEERING AA	1	SUPER OFFICE ENG	1
Total Civil Design & Administration	20	Total Building Design & Construction	7
<u>Survey</u>		<u>Signs & Markings</u>	
AIDE ENGINEER	3	MGR STREET SIGNS MARK	1
CHIEF SURVEYOR PARTY	3	PAINTER	18
CLERK GENERAL A	1	PAINTER APP	3
COUNTER TRAFFIC	5	PAINTER LO	1
MGR SURVEYOR	1	SPEC FLAGMAN OFFICER	6
OPER SURVEY INST	2	Total Signs & Markings	29
Total Survey	15	<u>Signal Maintenance</u>	
<u>Mapping & Property</u>		AIDE SIGNAL	10
SUPER MAPPING	1	CLERK GENERAL A	1
TECH ENGINEERING AA	2	DISPATCHER	1
Total Mapping & Property	3	MGR SIGNAL MNT CONST	1
<u>Construction Inspections</u>		SPEC PROCUREMENT	1
CLERK GENERAL A	1	TECH SIGNAL	17
INSP ZONE CONSTRUCTION	16	Total Signal Maintenance	31
MGR CONSTRUCTION INSP	1	TOTAL CITY ENGINEERING 146	
SUPER CONSTRUCTION INSP	4		
Total Construction Inspections	22		



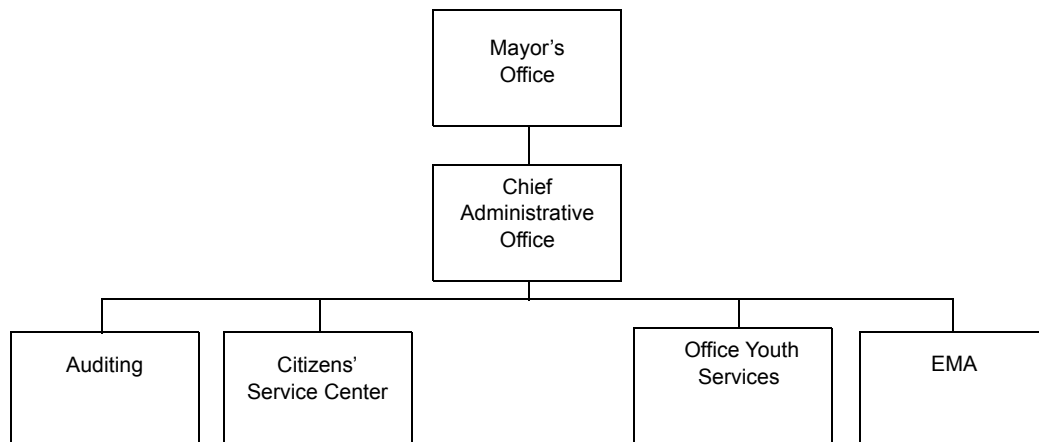
Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	4,460,119	4,651,143	4,746,489	3,276,374
Materials & Supplies	1,392,931	1,273,321	1,730,048	1,454,972
Capital Outlay	42,134	81,619	123,243	53,837
Grants & subsidies	1,793,199	1,094,892	1,581,985	2,659,419
Total Expenditures	7,688,383	7,100,975	8,181,765	7,444,602
Program Revenue	(446,253)	(538,204)	(538,204)	(538,204)
Net Expenditures	7,242,130	6,562,771	7,643,561	6,906,398
<i>Funded Staffing Level</i>	54.00	48.00	45.08	46.00
Authorized Complement				53

Mission

The mission of the City of Memphis Government, through its employees, is to ensure responsive and cost-effective services for our citizens, which optimize every individual's opportunity for an enhanced quality of life and the pursuit of success as a valued member of our diverse communities.

Structure



Services

The Executive Division is made up of six service areas. The Mayor's Office ensures that the City Charter and Ordinances are observed, promotes economic and industrial development, and

addresses citizens' issues of concern related to City government. The Chief Administrative Office (CAO) directs the operations of City divisions following the policies of the Mayor, protects and maintains City assets, plans and coordinates functions necessary to achieve the City's stated goals and objectives. The Auditing Service Center provides analyses, appraisals, valuations, counsel, information, and recommendations concerning activities being reviewed. The Mayor's Citizen Service Center provides citizens with the most effective and efficient information relating to City government and their concerns. The Office of Information Services works with the City's Operating divisions to support their technology needs to meet their business goals. The Office of Youth Services and Community Affairs addresses issues challenging youth in the community by implementing special initiatives and focuses on building the capacity of neighborhood and community issues in partnership with City government. The EMA assists local, state, and federal agencies with response to emergency/disaster operations.

Issues & Trends

The City of Memphis' primary focus is ensuring public safety, enhancing opportunities for youth and neighborhoods and improving residents' quality of life. According to the 2009 Memphis Poll, Memphians feel positive about City's Services and its public policies. The 2009 Poll continued to show substantial improvements in perceptions of crimes. Citizens feel crime has been reduced and reported improvements to many physical conditions in their neighborhoods.

Strategic Goals

- Ensure City services that stimulate business success and enhance the standard of living for all Memphians
- Ensure government services that promote free and safe movement of residents and visitors by maintaining and enhancing infrastructure
- Improve leisure and recreational activities and services
- Maintain policies and practices that ensure fair equal treatment to employees and the public and encourage a diverse work environment
- Sustain services provided by the City of Memphis within current budgetary limits

Budget Highlights

- Earned the GFOA Distinguished Budget Presentation Award for 12th consecutive year
- Maintained AA bond rating
- Maintained General Fund reserves of 10% of expenditures
- Achieved a current tax collection rate of 94%
- Provided down payment assistance to over 62 low-to moderate income families buying homes within the City limits

Demand Measures

Population (2007 est.)	674,028
Square Miles Served	346.6

Employment Rate (2008 est.)	94%
Per Capita Income (2006 inflation-adjusted)	\$25,267
Average Household Income (2006 inflation-adjusted)	\$48,451

FY 2010 Performance Highlights

- Graduated five Memphis Police classes, two lateral classes and one Police Service Technician classes - 246 Memphis Police Officers
- Completed Phase 2 of Cyberwatch and launched MPD Citizen/Neighborhood Blogs for citizen input
- Received State of Tennessee accreditation to conduct paramedic education.
- Fire fatalities were reduced by 60 percent.
- Provided jobs to youth through the 2009 Summer Youth Employment Program
- Served over 2,000 youth in Summer Camps
- Hosted over 8,000 children in the Sports leagues through the Youth Athletics Department
- Repaired 100% of all stop and yield signs within 24 hours of notification.
- Increased the number of M/WBEs certified to do business with the City of Memphis to 430 for FY2010
- Successfully enforced compliance of the City of Memphis' Anti-Neglect Ordinance and Housing Codes
- Completed 7 major ADA renovations, including City Hall
- Completed 7 roof replacements, 3 pool renovations, 3 office facility renovations, and 32 painting projects, including City Hall
- Information Services was internationally recognized by the Environmental Systems Research Institute as an innovation leader in Geographic Information Systems
- Benjamin L. Hooks Central Library is the only library in the nation with both a television and radio station
- Continued pothole hotline, providing same-day service for all complaints received before noon
- Continued 24-hour Storm Water Pollution Complaint Hotline
- Selected the committee for Park Services Facilities Master Plan
- Assisted approximately 27 individuals/families with vital human services through referrals and partnerships
- Funded 29 non-profit organizations who provide services to youth, young adults, elderly and frail, disabled through the Human Services Grant
- Hosted Neighborfest, which attracted 600+ citizens
- Implemented the City of Memphis' Certified Leader Neighborhood Training Program

Description

The Mayor's Office duties include ensuring that the City Charter and Ordinances are observed to enhance the health, safety, and well being of the citizens of Memphis. It also promotes economic and industrial development through a joint partnership of business, government, and the community at large, and serves as a means of access for the citizens of Memphis to resolve issues of concern related to City government.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	800,596	838,205	1,010,451	820,254
Materials & Supplies	226,859	267,093	292,593	267,093
Capital Outlay	0	0	6,000	0
Net Expenditures	1,027,455	1,105,298	1,309,044	1,087,347
<i>Funded Staffing Level</i>	11.00	10.00	8.58	9.00
Authorized Complement				10

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Ensure City services that stimulate business success and enhance the standard of living for all Memphians	To increase business investments in the city	Commercial and industrial assessed valuations	\$4 billion	\$4.2 billion	\$4.2 billion
Ensure City services that stimulate business success and enhance the standard of living for all Memphians	To increase business investments in the city	Percent growth in city business investments	5%	2%	2%
Ensure City services that stimulate business success and enhance the standard of living for all Memphians	To increase business investments in the city	Employment rate	94%	92%	94%
Ensure government services that promote free and safe movement of residents/ visitors, maintain or enhance infrastructure, and encourage recreational opportunities	To improve public safety	Memphis Poll rating: Citizens Feel Crime is Increasing	40%	31%	30%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Ensure government services that promote free and safe movement of residents/ visitors, maintain or enhance infrastructure, and encourage recreational opportunities	Prompt response to 911 Emergency Police	Memphis Poll rating: Promptness in Response Calls	71%	75%	75%
Ensure government services that promote free and safe movement of residents/ visitors, maintain or enhance infrastructure, and encourage recreational opportunities	Prompt response to 911 Emergency Fire	Memphis Poll rating: Promptness in Response Calls	71%	99%	99%
Ensure government services that promote free and safe movement of residents/ visitors, maintain or enhance infrastructure, and encourage recreational opportunities	Prompt response to EMS	Memphis Poll rating: Promptness in Response Calls	71%	97%	97%
Ensure government services that promote free and safe movement of residents/ visitors, maintain or enhance infrastructure, and encourage recreational opportunities	To improve leisure and recreational activities and services	Memphis Poll rating: Neighborhood Park Maintenance	73%	78%	80%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Ensure government services that promote free and safe movement of residents/ visitors, maintain or enhance infrastructure, and encourage recreational opportunities	To improve the city's infrastructure	Memphis Poll rating: Residential Street Maintenance	83%	82%	82%
Ensure government services that promote free and safe movement of residents/ visitors, maintain or enhance infrastructure, and encourage recreational opportunities	To improve the city's infrastructure	Memphis Poll rating: Neighborhood Street Maintenance	68%	69%	69%
Ensure government services that promote free and safe movement of residents/ visitors, maintain or enhance infrastructure, and encourage recreational opportunities	To improve the city's infrastructure	Memphis Poll rating: Citizens Concerned about Drainage After Storms	27%	26%	25%

EXECUTIVE

Description

Directs the operations of City divisions to follow the policies of the Mayor, performs authorized services efficiently, protects and maintains City assets, and conducts the planning and coordination of functions necessary to achieve stated goals and objectives.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	395,615	521,746	426,738	496,153
Materials & Supplies	45,676	46,436	109,936	46,436
Net Expenditures	441,291	568,182	536,674	542,589
<i>Funded Staffing Level</i>	5.00	5.00	5.00	5.00
Authorized Complement				5

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maintain policies and practices that ensure fair and equal treatment to employees and the public and encourage a diverse work environment	To ensure Title VI compliance for all City government	Number of findings from Title VI audit	0	0	0
Sustain or increase services provided by the City of Memphis without a property tax increase	To maintain the City expenditure budget at an appropriate funding level	Current year expenditures budget	\$493 million	\$624 million	\$601 million
Sustain or increase services provided by the City of Memphis without a property tax increase	To increase sources of revenues without a property tax increase	Revenue budget	\$505 million	\$623 million	\$618 million
Sustain or increase services provided by the City of Memphis without a property tax increase	To increase sources of revenues without a property tax increase	Property tax rate	\$3.25	\$3.25	\$3.19
Sustain or increase services provided by the City of Memphis without a property tax increase	To sustain or increase services provided by the City of Memphis while staying within the approved budget	Percent of approved City operating budget expended	100%	100%	100%



Description

To provide the Mayor, City Council and all levels of management with analyses, appraisals, valuations, counsel, information, and recommendations concerning activities being reviewed. Auditing also assists all members of the organization in being more effective and efficient in the discharge of their job responsibilities.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	600,878	640,573	650,089	648,577
Materials & Supplies	290,252	277,387	604,166	339,038
Net Expenditures	891,130	917,960	1,254,255	987,615
<i>Funded Staffing Level</i>	10.00	10.00	9.00	9.00
Authorized Complement				10

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Promote the effectiveness and efficiency of activities reviewed during the period	To complete compliance/ performance audits	Number of performance/ compliance audits completed	7	6	6
Ensure that there are adequate internal controls to safeguard City assets in all activities reviewed during this period	To have management's agreement to audit recommendations	Percentage of recommendations agreed to by management	100%	95%	95%
Enhance fraud prevention and detection	To reduce the occurrence of fraud through management and employee education.	Number of fraud and internal control presentations	0 No longer a part of employee orientation	4	3
Develop and maintain highly competent and skilled auditors for audit efficiency	Provide continuous training and professional development for auditors	Percentage of professional audit staff that completed 40 continuous professional education hours	89%	78%	78%

EXECUTIVE

Description

To provide the citizens of Memphis with the most effective and efficient information as it relates to City government and their concerns.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	296,716	310,650	342,114	323,582
Materials & Supplies	25,741	33,822	35,822	33,822
Net Expenditures	322,457	344,472	377,936	357,404
Funded Staffing Level	7.00	7.00	7.00	7.00
Authorized Complement				7

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide a public format for various city officials and agency representatives to discuss any services and assistance that they offer or provide to the community	To host the monthly Mayor's Service Talk Show that features a diverse group of guests who provide helpful information regarding concerns and issues that impact the Memphis community	Number of Mayor's Service talk shows hosted by the Mayor's Citizen Service Center (MCSC)	12	12	12
Educate the community on the services provided by the MCSC	To engage with community leaders on issues regarding the community	Number of community and town hall meetings and clean-up initiatives attended by MCSC staff.	75	75	75
Respond to every caller that contacts the MCSC with a complaint, concern or comment regarding services offered by the City of Memphis and various other government entities	To maintain open telephone lines and online service center to the MCSC to ensure that citizens are greeted with professionalism, courtesy and provided with accurate information and assistance needed to bring satisfactory resolution to the nature of their call	Number of phone calls and on-line service requests for service responded to by the MCSC	65,000	65,000	65,000

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Improve the quality of service offered by the MCSC by taking advantage of training opportunities, conferences, or seminars on customer and community relations	To ensure the staff attend an adequate number of job related training and information sessions in order to respond to every citizen that comes in contact with the MCSC in a professional manner	Number of quality service classes and training sessions attended by the MCSC staff	30	30	30
Provide a sample of callers an opportunity to rate their experiences and the performance of the MCSC after requesting city services through the MCSC call center	To increase the means by which citizens can voice comments regarding the services they received by calling the MCSC with their comments, complaints or concerns related to city services	Percentage of surveys mailed out and follow-up calls to citizens by the MCSC	20% of responses from letters and online service requests received	20% of responses from letters and online service requests received	20% of responses from letters and online service requests received
Monitor the overall customer services rating of the MCSC, from the "Your Feedback Matters" surveys	To improve and maintain a rating of at least an 80% average as the overall customer service score for the MCSC, resulting from the customer service surveys	Overall customer satisfaction score for the MCSC	85%	85%	85%

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	1,897,252	1,850,822	1,818,542	507,221
Materials & Supplies	646,447	422,529	461,074	542,529
Grants & subsidies	1,793,199	1,094,892	1,581,985	2,659,419
Net Expenditures	4,336,898	3,368,243	3,861,601	3,709,169
<i>Funded Staffing Level</i>			5.50	6.00
Authorized Complement				7

Legal level consolidation of *Administration, Human Services, Neighborhood and Community Affairs, Youth Services and Memphis Youth Achieve.*

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	31,395	33,474	37,752	37,931
Materials & Supplies	44,321	48,660	41,327	42,660
Net Expenditures	75,716	82,134	79,079	80,591
<i>Funded Staffing Level</i>	1.00	1.00	1.00	1.00
Authorized Complement				1

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
To provide the Office of Youth Services and Community Affairs (OYSCA) service centers with direction, procedures, and tools that support and aid the successful pursuit and accomplishment of their respective and collective missions, goals, and objectives.	Implement a strategic planning process that produces a five-year strategic plan that is annually reviewed and revised.	Completion and submission of a five-year strategic plan.	Completed plan delayed.	Completed plan delayed.	Draft preliminary plan consistent with FY10 projected 5-yr budget appropriations
To improve the efficiency and effectiveness of the operation OYSCA.	To develop protocols and/or standard operating procedures for major functions of each OYSCA service center.	Number of project plans for recurring events, protocols, and/or SOPs developed and institutionalized.	10	15	20
To increase professional development and training opportunities for OYSCA personnel.	To provide on-going staff development training sessions for all OYSCA personnel.	Number of sessions provided.	5	10	10

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
To formalize collaborations and partnerships with businesses, service providers, faith-based institutions, philanthropic organizations, professional associations, and other community entities.	To enter into more or less formal partnerships with agencies, businesses, associations, etc. that support and/or do business with OYSCA.	Number of partnerships effectuated.	25	25	30
To formalize collaborations and partnerships with businesses, service providers, faith-based institutions, philanthropic organizations, professional associations, and other community entities.	To enter into more or less formal partnerships with agencies, businesses, associations, etc. that support and/or do business with OYSCA.	Number of partnerships effectuated.	25	25	30

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	61,492	50,258	50,084	51,481
Materials & Supplies	10,107	13,006	12,330	13,006
Grants & subsidies	1,793,199	1,094,892	1,581,985	1,459,419
Net Expenditures	1,864,798	1,158,156	1,644,399	1,523,906
<i>Funded Staffing Level</i>	1.00	1.00	1.00	1.00
Authorized Complement				1

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
To assist select 501(c)(3) non-profit agencies providing an array of Human Services such as homelessness/ homeless prevention, senior services, youth & children services and services for the disabled by providing funding.	To reduce the average length of time between submission of grant proposals and selection of grantees.	Average time between submission and selection.	25%	50%	85%
To assist select 501(c)(3) non-profit agencies providing an array of Human Services such as homelessness/ homeless prevention, senior services, youth & children services and services for the disabled by providing funding.	To reduce the average length of time between selection of grantees and contract execution	Average time between selection and contract execution	25%	50%	75%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
To assist select 501(c)(3) non-profit agencies providing an array of Human Services such as homelessness/homeless prevention, senior services, youth & children services and services for the disabled by providing funding.	To provide technical assistance/support to non-profit agencies awarded funding by the City of Memphis.	Number of grantee agencies provided technical assistance	30	29	30
To refine the existing online Human Services Grant Application with Procedures.	To develop a user friendly, transparent online Human Services Grant Application with Procedures for non-profit agencies interested in grant funding.	Completion and implementation of refined online Human Services Grant Application with Procedures.	Completed	Completion of refined online application by 9/2/09	Completed
To refine the existing evaluation system for selection of Human Services agencies who are awarded funding by the City of Memphis.	To develop a standardized evaluation system to select and award Human Services Grants to non-profit agencies.	Completion and dissemination of new Human Services Grant Procedures Manual.	Completion of new manual by 3/1/09	Revise as necessary	Revise as necessary
To refine the existing evaluation system for selection of Human Services agencies who are awarded funding by the City of Memphis.	To develop a standardized system for monitoring grantees for compliance with contract terms and performance of funded services.	Completion and dissemination of new Human Services Grant Monitoring Procedures Manual.	Completion of new manual by 3/1/09	Revise as necessary	Revise as necessary
To increase our capacity to serve the citizens of Memphis through gifts in kind.	To increase the percentage of City of Memphis employees participating in City of Memphis sanctioned special projects such as Operation Feed, Salvation Army Angel Tree, Adopt-a-School.	Average percentage of City employees participating in the various sanctioned special projects.	10%	30%	30%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
To increase our capacity to serve the citizens of Memphis through gifts in kind.	To secure & organize the volunteers for the Mayor's Annual Thanksgiving Dinner for The Homeless & Hungry.	Number of volunteers.	150	315	325
To increase our capacity to serve the citizens of Memphis through gifts in kind.	To secure & organize the volunteers for the Mayor's Annual Christmas Food Basket Drive for elderly and low-income citizens of Memphis.	Number of volunteers.	30	50	75
To increase our capacity to serve the citizens of Memphis through gifts in kind.	To retain existing and secure new corporate sponsors and/or contributors for the Mayor's Annual Christmas Food Basket Drive.	Number of retained sponsors and/or contributors.	10	6	6
To increase our capacity to serve the citizens of Memphis through gifts in kind.	To retain existing and secure new corporate sponsors and/or contributors for the Mayor's Annual Christmas Food Basket Drive.	Number of new sponsors and/or contributors.	3	3	3
To increase our capacity to serve the citizens of Memphis through gifts in kind.	To retain existing and secure new corporate sponsors and/or contributors for the Mayor's Annual Christmas Food Basket Drive.	Number of new sponsors and/or contributors.	3	3	3

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	164,799	108,161	108,449	111,198
Materials & Supplies	50,247	39,829	51,519	45,829
Net Expenditures	215,046	147,990	159,968	157,027
<i>Funded Staffing Level</i>	3.00	2.00	2.00	2.00
Authorized Complement				3

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
To increase the capacity of neighborhood and community associations to identify and resolve problems and issues.	To solicit and identify neighborhood and community associations that are willing to participate in efforts to identify/resolve problems in their respective communities.	Number of associations that participate in neighborhood capacity building sessions.	NA	7	10
To improve communication between the City of Memphis and neighborhood and community associations.	To provide neighborhood and community associations with monthly bi-monthly calendars that contain pertinent information.	Production of quarterly calendar.	NA	4	4
To improve communication between the City of Memphis and neighborhood and community associations.	To provide neighborhood and community associations with quarterly newsletters that contain pertinent information.	Production of quarterly newsletter.	NA	4	4
To improve communication between the City of Memphis and neighborhood and community associations.	To facilitate meetings that provide neighborhood and community associations with information about City resources, programs, grants, and other services.	Number of meetings facilitated.	NA	13	24

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
To improve communication between the City of Memphis and neighborhood and community associations.	To offer leadership development and technical assistance to neighborhood and community organizations.	Number of organizations served.	NA	3	18
To provide opportunities for neighborhood and community associations to participate in local festivals, celebrations, and other venues. (Subject to funding.)	To inform neighborhood and community associations about festivals, celebrations, and other venues.	Average number of associations notified for the various events.	NA	600	600
To provide opportunities for neighborhood and community associations to participate in local festivals, celebrations, and other venues. (Subject to funding.)	Solicit neighborhood and community association support for and participation in festivals, celebrations, and other venues.	Number of associations participating.	NA	50	75
To continue the Neighborhood Demonstration Grant program.	To restructure and reallocate remaining funds from the Neighborhood Demonstration Grant.	Completion and dissemination of new Neighborhood Demonstration Grant Procedures Manual.	NA	Completion of new manual by 3/1/09.	Revise as necessary
To continue the Neighborhood Demonstration Grant program.	To partner with governmental, non-profit, and other entities in neighborhood-based improvement planning efforts.	Number of partnerships effectuated.	NA	6	6

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
To assist neighborhood cleanliness, beautification, and compliance with City ordinances.	To partner with the Mayor's Citizen Service Center, City Beautiful, Code Enforcement, Public Works, Community Enhancement and other appropriate city entities to inform neighborhood and community associations about relevant city ordinances and codes.	Number of information workshops and meetings facilitated or attended.	NA	24	58

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	58,684	105,711	89,935	124,759
Materials & Supplies	4,814	13,056	13,056	13,056
Net Expenditures	63,498	118,767	102,991	137,815
<i>Funded Staffing Level</i>	2.00	2.00	1.50	2.00
Authorized Complement				2

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
To re-establish the Youth Guidance Commission (YGC) charged by City Code of Ordinances to enhance opportunities and the quality of life for the City's youth by studying related issues and functioning as an educational, informational, and advocacy body through conducting and commissioning research, reporting findings, and making recommendations.	To solicit individuals for membership of the YGC under guidelines set forth in the City Code of Ordinances.	Appointment by the Mayor and City Council of twenty-one (21) persons to serve as members of the YGC no later than the start of FY08.	Seventeen (17) of twenty-one (21) persons appointed to YGC	Remaining and replacement YGC membership appointments by 7/1/09	Maintain full membership of YGC
To assist in evaluating the adequacy, quality, and effectiveness of services provided youth with particular attention to identifying additional services and assessing the efficacy providing them.	To regularly convene the Youth Guidance Commission (YGC).	Number of monthly meetings convened by the YGC.	6	12	12

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
To assist in evaluating the adequacy, quality, and effectiveness of services provided youth with particular attention to identifying additional services and assessing the efficacy providing them.	To assist the YGC in studying and researching the needs and aspirations of the City's youth and the interests of citizens, individual and corporate, regarding youth development, and in reporting findings.	Support YGC planning sessions and coordinate engagement of professional consultant(s).	Determination of scope of 2010 study delayed top next fiscal year.	YGC planning sessions initiated.	Continue with periodic planning sessions.
To assist in evaluating the adequacy, quality, and effectiveness of services provided youth with particular attention to identifying additional services and assessing the efficacy providing them.	To assist the YGC in studying and researching the needs and aspirations of the City's youth and the interests of citizens, individual and corporate, regarding youth development, and in reporting findings.	Delivery of an annual report to the Mayor and the City Council by February 28 of each year.	NA	Submit initial report (a preliminary plan with strategic overview) by 2/28/09. [Subject to funding]	Submit annual report by 2/28/10 [Subject to funding]
To engage youth to contribute to their own well-being and that of the community at large.	To assist the City Council and YGC in establishing and supporting a Youth City Council (YCC) to provide youth an opportunity to discuss youth needs and concerns and to sponsor projects that address them.	Formulation of the YCC by the end of second of FY08.	Formation of YCC delayed [Funding and staff not available]	Formation of YCC delayed [Funding and staff not available]	Formation of YCC delayed until funding and staff are appropriated.
To promote the development, enhancement, and maintenance of a collaborative youth services network that is coherent, effective, and efficient.	To facilitate or commission the preparation of a resources map of existing children and youth services providers.	Completion of initial resources map by third quarter of FY09.	NA	Completion delayed until next fiscal year.	Completion by 12/31/10.

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
To promote the development, enhancement, and maintenance of a collaborative youth services network that is coherent, effective, and efficient.	To engage in independent and collaborative searches and reviews of "best practices" in identifying and providing needed services to youth.	Implemented as required.	On-going	On-going	On-going
To assist the City and youth services organizations in building their respective and collective capacities to serve youth.	To facilitate and participate in workshops and seminars.	Number of workshops facilitated or attended.	Activity delayed	Activity delayed	2
To assist the City and youth services organizations in building their respective and collective capacities to serve youth.	To facilitate and participate in workshops and seminars.	Number of workshops facilitated or attended.	Activity delayed	Activity delayed	2

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	1,580,882	1,553,218	1,532,322	181,852
Materials & Supplies	536,958	307,978	342,842	427,978
Grants & subsidies	0	0	0	1,200,000
Net Expenditures	2,117,840	1,861,196	1,875,164	1,809,830

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
MEMPHIS YOUTH ACHIEVE	To facilitate and participate in workshops and seminars.	Number of workshops facilitated or attended.	Activity delayed	Activity delayed	2
To coordinate Memphis Youth Achieve programs to enhance quality of services provided to youth year- round	To provide meaningful life skills training to youths aged 14-15 (SYEP)	Number of youths enrolled.	653 (8-wk: 291; 3-wk: 362)	488	500
To coordinate Memphis Youth Achieve programs to enhance quality of services provided to youth year- round	To provide meaningful employment to youths aged 16-21 (SYEP)	Number of youths hired	1199 (8-wk: 1004; 3-wk: 195)	572	500
To coordinate Memphis Youth Achieve programs to enhance quality of services provided to youth year- round	To increase the number of employer-paid or privately-subsidized job commitments for youth aged 16-21 (SYEP)	Number of job commitments.	10	25	25

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	469,062	489,147	498,555	480,587
Materials & Supplies	157,956	226,054	226,457	226,054
Capital Outlay	42,134	81,619	117,243	53,837
Total Expenditures	669,152	796,820	842,255	760,478
Program Revenue	(446,253)	(538,204)	(538,204)	(538,204)
Net Expenditures	222,899	258,616	304,051	222,274
<i>Funded Staffing Level</i>	14.00	10.00	10.00	10.00
Authorized Complement				14

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
To fulfill Taskforce agreement	Update BEOP every four to five years	Number of Reviews	Review & Update	Review & Update	Review & Update
To review the ESC/ ESF information for the EOC	Maintain an updated disaster/emergency database	List reviewed and updated	Review & Update	Review & Update	Review & Update
To produce pre-scripted news releases for possible disaster/emergency events	Release and distribute necessary information to the public	Number of releases based on events	100%	100%	100%
To review the Public Information Officer (PIO) list for Shelby County	Maintain a current list of PIOs for Shelby County	Number obtained and reviewed	Review & Update	Review & Update	Review & Update
To maintain a current Standard Operating Procedure (SOP) for the operation of the Joint Information Center (JIC) through annual updates	Provide SOPs for JIC operations	Number of annual updates	Review & Update	Review & Update	Review & Update
To establish a list of contacts for resources	Maintain a catalog of resource contacts	Percentage of list established and published	100%	100%	100%
To establish baseline RADEF readings in Shelby County	Conduct RADEF readings in Shelby County	Percentage of readings taken and submitted to TEMA	100%	100%	100%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
To provide Community Emergency Response Team Training (CERT) to citizens	Hold CERT classes	Number of citizens trained	1,600	1,600	1,600
To attend public events and distribute disaster preparedness information	Provide disaster preparedness information to the public	Number of citizens reached	5,000	6,000	6,000
To fulfill Taskforce agreement	Create a contract with TEMA to provide funding for EOC programs	Percent of payment received from TEMA	100%	100%	100%

EXECUTIVE

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Mayor's Office</u>		<u>Neighborhood and Community Affairs</u>	
ASST ADMINISTRATIVE	2	MGR NEIGHBORHOOD REL	1
CHIEF STAFF SPEC ASST/COMM	1	SPEC NEIGHBORHOOD OUTREACH	2
COORD EXECUTIVE	1	Total Neighborhood and Community Affairs	3
MAYOR	1		
OFFICER COMMUNICATIONS	1	<u>Youth Services</u>	
SECRETARY A	1	COORD COMPLIANCE STIM DURATIONAL	1
SPEC COMMUNICATIONS MAYOR	1	MGR YOUTH SVCS	1
SPECIAL ASST MAYOR YOUTH COMMUNITY	1	Total Youth Services	2
SPECIAL ASST RESEARCH INNOV	1		
Total Mayor's Office	10		
<u>Chief Administrative Office</u>		<u>Emergency Operations Center</u>	
ASST ADMINISTRATIVE	1	DIRECTOR EMERGENCY MGMT	1
ASST EXECUTIVE	1	MGR EMA OPERATIONS	1
DIRECTOR EXECUTIVE DEPUTY	1	OFFICER EMA OPERATIONS	8
OFFICER CHIEF ADMIN	1	OFFICER PLANNING	1
SECRETARY A	1	OFFICER PLANNING/EXER	1
Total Chief Administrative Office	5	OFFICER TRAINING & EDUCATION	1
		SECRETARY EMA	1
		Total Emergency Operations Center	14
<u>Auditing</u>			
AUDITOR CITY	1	<u>TOTAL EXECUTIVE</u>	<u>53</u>
AUDITOR CITY ASST	1		
AUDITOR INFORMATION TECH	1		
AUDITOR INTERNAL	4		
AUDITOR INTERNAL LD	2		
SECRETARY A	1		
Total Auditing	10		
<u>Mayor's Citizen Service Center</u>			
SPEC CITIZEN INFORM	6		
SUPER CITIZEN SVC CTR	1		
Total Mayor's Citizen Service Center	7		
<u>Administration</u>			
SECRETARY A	1		
Total Administration	1		
<u>Human Services</u>			
MGR HUMAN SVCS	1		
Total Human Services	1		



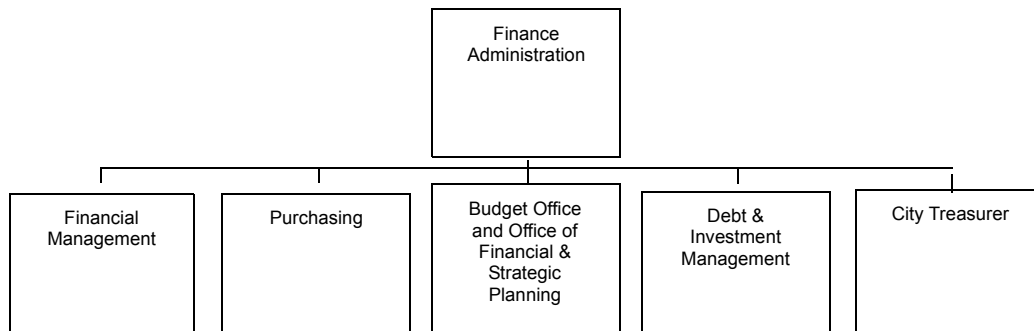
Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	3,840,712	4,169,645	4,362,639	4,717,302
Materials & Supplies	1,302,330	923,864	1,004,152	1,065,074
Capital Outlay	0	2,000	2,000	1,500
Total Expenditures	5,143,042	5,095,509	5,368,791	5,783,876
Program Revenue	(165,572)	(6,000)	(35,266)	(10,000)
Net Expenditures	4,977,470	5,089,509	5,333,525	5,773,876
<i>Funded Staffing Level</i>	88.00	84.00	82.17	86.00
Authorized Complement				90

Mission

To provide fiscal leadership, integrity and superior financial services through prudent and efficient management of the City's financial affairs.

Structure



Services

The City's financial responsibilities include timely, accurate and cost-effective preparation and maintenance of accounting records and financial reports; disbursement of payments to employees/retirees, vendors, contractors and others; procurement of materials, products and construction services; development and management of accurate and timely operating and capital budgets; implementation of the City's performance-based budgeting and accountability initiative; investment of the City's cash and pension funds; debt management; effective management of tax and other revenue collections; and issuance of City permits.



Issues & Trends

The Division of Finance will continue bond refunding and has begun the use of bond anticipation notes to minimize the City's debt service costs. The Division will continue the performance management initiative, helping to make the City more effective, efficient, and responsive. The Division has implemented integrated Oracle Financials, Human Management Resource System (HRMS) and Payroll systems, including centralized accounts receivables and grants management. The Division will increase use of Minority/Women Business Enterprises (M/WBEs) to meet or exceed the City's governing Ordinance and increase use of technology to enhance internal financial processes and improve customer service.



Strategic Goals

- Effectively incorporate the use of information technology into our mission-critical processes and improve the quality of customer support provided by the Finance Division
- Enhance the contract and bid processing efficiency of the Purchasing Department and improve the quality of internal customer support provided by the office
- Use information from Memphis Poll to develop budgets
- Improve the City's credit rating



Budget Highlights

- Improved the City's debt capacity and flexibility through the use of bond anticipation notes programs
- Maintained the highest recognition from the Government Finance Officers Association by being awarded the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award
- Enhanced the utilization and development of the integrated Financial and Human Resources System



Demand Measures

A/P payments processed	42,062
Payroll payments processed	214,275
Pension payroll checks processed	103,026
Purchasing requisitions processed	1,269
Total Debt managed	\$1,184,914
	\$140.0
Total Cash/Investments managed (as of 06/30/09)	million
Pension Investment portfolio (as of 06/30/09)	\$1.6 billion
Number of tax notices sent out	257,520
Tax payments processed	317,181
Number of alarm permits issued	7,000



Number of false alarm/no permit notices sent

25,000



FY 2010 Performance Highlights

- Awarded the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 32nd straight year
- Earned the GFOA Distinguished Budget Presentation Award for the 12th consecutive year
- Maintained AA bond rating
- Maintained General Fund reserves of 10% of expenditures
- Achieved a current tax collection rate of 94%

■ charges for services

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Rezoning Ordinance Publication Fees	(10,975)	(6,000)	(10,000)	(10,000)
Credit Card Fees	(132,334)	0	(25,266)	0
Miscellaneous Income	(22,263)	0	0	0
Total Charges for Services	(165,572)	(6,000)	(35,266)	(10,000)

**Other services provided by Finance can be found under the following tab:
Metro Alarm Fund - Special Revenue Funds**

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	387,467	407,816	425,470	410,535
Materials & Supplies	47,274	37,491	37,941	113,748
Capital Outlay	0	0	0	1,500
Net Expenditures	434,741	445,307	463,411	525,783
<i>Funded Staffing Level</i>	5.00	5.00	4.67	5.00
Authorized Complement				5

Legal level consolidation of *Administration* and *Prevailing Wage Office*.

Description

To provide leadership and direction to all Finance Division service centers and to coordinate all financial functions of the City.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	281,629	286,105	302,631	274,889
Materials & Supplies	43,086	31,609	32,059	107,866
Net Expenditures	324,715	317,714	334,690	382,755
<i>Funded Staffing Level</i>	3.00	3.00	2.67	3.00
Authorized Complement				3

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Ensure that all available resources are efficiently and effectively utilized and that the City maintains financial stability	To maintain a level of General Fund reserves sufficient to address future unanticipated shortfalls (5-8 percent)	Reserve a percent of General Fund expenditures	13%	10.3%	10.5%
Ensure that all available resources are efficiently and effectively utilized and that the City maintains financial stability	To maintain City's bond rating and pursue upgrade	Bond rating	AA	AA	AA
Increase the use of technology to enhance our internal financial processes and improve customer service	To implement ERP solutions for financial applications	Oracle applications implemented	Online Procurement	HRMS/PSB Integration Phase II	HRMS/PSB Integration Phase II
Continue implementation of the City's performance-based budgeting initiative	To solicit citizens' input into the strategic planning and budgeting processes by coordinating the Memphis Poll annually	Memphis Poll conducted GOPMs developed	Memphis Poll Enhanced	Not Measured	Not Measured
Publish Popular Annual Financial Report	To produce citizens report based on performance results	Date citizens report produced	Not Measured	Not Measured	Pending

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Develop and monitor annual budget for Finance Division	To ensure the division stays within budget by monitoring appropriation statements monthly	Percent of approved division budget expended	81%	99%	100%



Description

To ensure all contracts and/or subcontractors awarded city-funded projects are in compliance and adhering to the Prevailing Wage Ordinance adopted by the City.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	105,838	121,711	122,839	135,646
Materials & Supplies	4,188	5,882	5,882	5,882
Capital Outlay	0	0	0	1,500
Net Expenditures	110,026	127,593	128,721	143,028
<i>Funded Staffing Level</i>	2.00	2.00	2.00	2.00
Authorized Complement				2

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Increase awareness of the Prevailing Wage Office and the methods & procedures for reporting required information	Send out e-mails and literature about department updates	Reports and information sent out	*quarterly	ongoing	ongoing
Increase awareness of the Prevailing Wage Office and the methods & procedures for reporting required information	Update Prevailing Wage section of the City webpage during FY 2008	Date implemented	June 2008	ongoing	ongoing
Increase awareness of the Prevailing Wage Office and the methods & procedures for reporting required information	To implement Prevailing Wage filing and document reporting online	Date implemented	July 2008	Expand contractor use of system	Expand contractor use of system
Maintain and monitor full compliance with Prevailing Wage Ordinance	To test all certified payrolls received for compliance	Percent of payroll reviewed	100%	Pending	Pending
Maintain and monitor full compliance with Prevailing Wage Ordinance	To perform jobsite interviews with employee on Prevailing Wage projects	Percent of job sites visited	67%	70%	75%



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maintain and monitor full compliance with Prevailing Wage Ordinance	To research all inquires and respond in a timely manner	Percent of inquires reviewed	100%	100%	100%

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	1,287,494	1,359,142	1,575,481	1,550,572
Materials & Supplies	452,304	296,109	242,144	296,109
Total Expenditures	1,739,798	1,655,251	1,817,625	1,846,681
Program Revenue	(10,975)	(6,000)	(10,000)	(10,000)
Net Expenditures	1,728,823	1,649,251	1,807,625	1,836,681
<i>Funded Staffing Level</i>	33.00	31.00	31.00	31.00
Authorized Complement				33

Legal level consolidation of *Accounting, Accounts Payable, Payroll and Records Management.*

Description

Accounting seeks to ensure the integrity of the City's financial information by preparing and maintaining accurate accounting records, providing timely and accurate financial reports to City Divisions management and staff, and preparing the Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting principles and legal requirements.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	517,675	615,617	708,673	728,776
Materials & Supplies	287,204	144,800	104,809	144,800
Net Expenditures	804,879	760,417	813,482	873,576
<i>Funded Staffing Level</i>	13.00	13.00	13.00	13.00
Authorized Complement				13

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide timely and accurate financial reports in a cost-effective manner	To prepare and publish the Comprehensive Annual Financial Report (CAFR) within six months of the end of the fiscal year	Date prior year CAFR completed	January 2008	December 2008	December 2009
Provide timely and accurate financial reports in a cost-effective manner	To produce the highest quality Financial reports	Government Finance Officers Association (GFOA) Certification Awarded	Yes	Yes	Yes
Provide timely and accurate financial reports in a cost-effective manner	To finalize the recording of monthly accounting transactions within ten calendar days after the end of the month to ensure on-line access of current financial reports by the divisions	Months financial reports available within required time	10 of 12 months	10 of 12 months	10 of 12 months

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Administer the general ledger module of the financial software system	To establish and maintain budgetary controls in the general ledger system in accordance with the adopted July 1 budget for use by the divisions on the first day of the new fiscal year	Date budgetary controls established	July 1	July 1	July 1



Description

Accounts Payable seeks to ensure the timely disbursement of payments to vendors, contractors and others in compliance with established legal and contractual terms. Accounts Payable processes all check requests and contract payment requests initiated by the City divisions, ensures that supporting documentation and approvals for payments are in compliance with established procedures, generates and mails checks, processes travel advances and expense reports, and issues 1099-MISC forms to applicable providers of services as required by IRS regulations.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	384,940	290,514	407,316	356,253
Materials & Supplies	39,803	30,038	26,285	30,038
Net Expenditures	424,743	320,552	433,601	386,291
<i>Funded Staffing Level</i>	8.00	7.00	7.00	7.00
Authorized Complement				8

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide timely and accurate payment of invoices submitted by divisions	To process payment documents within five business days of receipt from the divisions	Percent of payments processed within 5 days	100%	100%	100%
Provide timely and accurate payment of invoices submitted by divisions	To audit all payment documents for authorized approval and proper supporting documentation	Percent of documents audited	100%	100%	100%
Provide timely and accurate payment of invoices submitted by divisions	To issue 1099-MISC forms for all applicable providers of services no later than January 31 of each year	Date 1099-MISC forms issued	January 2008	January 2009	January 2010
Provide timely and accurate payment of invoices submitted by divisions	To audit all travel advances and expense reports for proper authorization and support	Percent of travel advances/ reports audited	100%	100%	100%

Description

Payroll seeks to ensure the accurate processing of all disbursements for active and retired employees in accordance with established procedures. Processing includes the coordination of system input data, system reconciliations and maintenance, processing of garnishments, retirement benefit calculations, the system setup of new retirees, mailing of retiree checks, distribution of reports and checks to divisions, issuing of manual checks and the issuing of W-2s and 1099-R forms as required by IRS regulations.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	201,595	209,327	208,615	218,620
Materials & Supplies	79,328	72,150	71,084	72,150
Net Expenditures	280,923	281,477	279,699	290,770
<i>Funded Staffing Level</i>	7.00	6.00	6.00	6.00
Authorized Complement				7

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide timely and accurate processing of all payroll documents	To process the payroll for all active City employees on a bi-weekly basis in accordance with established procedures	Percent of on-time payrolls for active employees	100%	100%	100%
Provide timely and accurate processing of all payroll documents	To process the payroll for all retired employees on a semi-monthly basis in accordance with established procedures	Percent of on-time payrolls for retirees	100%	100%	100%
Provide timely and accurate processing of all payroll documents	To calculate retirement benefits for new retirees in accordance with the pension ordinance definitions by the pay period following the approval of the Pension Board minutes	Percent of retirement benefits calculated on schedule	100%	100%	100%

Description

Records Management seeks to ensure that all documents related to the Finance area of responsibility are retained in a manner to provide timely retrieval for research requests; all documents retained by Finance are kept for the proper retention periods; agendas and minutes of Council meetings are prepared and retained; and ordinances are published in accordance with legal requirements.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	183,284	243,684	250,877	246,923
Materials & Supplies	45,969	49,121	39,966	49,121
Total Expenditures	229,253	292,805	290,843	296,044
Program Revenue	(10,975)	(6,000)	(10,000)	(10,000)
Net Expenditures	218,278	286,805	280,843	286,044
<i>Funded Staffing Level</i>	5.00	5.00	5.00	5.00
Authorized Complement				5

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maintain financial records in a manner to ensure timely retrieval	To scan all contract and disbursement records within three days of transfer to Records Management	Percent of contract and disbursement records microfilmed within 3 days	99%	99%	99%
Maintain financial records in a manner to ensure timely retrieval	To respond to requests for stored/scanned documents within one day of request (small projects) or within the agreed time period for large volume requests	Percent of response to requests within specified timeframes	100%	100%	100%
Provide timely and accurate agenda and minutes for City Council meetings	To complete and mail the agenda for the Council meeting no later than 3:00 p.m. on the Thursday before each meeting	Percent of agendas mailed on schedule	100%	100%	100%
Provide timely and accurate agenda and minutes for City Council meetings	To complete and submit the minutes of the previous Council meeting to the Council prior to the scheduled Council meeting	Percent of minutes submitted to Council on schedule	100%	100%	100%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide timely and accurate agenda and minutes for City Council meetings	To publish ordinances in the newspaper prior to the second reading by the Council	Percent of Ordinances published on schedule	100%	100%	100%
Provide timely and accurate agenda and minutes for City Council meetings	To respond to requests for information and documentation of actions taken by the Council by maintaining a current index of all Council meeting agenda items	Percent of current index of Council meeting agenda items maintained	100%	100%	100%

Description

To provide the most cost effective method of procuring materials, products and construction services for the City of Memphis while adhering to the procurement laws of the State of Tennessee and the City of Memphis.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	604,908	603,166	628,948	662,782
Materials & Supplies	57,595	78,672	98,794	78,672
Total Expenditures	662,503	681,838	727,742	741,454
Program Revenue	(22,263)	0	0	0
Net Expenditures	640,240	681,838	727,742	741,454
<i>Funded Staffing Level</i>	12.00	12.00	12.00	12.00
Authorized Complement				12

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide fiscal and prudent management of the Purchasing Service Center Operating budget	To manage the budget without any overages	Amount of budget within operational guideline	100%	100%	100%
Adhere to City's Purchasing and Procurement policies and procedures	To process purchasing requisitions within specified timeframe	Percent of purchase orders processed 3 days after receipt	79%	75%	85%
Adhere to City's Purchasing and Procurement policies and procedures	To process awarded recommendation paperwork	Percent of awards processed 3 days after receipt	91%	85%	90%
Adhere to City's Purchasing and Procurement policies and procedures	To execute contracts upon final signature	Percent of contracts executed within 5 days of final signature	97%	85%	98%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide annual Policy and Procedures Awareness training to ensure compliance with Purchasing/ Procurement processes	To conduct annual training class	Percent of class conducted	50%	100%	100%
Implementation of Advance Procurement System	Expand system for use of approximately 600 commodities online By November 25, 2008	Number of commodities expanded by November 25, 2008	Not Measured	600	N/A
Increase the use of On-Line Auction Service	Bid city surplus property, equipment and vehicles on line by June 2010	Process change date	Not Measured	Benchmark	June 2010
Increase Volume Purchasing	Notify Divisions of contract availability by May of each year	Date Divisions Notified	Not Measured	May 2009	May 2010
Increase Volume Purchasing	Use cooperative Purchasing	Number of contracts executed	Not Measured	Benchmark	3
Increase Volume Purchasing	Consolidate Capital Acquisition Purchases for Divisions	Number of Division purchase requests consolidated by commodity	Not Measured	Benchmark	3
Increase Volume Purchasing	Monitor direct payments and purchase orders to determine if a citywide contract is needed	Number of contracts executed	Not Measured	Benchmark	3
To provide an executed contract report within 10 business days following the receipt of final signature	Generate an executed contract report and send to city webposting within 10 business days following execution as of January 2010	Percent of days taken to execute report	Not measured	100%	100%



Description

The Budget Office seeks to maximize City resources by identifying cost-saving measures, monitoring financial trends, assisting the divisions in developing their budgets, evaluating performance indicators and making improvements to the budget process, culminating in the accurate and timely publication of the City's annual operating and capital budgets, which play a vital role in communicating to the citizens of Memphis the uses of their tax dollars.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	428,940	708,823	639,477	592,141
Materials & Supplies	408,496	181,215	204,334	120,050
Capital Outlay	0	2,000	2,000	0
Net Expenditures	837,436	892,038	845,811	712,191
<i>Funded Staffing Level</i>	11.00	11.00	9.50	9.00
Authorized Complement				9

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
To provide timely development of accurate and informative operating and capital budgets	To submit annual operating and capital budgets for approval by the third Tuesday in April of each year	Percent of Operating and CIP budgets submitted on schedule	100%	100%	100%
To receive Government Finance Officers Association Award for excellence in budgeting	To produce quality Operating and CIP Budget Books	GFOA certificate awarded	Yes	Yes	Pending
To enhance City Divisions knowledge of the Public Sector Budgeting System	To provide continuous training on the budget application and assistance to the divisions and service centers during the budget process	95% Percent of budget coordinators and managers trained on budget software	100%	100%	100%
To continuously monitor spending of the budget throughout the fiscal year	To develop monthly reports that analyze divisions financial performance	Quarterly Reports	100%	100%	100%
To continuously monitor revenue collection effectiveness	To develop monthly reports that analyze revenue collection performance	Actual property tax collections vs. budget	100%	100%	Pending

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
To support the timely evaluation of City service delivery and citizen's needs	To coordinate the Memphis Poll survey process for the citizens of Memphis	Memphis Poll	Complete	Objective Halted	Pending
To continuously monitor expense variances and spending performance	To Develop monthly reports that analyze spending variances	Monthly Variance Reports	Not Measured	100%	100%



Description

To provide funds for capital improvement projects as needed while minimizing the impact of debt payments on current and future revenues.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	118,154	93,476	147,302	155,846
Materials & Supplies	15,731	19,689	18,603	20,081
Net Expenditures	133,885	113,165	165,905	175,927
<i>Funded Staffing Level</i>	4.00	4.00	3.83	4.00
Authorized Complement				4

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Improve the City's rating to AA status	To monitor the fiscal and economic condition of the City on an annual basis by using select rating agency criteria for AA rated cities	Debt percent of market value of taxable property (Median = Less than 3.0%)	3.37%	3.22%	3.05%
Improve the City's rating to AA status	To monitor the fiscal and economic condition of the City on an annual basis by using select rating agency criteria for AA rated cities	Debt percent Per Capital income (Average = 3% - 6%)	3.50%	3.34%	3.27%
Improve the City's rating to AA status	To monitor the fiscal and economic condition of the City on an annual basis by using select rating agency criteria for AA rated cities	Percent of principal retired in 10 years (Industry standard = Greater than 55.0%)	65.90%	69.80%	64.38%
Improve the City's rating to AA status	To issue the appropriate debt vehicle that provides the lowest true interest cost and the necessary cash to fund budgeted CIP projects	Adequate cash available to fund CIP projects during fiscal year	100%	100%	100%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Ensure the timely payments of principal and interest for the City's general obligation and revenue bond debt	To ensure sufficient cash available to pay all bondholders by due date	Percent of payments wired to paying agents and bond holders on a timely basis per quarter	100%	100%	100%
Ensure the timely payments of principal and interest for the City's general obligation and revenue bond debt	To ensure the timely receipt of reimbursements from City divisions and City/ County agencies for the reimbursement of debt payments issued on their behalf	Percent of collections received vs. amount due per quarter	100%	100%	100%
Maximize the average return rate on investments for the city's operating cash portfolio	To invest funds in authorized investments that will produce an average return that exceeds the 3 month T-bill return within a given fiscal year	Rate of return for the 3 month T-bill:	0.797%	0.10%	0.10%
Maximize the average return rate on investments for the city's operating cash portfolio	To invest funds in authorized investments that will produce an average return that exceeds the 3 month T-bill return within a given fiscal year	Rate of return on operating cash investments	3.49%	0.65%	0.65%
Ensure investments meet compliance criteria pursuant to the City's Investment Policy	To monitor portfolio diversification, maturity limitations and investment guidelines monthly	Percent of time investments in compliance with policy	100%	100%	100%
Maximize return on investment for the City's pension assets	To hold a quarterly meeting to review the performance of each manager with the City's established Investment Advisory Committee and its investment consultant	Number of quarterly investment committee meetings	4	4	4

Description

To maximize tax and other miscellaneous revenue collections, while providing effective and responsive customer services to the citizens of Memphis in all Treasury-related operations with optimal use of resources. To invest the City's cash in such a manner to ensure the absolute safety of principal and interest; to meet the liquidity needs of the City; and to achieve the highest yield possible in accordance with the City's investment policy. To oversee the investment of pension fund assets for the Retirement System and maintain available cash in-house to fund pension benefits to retirees.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	1,013,749	997,222	940,405	964,706
Materials & Supplies	320,930	310,688	402,336	310,688
Total Expenditures	1,334,679	1,307,910	1,342,741	1,275,394
Program Revenue	(132,334)	0	(25,266)	0
Net Expenditures	1,202,345	1,307,910	1,317,475	1,275,394
<i>Funded Staffing Level</i>	23.00	21.00	21.00	21.00
Authorized Complement				23

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maximize current collections	To achieve a current tax collection rate of 98% of budget.	Tax collection rate	102%	100%	98%
Maximize current collections	To perform a comprehensive annual tax billing within 30 days after the official tax rate is set	Date of annual tax billing	June 2007	June 2008	June 2009
To maintain Treasury records in a manner to ensure timely retrieving by any Treasury staff member	To image all Treasury documents within one working week of receipt	Percent of documents imaged within one working week of receipt	100%	100%	100%
Maximize customer services efforts	To respond to Mayor's Citizen Services Center (MCSC) inquiries/ complaints within one day of receipt	Percent responded to within timeframe	100%	100%	100%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maximize customer services efforts	To respond to inquiries from Citizens, Council and other Departments within one day of receipt.	Percent responded to within timeframe	100%	100%	100%
Maximize customer services efforts	To improve phone answer rate to 95 percent or better	Phone call answer rate	99%	99%	99%
Adhere to State regulations regarding notifications	To publish required public notices in a timely manner	Number of notices placed in a timely manner	100%	100%	100%
Cultivate skill levels, morale and teamwork	To expand Professional Development training opportunities for the staff	Number of staff attending training	21	30	28
Cultivate skill levels, morale and teamwork	To expand Professional Development training opportunities for the staff	Number of staff attending training	21	30	28
Cultivate skill levels, morale and teamwork	To expand Professional Development training opportunities for the staff	Number of staff attending training	21	30	28
Cultivate skill levels, morale and teamwork	To expand Professional Development training opportunities for the staff	Number of staff attending training	21	30	28
Cultivate skill levels, morale and teamwork	To expand Professional Development training opportunities for the staff	Number of staff attending training	21	30	28

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	0	0	0	380,720
Materials & Supplies	0	0	0	125,726
Net Expenditures	0	0	0	506,446
<i>Funded Staffing Level</i>	0.00	0.00	0.00	4.00



FINANCE

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Administration</u>		SECRETARY COUNCIL RECORDS	2
ASST ADMINISTRATIVE	1	TECH DOCUMENT	2
DIRECTOR FINANCE	1	Total Records Management	5
DIRECTOR FINANCE DEPUTY	1	<u>Purchasing</u>	
Total Administration	3	AGENT PURCHASING	1
<u>Prevailing Wage Office</u>		AGENT PURCHASING ASST	1
MGR PREVAILING WAGE PROJECT	1	AGENT PURCHASING ADMIN ASST	1
SECRETARY B	1	ANALYST BUYER	2
Total Prevailing Wage Office	2	ANALYST BUYER SENIOR	1
<u>Accounting</u>		ANALYST CONTRACT	2
ACCOUNTANT LEAD	4	CLERK PURCHASING	2
ACCOUNTANT SENIOR	2	COORD FIXED ASSET	1
ANALYST APPLICATION	1	SECRETARY A	1
ANALYST FINANCIAL ACCOUNTING	2	Total Purchasing	12
COMPTROLLER	1	<u>Budget Office</u>	
COMPTROLLER ACCOUNTING DEPUTY	2	ANALYST FINANCIAL SR	5
COORD FINANCIAL MGMT	1	ANALYST REVENUE	1
Total Accounting	13	COORD BUDGET MGMT	1
<u>Accounts Payable</u>		MGR RES MGMT BUDGET	1
COMPTROLLER ACCTS PAY REC DEPUTY	1	SECRETARY A	1
SUPER ACCOUNTS PAYABLE	1	Total Budget Office	9
TECH ACCOUNTS PAYABLE	3	<u>Debt/Investment Management</u>	
TECH ACCOUNTS PAYABLE SR	3	ANALYST INVESTMENT SR	1
Total Accounts Payable	8	COORD DEBT	1
<u>Payroll</u>		DIRECTOR FINANCE DEPUTY	1
ANALYST PAYROLL CONTROL	1	MGR INVESTMENT	1
CLERK PAYROLL	2	Total Debt/Investment Management	4
COMPTROLLER PAYROLL DEPUTY	1	<u>Operations/Collections</u>	
COORDINATOR PENSION PAYROLL	1	ANALYST APPLICATION	1
SUPER PAYROLL	1	ANALYST TREASURY	1
TECH PAYROLL	1	SECRETARY A	1
Total Payroll	7	SPEC TAXPAYER SVCS	11
<u>Records Management</u>		SPEC TAXPAYER SVCS SR	4
COMPTROLLER COUNCIL RECORDS DEPUTY	1	SUPER TREASURY TAX SVCS	3
		TREASURER	1
		TREASURER ASST	1
		Total Operations/Collections	23



FINANCE

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>Office of Financial & Strategic Planning</i>			
COORD REVENUE	1		
FINANCIAL & PLANNING EVALUATION			
SPECIALIST	2		
MGR PLNG STRATEGIC INT	1		
Total Office of Financial & Strategic Planning	4		
<u>TOTAL FINANCE</u>		<u>90</u>	





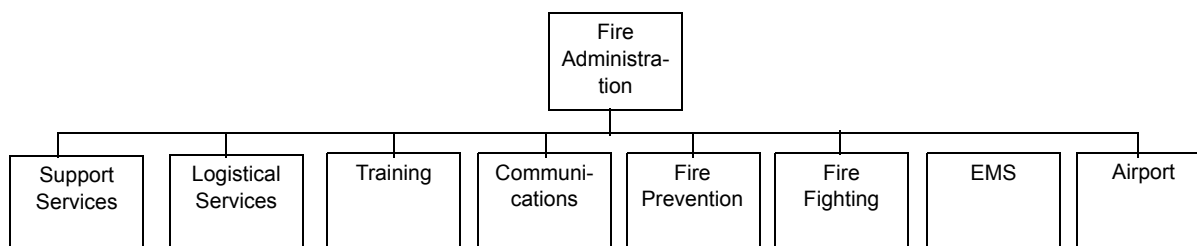
Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	139,981,370	144,056,667	142,119,117	144,446,795
Materials & Supplies	16,183,775	15,160,183	15,711,455	14,454,872
Capital Outlay	606,299	878,500	932,682	764,200
Transfers out	436,800	277,100	171,760	277,100
Total Expenditures	157,208,244	160,372,450	158,935,014	159,942,967
Program Revenue	(22,317,923)	(19,593,196)	(19,776,329)	(20,313,196)
Net Expenditures	134,890,321	140,779,254	139,158,685	139,629,771
<i>Funded Staffing Level</i>	1,874.00	1,874.00	1,858.17	1,874.00
Authorized Complement				1,874

Mission

The Division of Fire Services will provide immediate, compassionate community protection within a team environment and with a commitment to excellence.

Structure



Services

The Fire Division is the top-rated division among City services in the annual Memphis Poll and plays a key role in addressing a critical public safety function of the City. The Division has a Class 1 ISO fire insurance rating which reflects quality geographical coverage, equipment and staffing levels. The main priorities of the Division are to provide fire suppression, rescue services, environmental and hazardous materials response, emergency medical response, emergency pre-hospital services, fire code enforcement, fire investigation, disaster preparedness training, and fire safety education. The Division meets and exceeds the national standards of excellence in fire safety and response time.

Issues & Trends

The City of Memphis Division of Fire Services is one of the largest and finest in the country. The citizens of Memphis continue to recognize the Fire Services as their number one service provider. Our men and women are committed to the community and provide state-of-the-art fire, rescue and emergency medical response. Due to changing demographics in Memphis, the Fire Division is aggressively recruiting residents of this city to reflect the diverse communities that we serve.

This Administration values training and continued education. Through enhanced Professional Development curriculums, all personnel will be provided modernized training tools needed in effective decision making and responsible management solutions. The Chester Anderson Training Campus is being used to prepare the division for future challenges and is also utilized to instruct other local departments and civilians on how to react to various emergencies. We will continue to lead regional training efforts, aggressively attempt to obtain and manage grant monies available through the Department of Homeland Security and provide the most consistent emergency response amongst all jurisdictions in Shelby County.

Strategic Goals

- Reduce fire fatalities and fire related injuries
- Reduce financial losses from fire damage in Memphis
- Strategically realigned the Public Education section and assigned members to field activities in order to provide increased community outreach
- Acquire enhanced emergency alerting system for department personnel with the capability to provide general public alert
- Increase public awareness of fire hazards and fire safety
- Reduce dispatch and response times, thereby improving services
- Increase and maintain medical knowledge and skills through employee education
- Maintain a state of readiness for TNTF-1 Urban Search and Rescue
- Improve technical and operational capabilities at all Divisional facilities
- Continue to decrease wait times for ambulances at area hospitals
- Implement VoIP telephone system to increase reliability and system redundancy while reducing maintenance cost

Budget Highlights

- Maintained grant solicitation activities to support Urban Search and Rescue
- Submitted grant requests for FIRE Act and HomeLand Security
- Maintained disaster preparedness by continuous training on chemical, biological, radiological and nuclear incidents
- Replaced 3 Engines, 1 Aerial truck and 9 Ambulances
- Increased ambulance reimbursement collections

- Purchased 35 Phillips monitor/defibrillators
- Purchased 10 New Thermal Imaging Cameras
- Replaced existing bunker gear and purchased additional Personal Protective Equipment (PPE) for 78 newly hired recruits
- Implemented Health & Wellness program with 400 personnel assessed to date that has identified four life-threatening illness and 13 significant cases requiring referral to a medical provider in the ranks of Firefighting and EMS.
- Submitted application under the FEMA Assistance to Firefighters Grant program for a regional Command and Control training program utilizing enhanced audio visual scenario-based technologies to improve emergency management skills of Fire & EMS personnel.
- As part of a joint effort with Information Systems, Fire Services replaced ninety (90) desk top PCs in all 57 Fire Stations, Fire Administration, Hydrant Repair, Logistical Services and Training.

Demand Measures

Number of Fire Stations	56
Number of Engine Companies	57
Number of Truck Companies	27
Emergency Medical Units	33
Paramedic Fire Companies (ALS)	34
Hazardous Materials Squads	3
Commissioned Firefighters	1,644
Battalion Chief Officers	45
Division Chief Officers	9
Total Personnel	1,874
Total Emergency Medical Responses	103,000
Total Fire Responses	37,403

FY 2010 Performance Highlights

- Conducted over 200,000 contact hours of EMS training for firefighters
- Hired and trained 78 Fire Recruits (including 21 Paramedics)
- Hired 8 Fire Alarm Operators (Dispatchers)
- Upgraded Fire Alarm dispatch consoles and furniture to enhance Operator effectiveness
- Continued services of Medical Director and Quality Assurance staff to resolve liability issues concerning medical protocol and field performance by Firefighter/Paramedics and EMTs
- Continued installation of Vehicle Locators to all emergency units
- Established an annual skills and performance based training curriculum
- Completed Performance Goal of 99% for National Fire Incident Reports (NFIRS)

- Implemented Chief Officer Mentoring Program for promotional candidates
- Trained 275 firefighters to meet State Certification Performance Standards
- Improved community-based relations by participating in events with the United Way, Fire Museum Red Door Campaign, Muscular Dystrophy Associations and Salvation Army Angel Tree

■ charges for services

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Anti-Neglect Enforcement Program	(221,506)	(240,000)	(207,156)	(240,000)
Ambulance Service	(16,025,068)	(15,500,000)	(15,720,000)	(16,220,000)
Federal Grants - Others	(2,327,493)	0	0	0
Local Shared Revenue	(2,410)	(20,000)	(18,905)	(20,000)
International Airport	(3,577,712)	(3,802,196)	(3,802,196)	(3,802,196)
Fire - Misc Collections	(66,534)	(31,000)	(28,072)	(31,000)
Recovery Of Prior Year Expense	(97,200)	0	0	0
Total Charges for Services	(22,317,923)	(19,593,196)	(19,776,329)	(20,313,196)

Description

Fire Administration provides leadership with responsible financial management, strategic planning, and customer service for employees and citizens. Administration focuses its priorities on strong financial management, employee services, labor relations, and customer service. This service center handles human resources, finance, legislative affairs, legal services, disciplinary actions, capital improvements and strategic long-range planning. Through its leadership, the division is able to provide quality services to the citizens of Memphis.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	1,444,707	1,944,180	1,612,811	1,543,170
Materials & Supplies	136,760	239,290	239,291	232,610
Capital Outlay	10,149	28,000	45,480	0
Total Expenditures	1,591,616	2,211,470	1,897,582	1,775,780
Program Revenue	(1,010)	0	0	0
Net Expenditures	1,590,606	2,211,470	1,897,582	1,775,780
<i>Funded Staffing Level</i>	26.00	26.00	21.50	22.00
Authorized Complement				26

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide financial direction for all service centers	To conduct three training sessions with managers on financial matters	Number of training sessions held annually	1	3	3
Provide financial direction for all service centers	To ensure the division stays within budget by monitoring expenditures	Percent of approved division budget expended	98%	100%	100%
Provide financial direction for all service centers	To monitor period of performance to expend funds for grants	Percent of grant funds expended	98%	100%	100%
Resolve employee grievances, disputes and labor union issues	To meet with labor union leaders to discuss issues monthly	Number of meetings with labor leaders	12	12	12
Update 5 year strategic plan	To hold two strategic planning sessions	Number of sessions held	2	2	6
Maintain status as #1 ranked City service in the Memphis Poll	To maintain city-wide visibility and accessibility	Number of events or meetings attended	15	12	12



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maintain status as #1 ranked City service in the Memphis Poll	To investigate each complaint in a timely manner with the highest regard for citizens	Percentage of investigations completed in a time frame of 14-21 days	100%	100%	100%



Description

Support Services provides interface with the Division of General Services Fleet Management for the efficient preventive maintenance, repair and readiness of 24 hour emergency response equipment. This service center also handles contracts, specifications, Mayor Action Center complaints and work orders for areas such as Air Mask services, Hydrant repair and Logistical supplies.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	1,126,742	1,154,197	1,173,118	1,195,536
Materials & Supplies	5,768,178	5,369,144	5,318,931	5,144,050
Capital Outlay	139,722	365,000	338,634	346,700
Total Expenditures	7,034,642	6,888,341	6,830,683	6,686,286
Program Revenue	(860)	0	0	0
Net Expenditures	7,033,782	6,888,341	6,830,683	6,686,286
<i>Funded Staffing Level</i>	16.00	16.00	16.00	16.00
Authorized Complement				16

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maintain dependable water supplies	Flush all hydrants	Percent of hydrants flushed	N/A	100%	100%
Maintain dependable water supplies	To perform preventative maintenance of hydrants	Percent of hydrants receiving preventative maintenance	N/A	100%	100%
Fit test all personnel	To perform mandated annual fit test	Percent of personnel fit tested	N/A	100%	100%
Test all self-contained breathing apparatus	To perform mandated annual back-plate test of self-contained breathing apparatus	Percent of back-plates tested	N/A	100%	100%
	To perform mandated annual lung demand regulator test	Percent of lung demand regulators tested	N/A	100%	100%

Description

Logistical Services provides inventory and support of all service center needs, with an emphasis on efficient distribution and delivery. This service center furnishes medical supplies, office supplies, furniture, and household supplies to the fire fighting and support bureaus. This center also maintains all fire hoses, turnout clothing, and equipment covers for fire fighting.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	804,463	862,186	821,773	855,591
Materials & Supplies	725,000	801,200	960,656	882,500
Capital Outlay	116,898	230,000	212,797	285,000
Net Expenditures	1,646,361	1,893,386	1,995,226	2,023,091
<i>Funded Staffing Level</i>	18.00	18.00	18.00	18.00
Authorized Complement				18

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
To provide personnel with quality safety clothing	To maintain quality conditions of all safety clothing by washing and repairing firefighting turnouts	Percent of clothing sets washed, inspected, and repaired	100%	100%	100%
Provide building and grounds maintenance for Fire Service facilities	To conduct onsite inspections and repairs of Fire Service facilities	Percent of Fire Service facilities inspected and repaired	100%	100%	100%
Maintain a safe fire hose inventory	To maintain quality condition of all fire hose by inspecting, repairing, or replacing	Percent of fire hose repaired or replaced	100%	100%	100%

Description

Fire Training Center trains and educates employees in the most advanced fire fighting skills available and provides opportunities for personal and professional development. The Training staff adheres to the most stringent methods developed by the National Fire Academy to ensure each employee receives instructions in emergency medical care as well as fire suppression.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	2,293,462	2,739,265	2,297,026	2,377,945
Materials & Supplies	547,575	560,187	618,297	470,237
Capital Outlay	5,636	5,000	0	7,500
Total Expenditures	2,846,673	3,304,452	2,915,323	2,855,682
Program Revenue	(19,237)	0	(42)	0
Net Expenditures	2,827,436	3,304,452	2,915,281	2,855,682
<i>Funded Staffing Level</i>	26.00	26.00	26.00	26.00
Authorized Complement				26

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Meet state requirement on all fire fighting training	To provide a minimum of 240 hours of entry Fire fighter training	Percent of entry level firefighters trained	100%	100%	100%
Meet state requirement on all fire fighting training	To provide a minimum of 40 hours of in-service training for all Fire fighting personnel	Percent of personnel trained	100%	100%	100%
Prepare future leaders by enhancing their personal development skills	To provide Professional Development classes	Number of classes offered	16	10	10
Provide professional training and development	To provide six (6) four (4) week Fire Officer I Preparatory classes annually	Number of employees completing training	N/A	N/A	125
Provide professional training and development	To provide twelve (12) one (1) week Fire Instructor I Preparatory classes annually	Number of employees completing training	N/A	N/A	80



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maintain operational readiness of Tennessee Task Force 1	To train 190 personnel to the minimum training levels for designated Task Force positions	Number of trained personnel	N/A	N/A	190
Provide Hazardous Materials and Technical Rescue Response to the City of Memphis	To ensure Special Operations Response Team personnel meet Operational Safety and Health Administration 1910.120 and National Fire Protection Association 1670 standards	Percentage of Special Operation Response Team personnel meet Operational Safety and Health Administration Hazardous Materials and National Fire Protection Association standards	N/A	N/A	100%

Description

Communications provides receipt and transmission of all emergency calls, with an emphasis on quality assurance and increased patient care through Emergency Medical Dispatch. This service center receives all calls for fire and emergency medical services and dispatches the closest available fire company or emergency unit in the shortest possible time. Emergency medical dispatching procedures provide life-saving instructions and care for victims until the unit arrives on the scene.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	4,045,159	5,493,206	5,099,635	4,560,983
Materials & Supplies	385,457	750,800	732,433	708,500
Capital Outlay	168,701	120,000	194,633	75,000
Net Expenditures	4,599,317	6,364,006	6,026,701	5,344,483
<i>Funded Staffing Level</i>			61.50	64.00
Authorized Complement				64

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maintain an effective and efficient dispatch service	To receive all 911 calls and transfer the proper information to the appropriate Fire apparatus within 45 seconds of taking the call	Percent of calls received and dispatched properly	100%	100%	100%
Provide communication support to all bureaus	To make maps for all new employees and for companies with newly added areas within 30 days of request	Percent of maps created within 30 days of request	100%	100%	100%
Provide communication support to all bureaus	To contact administrative personnel of appropriate emergencies	Percent of times administrative personnel was notified	100%	100%	100%
Meet all state federal requirements	To update all dispatcher certifications	Percent of dispatchers that have up to date certifications	100%	100%	100%



Description

Enforcement of the fire code through investigation, inspection, and education. The Fire Prevention Service Center focuses primarily on arson investigation, while continuing efforts to inspect buildings, educate the public on fire safety, and review fire safety plans. Fire Prevention provides state-certified inspectors who ensure response to plan reviews and inspections within 2 work days of receipt. New state laws provide fire investigators with police powers to facilitate investigations and apprehension of criminals. The public educators teach fire safety in a fire-related educational environment. The Anti-Neglect section inspects buildings or structures that are dangerous, neglected, or abandoned. This section is self-supporting and operates on fees collected from property owners for failure to maintain the structures.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	4,705,795	5,025,162	4,791,033	4,972,629
Materials & Supplies	210,991	359,611	364,391	299,772
Capital Outlay	0	35,000	35,000	0
Total Expenditures	4,916,786	5,419,773	5,190,424	5,272,401
Program Revenue	(234,730)	(255,000)	(221,456)	(255,000)
Net Expenditures	4,682,056	5,164,773	4,968,968	5,017,401
<i>Funded Staffing Level</i>	65.00	67.00	61.00	66.00
Authorized Complement				66

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide effective community outreach	To continue assisting in the smoke detector program and maintaining records of installations	Number of detectors installed	1,835	1,400	1,400
Provide effective community outreach	To continue partnership with the Fire Museum to reduce fires, injuries and deaths	Number of Museum visitors	32,211	48,000	48,000
Increase public awareness of fire hazards through fire safety inspections	To inspect all schools for code compliance	Percent of schools inspected	100%	100%	100%
Improve our arson prevention and control plan	To continue providing specialized training for fire investigators	Percent of investigators attending training	100%	100%	100%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Improve our arson prevention and control plan	To identify arson trends and threats through data analysis	Percent of monthly reports and statistics reviewed	100%	100%	100%
Inspect derelict, dangerous and vacant buildings	To enforce the anti-neglect ordinance through inspections and mitigation of unsafe conditions	Number of inspections made	2,102	2,300	2,300



Description

Fire Fighting provides emergency response through community-based fire and emergency medical service, with an emphasis on pre-hospital care and disaster preparedness. The mission statement of the Fire Fighting Service Center identifies all aspects of fire suppression and fire-based EMS services that are provided to the citizens of Memphis. This service center is charged with reducing the risk of life, health and property from fire, trauma, acute illness, hazardous environmental conditions and any other type of disaster.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	99,807,790	100,744,770	101,737,689	103,135,312
Materials & Supplies	3,560,312	2,852,425	2,874,174	2,484,029
Capital Outlay	4,100	50,000	0	50,000
Transfers out	436,800	277,100	171,760	277,100
Total Expenditures	103,809,002	103,924,295	104,783,623	105,946,441
Program Revenue	(2,451,561)	(36,000)	(30,905)	(36,000)
Net Expenditures	101,357,441	103,888,295	104,752,718	105,910,441
<i>Funded Staffing Level</i>	1,305.00	1,312.00	1,323.17	1,306.00
Authorized Complement				1,306

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide immediate response to all emergencies to reduce loss of life or property and provide basic life support medical care	To maintain 8 minutes to respond to 90% of all runs	Percent of calls responded to in 8 minutes or less	100%	90%	90%
Provide immediate response to all emergencies to reduce loss of life or property and provide basic life support medical care	To inspect all fire hydrants in Fire Management Zone (FMZ)	Percent of hydrants inspected	100%	100%	100%
Provide immediate response to all emergencies to reduce loss of life or property and provide basic life support medical care	To update all target hazards and vacant residential properties	Percent target hazards updated	100%	100%	100%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide immediate response to all emergencies to reduce loss of life or property and provide basic life support medical care	To identify and blitz four high-risk areas	Number of areas identified and blitzed	47	11	22
Maintain a high level of knowledge, skills and ability among all fire service personnel	To provide minimum company standards training for all fire companies	Percent of fire companies trained	100%	100%	100%

Description

Emergency Medical Services (EMS) provides emergency pre-hospital medical response to the ill and injured citizens and visitors in the City of Memphis. The Memphis Fire Department has developed an EMS System which integrates three main components for the delivery of emergency medical care through 911 dispatchers providing pre-arrival medical instructions; firefighters on first response companies providing critical care in a timely fashion and ambulances with paramedics that provide advanced life support care and transport to the closest, most appropriate hospital.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	23,016,824	22,709,783	21,907,447	23,010,641
Materials & Supplies	4,709,749	4,005,675	4,381,056	4,011,323
Capital Outlay	161,093	45,500	106,138	0
Total Expenditures	27,887,666	26,760,958	26,394,641	27,021,964
Program Revenue	(16,032,813)	(15,500,000)	(15,721,730)	(16,220,000)
Net Expenditures	11,854,853	11,260,958	10,672,911	10,801,964
<i>Funded Staffing Level</i>	308.00	304.00	298.00	308.00
Authorized Complement				308

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Increase Advance Life Support capabilities to the Citizens	Staff 34 Advance Life Support companies on a daily basis	Average daily staffing number	N/A	34 of more Advance Life Support companies	34 of more Advance Life Support companies
Increase average medical protocol compliance to 90% or greater for paramedics and for each protocol	To expand Emergency Medical Service Quality Improvement and training programs to effectively evaluate medical care and develop curriculum to address any needs identified	Percent of compliance 90% or greater	85%	90%	90%
Decrease the period of time from when a person calls 911 and Advance Life Support care is initiated by ambulance personnel	To ensure acceptable response time standards for the ambulance that meet National Fire Protection Association 1710 standards	Percent of time that an ambulance has a response time of eight (8) minutes or less on all Advance Life Support calls	N/A	N/A	90%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Improve public access defibrillation capability	To implement a community-wide Public Access Defibrillation program to install automated external defibrillators in publicly owned or operated buildings	Number of automatic external defibrillators installed in publically owned or operated buildings	N/A	N/A	25
Provide Emergency Medical Service educational opportunities for department personnel	To ensure the continuation of Emergency Medical Service education programs offered through Emergency Medical Service training	Number of refreshers and upgrades performed	N/A	N/A	7
Increase the number of paramedic trained personnel within the department	To continue the paramedic education program and adequately prepare students to pass the National Registry of Emergency Medical Technicians-Paramedics exam.	Percent of students to pass the National Registry or Emergency Medical Technicians-Paramedic exam on first attempt	N/A	N/A	68%

Description

Air Rescue provides emergency response through fire, emergency medical services and special operations with emphasis on disaster preparedness involving airport emergencies. The mission of the air rescue service center is to provide the highest level of health and safety to citizens utilizing the airport, while to traveling to and from the City of Memphis. In addition to air rescue, this service center supports special operations.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	2,736,428	3,383,918	2,678,585	2,794,988
Materials & Supplies	139,753	221,851	222,226	221,851
Total Expenditures	2,876,181	3,605,769	2,900,811	3,016,839
Program Revenue	(3,577,712)	(3,802,196)	(3,802,196)	(3,802,196)
Net Expenditures	(701,531)	(196,427)	(901,385)	(785,357)
<i>Funded Staffing Level</i>	44.00	39.00	33.00	44.00
Authorized Complement				44

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maintain a high level of knowledge, skills and ability among all fire service personnel	To provide minimum company standards training for all Airport fire companies	Percent of fire companies trained	100%	100%	100%
Maintain a high level of knowledge, skills and ability among all fire service personnel	To conduct Live Burn training for all personnel	Percent of personnel trained	100%	100%	100%
Maintain the highest level of cost effectiveness	To keep costs within the allowed budget that is reimbursed by the Airport Authority	Percent of budget that was spent over the allotted reimbursement	0%	0%	0%
Provide immediate response to all emergencies to reduce loss of life or property	To maintain 1 minute to respond to 90% of all runs	Percent of calls responded to in 1 minute or less	90%	90%	90%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maintain operational readiness of Special Operations trailers and equipment	To complete refresher training in all technical disciplines for qualified personnel	Percent of qualified personnel completing refresher training	N/A	N/A	100%
Acquire Airport Firefighter International Fire Service Accreditation Congress certification for all Airport personnel	To obtain International Fire Service Accreditation Congress certification training for all Airport Fire companies	Percent of Airport Fire companies trained	N/A	N/A	100%

FIRE SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Administration</u>		<u>Training</u>	
ACCOUNTANT ASSOCIATE A	2	ANALYST DATA	1
ADMR FIRE SVCS	1	CHIEF BATTALION FIRE	2
ANALYST PERSONNEL FIRE	2	CHIEF DIVISION	2
ANALYST PERSONNEL FIRE SR	1	CHIEF SPEC OPER DEPUTY	1
ASST ADMINISTRATIVE	1	LIEUTENANT FIRE	18
CHIEF FIRE DEPUTY	1	SECRETARY B	1
CHIEF LOGISTICAL SVCS DEPUTY	1	SPEC AUDIO VISUAL PROD	1
CLERK GENERAL A	1	Total Training	26
CLERK GENERAL B	1	<u>Communications</u>	
COORD ADMIN SUPPORT	1	COMMANDER WATCH	5
COORD GRANTS CONTRACTS RESEARCH	1	COORD INFO SYS CAD	2
DIRECTOR FIRE SVCS	1	MGR COMMUNICATIONS	1
DIRECTOR FIRE DEPUTY	1	OPER FIRE ALARM I	8
LIEUTENANT FIRE	5	OPER FIRE ALARM II	10
MGR ENG PROJECT	1	OPER FIRE ALARM III	22
SECRETARY A	2	OPER FIRE ALARM SR	9
SPEC FIRE PAYROLL	3	PARAMEDIC FIREFIGHTER	1
Total Administration	26	PARAMEDIC QUALITY ASSURANCE	2
<u>Support Services</u>		SECRETARY C	1
CHIEF BATTALION FIRE	1	SPEC COMM DATA	2
COORD OSHA FIRE	2	Total Communications	64
ELECT MNT FIRE	2	<u>Fire Prevention</u>	
MECH AIRMASK MAINT	3	ASST FIRE PREVENTION	3
MGR APPR MASK	1	CHIEF FIRE INVESTIGATOR	1
REPAIRER FIRE HYDRT	5	CLERK ACCOUNTING B	1
REPAIRER FIRE HYDRT LO	1	CLERK GENERAL B	1
SUPER APPARATUS MAINT	1	INSP FIELD ANTINEGLECT	5
Total Support Services	16	INSP FIRE	28
<u>Logistical Services</u>		INVESTIGATOR FIRE	10
ACCOUNTANT ASSOCIATE B	1	MARSHAL FIRE	1
CLERK INVENT CONTROL SR	1	MARSHAL FIRE ASST	2
CREWPERSON	7	MGR FIRE PREVENTION	4
MGR LOGISTICAL SVCS	1	MGR INVEST SVCS	1
SPEC MATERIAL FIRE	7	SECRETARY B	1
SUPER BUILDING GRDS MNT	1	SECRETARY C	2
Total Logistical Services	18	SPEC FIRE EDUCATION	3
		SPEC FIRE PROTECTION	1



FIRE SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
SPEC INVESTIGATIVE PROC B	1		
SUPER ANTINEGLECT	1		
Total Fire Prevention	66		
<u>Fire Fighting</u>			
CHIEF BATTALION FIRE	43		
CHIEF DIVISION	8		
CHIEF FIRE DEPUTY	1		
DRIVER FIRE	285		
LIEUTENANT FIRE	262		
PRIVATE FIRE II	643		
RECRUIT FIRE	64		
Total Fire Fighting	1306		
<u>Emergency Medical Services</u>			
CHIEF BATTALION EMS	5		
CHIEF DIVISION EMS	1		
CHIEF FIRE EMS DEPUTY	1		
CLERK ACCOUNTING B	1		
CLERK GENERAL A	1		
CLERK GENERAL B	1		
COORD EMS QUALITY IMPROV	1		
LIEUTENANT FIRE	26		
PARAMEDIC FIREFIGHTER	248		
PARAMEDIC FIREFIGHTER PROB	21		
SECRETARY B	2		
Total Emergency Medical Services	308		
<u>Airport</u>			
CHIEF AIR RESCUE	4		
DRIVER FIRE	9		
LIEUTENANT FIRE	8		
PARAMEDIC FIREFIGHTER	7		
PRIVATE FIRE II	16		
Total Airport	44		
<u>TOTAL FIRE SERVICES</u>	<u>1874</u>		



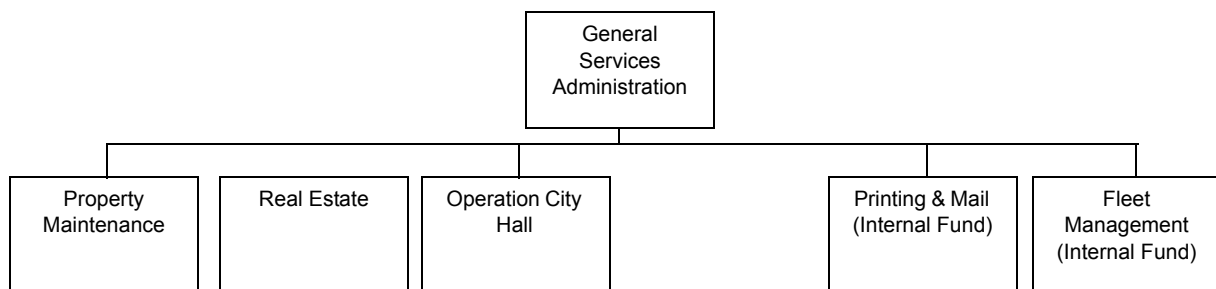
Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	7,110,858	7,726,234	7,163,779	7,931,133
Materials & Supplies	5,237,153	3,891,361	4,498,058	4,708,269
Capital Outlay	0	5,000	415	0
Total Expenditures	12,348,011	11,622,595	11,662,252	12,639,402
Program Revenue	(2,586,823)	(2,701,647)	(2,701,572)	(2,701,602)
Net Expenditures	9,761,188	8,920,948	8,960,680	9,937,800
<i>Funded Staffing Level</i>	157.00	157.00	156.25	157.00
Authorized Complement				157

Mission

To provide quality maintenance and repair for buildings and vehicles and other crucial support services for the Administration, City Divisions, and other governmental organizations in a cost-effective and efficient manner to assist them in accomplishing the City's mission.

Structure



Services

The Division of General Services works in a number of ways to support all other divisions. General Services ensures that the 900+ publicly owned facilities that consist of more than 12 million square feet of space function properly. The scope of building maintenance includes City Hall, Community Centers, Libraries, Fire Stations, Police Stations, Ball Lighting, Memphis Zoo, Liberty Bowl Stadium, and other facilities. Fleet Management writes specifications for vehicle and equipment purchases; tows, fuels, and provides maintenance for the City's vehicle fleet; and decommissions vehicles for auction. Real Estate negotiates the sale and acquisition of real property and maintains leases, easements and rights-of-way. Printing and Mail provides services all City divisions, including administration of the City-wide copier contract.

Issues & Trends

The General Services Division takes a proactive stance by focusing on preventive maintenance, timely minor repairs, and energy conservation technologies to manage long term costs. We conduct construction inspections to ensure project completion and warranties are in place. We actively pursue partnerships with other Divisions and governmental organizations to centralize common services and to enter contracts that benefit from economies of scale.

Strategic Goals

- Completion of inventory reduction and bar codes to insure compliance with inventory internal controls
- Upgrade emergency power grid to City Hall by replacing 5,000 main breaker, relocating generator circuits, and installing code approved fuel source
- Provide ongoing training for all employees to enhance specific job skills, maximize utilization of computer technology, maintain a safe working environment, and for compliance with legal mandates and Human Resources policies
- Continue development and implementation of technology solutions to improve delivery of services
- Complete long range plan for City Hall modifications that enhance the security, safety, health, energy conservation, and space utilization for employees and citizens
- Develop prioritization tools for the centralized City-wide Capital Improvement Program for property maintenance and fleet acquisition
- Establish and monitor commercial performance standard measures for productivity at Property and Fleet Management
- Continue implementation of best business practices for efficiencies that result in cost reduction

Budget Highlights

- Collected in excess of \$800,000 in leases and encroachments
- Completed 4 roof replacements and office facility renovations at the Fleet Impound Lot & High Street, Fire Stations #16 & #26, 444 N Main and Sewer Maintenance
- Assisted in curbing, parking lot paving, and replacement of all lights at the Liberty Bowl Stadium
- Assumed responsibility for maintenance at the Pyramid
- Extended the working hours of the Print Shop by 2 hours each day staggering staff hours - adding 10 more working hours to a week without adding more personnel
- Added 4 color digital printing in the City Print Shop reducing the jobs sent outside

Demand Measures

Facility Inspections scores averages	86%
Property Maintenance work orders processed	12,882
HVAC Units serviced for preventive maintenance	1,000+

Active Leases	97
City Hall work orders, PMs, building equipment checks	3,600
City Hall floors cleaned and refurbished	90,000 sq. ft.
City Hall carpet cleaning	90,000 sq. ft.
City Hall office renovations	6,000 sq. ft.
Impounded vehicles processed	13,185
Impounded vehicles sold	4,769
Print Shop jobs	1,262
Mail delivery stops	58,240
Mail delivery miles	64,740

FY 2010 Performance Highlights

- Facility inspections of all General Services work sites for safety compliance
- Completed OSHA safety training of 94% all General Services personnel as the pilot division for Rogers Learning Systems computer based training
- Issued GS Compliance Program Manual
- Issued GS Internal Controls Manual
- Completed 9 major ADA renovations; 5 additional facilities currently in progress
- Reviewed and inspected new construction plans and facility projects overseen by Building Design & Construction
- Helped to evolve GIS into a tracking system for City owned property and other parcels the City may be interested in acquiring
- Installed hot water circulating pumps for building heating system
- Installed security surveillance equipment to include cameras, monitoring stations, card readers, and biometric readers
- Eliminated the need for additional personnel by cross training the print shop staff on the mail routes and mail distribution staff to perform bindery duties
- Office of Fleet opened a new transmission shop on Dunlap to better service customers
- Computerized and updated the fuel pumps with Fuel Focus to track fuel usage
- Volunteer Master Mechanics will attend Emergency Vehicle Technician certification classes in order to perform state mandated inspections on ambulances
- Implemented testing on ground ladders for the Fire Department
- Installed camera at the Fire Shop to aid in safety and protection for life and property
- Increased work order repairs 33%

■ charges for services

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Fiber Optic Franchise Fees	(456,692)	(447,962)	(447,962)	(447,960)
Wrecker & Storage Charges	(953,213)	(1,028,920)	(1,028,920)	(1,028,920)
Rent Of Land	(40,757)	(39,168)	(39,168)	(39,168)
Tow Fees	(1,082,586)	(1,099,214)	(1,099,214)	(1,099,214)
Cash Overage/Shortage	38	0	75	0
Easements & Encroachments	(53,613)	(86,383)	(86,383)	(86,340)
Total Charges for Services	(2,586,823)	(2,701,647)	(2,701,572)	(2,701,602)

Other services provided by General Services can be found under the following tabs:
Printing and Mail - Internal Service Funds
Fleet Management - Internal Service Funds

Description

General Services Administration provides management, direction and administrative support to the General Services service centers by monitoring, coordinating and evaluating budget expenditures, capital equipment purchases, and capital improvement projects to help them achieve their goals and objectives in the most efficient and cost-effective manner.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	647,198	657,715	699,725	669,843
Materials & Supplies	22,683	16,172	16,172	16,500
Net Expenditures	669,881	673,887	715,897	686,343
<i>Funded Staffing Level</i>	9.00	9.00	8.67	8.00
Authorized Complement				8

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Monitor the service centers' operating and capital budgets for compliance with the budget ordinances and resolutions	To review and distribute the budget information received from Finance Division within 1-2 business days to the service centers	Percent of budget information distributed on time	100%	100%	100%
Monitor the service centers' operating and capital budgets for compliance with the budget ordinances and resolutions	To review revenue and operating and capital expenditures compared to the approved budget monthly	Percent of appropriation statements and manager's reports reviewed monthly	100%	100%	100%
Provide professional training and development	To provide training and education opportunities for the division by assuring that all staff attend a minimum of one job-related training and development opportunity	Percent of clerical/ management staff who attended training	100%	100%	100%
Respond to service centers' requests for assistance and support in a timely manner	To respond to requests for assistance and support within 1-2 days	Percent of responses within 2 days	100%	100%	100%

Description

Property Maintenance provides customers with cost-efficient maintenance and repair; administers warranties for City facilities and review; comments and makes recommendations on all plans regarding construction and major repairs; and provides an aggressive preventive maintenance program focusing on our customers' needs and expectations.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	3,994,318	4,636,276	3,949,866	4,334,483
Materials & Supplies	2,373,300	1,494,234	2,015,466	2,224,691
Capital Outlay	0	5,000	415	0
Net Expenditures	6,367,618	6,135,510	5,965,747	6,559,174
<i>Funded Staffing Level</i>	94.00	94.00	93.83	94.00
Authorized Complement				94

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide maintenance and repair to all City facilities	To respond to 97% of all Emergency Work Orders (WOs) within 24 hours of receipt	Percent of emergency WOs responded to within 24 hours	97%	98%	97%
Provide maintenance and repair to all City facilities	To respond to 95% of urgent work orders within 4 days of receipt	Percent of urgent WOs responded to within 4 days of receipt	93%	90%	93%
Provide maintenance and repair to all City facilities	To respond to 90% of regular work orders within 14 days of receipt	Percent of regular WOs responded to within 14 days of receipt	80%	80%	90%
Perform preventive maintenance on key City facilities	To decrease regular work orders by 4%	Percent of regular WOs decreased	6%	6%	5%
Perform preventive maintenance on key City facilities	To achieve a excellent rating on at least 95% of customer satisfaction surveys for preventive maintenance	Percent of excellent customer satisfaction ratings	95%	95%	95%
Administer warranties on all City facilities	To enter 95% of all warranted items on Preventative Maintenance (PM) database	Percent of all warranties on PM database	95%	95%	95%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide in-house repairs and installation of roofing to City facilities	Realize 30% savings as a result of conducting roofing repairs and installations in-house.	Percent savings by doing work in-house instead of outsourcing	27%	30%	30%
Upgrade City facilities in-house to comply with Court mandated ADA requirements	Realize 35% savings as a result of ADA related upgrades, repairs and maintenance of properties being done in-house.	Percent savings by doing work in-house instead of outsourcing	35%	28%	35%

Description

Real Estate assists the Administration, other divisions, agencies and/or service centers in providing analyses involving feasibility studies, preparation of land valuations and direction in accomplishing possible projects; acquiring real property or interests in real property including in-leasing and out-leasing of land and improvements and management of real property; and sale of excess or tax-delinquent City parcels.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	239,393	211,713	341,914	297,558
Materials & Supplies	50,520	48,782	48,998	59,757
Total Expenditures	289,913	260,495	390,912	357,315
Program Revenue	(551,062)	(573,513)	(573,513)	(573,468)
Net Expenditures	(261,149)	(313,018)	(182,601)	(216,153)
<i>Funded Staffing Level</i>	6.00	6.00	6.00	6.00
Authorized Complement				6

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maintain or increase rental income from City-owned property, leases and encroachments	To maintain or increase the number of leases and encroachments from the previous fiscal year	Number of leases and encroachments	95	N/A	N/A
Maintain or increase rental income from City-owned property, leases and encroachments	To maintain or increase the amount of rental fees collected the previous fiscal year	Amount of rental fees collected	\$773,260	N/A	N/A
Acquire rights in real estate (when not in conflict with the Uniform Relocation Assistance & Real Property Acquisition Policies Act of 1970 as amended) for the City below market value	To acquire rights in real estate at 75% of market value during the fiscal year	Average percent of market value paid	75%	N/A	N/A
Sell City surplus and tax sale parcels upon expiration of the redemption period	To convey at least 5 parcels during the fiscal year	Number of properties conveyed	1	N/A	N/A



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Sell City surplus and tax sale parcels upon expiration of the redemption period	To sell the properties for a total revenue of \$10,000 during the fiscal year	Amount of property sales revenue	\$2,500	N/A	N/A
Maintain and properly track rental income from City-owned property, leases and encroachments	To track the number of leases by monitoring current, new and lease renewals. To ensure rental fees collected are at 90% by tracking and invoicing.	Total amount of fees due versus collected.	N/A	90%	90%
Acquire rights in real estate (when not in conflict with the Uniform Relocation Assistance & Real Property Acquisition Policies Act of 1970 as amended) for the City below market value	To acquire rights in real estate at 75% of market value during the fiscal year	Average percent of market value paid	N/A	75%	75%
Sell City surplus and tax sale parcels upon expiration of the redemption period	To convey at least 2 parcels during the fiscal year	Number of parcels	N/A	2	2
Bring on-line General Services GIS database of government owned and controlled parcels.	Provide a systemized, common system to streamline research that can be adopted by all divisions plus allow us to consume other divisions' internal data as well.	Reduce the number of man hours spent researching government owned property.	N/A	Implement	50% online
Cross-training	Provide an opportunity for all in the department to cross-train in areas of responsibility other than their own. To develop skill sets allowing a seamless flow from position to position.	Reducing the work flow stoppage when member of the department is away from work because of vacation or illness.	N/A	Identify each job's responsibility and 30% of personnel cross-trained in critical job functions.	50% of personnel cross-trained in critical job functions.

Description

The Operation of City Hall provides a safe, clean and comfortable environment for employees and visitors to City Hall, and provides timely, efficient, quality service to employees inside City Hall.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	728,173	707,444	647,058	1,006,730
Materials & Supplies	1,164,064	1,025,960	1,103,505	1,081,479
Net Expenditures	1,892,237	1,733,404	1,750,563	2,088,209
<i>Funded Staffing Level</i>	15.00	15.00	14.83	16.00
Authorized Complement				16

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Expediently process work orders	To handle routine work orders within 72 hours	Percent of routine work orders completed within 72 hours	96%	100%	100%
Expediently process work orders	To handle urgent work orders within 8 hours	Percent of management work orders completed within 8 hours	98%	100%	100%
Continuously carry out a good preventive maintenance program on the operating equipment and City Hall building	To increase inspections of equipment by 3% in order to reduce repair costs	Percent of increase in inspections of equipment	3%	3%	3%
Continuously carry out a good preventive maintenance program on the operating equipment and City Hall building	To increase the number of equipment units receiving preventive maintenance	Percent of increase in number of equipment units receiving preventive maintenance	3%	3%	3%

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	1,501,776	1,513,086	1,525,216	1,622,519
Materials & Supplies	1,626,536	1,306,213	1,313,917	1,325,842
Total Expenditures	3,128,312	2,819,299	2,839,133	2,948,361
Program Revenue	(2,035,761)	(2,128,134)	(2,128,059)	(2,128,134)
Net Expenditures	1,092,551	691,165	711,074	820,227
<i>Funded Staffing Level</i>	33.00	33.00	32.92	33.00
Authorized Complement				33

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Increase the number of vehicles sold	Reduce overcrowding and increase revenue	Percent of vehicles processed	5%	15%	10%
Modernize methods of collecting and storing data	Reduce the amount of paper used and increase efficiency	Percent of time and space used to collect often redundant data	100%	100%	30%
Cross train all staff	Provide insight to the importance of everyone's role and develop a versatile staff	Percent of staff successfully trained	30%	50%	100%

GENERAL SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Administration</u>		<u>Real Estate</u>	
ADMR FINANCE/PERSONNEL GS	1	ADMR REAL ESTATE	1
ASST ADMINISTRATIVE	1	AGENT RIGHT OF WAY	1
COORD COMPLIANCE QUALITY	1	AGENT RIGHT OF WAY SR	2
COORD HR GEN SVCS	1	SUPER REAL ESTATE	1
DIRECTOR GENERAL SVCS	1	TECH REAL ESTATE	1
DIRECTOR GENERAL SVCS DEPUTY	1		
OFFICER COMPLIANCE	1	Total Real Estate	6
SPEC CUST SVC ADMIN	1	<u>Operation City Hall</u>	
Total Administration	8	CREWPERSON	1
<u>Property Maintenance</u>		HELPER BUILDING MNT	1
ADMR PROPERTY MAINT	1	MECH BUILDING MNT CH	3
ASST ADA II DURATIONAL CRAFT	5	MGR BLDG MNT CITY HALL	1
ASST CRAFTS	1	OPER 1ST CL STEAM REF	5
CARPENTER ADA II DURATIONAL	6	SECURITY COORDINATOR CITY HALL	1
CARPENTER MNT	9	SUPER BLDG MNT CITY HALL	1
CONCRETE FINISHER ADA	1	TECH ACCOUNTS PAYABLE	1
CREWPERSON SEMISKILLED	1	WATCHMAN	2
ELECT ADA II DURATIONAL MNT	1	Total Operation City Hall	16
ELECT MNT	10	<u>Impound Lot</u>	
FINISHER CONCRETE	1	CLERK GENERAL B	2
FOREMAN GEN PROPERTY MNT	3	MGR FLEET SVCS	1
GROUNDSMAN	1	MGR VEHICLE SUPPORT SVCS	1
MASON ADA II DURATIONAL BRICK	2	REP VEHICLE STORAGE SVC	23
MECH AUTO CAD MNT	1	SUPER SHIFT AUCTION LEAD	2
MECH BUILDING MNT	7	SUPER VEHICLE STORAGE SVC	4
MGR PROPERTY SUPPORT SERVICES	1	Total Impound Lot	33
OPER HEAVY EQUIP	1	<u>TOTAL GENERAL SERVICES</u>	
OPER HEAVY EQUIP LD	1		<u>156</u>
PAINTER	5		
PLUMBER ADA II DURATIONAL	3		
PLUMBER MNT	11		
ROOFER	2		
ROOFER ADA II DURATIONAL	1		
SUPER BUSINESS AFFAIRS	1		
SUPER CRAFT PROP MAINT	5		
TECH AC REF SVC	11		
TECH ACCOUNTS PAYABLE SR	2		
Total Property Maintenance	94		



GRANTS & AGENCIES

SUMMARY

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
<u>Grant Agencies</u>				
Black Business Association	150,000	150,000	150,000	150,000
Chamber Foundation	1,350,000	1,350,000	1,350,000	1,350,000
Child Advocacy Center	100,000	100,000	100,000	100,000
Expense Recovery - M & S	(3,977,762)	0	0	0
LeMoyne-Owen College	1,000,000	0	0	0
MLGW Citizen's Assistance - Grants	1,209,569	1,000,000	2,290,431	1,000,000
Memphis City School Literacy Program	2,400,000	0	0	0
Tfr Out - Board of Education	0	0	0	60,000,000
Tfr Out - CRA Program	2,277,922	1,300,000	1,789,425	1,300,000
Operation Safe Community	1,300,000	0	0	0
Social Security	546	0	0	0
Travel Expense	908	0	0	0
Unreported Travel	320	0	0	0
Total Grant Agencies	5,811,503	3,900,000	5,679,856	63,900,000



GRANTS & AGENCIES

SUMMARY

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
<u>Government/Shared Agencies</u>				
Board of Equalization	0	173,865	0	0
Coliseum	351,617	200,000	200,000	200,000
Convention Center	21,709	0	231,592	1,000,000
Death Benefits	651,327	345,100	695,100	600,000
Delta Commission on Aging	143,906	143,906	143,906	143,906
Elections	0	75,000	1,075,000	75,000
Health Services	13,754,191	5,000,000	5,000,000	0
Landmarks Commision	179,104	226,701	233,439	236,134
Memphis Area Transit Authority	17,901,721	17,930,000	17,930,000	16,930,000
Memphis Film & Tape Commission	200,000	150,000	150,000	150,000
Tfr Out - Solid Waste Fund	0	700,000	410,075	0
Tfr Out - Storm Water Fund	452,000	452,000	452,000	452,000
Pensioners Insurance	22,982,457	18,170,673	18,170,673	21,998,408
Planning & Development	1,577,958	1,550,000	2,503,451	2,050,000
Pyramid	244,000	200,000	200,000	0
Riverfront Development	2,502,865	2,213,920	2,213,923	2,637,621
Shelby County	8,241,356	7,681,705	8,678,306	7,681,705
Shelby County Assessor	700,000	454,238	454,238	404,238
Urban Art	130,000	122,200	122,200	130,000
<i>Total Government/Shared Agencies</i>	70,034,211	55,789,308	58,863,903	54,689,012
<i>Total City Expenditures</i>	75,845,714	59,689,308	64,543,759	118,589,012
<i>Total Revenue</i>	0	(1,500)	0	0
<i>Net City Expenditures</i>	75,845,714	59,687,808	64,543,759	118,589,012



Description

To provide the safest, cleanest, most efficient and most progressive transit service as the mode of choice for the people in the Memphis area, thereby fostering development, increasing mobility, alleviating congestion and pollution within board-established performance levels and within available financial resources.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
City Funding	17,901,721	17,930,000	17,930,000	16,930,000

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide efficient public transit service	To efficiently maintain on-time performance	Percent of on-time performance	94%	94%	94%
Provide effective transit service	To maximize ridership with available financial resources	Passengers per hour of revenue service	18	18	18
Provide safe transit service	To reduce preventable accidents	Preventable accidents per 100,000 miles	1.67	1.55	1.55
Provide safe transit service	To ensure that the safety-sensitive workforce is drug-free	Percent of drivers tested through random sampling	50%	50%	50%
Provide responsive customer service	To minimize wait time on incoming calls to information center	Average wait time	5 minutes	3 minutes	3 minutes
Provide responsive customer service	To minimize turn-around time in responding to customer complaints	Average number of days to respond to complaints	7 days	5 days	5 days

Description

Planning and Development is a joint agency serving both the City of Memphis and Shelby County. Its mission includes the development of plans and programs that result in thriving, livable neighborhoods, better job opportunities, enhanced human potential and safe and efficient buildings.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personal Services	1,665,702	1,572,228	1,287,671	1,564,239
Supplies/Services	314,289	682,114	294,367	579,534
Grant Match	0	0	0	0
Fees/Permits	(166,230)	(195,000)	(111,180)	(150,000)
Outside Sales	(4,152)	(1,000)	(338)	(1,000)
Gross Operating	1,809,609	2,058,342	1,470,520	1,992,773
Operating Transfer	0	0	0	0
Other P&D Expenses	2,281,921	941,658	2,929,480	2,007,227
Net Operating	4,091,530	3,000,000	4,400,000	4,000,000
City Share (50%)	1,884,625	1,500,000	2,200,000	2,000,000
Special Projects	50,000	50,000	50,000	50,000
Net City Expenditures	1,934,625	1,550,000	2,250,000	2,050,000

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maintain balanced budget	To increase Code Enforcement revenues by capturing illegal work (Construction Code Enforcement - CCE)	Amount of Code Enforcement revenue increase	163,996	75,000	75,000
Establish levels of productivity in all departments	To respond to all Code Enforcement complaints within 3 days (CCE)	Percent of complaints responded to within the 3 day period	100%	100%	100%
Establish levels of productivity in all departments	To provide additional training for inspectors Med-Gas and State Certification(CCE)	Percent of new inspectors trained	95%	100%	100%
Establish levels of productivity in all departments	To provide neighborhood planning assistance for target areas of Neighborhood Planning Districts	Number of target areas	15	15	15



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Establish levels of productivity in all departments	To develop plans for target redevelopment areas (CRA)	Number of plans prepared	2	2	2
Establish levels of productivity in all departments	To lease or renew 100,000 square feet of Memphis Depot Business Park space at current market rates (Depot Redevelopment Agency - DRA)	Amount renewed or leased	100,000	100,000	100,000
Establish levels of productivity in all departments	To respond to all marketing inquiries concerning the Memphis Depot Business Park within 1 business day and initiate at least 20 marketing contacts each month (DRA)	Average response time	4 business hours	4 business hours	4 business hours
Establish levels of productivity in all departments	To initiate at least 20 marketing contacts each month for the Memphis Depot Business Park (DRA)	Average number of contacts made per month	25	25	7
Establish levels of productivity in all departments	To respond to information requests by 24 hours.	Percent complete	N/A	N/A	N/A
Establish levels of productivity in all departments	To complete Round III of the Emerging 200 small business training program	Percent complete	N/A	N/A	N/A
Establish levels of productivity in all departments	To finalize the Foreign Trade Zone application	Percent complete	N/A	N/A	N/A
Establish levels of productivity in all departments	To assist the Land Use Control Board, Board of Adjustment, Memphis City Council and Shelby County Commission in making decisions on development related applications.	Total applications Received	208	106	157

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Establish levels of productivity in all departments	To assist the Land Use Control Board, Board of Adjustment, Memphis City Council and Shelby County Commission in making decisions on development related applications.	Total final plats	161	48	105
Establish levels of productivity in all departments	To assist the Land Use Control Board, Board of Adjustment, Memphis City Council and Shelby County Commission in making decisions on development related applications.	Total site plan reviews	130	120	125
Establish levels of productivity in all departments	To update the existing Memphis Historic properties survey by 5% (1750 properties).	Percent complete	N/A	N/A	50%
Establish levels of productivity in all departments	To implement new zoning overlay district in the UDC - Neighborhood Conservation Zoning and have one new district.	Percent complete	N/A	N/A	100%
Establish levels of productivity in all departments	To ensure a minimum of one National Register nomination is received by the Tennessee Historical Commission.	Percent complete	N/A	N/A	100%
Establish levels of productivity in all departments	To respond to all citizen questions on Transportation Planning items within 3 working days (Department of Regional Services - DRS)	Percent response time within 3 days	100%	100%	100%
Establish levels of productivity in all departments	To update and complete new Regional 2035 Long Range Transportation/Land Use Plan	Percent complete	N/A	N/A	50%

Description

The Memphis Landmarks Commission's purpose is to protect and promote significant historical and architectural resources for cultural and future citizens of the city by ensuring design compatibility within locally zoned historic districts, advocating re-use and rehabilitation of historic properties, educating the public about the importance and value of historic resources and implementing the city's Historic Preservation Plan.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	155,729	163,573	170,311	173,006
Materials & Supplies	23,375	29,928	29,928	29,928
Operating Transfers out	0	33,200	33,200	33,200
Gross Expenditures	179,104	226,701	233,439	236,134
Total Revenue	0	(1,500)	0	0
Net City Expenditures	179,104	225,201	233,439	236,134
<i>Funded Staffing Level</i>	4.00	3.00	3.00	3.00
Authorized Complement				4

Goals, objectives and performance measures are included under Planning & Development.



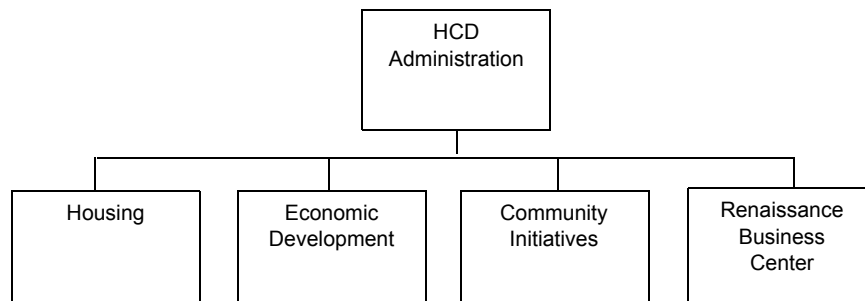
Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	263,813	267,451	263,644	274,759
Materials & Supplies	153,985	136,022	147,540	145,771
Grants & subsidies	4,299,044	4,287,740	4,907,048	4,341,101
Total Expenditures	4,716,842	4,691,213	5,318,232	4,761,631
Program Revenue	(29,110)	0	(18,000)	0
Net Expenditures	4,687,732	4,691,213	5,300,232	4,761,631
<i>Funded Staffing Level</i>	5.00	5.00	5.00	5.00
Authorized Complement				5

Mission

To develop a system of integrated services and activities that drive neighborhood redevelopment, investment in housing capital and economic development.

Structure



Services

The Division of Housing and Community Development (HCD), along with the Memphis Housing Authority (MHA), works to develop affordable housing options and neighborhood revitalization through down-payment assistance, homeownership counseling and single-family housing rehabilitation. HCD works to improve the development of Memphis neighborhoods, communities and economy by targeting single-family housing production, offering infrastructure assistance by site or project, determining the contribution of land and land acquisition for special projects, developing area neighborhood plans and housing and environmental standard inspections.

Issues & Trends

As with many large urban centers, Memphis has a sizable low-income population concentrated within the inner-city. The shortage of affordable housing for this population has been estimated at over 8,000 rental units and 500 units for ownership. Characteristically, economic development in these same neighborhoods suffers at equally alarming rates. The restructure of the City's public housing program has placed even more stress on the already lagging affordable housing stock. The current Administration has centered a primary focus on the revitalization of the city's oldest and most neglected areas. The Division has developed a series of planning processes that follow the national trend of resident involvement in neighborhood redevelopment.

Strategic Goals

- Develop a consolidated planning program that utilizes a collaborative process whereby the community establishes a unified vision for housing and community development actions
- Enhance access, opportunity and an expansion of choices whereby all residents may experience affordable and decent housing options
- Alleviate slum and blight conditions throughout the City
- Build neighborhoods of choice which provide amenities and services commensurate with quality-of-life standards
- Support investment in neighborhood community development activities that create job and workforce development

Budget Highlights

- \$80,000 to replenish Small Business Revolving Loan Amount
- \$166,000 for Housing Resource Center for Housing Counseling
- \$2,760,883 for Peabody Place, First Parking Garage and Court Square Section 108 Debt Service
- \$122,622 for Down Payment Assistance Program
- \$110,000 for Middle-Income Housing Program

Demand Measures

Clients served by Renaissance Business Development Center	3,800
Business development workshops/seminars	225
Completion certificates for contractors license	40
Number of Community Initiative grant requests	45
Number of families awarded down-payment assistance	200



FY 2010 Performance Highlights

- Provided down payment assistance to over 62 low-to-moderate income families buying homes within the City limits
- Provided financial assistance to 15 teachers who purchased homes within economically distressed neighborhoods through the Down Payment Assistance Program
- Assisted 3 families in moving out of public housing developments under the Section 8 Homeownership Assistance Program (SHAPE)
- Provided financial assistance to 26 home buyers purchase new homes in the HOPE VI/Uptown Revitalization Community
- Business Development Center assisted 3,933 clients
- Business Development Center conducted 307 workshops

■ charges for services

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Miscellaneous Income	(29,110)	0	(18,000)	0
Total Charges for Services	(29,110)	0	(18,000)	0

Description

To create home ownership opportunities for families buying real estate within the corporate limits of Memphis by assisting with down payment and closing costs.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	87,674	88,786	87,297	91,311
Materials & Supplies	6,943	6,967	23,989	15,478
Grants & subsidies	288,574	207,452	207,449	207,449
Total Expenditures	383,191	303,205	318,735	314,238
Program Revenue	(29,110)	0	(18,000)	0
Net Expenditures	354,081	303,205	300,735	314,238
<i>Funded Staffing Level</i>	2.00	2.00	2.00	2.00
Authorized Complement				2

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maintain the number of families assisted by down-payment assistance programs	To maintain at least 11 families assisted by the down-payment assistance program	Total number of clients assisted	12-15	11-12	11-12
Maintain the number of families assisted by down-payment assistance programs	To seek additional funding regularly from HUD, and the City to meet the program demand	Amount of funding	\$122,622	\$107,083	\$107,083
Maintain the number of families assisted by down-payment assistance programs	To provide down payment assistance program information and participate in at least six workshops to inform potential homebuyers of the various programs available	Number of workshops/ seminars conducted	10	6	6
Increase the level of private participation among major lending institutions and mortgage companies	To work more closely with the mortgage lending industry to increase participation through workshops	Level of lender participation	10	5	5

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Increase the level of private participation among major lending institutions and mortgage companies	To maintain the leverage of lender financing	Level of lender financing	\$1.2 million	\$1 million	\$1 million
Increase the level of private participation among major lending institutions and mortgage companies	To cultivate new partnerships in housing on an on-going basis to design affordable housing initiatives within the city	Number of partnerships created	2	1	2

Description

To provide financing opportunities for emerging and existing small business for job creation and retention through public-private partnerships.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Materials & Supplies	451	0	0	0
Grants & subsidies	3,144,077	3,300,038	3,395,501	3,362,002
Net Expenditures	3,144,528	3,300,038	3,395,501	3,362,002

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Build a business community which will inspire, achieve and broaden economic growth for Memphis	To develop economic development strategic plans that are comprehensive, strong and focusing on our local community's economic future	Number of systems developed	5	5	2

Description

Utilize local funding to address community-based needs through grants and sponsorships for outreach activities.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	763	0	0	0
Materials & Supplies	5,141	15,455	15,455	15,455
Grants & subsidies	861,489	770,250	1,294,098	761,650
Net Expenditures	867,393	785,705	1,309,553	777,105

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide funding for community outreach needs that meet municipal grant guidelines set by the State of Tennessee	To evaluate funding requests through competitive process and award grants or sponsorships	Funding amount awarded	\$310,000	\$365,000	\$365,000
Provide funding for community outreach needs that meet municipal grant guidelines set by the State of Tennessee	To monitor grant activity and ensure compliance with the terms of the agreement	Percent of grant awards monitored for compliance	100%	100%	100%

Description

To connect the community and private institutions to help persons and organizations grow successful businesses.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	175,376	178,665	176,347	183,448
Materials & Supplies	140,338	113,600	107,839	114,838
Grants & subsidies	4,904	10,000	10,000	10,000
Net Expenditures	320,618	302,265	294,186	308,286
<i>Funded Staffing Level</i>	3.00	3.00	3.00	3.00
Authorized Complement				3

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Design and implement programs and services that provide employment opportunities for Memphis residents through sustainable business enterprises	To provide access to capital and technical assistance to non-traditional businesses; specifically SBEs, MBEs and WBEs	Number of non-traditional loans made and technical assistance programs and services provided	42	14	14
Foster entrepreneurial development where new and existing businesses can grow and prosper in an environment of collaboration and cooperation (One-Stop-Shop)	To serve the needs of potential entrepreneurs and business community by positioning the Renaissance Business Center as a portal for business development and information sharing	Number of start-ups, SBEs, MBEs, and WBEs, and clients served	4,816	3,800	3,800
Build partnerships with other government and intergovernmental agencies to leverage resources and services to broaden economic growth opportunities in Memphis	To develop public and private sector initiatives that create a collaborative and competitive business climate, which encourages individuals to start and/or build businesses	Number of private/public sector partnerships established	23	20	20

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Develop a database system, that compiles basic business data, client referrals, primary services and service providers	To create a monitoring system that tracks clients, business resources in public and private sectors through a centralized database housed at the Renaissance Business Center	Number of client and business databases created	3	2	1
Revitalize and redevelop inner city neighborhoods through business opportunities and economic development	To implement a business call program focusing on targeted neighborhoods for business recruitment and retention	Number of business calls made to existing and new businesses	Not Yet Implemented	400	300
Create strong formal and informal networks of supporters to train and nurture new entrepreneurs and business ideas	To develop entrepreneurial initiatives, which build core competencies for small, minority businesses leading to the creation of successful new enterprises	Number of outreach programs identified and participated	20	24	25

HCD

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>Housing</i>			
ANALYST LOAN	2		
Total Housing	<u>2</u>		
 <i>Renaissance Development Center</i>			
COORD BUSINESS DEV	2		
MGR ECONOMIC DEV	1		
Total Renaissance Development Center	<u>3</u>		
<u>TOTAL HCD</u>	<u>5</u>		





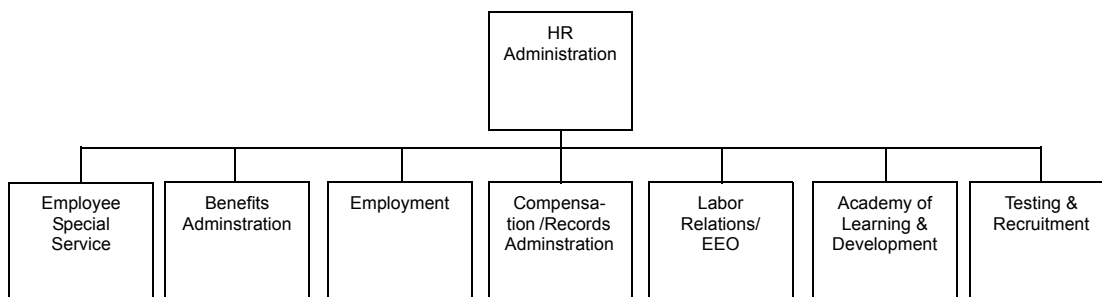
Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	4,578,894	4,914,657	4,623,205	4,091,809
Materials & Supplies	3,535,515	3,423,737	4,060,724	3,334,623
Total Expenditures	8,114,409	8,338,394	8,683,929	7,426,432
Program Revenue	(14,959)	(10,000)	(11,267)	(15,000)
Net Expenditures	8,099,450	8,328,394	8,672,662	7,411,432
<i>Funded Staffing Level</i>	54.00	51.00	47.67	53.00
Authorized Complement				54

Mission

The mission of the Division of Human Resources is to provide collaborative, proactive, and responsive leadership in the human resources field to all levels of City government in order to further the effective delivery of quality services to City of Memphis employees, residents, and businesses.

Structure



Services

The Human Resources Division incorporates all of the service centers that address employee relations and employment functions. The Division manages the Employee Assistance Program, employee training, labor relations, employee recruiting, employee activities, health care and pension administration, and maintains all personnel files. Job posting, entrance, promotional and durational register testing, medical exams, compensation, benefits enrollment and new employee orientation all fall under the HR umbrella.



Issues & Trends

The Human Resources Division must remain highly responsive to changing employment trends and state and federal regulations. The demand for vacancies to be filled as quickly as possible with qualified candidates creates a need for a constant pool of applicants. The growing use of the internet for recruitment and online applications presents new opportunities for increasing the applicant pool. The costs of pre-employment and pre-assignment medical examinations are increasing, putting a greater strain on the HR budget. The Division must administer fair, valid and job-related examinations while maintaining uncompromising security and confidentiality. The implementation of new technologies to provide electronic maintenance, storage and retrieval of personnel records is greatly enhancing the HR system and allows HR to comply with privacy regulations. Benefits costs continue to outpace inflation and to be a significant percentage of personnel costs. Similarly, the importance of conveying the value of these benefits to City employees and retirees and how to use them has increased.



Strategic Goals

- Align and integrate HR policies and procedures with the strategic needs of the City of Memphis
- Incorporate new technology to improve employee services
- Effective and efficient management of the City's health insurance program
- Create and implement programs to attract and retain quality employees
- Develop an effective system for training City employees
- Ensure legal compliance with state and federal regulations
- Develop systems to assure quality and accountability for performance
- Employ progressive and legally sound hiring processes



Budget Highlights

- Effectively managed FY 2009 Budget resulting in an Operating Surplus
- Planned and administered Fire and Police Promotional Testing
- Conducted an internal evaluation of operational processes to ensure effective and efficient services
- Implemented Internal Audit recommendations of the Tuition Reimbursement process to ensure accuracy and integrity of reimbursement payments



Demand Measures

Number of positions posted	279
Number of applications received	20,065
Number of job offers extended	1,005
Number of background checks extended	1,461
Number of temporary employees processed	1,703

Number of training classes offered	199
Number of training hours conducted	7,421
Number of health insurance claims processed	326,878
Number of prescription claims processed	352,112
Number of tests administered	21,904
Number of tuition forms processed	512



FY 2010 Performance Highlights

- Successfully coordinated the Division's 2009 United Way campaign with a 5% increase
- Implemented on-line open enrollment process for employees
- Held City of Memphis Benefits Open Enrollment from October 12, 2009 to October 30, 2009, assisting over 1,200 walk-ins and 1,300 on-line enrollees
- Coordinated the City's Health Awareness Fair on October 3, 2009 with over 5,600 employees/retirees and family members attending
- Assisted over 500 employees with Tuition Reimbursement Program
- Conducted a Residency Audit on all City Employees - assisting over 300 employees to come in compliance with the City Charter and Ordinance
- Implemented two additional dental plans and one additional vision plan to meet the needs of employees
- Eliminated Pre-existing conditions with appropriate documentation requirements
- Implemented disease management programs for chronic diseases including COPD, Diabetes, Coronary Heart Disease, Congestive Heart Failure
- Implemented Federal Stimulus Programs for GINA, COBRA and Medicare Secondary Payment
- Implemented federal compliance mandates covering hearing aides and enhancement of mental health treatment
- Transitioned and implemented a new Police Recruit Hiring Process which included a new background review and entry testing process (272 New Hires)
- Implemented new hiring process for Fire Recruits and Firefighter Paramedics
- Implemented new background standards for temporary employees
- Created HR Facebook and Twitter pages to enhance communication with the community
- Implemented upgraded ID badging/biometric enrollment for City Hall security system and completed ID badging projects for all City Hall employees (March/April 2010) and other major ID badging projects such as Solid Waste Collections, etc.
- Received, tracked, verified, analyzed, recommended approval/disapproval, and processed into the HRMS system approximately 16,000 personnel transactions from every City Division, including new hires, promotions, transfers, separations, incentive pay, paid leave corrections, etc.
- Created official employment file for approximately 800 new, regular and temporary hires, maintained files on 8,000 to 9,000 overall City employees, and responded to requests for all employee data
- Completed over 300 Compensation projects including completing approximately 96 salary studies, prepared/revised 92 City job descriptions, completing over 72 job evaluations, and responding to approximately 20 salary surveys
- Implemented July 1, 2009 general pay increase for all employees per agreed memoranda of understanding for 24 bargaining unit groups and approved increases for non-represented employees including updating payplans, updating pay structures in HRMS system, testing and administering accurate increases for approximately 7,200 employees
- Implemented the annual temporary employee separation/rehire processes involving removal from payroll, assisting with screening for re-hire eligibility, and re-entry onto payroll of eligible applicants for approximately 800 temporary employees

- Successfully loaded, through automated/manual processes, the approved position complement, maintained the complement, and prepared position complement data for Budget Office to extract current position data
- Created and implemented procedures to create better synchronization of position control data with the City Budget Office and allow better monitoring of the budget implications of position transactions
- Ended first year utilizing new web-based employee performance review software. Monitored use of system with approximately 335 reviews completed, based on management training previously conducted
- Successfully negotiated a one year extension of the memorandums of understanding with the City's 24 unions which excluded wage increases
- Reconstituted the Mayor's Advisory Council for Citizens with Disabilities
- Acquired the Police Recruit/PST Entry process from the Police Division in January 2009. The testing process includes 5 to 6 different tests which occur in various phases. Between March 2009 and Feb 2010, a total of 17,437 tests were administered and 10,953 candidates were tested. The breakdown of the various tests administered were: Battery of Written Tests: 9,803; Structured Oral Procedure: 3,132; 1.5 Mile Run: 2,675; and Physical Ability Test: 677
- Planned and administered the FF/Paramedic testing - Physical Ability Test: tested 55 candidates
- Planned and administered the Fire Recruit Entry process - administered 4,164 tests and tested 2,160 candidates. The breakdown of the various tests administered were: Battery of Written Tests: 3006; Structured Oral Procedure: 974; and Candidate Physical Ability Test (CPAT): 184
- Planned and administered the 2009/2010 Police Sergeant Promotional Process. The process included the administration of four training modules, a Practice Test, and a Final Test. Administered 7,446 training module tests and tested 972 module candidates. Administered 1,766 Practice Tests and tested 883 Practice Test candidates. Administered 1,718 Final Tests and tested 859 Final Test candidates
- Planned and administered the 2009 Police Traffic Crash Investigator (Entry) process. Administered 1,612 tests and tested 403 applicants
- Planned and administered the transcriptionist testing: administered 58 typing tests and 20 dictaphone tests
- Assisted in the test administration for Heavy Equipment Operator. Administered tests to 9 applicants
- Published the 4th edition of the ALD Newsletter, "The Learning Point"
- Completed the first Knowledge Improvement Program (KIP), a collaboration with Memphis City Schools Adult Education Program where Public Works employees increased their grade level and/or prepared for the GED
- Conducted fourteen (14) new training classes were developed and offered in 2009
- Provided a record number of nine (9) customized training for city divisions
- Held the 2nd Annual Facilitators Luncheon and Awards Program
- Prepared for the April launch of the "Emerging Leaders Program", a Talent Management and Succession Training Endeavor to develop and nurture leaders within City government over an 8-week intensive experiential and training period

■ charges for services

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Miscellaneous Income	(140)	0	0	0
Cash Overage/Shortage	0	0	0	0
Gym Fees	(14,819)	(10,000)	(11,267)	(15,000)
Total Charges for Services	(14,959)	(10,000)	(11,267)	(15,000)

Other services provided by Human Resources can be found under the following tab:
Health Insurance - Internal Service Funds

HUMAN RESOURCES

ADMINISTRATION/EMPLOYEE ASSISTANCE PROGRAM

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	1,795,249	1,853,994	1,701,812	994,260
Materials & Supplies	322,378	227,626	227,783	198,512
Total Expenditures	2,117,627	2,081,620	1,929,595	1,192,772
Program Revenue	(217)	0	(267)	0
Net Expenditures	2,117,410	2,081,620	1,929,328	1,192,772
<i>Funded Staffing Level</i>	8.00	7.00	7.33	8.00
Authorized Complement				8

Legal level consolidation of *Administration* and *Employee Special Services*.



Description

To provide the City of Memphis government with effective and efficient human resource services which focus on customer needs and support achievement of the City's strategic goals.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	279,249	278,281	268,700	313,541
Materials & Supplies	69,532	61,582	61,656	61,582
Net Expenditures	348,781	339,863	330,356	375,123
<i>Funded Staffing Level</i>	5.00	4.00	4.33	5.00
Authorized Complement				5

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Ensure HR policies and practices that effectively achieve strategic goals	To review and update HR policies and practices on an ongoing basis	Percent of policies reviewed	25%	95%	100%
Administer the civil service process as stipulated in the City of Memphis Code and Charter	To schedule and conduct civil service hearings on a regular basis	Number of hearings conducted	24	34	20
Administer the civil service process as stipulated in the City of Memphis Code and Charter	To release rulings of the Commission in a timely manner	Number of days from hearing to release rulings	30 days	30 days	30 days
Develop and monitor the annual budget for Human Resources Division	To ensure the division stays within its budget by monitoring appropriation statements and expenditures monthly	Percent of appropriation statements and expenditures monitored monthly	100%	100%	100%
Ensure staff professional development opportunities	To provide training classes for Administration staff	Number of training classes provided	2	2	2

Description

To create and administer programs that contribute to personal, physical and professional development of employees.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	1,516,000	1,575,713	1,433,112	680,719
Materials & Supplies	252,846	166,044	166,127	136,930
Total Expenditures	1,768,846	1,741,757	1,599,239	817,649
Program Revenue	(217)	0	(267)	0
Net Expenditures	1,768,629	1,741,757	1,598,972	817,649
<i>Funded Staffing Level</i>	3.00	3.00	3.00	3.00
Authorized Complement				3

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Evaluate quality and cost-effectiveness of the tuition reimbursement program	To implement approved modifications and changes to tuition reimbursement program by each year end	Date Completed	June 2009	June 2010	June 2011
Maintain and improve the City's recognition programs	To plan and coordinate Years of Service Ceremony	Number of ceremonies held	2	3	3
Maintain and improve the City's recognition programs	To recognize City employees for perfect attendance annually by the third quarter	Number of employees recognized	1,181	1,500	1,500
Promote a wellness environment for City employees	To provide Wellness Initiatives for employees	Number of workshops provided	10	24	24
Promote a wellness environment for City employees	To provide Wellness Initiatives for employees	Average number of fitness classes provided per month	20	22	22
Promote a wellness environment for City employees	To host the City of Memphis Health Awareness Fair	Date completed	November 2008	October 2009	October 2010

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Promote a wellness environment for City employees	To publish wellness articles	Number of articles published	1	4	4
Maintain and implement City's Residency Audit	To implement Residency Audit	Date completed	April 2009	April 2010	April 2011
Ensure staff professional development opportunities	To have every staff member attend a minimum of 15 hours of continuing education or staff development training by June	Percent of staff completing 15 hours of education	50%	75%	100%
Provide Tuition Reimbursement to city employees to assist with continued education	To provide tuition reimbursement to city employees within the allotted budget	Number of approved applicants	328	370	100

Description

To provide and administer responsive and cost-effective benefit programs that meet the needs of the employees, retirees and their dependents.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	(16,451)	13,496	(20,612)	(23,940)
Materials & Supplies	31,863	1,500	1,521	1,500
Total Expenditures	15,412	14,996	(19,091)	(22,440)
Program Revenue	(14,602)	(10,000)	(11,000)	(15,000)
Net Expenditures	810	4,996	(30,091)	(37,440)
<i>Funded Staffing Level</i>	2.00	2.00	2.00	2.00
Authorized Complement				2

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Continuously Improve healthcare communication	To provide healthcare financial reports/ information based on resolution four times a year to Healthcare Committee, City Council and Finance	Number of financial reports provided and Budget projections	4	5	5
Decrease cost by becoming proactive healthcare benefits programs	To evaluation and smoking cessation weight reduction programs and implement disease management	Date completed	November 2008 Smoking Cessation, Weight Mgmt	Diabetes, Coronary Artery Disease , Heart Failure	Disease Programs and implecations
Decrease cost by becoming proactive healthcare benefits programs	To evaluate Deferred Compensation Plan	Review Period	February 2008	Review Annually	Review Annually
Decrease cost by becoming proactive healthcare benefits programs	To develop phase I and II for GASB implementation	Date Completed - Ongoing	Presented to Healthcare Committee July 2008	Effective January 2009	Implement Time and/ Service
Review Health Plan Costs for possible RFP	To evaluate Healthcare claims, cost of premium increases and RFP	Reviews conducted	Benchmark	Make adjust-ments as needed	Make adjust-ments as needed

Description

To provide consistent employment practices while maintaining compliance with state and federal guidelines.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	604,683	928,277	760,308	813,190
Materials & Supplies	273,400	674,928	729,250	404,928
Net Expenditures	878,083	1,603,205	1,489,558	1,218,118
<i>Funded Staffing Level</i>	15.00	15.00	11.42	14.00
Authorized Complement				15

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Leverage technology and automation in the overall hiring process	To Improve the overall functionality of the on-line application	Percent of on-line applications submitted	30%	70%	85%
Leverage technology and automation in the overall hiring process	To utilize the full capability of Oracle Employment module	Percent of system functionality utilized	20%	80%	100%
Leverage technology and automation in the overall hiring process	To expand on-line application capabilities in Recruitment of Safety Personnel	Percent of on-line capabilities implemented	20%	80%	100%
Provide consistent employment guidelines and procedures	To review and update HR employment guidelines and procedures on and ongoing basis	Percent of guidelines and procedures written, reviewed and implemented	85%	95%	100%
Provide consistent employment guidelines and procedures	To implement updated assessment process for Temporary Employees	Percent of updated process implemented	20%	80%	100%
Recruit and hire qualified applicants	To place all job postings on the Internet linked to the City's home page by the job posting date	Percent of job postings placed on the Internet by the job posting date	100%	100%	100%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Recruit and hire qualified applicants	To distribute the job postings, both internally and externally, by the job posting date	Percent of job postings distributed by the job posting date	100%	100%	100%
Recruit and hire qualified applicants	To increase usage of web-based/iRecruitment strategies	Percent of increased strategies used	50%	85%	100%
Recruit and hire qualified applicants	To benchmark with three cities to determine best practices in the area of posting, certifying, and hiring	Number of cities used to benchmark best practices in the areas of posting, certifying, and hiring	1	3	2
Provide professional staff development opportunities	To provide 2 training classes for staff and manager to attend to enhance professional development	Number of training classes provided for staff/manager	2	2	2

HUMAN RESOURCES

COMPENSATION/RECORDS ADMINISTRATION

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	788,833	884,050	950,413	1,006,499
Materials & Supplies	40,465	31,828	31,240	31,828
Net Expenditures	829,298	915,878	981,653	1,038,327
<i>Funded Staffing Level</i>	16.00	15.00	15.00	16.00
Authorized Complement				16

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maintain and provide customers with appropriate access to employee personnel records utilizing current technological tools	To respond to proper requests for employment verifications within 24 hours of receipt	Percent of employment verifications responded to in timeframe	100%	100%	100%
Maintain and provide customers with appropriate access to employee personnel records utilizing current technological tools	To respond to recognized subpoenas requesting employee personnel information within specified timeframe and appropriate media requests in a timely manner	Percent of subpoenas responded to in timeframe	100%	100%	100%
Administer the Performance Review Program in a fair manner for all eligible employees utilizing current technological tools	To provide training classes on Performance Review Software on a monthly or as needed basis and assist ALD in providing classes on effective performance reviews per ALD schedule	Percent of training provided as scheduled	95%	95%	100%
Administer the Performance Review Program in a fair manner for all eligible employees utilizing current technological tools	To review 10% sample of completed performance reviews for completeness, timeliness, and proper performance review methods	Sample percentage reviewed	10%	10%	10%



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maintain official authorized complement of City positions including those approved through the budget process, those funded, and any changes during the year; and utilize complement to ensure only authorized/funded positions are filled	To prepare and distribute authorized complement reports to divisions on a monthly basis and specialized reports for administration review as needed	Percentage of months annually that data is distributed	100%	100%	100%
Monitor work of temporary employees including tracking hours worked (in compliance with Personnel Policy) and separating employees annually	Track hours worked by temporary employees and ensure compliance with Personnel Policy	Percentage of temporary employees separated from payroll due to noncompliance with maximum hours allowed (unless exception is granted)	95%	100%	100%
Administer effective salary/compensation programs which maintain pay equity and fairness and support recruiting, retention, and quality efforts	To improve utilization of new HRMS application to improve efficiency and effectiveness of administering pay programs	Percent of staff trained to use new system	85%	90%	100%
Administer effective salary/compensation programs which maintain pay equity and fairness and support recruiting, retention, and quality efforts	To respond to entry salary requests received in Compensation by forwarding recommendation to HR Administration in 10 to 12 days	Percent responded to in timeframe	65%	75%	85%
Administer effective salary/compensation programs which maintain pay equity and fairness and support recruiting, retention, and quality efforts	To respond to job evaluation requests within 30 days per each Division's priority	Percent responded to in timeframe	60%	70%	75%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Administer effective salary/compensation programs which maintain pay equity and fairness and support recruiting, retention, and quality efforts	To revise and submit recommended Compensation policies to HR Administration within fiscal year	Date achieved	Not Measured	November 2009	NA
Maintain and provide access to and effective reporting from accurate human resources data utilizing current technological tools	To minimize keying errors and audit HR data for accuracy/ consistency within 30 days of the end of each pay period	5% errors in data audited	4%	4%	4%
Maintain and provide access to and effective reporting from accurate human resources data utilizing current technological tools	To resolve employee leave accrual discrepancies within 30 days after discrepancies are identified	Percent resolved in timeframe	100%	100%	100%

Description

To support and promote the City's Labor Relations Equal Employment Opportunity, HIPAA, ADA and FMLA standards.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	296,425	331,976	299,780	344,535
Materials & Supplies	34,882	46,002	45,946	46,002
Net Expenditures	331,307	377,978	345,726	390,537
<i>Funded Staffing Level</i>	4.00	4.00	3.33	4.00
Authorized Complement				4

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Coordinate/manage bargaining process for any new or expiring Memoranda of Understanding (MOU)	To obtain input from operating officials and establish management-approved bargaining strategy by 120 days prior to expiration of MOU's	Percent of input obtained 120 days prior to expiration of MOUs	100%	100%	100%
Provide timely consultative/advice services to customers regarding labor and Equal Employment Opportunities (EEO) matters	To advise division officials regarding appropriate disciplinary actions and procedures regarding unionized employees within five working days	Percent of disciplinary recommendations completed within five working days	100%	100%	100%
Provide timely consultative/advice services to customers regarding labor and Equal Employment Opportunities (EEO) matters	To advise division officials regarding interpretations of Memoranda of Understanding and regarding grievance responses within five working days	Percent of MOU interpretations completed within five working days	100%	100%	100%
Provide timely consultative/advice services to customers regarding labor and Equal Employment Opportunities (EEO) matters	To advise division officials regarding interpretations of Memoranda of Understanding and regarding grievance responses within five working days	Percent of grievance responses completed within five working days	100%	100%	95%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide timely consultative/advice services to customers regarding labor and Equal Employment Opportunities (EEO) matters	To train 25% of division officials and employees regarding labor and equal employment opportunity matters	Percent of managers/supervisors trained	25%	25%	30%
Investigate and respond to EEOC and in-house charges of discrimination and to proactively partner with divisions to minimize the number of such charges	To target all charges as they occur and as existing charges require attention or further investigation within specified time frame	Percent of charges responded to within allowed time frame	100%	100%	100%
Investigate and respond to EEOC and in-house charges of discrimination and to proactively partner with divisions to minimize the number of such charges	To respond to in-house equal employment opportunity charges within 20 working days	Percent of responses to in-house charges within 20 days	100%	100%	90%
Ensure Title I and II American Disabilities Act (ADA) in compliance	To investigate complaints within 90 days	Percent of complaints investigated within 90 days	100%	100%	100%
Provide technical assistance on Family and Medical Leave Act (FMLA)	To make recommendations on 100% of FMLA medical certification forms within 2 days of receipt	Percent of forms with recommendations made within 2 days	100%	100%	100%
Ensure staff professional development opportunities	To continue development of Labor Relations Service Center staff on an ongoing basis	Number of training sessions per employee	2	2	2

Description

To foster an organizational culture which demonstrates a continuous practice of service excellence.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	263,585	173,736	274,063	289,407
Materials & Supplies	158,616	223,650	221,274	183,650
Total Expenditures	422,201	397,386	495,337	473,057
Program Revenue	(140)	0	0	0
Net Expenditures	422,061	397,386	495,337	473,057
<i>Funded Staffing Level</i>	4.00	2.00	3.58	4.00
Authorized Complement				4

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Establish customized learning experiences via a responsive core curriculum designed to enrich personal and professional development of City employees	To develop a training schedule reflective of customized learning needs related to soft skills, professional mastery, and job skill development	Number of customized learning sessions advertised, populated and completed by employees	33	42	45
Establish customized learning experiences via a responsive core curriculum designed to enrich personal and professional development of City employees	To provide a new paradigm for teaching and learning to accommodate diverse learning styles and educational outcomes	Number of educational paradigms geared toward the leader, manager and support staff employee	20	22	22
Establish customized learning experiences via a responsive core curriculum designed to enrich personal and professional development of City employees	To focus on shifting certain training sessions from primarily learning to performance based training	Number of training sessions developed, and implemented related to performance based training initiatives	69	75	80

Description

To develop and administer valid and unbiased testing processes for Fire, Police and other operational Divisions; and to nationally recruit quality candidates for employment with the City of Memphis.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	846,570	729,128	657,441	667,858
Materials & Supplies	2,673,910	2,218,203	2,803,710	2,468,203
Net Expenditures	3,520,480	2,947,331	3,461,151	3,136,061
<i>Funded Staffing Level</i>	5.00	6.00	5.00	5.00
Authorized Complement				5

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Develop and administer entry and promotional testing	To administer and coordinate Fire entry/ promotional testing processes	Number of active Fire entry/ promotional processes	2	2	5
Develop and administer entry and promotional testing	To administer and coordinate Police promotional testing processes	Number of active Police promotional processes	3	4	0
Develop and administer entry and promotional testing	To administer and coordinate Clerical testing processes as needed	Number of Clerical processes administered	1	1	1
Develop and administer entry and promotional testing	To administer and coordinate Map testing and Maintenance Proficiency testing processes as needed	Number of Map/ Maintenance Proficiency testing processes administered	1	2	1
Develop and administer entry and promotional testing	To administer and coordinate Heavy Equipment testing processes as needed	Number of Heavy Equipment testing processes administered	3	3	4
Develop and administer entry and promotional testing	To administer and coordinate Truck Driver testing processes as needed	Number of Truck Driver testing processes administered	2	2	3



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Enhance existing testing procedures	To review and modify existing procedures to enhance testing processes	Percent of testing procedures reviewed	100%	100%	100%
Develop facilitator manuals for testing process	To create procedural manuals to assist in administering uniform testing	Percent of manuals created	50%	75%	100%
Develop recruitment strategies	To create a recruitment program/plan to recruit quality candidates for employment	Percent of program/plan developed	25%	50%	75%
Develop recruitment strategies	To coordinate and attend recruitment activities	Number of recruitment activities attended	2	4	4
Maintain marketing materials/tools for recruiting	To update and maintain marketing materials/ tools	Percent of marketing materials maintained	100%	100%	100%
Ensure confidentiality of testing processes	To achieve 100% compliance in the administration of testing	Percent of compliance achieved	100%	100%	100%
Ensure confidentiality of testing processes	To produce valid and unbiased entry and promotional exams	Number of exams compromised	0	0	0
Ensure confidentiality of testing processes	To maintain in a secure environment all testing materials, including scoring keys, test booklets and other confidential test related materials	Percent of maintenance and accountability for all test related materials in a secure environment	100%	100%	100%

HUMAN RESOURCES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Administration</u>		TECH DATA MGMT	1
ASST ADMINISTRATIVE	1	TECH RECORDS DATA	2
DIRECTOR HUMAN RESOURCES	1	Total Compensation/Records Administration	16
DIRECTOR HUMAN RESOURCES DEPUTY	1		
SECRETARY HR B	1	<u>Labor Relations</u>	
SPEC HR ADMIN	1	MGR LABOR REL EEO OFFICER	1
Total Administration	5	SPEC COMPLIANCE LABOR REL	1
		SPEC EEO LABOR RELATIONS SR	2
<u>Employee Special Services</u>		Total Labor Relations	4
COORD EMPLOYEE SPEC SVCS	1	<u>Academy of Learning & Development</u>	
COORD WELLNESS EDUCATION	1	ANALYST LEARNING SR	1
MGR EMPLOYEE SPEC SVCS	1	COORD LEARNING	1
Total Employee Special Services	3	OFFICER LEARNING	1
		SECRETARY A	1
<u>Benefits Administration</u>		Total Academy of Learning & Development	4
MGR BENEFITS OPERATIONS	1		
OFFICER BENEFITS	1	<u>Testing & Recruitment</u>	
Total Benefits Administration	2	COORD TESTING RECRUIT	4
		MGR TESTING RECRUIT	1
<u>Employment</u>		Total Testing & Recruitment	5
ANALYST EMPLOYMENT SR	7		
CLERK GENERAL B	1	TOTAL HUMAN RESOURCES	
INVESTIGATOR BACKGROUND	3		54
MGR EMPLOYMENT	1		
SECRETARY HR B	1		
SUPER CLERICAL OPER	1		
SUPER EMPLOYMENT	1		
Total Employment	15		
<u>Compensation/Records Administration</u>			
ANALYST COMPENSATION SR	3		
CLERK FILE	1		
COORD COMPENSATION/PERF REV	1		
COORD POSITION CONTROL DATA	2		
MGR COMPENSATION DATA MGMT	1		
SECRETARY HR B	1		
SPEC DATA MGMT	1		
SPEC DATA MGMT SR	1		
SUPER COMPENSATION	1		
SUPER DATA MGMT/RECORDS	1		



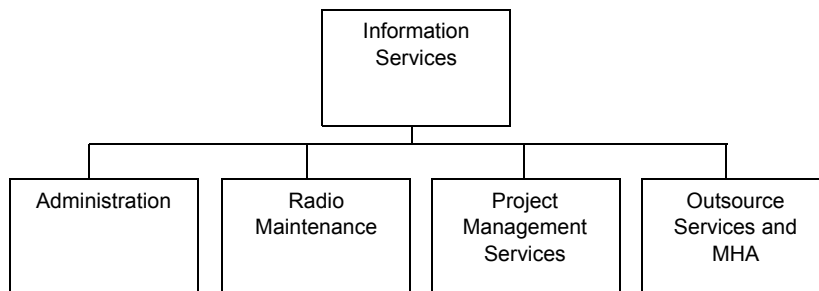
Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	2,462,677	2,406,784	2,605,460	2,602,617
Materials & Supplies	14,843,374	14,912,933	16,513,949	16,616,965
Capital Outlay	391,980	755,120	755,130	255,130
Total Expenditures	17,698,031	18,074,837	19,874,539	19,474,712
Program Revenue	(12,521)	0	(2,936,394)	(1,200,000)
Net Expenditures	17,685,510	18,074,837	16,938,145	18,274,712
<i>Funded Staffing Level</i>	39.00	34.00	33.00	35.00
Authorized Complement				39

Mission

To be a premier Information Services organization which leverages technology to provide business value through the deployment of emerging technologies that meets business goals, reduces operating costs and maximizes efficiency and effectiveness.

Structure



Services

The Office of Information Services works with the City's operating divisions to support their technology needs to meet their business goals. Information Services supports the divisions' short and long-term information technology needs through effective business strategic planning, budget planning, business process, re-engineering and technology recommendations that address business and organizational challenges. Information Services' technology partner, a contracted vendor, provides the daily operation and support of the City's data processing and telecommunication services, application development and maintenance, help desk, system security and other critical projects.



Issues & Trends

The City continues to focus on utilizing technology to improve the quality and efficient delivery of services. Keeping up with rapid changes in technology and deployment of services through the Internet and other web based services is still our primary focus. The transformation of the City government into a premier digital government remains a top priority. The electronic government will empower citizens, businesses, and government employees by providing online access to critical information and services around the clock. Minimizing the impact of the digital divide by providing access to online services remains a major challenge. Addressing this challenge will require the City to leverage various technologies.



Strategic Goals

- Reduction of costs through Outsourcing RFP, for City of Memphis Information Services Support
- Establish a City of Memphis Disaster Recovery Program
- Leveraging Services with Shelby County Information Services
- Data Center Consolidation
- Support Desk Software
- Reduce cost and implement redundancy with new Oracle Hosting Solution



Budget Highlights

- Upgrade Library Network Infrastructure. This will allow us to accommodate the growth of computer users at all locations and support our new wireless initiative.
- Upgrade Oracle System to Release 12. This will provide system enhancements to our financial and human resources systems.
- Enhance city's website which will provide citizens with access to information and government services via the Internet



Demand Measures

Number of desktop/laptop computers serviced	6,189
Miles of citywide fiber optic network	1,500
Number of major applications used to process work	30
Number of troubleshooting and service request calls received	26,000
Number of telephones supported	5,500+
Number of projects managed	40+



FY 2010 Performance Highlights

- Identified over \$400,000 in recoverable car license tag fees through a custom GIS applications
- Condensed property management searches from 3 days to 5 minutes with a custom GIS
- Utilized GIS route optimization to reduce General Services delivery mileage by 13%
- Upgraded 1,100 computers at the Library
- Facilitated the implementation of Red Light Cameras, which should decrease fatal traffic accidents and increased traffic fine revenue
- Guided the electronic payment system (E-Payments) for the Treasury, Tax and City Court Clerk which has increased revenue
- Initiated Oracle Police and iRecruitment systems which has automated the online application process
- Recognized by InfoWorld magazine as one of the top 100 project management programs in the world
- Saved \$200,000 in project management costs through license consolidation

■ charges for services

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Outside Revenue	0	0	(453,198)	0
Federal Grants - Others	(12,521)	0	0	0
Local Shared Revenue	0	0	(1,200,000)	(416,804)
MHA	0	0	(1,283,196)	(783,196)
Total Charges for Services	(12,521)	0	(2,936,394)	(1,200,000)

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	2,462,677	2,406,784	2,605,460	2,602,617
Materials & Supplies	14,843,374	14,912,933	16,513,949	16,616,965
Capital Outlay	391,980	755,120	755,130	255,130
Total Expenditures	17,698,031	18,074,837	19,874,539	19,474,712
Program Revenue	(12,521)	0	(2,936,394)	(1,200,000)
Net Expenditures	17,685,510	18,074,837	16,938,145	18,274,712
<i>Funded Staffing Level</i>			33.00	35.00
Authorized Complement				39

Legal level consolidation of *Administration and Radio Maintenance*.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	1,249,934	1,270,207	1,448,521	1,428,715
Materials & Supplies	14,888,103	14,848,538	16,460,924	16,567,267
Total Expenditures	16,138,037	16,118,745	17,909,445	17,995,982
Program Revenue	(12,521)	0	(2,483,196)	(1,200,000)
Net Expenditures	16,125,516	16,118,745	15,426,249	16,795,982
<i>Funded Staffing Level</i>	20.00	16.00	15.00	17.00
Authorized Complement				20

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Develop and monitor annual division budget for compliance with the budget ordinance and resolutions	To ensure the division stays within budget by monitoring appropriation statements monthly	100% Percent of approved division budget expended in a fiscal year	100%	100%	100%
Provide operation services	Systems availability, 98% of the time, twenty-four hours per day	Percent of time system application available to users in a fiscal year	98%	99%	99%
Provide customer support	To provide the end user with prompt response for assistance or problem resolution	Prompt response time will be measured by 80% of calls answered by a Help Desk technician resolved on initial call in a fiscal year	70%	80%	80%
Manage City's relationship with project outsourcing vendor	The PMO will maintain staffing levels to Project Manage up to forty (40) concurrent IT projects approved and prioritized by the CIO.	95% of prioritized projects completed on time and within budget	95%	90.0%	90%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide free public internet and wireless access to the citizens of Memphis	To provide internet connectivity on the public computers of the 18 Memphis Public Library locations	99% Internet connectivity from City owned assets during a fiscal year	99.9%	99.9%	99.9%
Manage and administer the Enterprise GIS Portal	Provide Enterprise GIS infrastructure and web-based applications availability	99% uptime for the Enterprise GIS infrastructure in a fiscal year	100%	99.9%	99.9%
Upgrade Library branches with new phone systems	Migrate all Library branches to a common telephone platform.	100 % of phone systems installed in a fiscal year	0%	100%	0%
Manage technology components for Memphis Housing Authority (MHA)	To reduce technology spending	10 % budget reduction in a fiscal year	Not Measured	10%	33%

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	1,212,743	1,136,577	1,156,939	1,173,902
Materials & Supplies	(44,729)	64,395	53,025	49,698
Capital Outlay	391,980	755,120	755,130	255,130
Total Expenditures	1,559,994	1,956,092	1,965,094	1,478,730
Program Revenue	0	0	(453,198)	0
Net Expenditures	1,559,994	1,956,092	1,511,896	1,478,730
<i>Funded Staffing Level</i>	19.00	18.00	18.00	18.00
Authorized Complement				19

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide maintenance and support for two trunked radio systems, ancillary equipment, and all other public safety equipment used by the Police, Fire and other divisions	To complete maintenance requests for communications and vehicular safety equipment the same day the request is received	90% of maintenance requests completed same day - measured on a calendar year basis	16,052	16,000	16,000
Provide Public Safety and other local government services with reliable two way radio, county wide coverage.	Maintain system infrastructure maintenance so that continuity is provided.	Percent of time system is available in a fiscal year	99%	99%	99%

INFORMATION SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>Administration</i>			
ANALYST PROCUREMENT IT	1		
ANALYST SYSTEM SOFTWARE LD	2		
ANALYST SYSTEMS LD	1		
COORD GIS TECHNICAL	1		
COORD TECHNOLOGY	1		
MGR BUDGET CONTRACT	1		
MGR GIS PROGRAM	1		
MGR NETWORK	2		
OFFICER CHIEF INFO	1		
OFFICER CHIEF INFO DEPUTY	1		
OFFICER INFORMATION TECH	4		
SECRETARY A	1		
SPEC COMPLIANCE IT	1		
SPEC MICROCOMPUTER A	2		
Total Administration	20		
<i>Radio Maintenance</i>			
CLERK GENERAL B	1		
INSTALLER COMM SAFETY EQUIP	4		
MGR RADIO MAINT	1		
SPEC PROCUREMENT	1		
SUPER RADIO MAINT	3		
TECH POLICE RADIO	7		
TECH POLICE RADIO LO	2		
Total Radio Maintenance	19		
<u>TOTAL INFORMATION SERVICES</u>	<u>39</u>		





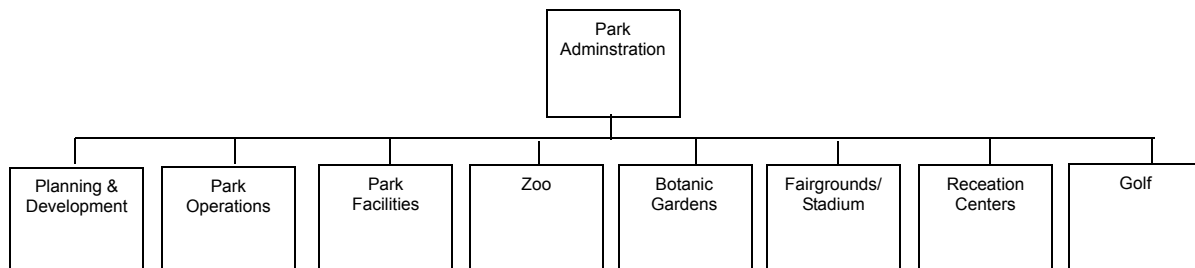
Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	17,118,356	16,150,008	15,897,089	15,811,002
Materials & Supplies	11,660,207	11,095,232	12,019,015	11,719,277
Capital Outlay	48,540	113,240	113,240	113,240
Inventory	18,135	91,675	64,725	75,300
Transfers out	640,554	357,981	357,981	352,556
Total Expenditures	29,485,792	27,808,136	28,452,040	28,071,375
Program Revenue	(4,657,272)	(6,709,844)	(6,160,967)	(6,686,477)
Net Expenditures	24,828,520	21,098,292	22,291,083	21,384,898
<i>Funded Staffing Level</i>	261.00	248.00	236.25	249.00
Authorized Complement				261

Mission

Park Services promotes a healthy community and youth character development, provide diverse leisure activities and protect community resources.

Structure



Services

The Division of Park Services plays a key role in addressing four strategic functions of the City: culture and leisure, neighborhoods, youth and service to the senior population. Park Services is committed to enhancing the quality of life for all Memphis residents. The Division provides diverse services that range from the management and maintenance for museums, entertainment venues, green spaces, recreation and sports facilities. The Division offers a wide variety of leisure, cultural and educational programs serving youth, adults and senior citizens in areas such as sports, aquatics, performing and cultural arts, fitness, conservation, and education.

Issues & Trends

The Division of Park Services continues to focus on meeting citizen's expectations for service delivery, diverse programming, and well-maintained, safe facilities, while the City of Memphis is confronted with fiscal challenges. The Division is faced with satisfying annexation commitments, security, staffing, changing program demands, and aging or out dated facilities. Developing and maintaining an equitable distribution of facilities, services, and open spaces throughout the community is a priority goal of the Division of Park Services.

Strategic Goals

- Manage and maintain a park and recreation system that enhances the quality of life in the City's neighborhoods
- Enhance the City's image with a well designed and efficiently managed park and open space system
- Develop and maintain a park and recreation system that provides diverse leisure opportunities
- Sustain a system of parks and open space through conserving natural and cultural resources, thereby promoting the health, safety, and general welfare of the community

Budget Highlights

- Park Master Plan update should be completed giving direction for future park improvements.
- Memphis Botanic Garden opens newly renovated Goldsmith Auditorium.
- Completion of first segment of 22 mile Memphis Wolf River Greenway.
- Complete construction of restrooms at Martin Luther King Park
- Completion of Raleigh-Bartlett Meadows Pavilion
- Completion of Countrywood Park
- Completion of Historic Parkway Renovation Phase II.

Demand Measures

Acres of Park Land	5,387
Liberty Bowl seating capacity	62,000
Fairgrounds Building (sq. ft.)	98,787
Miles of median/parkways/road bank	175
Walking trails	39
Playgrounds	109
Aquatic sites	17
Golf courses	8
Community centers	24

Special centers	7
Tennis centers	7
Zoo Acreage	36
Zoo Animals	3,000
Botanic garden - Acres of exhibit	96
Museum Exhibit space (sq. ft.)	171,000
Litcherman Nature Center Acreage	65



FY 2010 Performance Highlights

- Launched a Community Planning initiative with Bridges to assess and define desired service needs and potential collaborative partners for all Community Centers.
- Over 10,000 children participated in sports leagues through our Youth athletics.
- Served over 1,800 youth in Summer Camps.
- Collaborated with City Schools at 3 community centers for after school homework assistance.
- Hosted swim meets for Memphis City Schools at Aquatics centers.
- Skinner Center open on Saturdays for limited use.
- Bickford Community Center hosted a free tax preparation workshop with trained IRS volunteers.
- Aquatics partnering with Make A Splash Mid-South to provide swim lessons to youth.
- Maintained 157 developed parks and 175 miles of median with a standard of 25 day mowing cycle.
- The Zoo completed the new Teton Trek.
- Completed Liberty Bowl Memorial Stadium locker rooms renovations and construction of Gate 4.
- Completed irrigation systems at Crockett and Pine Hill Golf Courses.
- Initiated design of Charjean Park renovations.
- Open Children's Garden at the Botanic Garden, breaking attendance records.

■ charges for services

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Admissions - School Groups	0	(14,000)	(14,000)	(14,000)
Admissions - Groups	0	(2,900)	(2,900)	(2,900)
Admissions - Museum Workshops	(17,371)	(17,800)	(18,488)	(17,800)
Admissions - General	(208,572)	(269,867)	(269,900)	(269,900)
Museum Planetarium Fee	(55,203)	(67,000)	(67,000)	(67,000)
Parking	1,955	0	0	0
Senior Citizen's Meals	(109,268)	(135,000)	(135,000)	(135,000)
Concessions	(357,455)	(437,400)	(335,678)	(414,200)
Golf Car Fees	(956,393)	(1,081,000)	(832,000)	(1,124,000)
Pro Shop Sales	(106,921)	(118,500)	(69,149)	(107,500)
Green Fees	(1,312,813)	(1,850,000)	(1,721,302)	(1,850,400)
Softball	(77,620)	(67,250)	(67,250)	(67,250)
Basketball	(24,170)	(20,250)	(20,250)	(20,250)
Ballfield Permit	(15,665)	(12,400)	(14,400)	(14,400)
Class Fees	(133,092)	(92,200)	(99,200)	(92,200)
Rental Fees	(283,708)	(305,535)	(216,010)	(220,135)
Golf Surcharge	764	0	0	0
Day Camp Fees	(205,094)	(214,050)	(214,050)	(214,050)
After School Camp	(4,542)	(7,500)	(7,500)	(7,500)
Outside Revenue	(15,000)	(1,666,320)	(1,578,320)	(1,576,320)
St TN Highway Maint Grant	(111,372)	(111,372)	(111,372)	(111,372)
Local Shared Revenue	(75,402)	(192,000)	(297,000)	(332,500)
Miscellaneous Income	(389,868)	(27,500)	(48,352)	(26,500)
Cash Overage/Shortage	(200,462)	0	(1,846)	(1,300)
Total Charges for Services	(4,657,272)	(6,709,844)	(6,160,967)	(6,686,477)

Description

Park Administration maximizes and coordinates administrative support for Park's service centers to enhance efficient and effective delivery of services.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	525,776	548,243	558,735	596,205
Materials & Supplies	56,692	57,995	57,603	57,995
Total Expenditures	582,468	606,238	616,338	654,200
Program Revenue	(26,845)	0	0	0
Net Expenditures	555,623	606,238	616,338	654,200
<i>Funded Staffing Level</i>	9.00	9.00	7.25	9.00
Authorized Complement				9

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maintain compliance with City Fiscal Policies and Procedures	To ensure the division stays within budget by monitoring monthly reports.	Percent of period end appropriation statements monitored monthly	100%	100%	100%
Maintain compliance with City Fiscal Policies and Procedures	To conduct periodic compliance audits on one revenue contract and one petty cash custodian	Number of audits performed	2	4	4
Maintain compliance with City Fiscal Policies and Procedures	To audit payroll records at two physical sites each quarter	Number of audits performed	0	8	8
Maintain compliance with City Fiscal Policies and Procedures	To hold one 8 hour in house training & awareness session for managers periodically on financial matters	Number of sessions held	1	2	2

Description

Parks Planning provides appropriate and creative park facilities that serve the leisure time and recreational needs of the citizens of Memphis by utilizing the highest professional standards for budget, design and construction.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	258,529	159,299	126,077	132,365
Materials & Supplies	14,892	15,100	15,101	15,100
Net Expenditures	273,421	174,399	141,178	147,465
<i>Funded Staffing Level</i>	4.00	4.00	4.00	4.00
Authorized Complement				4

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide infrastructure to accommodate leisure and recreational activities for the public that facilitates a positive quality of life	To maintain a current master plan of all infrastructure	Yes/No	Yes	Yes	Yes
Provide infrastructure to accommodate leisure and recreational activities for the public that facilitates a positive quality of life	To present a request for funding for projects included in the master plan each fiscal year	Yes/No	Yes	Yes	Yes
Provide infrastructure to accommodate leisure and recreational activities for the public that facilitates a positive quality of life	Appropriate all allocated funds within year of award	Percent of projects appropriated	100%	100%	100%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide infrastructure to accommodate leisure and recreational activities for the public that facilitates a positive quality of life	Complete the project from design through construction within the projected time line	Percent of projects completed	100%	100%	100%



Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	4,338,478	4,193,185	4,091,540	4,195,650
Materials & Supplies	1,665,321	1,512,206	1,624,995	1,512,206
Capital Outlay	1,064	63,240	63,240	63,240
Total Expenditures	6,004,863	5,768,631	5,779,775	5,771,096
Program Revenue	(121,970)	(127,972)	(112,572)	(112,572)
Net Expenditures	5,882,893	5,640,659	5,667,203	5,658,524
<i>Funded Staffing Level</i>			63.00	69.00
Authorized Complement				69

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maintain parks, median strips, and park land in a clean, safe and attractive manner.	To mow and trim 157 parks every 25 days	Average number of days parks mowed	20	25	25
Maintain parks, median strips, and park land in a clean, safe and attractive manner.	To mow and trim 85 medians, banks, and parkways every 25 days	Average number of days medians, banks, and parkways mowed	20	25	25
Maintain parks, median strips, and park land in a clean, safe and attractive manner.	To pick up litter and trash weekly at 157 parks	Number of parks that have trash removed on a weekly cycle	100%	100%	100%
Maintain parks, median strips, and park land in a clean, safe and attractive manner.	To perform safety inspections at playgrounds each month to ensure they meet National Playground Safety Institute standards	Percent of playgrounds inspected monthly	100%	100%	100%
Maintain parks, median strips, and park land in a clean, safe and attractive manner.	To maintain 20 league play athletic fields daily during the season by guidelines of the Amateur Softball Association	Percent of league play athletic fields maintained on schedule	100%	100%	100%



Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	1,996,897	1,969,319	1,925,385	1,989,712
Materials & Supplies	1,374,670	2,006,798	1,448,568	1,336,642
Capital Outlay	10,988	0	0	0
Total Expenditures	3,382,555	3,976,117	3,373,953	3,326,354
Program Revenue	(336,277)	(428,567)	(419,288)	(418,600)
Net Expenditures	3,046,278	3,547,550	2,954,665	2,907,754
<i>Funded Staffing Level</i>	32.00	30.00	29.50	30.00
Authorized Complement				32

Legal level consolidation of *Museum, Historic Homes and Nature Center.*

Description

Through natural history, cultural history and physical science, with an emphasis on the Mid-South region, the Memphis Pink Palace Museum will provide high-quality, entertaining exhibitions, theater programs, and education programs while assuring the highest standards of professional care and management of the permanent collections.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	1,607,253	1,557,415	1,508,259	1,568,229
Materials & Supplies	1,186,731	1,139,804	1,249,622	1,139,775
Capital Outlay	5,653	0	0	0
Total Expenditures	2,799,637	2,697,219	2,757,881	2,708,004
Program Revenue	(301,339)	(329,767)	(330,488)	(329,800)
Net Expenditures	2,498,298	2,367,452	2,427,393	2,378,204
<i>Funded Staffing Level</i>	22.00	22.00	21.50	22.00
Authorized Complement				22

Description

Through preservation and interpretation, the Magevney and Mallory-Neely houses offer visitors high-quality, entertaining and educational experiences about nineteenth and twentieth century Memphis area history.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	242	73,998	74,011	73,724
Materials & Supplies	30,111	59,956	49,956	48,052
Total Expenditures	30,353	133,954	123,967	121,776
Program Revenue	0	(57,900)	(47,900)	(47,900)
Net Expenditures	30,353	76,054	76,067	73,876
<i>Funded Staffing Level</i>	3.00	1.00	1.00	1.00
Authorized Complement				3

Description

Through environmental education and interpretation, the Lichterman Nature Center fosters a sense of stewardship for the Earth, by heightening appreciation and understanding for the natural world in our citizens.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	389,402	337,906	343,115	347,759
Materials & Supplies	157,828	147,038	148,990	148,815
Capital Outlay	5,335	0	0	0
Total Expenditures	552,565	484,944	492,105	496,574
Program Revenue	(34,938)	(40,900)	(40,900)	(40,900)
Net Expenditures	517,627	444,044	451,205	455,674
<i>Funded Staffing Level</i>	7.00	7.00	7.00	7.00
Authorized Complement				7

Description

The Memphis Zoo preserves wildlife through education, conservation and research. The Zoo is operated through a public/private partnership between the City of Memphis and Memphis Zoological Society.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	15,031	0	13,004	0
Materials & Supplies	1,892,017	1,549,755	1,551,305	1,518,873
Capital Outlay	36,488	50,000	50,000	50,000
Net Expenditures	1,943,536	1,599,755	1,614,309	1,568,873

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Increase Memphis Zoo attendance by providing a fun, safe, inviting and educational experience to all segments of the community	To increase visitor attendance	Number of visitors	1,000,000	1,000,000	1,000,000
Maintain Memphis Zoo accreditation according to the American Zoo Association	To receive and maintain accreditation	Accreditation received	Accredited	Accredited	Accredited
Ensure the safety of visitors and employees of the Memphis Zoo through safety awareness and injury prevention	To provide safety and injury prevention training to employees and volunteers	Number of training classes conducted	12	12	12
Provide an educational experience to school groups that visit the Memphis Zoo	To increase the attendance of school groups visiting the Zoo for educational trips	Number of school group attendees	85,000	90,000	90,000
Maintain a satisfactory rating from the citizens of Memphis on the Memphis Poll	To rate at least 98% or above on the Memphis Poll annually	Memphis Poll rating	98%	98%	98%

Description

The Memphis Brooks Museum of Art enriches the lives of our diverse community through the museum's expanding collection, varied exhibitions, and dynamic programs that reflect the art of world cultures from antiquity to the present. Our vision is to transform lives through the power of art.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Materials & Supplies	0	0	660,000	646,800
Net Expenditures	0	0	660,000	646,800

Description

The Memphis Botanic Garden is dedicated to being an exemplary regional center for horticultural and environmental enrichment.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	288,064	286,148	267,839	254,538
Materials & Supplies	451,485	313,396	311,603	324,126
Net Expenditures	739,549	599,544	579,442	578,664
<i>Funded Staffing Level</i>	7.00	7.00	6.50	6.00
Authorized Complement				7

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide horticultural, ecological, and cultural programs and experiences to the public	To provide youth education programs to a minimum of 45,000 school children	Attendance in youth education programs	33,250	33,500	35,000
Provide horticultural, ecological, and cultural programs and experiences to the public	To present adult education programs to a minimum of 15,000 participants	Attendance in adult education programs	2,340	2,400	2,400
Provide horticultural, ecological, and cultural programs and experiences to the public	To market all functions by utilizing print media with monthly press releases and improving web site design	Number of press releases and media placements	20	40	40
Provide horticultural, ecological, and cultural programs and experiences to the public	Construction of a new Children's Garden, which will increase attendance.	Increase in attendance	n/a	20,000	25,000

Description

Fairgrounds and Stadium facilitates sports and entertainment events and merchandise promotion for citizens of Memphis and the Mid-South.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	5,549	0	(788)	0
Materials & Supplies	1,076,150	1,570,255	1,706,827	1,580,065
Transfers out	353,356	357,981	357,981	352,556
Total Expenditures	1,435,055	1,928,236	2,064,020	1,932,621
Program Revenue	(25,659)	(1,666,320)	(1,576,320)	(1,576,320)
Net Expenditures	1,460,714	261,916	487,700	356,301

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide an entertainment and commercial venue that includes a 61,500 outdoor football stadium and fairgrounds to support and attract commerce and increase the quality of life for the citizens of Memphis and Mid South Area at a minimum or no cost to the taxpayers.	To increase the occupancy rate at the venue.	Schedule 24 events at the stadium annually.	24	24	24

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	7,035,381	6,287,504	6,570,912	6,070,817
Materials & Supplies	2,720,317	2,446,824	2,490,703	2,471,247
Total Expenditures	9,755,698	8,734,328	9,061,615	8,542,064
Program Revenue	(836,118)	(983,485)	(1,058,036)	(1,056,485)
Net Expenditures	8,919,580	7,750,843	8,003,579	7,485,579
<i>Funded Staffing Level</i>	115.00	105.00	104.83	106.00
Authorized Complement				115

Legal level consolidation of Senior Centers, Skinner Center, Athletics, Tennis, Recreation Operations, Summer Programs, Community Centers and Aquatics.

Description

Provide community-based leisure, wellness and educational opportunities for individuals age 55+ at safe, well-maintained senior centers.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	849,026	847,149	832,054	822,420
Materials & Supplies	574,892	504,331	495,990	506,279
Total Expenditures	1,423,918	1,351,480	1,328,044	1,328,699
Program Revenue	(151,761)	(166,810)	(215,555)	(184,810)
Net Expenditures	1,272,157	1,184,670	1,112,489	1,143,889
<i>Funded Staffing Level</i>	15.00	15.00	15.00	14.00
Authorized Complement				15

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide community based leisure, wellness and educational opportunities for individual age 55+	To host Senior Olympics citywide that will provide competetive sports activities and rewards for each senior participant	Number of participants	400	400	410
Provide community based leisure, wellness and educational opportunities for individual age 55+	To provide three (3) core programs which consist of Health, Fitness and Wellness; Educational Development and Training; Cultural Arts and Expression to senior participants	Number of participants	250	260	260

Description

The Skinner Center provides community-based recreational opportunities for individuals with physical and/or mental disabilities in a safe, attractive and well-maintained facility.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	155,111	188,375	136,111	137,712
Materials & Supplies	74,949	66,826	67,834	66,826
Total Expenditures	230,060	255,201	203,945	204,538
Program Revenue	(46,298)	(52,550)	(48,425)	(52,550)
Net Expenditures	183,762	202,651	155,520	151,988
<i>Funded Staffing Level</i>	3.00	2.00	2.00	2.00
Authorized Complement				3

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide recreational programs and activities for disabled individuals in the City	To provide three (3) core programs which consist of Health, Fitness and Wellness; Educational Development and Training; Cultural Arts and Expression to senior participants	Number of participants	250	260	200
Provide recreational programs and activities for disabled individuals in the City	To provide a summer day camp for 50 participants	Number of participants	50	50	55
Provide recreational programs and activities for disabled individuals in the City	To host or assist with a minimum of two Special Olympic events	Number of Special Olympic events	4	4	4

Description

Provide opportunities for school-age children to participate in quality, organized, recreational league team sports competition at safe, well-maintained facilities while gaining exposure to good sportsmanship and benefits derived from a team effort.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	262,369	282,245	332,741	336,372
Materials & Supplies	91,113	47,970	46,710	47,970
Total Expenditures	353,482	330,215	379,451	384,342
Program Revenue	(119,019)	(103,300)	(103,300)	(103,300)
Net Expenditures	234,463	226,915	276,151	281,042
<i>Funded Staffing Level</i>	4.00	3.00	4.00	4.00
Authorized Complement				4

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Promote community involvement in youth recreational athletic activities in areas of baseball, softball, basketball, flag football and soccer	To provide free softball and basketball league and tournament play through the community centers for youth athletic development	Number of participants: youth, independent and church organizations	5,450	5,550	5,550
Promote community involvement in youth recreational athletic activities in areas of baseball, softball, basketball, flag football and soccer	To review and update Sports program rules and regulations twice annually with input from coaches involved in the program	Number of reviews per year (generally in Fall and Spring)	2	2	2
Plan, promote and organize Adult Athletic programs such as Softball, Basketball, Kickball and Flag Football	To increase existing 200 adult teams while soliciting new teams utilizing all marketing resources	Number of teams	200	200	215

Description

Tennis programs are used as a vehicle to instill confidence, honesty, integrity and respect for others among youth. It offers top quality tennis facilities at reasonable prices for all citizens in the city.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Materials & Supplies	201,064	345,500	365,075	360,675
Total Expenditures	201,064	345,500	365,075	360,675
Program Revenue	(68,220)	(130,500)	(190,000)	(190,000)
Net Expenditures	132,844	215,000	175,075	170,675

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Promote a city-wide Youth Summer Tennis Program, Morgan Keegan Summer Youth Tennis Clinics	To provide the youth with affordable, organized, and supervised summer tennis recreation	Number of youth attending tennis programs	1,350	1,350	1,350
Provide a Free Introductory Level Tennis Clinic for Youth and Adults	To introduce the sport of tennis to youth, adults, and seniors	Number of participants attending program	400	400	410
Sponsor the Memphis City Adult Tournament	To offer city-wide United States Tennis Association (USTA) sanctioned tournament	Number of participants in tournament	120	125	125

Description

Recreation Operations provide leadership and direction to professional staff to ensure that quality of life is enhanced through delivery of recreational programs and leisure services to the citizens of Memphis.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	131,696	149,124	177,571	194,793
Materials & Supplies	45,745	43,090	33,331	43,090
Net Expenditures	177,441	192,214	210,902	237,883
<i>Funded Staffing Level</i>	3.00	2.00	2.50	3.00
Authorized Complement				3

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Promote collaborative efforts with the community through the participation and support of recreation facilities and programs	To develop new programs to promote community involvement & support	Number of programs implemented	5	7	7
Provide facilities for citizens to utilize during non operational hours for various activities	Support community activities through rentals of recreation facilities	Number of annual rentals	200	210	210
Promote staff career development and training	To encourage staff members to enroll / participate in programs for professional development	Number of staff members to receive a minimum of 40 hrs professional development	65	65	65

Description

Summer Programs provide safe, affordable neighborhood day camp for youths ages 5 - 12 and employment and training opportunities for youth and adults.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	447,782	329,406	420,459	266,776
Materials & Supplies	4,115	4,500	1,750	4,500
Total Expenditures	451,897	333,906	422,209	271,276
Program Revenue	(201,140)	(210,000)	(210,000)	(210,000)
Net Expenditures	250,757	123,906	212,209	61,276

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide safe, affordable neighborhood day camp programs for children ages 5-12	To operate 27 day camps that serve over 2,200 children	Number of children served	2,100	2,000	2,200
Promote sponsorships through the participation and support of businesses, churches and citizens within each community	To seek support funding to offset the financial demands of increasing the participation of children within the camps	Number of sponsorships targeted	10	10	15
Provide safe, affordable neighborhood day camp programs for children ages 13-15	To operate 6 teen camps that serve 60 teenagers	Number of teens served	70	50	60
Provide diverse recreational opportunities	Sports such as basketball, tennis, kickball and softball several times per week	Number of Athletic and Aquatic activities per week	5	5	5

Description

Community Centers provide diverse recreation opportunities and programs that will enhance the physical and mental well-being of the citizens of Memphis.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	4,504,650	3,877,158	3,969,975	3,839,866
Materials & Supplies	1,541,265	1,216,240	1,280,794	1,230,333
Total Expenditures	6,045,915	5,093,398	5,250,769	5,070,199
Program Revenue	(235,071)	(301,500)	(272,431)	(304,500)
Net Expenditures	5,810,844	4,791,898	4,978,338	4,765,699
<i>Funded Staffing Level</i>	88.00	81.00	79.33	81.00
Authorized Complement				88

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide diverse recreational opportunities and core programs	To provide three (3) core programs which consist of Health, Fitness and Wellness; Educational and Character Development and Training; Cultural Arts and Expression to youth, adults, and seniors	Number of CORE programs/other activities offered at all centers	200	200	200
Provide diverse recreational opportunities and core programs	To provide youth with social enrichment activities such as mentoring programs, financial literacy, gang prevention and conflict resolution	Number of youths served	2,300	2,600	2,600

Description

Indoor aquatic facilities offer year-round aquatics opportunities for the citizens of Memphis.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	684,747	614,047	702,001	472,878
Materials & Supplies	187,174	218,367	199,219	211,574
Total Expenditures	871,921	832,414	901,220	684,452
Program Revenue	(14,609)	(18,825)	(18,325)	(11,325)
Net Expenditures	857,312	813,589	882,895	673,127
<i>Funded Staffing Level</i>	2.00	2.00	2.00	2.00
Authorized Complement				2

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Offer year round aquatic opportunities for the citizens of Memphis	Operate outdoor and indoor pools that will serve Memphis citizens	Percent of goal reached	100%	95%	95%
Provide a safe environment in Aquatics for participants	Require lifeguards, pool managers be certified or re-certified in CPR and First Aid	Percent of staff certified	100%	100%	100%
Offer diverse Aquatic opportunities and programs	Provide a variety of Aquatic activities and programs to all segments of the population	Number of activities and programs implemented for a diverse population	10	10	10
Offer diverse Aquatic opportunities and programs	Provide a variety of Aquatic activities and programs to all segments of the population	Number of persons in swimming classes	500	500	500

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	2,652,839	2,706,310	2,344,485	2,571,715
Materials & Supplies	2,405,994	2,282,903	2,151,874	2,256,223
Inventory	18,135	91,675	64,725	75,300
Transfers out	287,198	0	0	0
Total Expenditures	5,364,166	5,080,888	4,561,084	4,903,238
Program Revenue	(3,306,857)	(3,503,500)	(2,988,339)	(3,522,500)
Net Expenditures	2,057,309	1,577,388	1,572,745	1,380,738
<i>Funded Staffing Level</i>	25.00	25.00	21.17	25.00
Authorized Complement				25

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide a positive golf experience	To provide "Extra Effort" customer service training to golf shop employees	Number of employees trained	100%	100%	100%
Provide a positive golf experience	To perform quarterly inspections of all Golf Clubhouses	Percent of inspections	100%	100%	100%
Provide a positive golf experience	To maintain and improve golf course conditions to ensure compliance with Park Services regulations and standards by June 2006	Percent of courses in compliance	100%	100%	100%
Provide a positive golf experience	To maintain or improve our Memphis Poll rating	Memphis Poll rating	91%	91%	91%
Provide a positive golf experience	To increase the number of rounds played at The Memphis Public Links.	Number of rounds played	121,397	120,490	125,600

PARK SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Administration</u>		CLERK PAYROLL A	1
ASST ADMINISTRATIVE	1	CONSERVATOR	1
CLERK GENERAL B	1	COORD EXHIBITS GRAPHIC SVCS	1
DIRECTOR PARK SVCS	1	COORD FACILITIES	1
DIRECTOR PARKS OPERATIONS DEPUTY	1	CREWPERSON	4
MGR ADMIN SVCS PARKS	1	DIRECTOR MUSEUM	1
MGR PUBLIC AFFAIRS	1	MGR BUSINESS AFFAIRS	1
SECRETARY A	1	MGR COLLECTIONS	1
SUPER HR PARKS	1	MGR EDUCATION	1
SUPER PAYROLL ACCOUNTING	1	MGR EXHIBITS GRAPHICS	1
Total Administration	9	MGR SCHOOL TEACHER SVCS	1
<u>Planning & Development</u>		RECEPTIONIST	1
ADMR PLANNING DEV	1	REGISTRAR MUSEUM	1
ARCHITECT LANDSCAPE	1	SPEC EXHIBITS MEDIA	1
CLERK GENERAL A	2	SUPER BOX OFFICE	1
Total Planning & Development	4	SUPER EXHIBIT GRAPHIC SVCS	1
<u>Park Operations</u>		SUPER PLANETARIUM	1
ADMR PARK MAINT CONST	1	Total Museum	22
CLERK PAYROLL A	1	<u>Historic Homes</u>	
CREWCHIEF	11	FOREMAN PARKS	1
CREWPERSON	1	MANAGER RNT ASST	1
CREWPERSON SEMISKILLED	1	MGR HISTORIC PROPERTIES	1
DRIVER TRUCK	33	Total Historic Homes	3
FOREMAN ZONE MNT	7	<u>Nature Center</u>	
HORICULTURIST	1	CURATOR BACKYARD WILDLIFE CTR	1
MECH HEAVY EQUIP	1	FOREMAN GROUNDS MNT	1
MECH MNT	4	MGR LICHTERMAN NATURE CTR	1
OPER HEAVY EQUIP	1	RECEPTIONIST	1
OPER HEAVY EQUIP LD	1	SUPER GUEST RETAIL SVCS	1
OPER SWEEPER	1	SUPER OPERATIONS LNC	1
SUPER BUSINESS AFFAIRS	1	TEACHER NATURALIST CF	1
SUPER PARK CONST MAINT	1	Total Nature Center	7
SUPER ZONE MAINT PARKS	1	<u>Memphis Botanic Garden</u>	
TRIMMER TREE	2	BOTANIST BOTANICAL CTR	1
Total Park Operations	69	CREWCHIEF	1
<u>Museum</u>			
ADMR PROGRAMS	1		
CLERK ACCOUNTING B	1		



PARK SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
CREWPERSON	2	SECRETARY B	2
DRIVER TRUCK	1	SECRETARY C	<u>2</u>
RECEPTIONIST	1	Total Community Centers	88
SUPER BOTANTICAL GRDNS	1	<u>Aquatics</u>	
Total Memphis Botanic Garden	<u>7</u>	MGR AQUATIC	1
<u>Senior Centers</u>		SUPER AQUATIC	<u>1</u>
COOK	3	Total Aquatics	2
CUSTODIAN	4	<u>Golf</u>	
DIRECTOR COMMUNITY CTR	5	ADMR GOLF ENTERPRISE	1
DIRECTOR COMMUNITY CTR ASST	3	FOREMAN GOLF COURSE MNT	8
Total Senior Centers	<u>15</u>	MGR FACILITY GOLF I	3
<u>Skinner Center</u>		MGR FACILITY GOLF II	5
CUSTODIAN	1	SECRETARY B	1
DIRECTOR COMMUNITY CTR	1	SUPER GOLF	4
SPEC ATHLETIC	<u>1</u>	TRIMMER TREE	<u>3</u>
Total Skinner Center	3	Total Golf	25
<u>Athletics</u>		<u>TOTAL PARK SERVICES</u>	<u>261</u>
MGR ATHLETICS	1		
SPEC ATHLETIC	<u>3</u>		
Total Athletics	4		
<u>Recreation Operations</u>			
CLERK ACCOUNTING B	1		
DIRECTOR PARK RECREATION DEP- UTY	1		
SECRETARY A	<u>1</u>		
Total Recreation Operations	3		
<u>Community Centers</u>			
ADMR RECREATION SVCS	1		
CUSTODIAN	26		
DIRECTOR COMMUNITY CTR	26		
DIRECTOR COMMUNITY CTR ASST	27		
MGR RECREATION PROG	4		



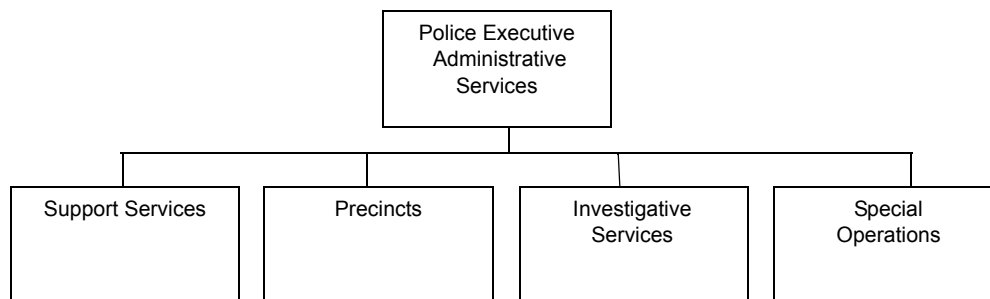
Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	184,765,993	198,433,640	195,069,079	207,485,130
Materials & Supplies	19,338,475	18,638,804	19,020,143	18,385,943
Capital Outlay	502,881	633,000	623,800	83,000
Transfers out	4,575,636	1,732,760	1,612,325	2,581,200
Total Expenditures	209,182,985	219,438,204	216,325,347	228,535,273
Program Revenue	(3,205,973)	(2,411,935)	(2,503,519)	(2,562,456)
Net Expenditures	205,977,012	217,026,269	213,821,828	225,972,817
<i>Funded Staffing Level</i>	2755.00	2726.66	2,824.75	2894.00
Authorized Complement				3016

Mission

To maintain public safety in the City of Memphis with focused attention on preventing and reducing crime, enforcing the law, and apprehending criminals.

Structure



Services

The Memphis Police Services Division is known as a law enforcement leader in the Southern United States. The multi-dimensional agency strives to be progressive in preserving the public safety of all citizens and in developing strong partnerships within the community. Officers are expected to be highly trained and proficient as well as culturally sensitive. The Police Division responsibilities include preventing and reducing crime, addressing illegal drug activity, solving crimes against persons and property, vigorously enforcing traffic laws and providing specialized support units such as Canine, Harbor, Air Support, Mounted Patrol and Tactical Units.

Issues & Trends

Situated on the border of three states sub-divided by the Mississippi River, the City of Memphis has become a regional distribution center. The unique geography and growing metropolitan population has presented many public safety challenges. The technology explosion has created a criminal population that is mobile and well organized. Gang members often have elaborate networks, cell phones, pagers, and computers to assist them in their criminal enterprises. Technology has driven increases in identity theft, fraud, and credit card theft during recent years. The building boom in Memphis has created jobs for a growing Hispanic population, resulting in special needs for the Police Division. The violence committed against or perpetrated by the youngest members of the community is a reflection of larger societal issues such as poverty, family dissolution and indifference to this vulnerable population.

Strategic Goals

- Department wide Blue Crush™ initiative reaching all communities.
- Increase recruiting efforts and reduce crime through the use of media advertising
- Aggressively pursue criminals involved with guns, gangs and drugs
- Reclaim neighborhood parks, libraries and community centers through the reduction of Part 1 Crimes and quality of life arrests
- Reduce youth violence in the schools and on the streets through cooperative efforts with the Memphis City Schools and the District Attorney's Office
- Improve driver and passenger safety through strict enforcement of traffic laws especially seat belt and car seat usage

Budget Highlights

- Adjust and redeploy manpower to better utilize tax dollars relating to police salaries
- Increase driver training and officer safety awareness
- Increase communication through monthly newsletters issued by the Memphis Police Department, Memphis Police Association and the Afro-American Police Association

Demand Measures

Number of Precincts/Traffic	10
Number of Community Policing Offices	14
Hazardous material squads	2
Commissioned personnel	2,263
Total vehicle in fleet	1,603
Total calls dispatched for service	940,586



FY 2010 Performance Highlights

- Graduated five Memphis Police classes, two Lateral classes and one Police Service Technician classes - 196 Memphis Police Officers.
- The Memphis Police Department's success in solving homicides in 2008 was 84 percent with the solve rate for 2009 at 90 percent. The national clearance rate hovered around 62percent last year according to the FBI.
- The City of Memphis experienced a 12.6% reduction in crime overall 2009.
- Completed Phase 2 of CyberWatch and launched MPD Citizen/Neighborhood Blogs for Citizen input.
- Enhanced efforts toward preventing juvenile crime with cooperation from the District Attorney's Office, Memphis City Schools and Crime Stoppers.
- Enhanced efforts to eliminate street crime by focusing additional resources toward guns, gangs and drugs.
- Purchased, through grant funds, 2 additional SkyWatch Towers
- Purchased (102) License Plate Readers through Capital Acquisition and Grant funds.
- Promoted officers to the rank of Deputy Chief, Colonel, and Lieutenant.
- Launched the Memphis Police Foundation with donations reaching \$50,000 in first six months.
- Launched aggressive recruiting campaign through mass media outlets and an extensive online presence including the implementation of an online job application

■ charges for services

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Fines & Forfeitures	(58,065)	(45,000)	(50,000)	(54,106)
DUI BAC Fees	(5,440)	(4,000)	(4,017)	(4,500)
Sex Offender Registry Fees	(60,609)	(48,790)	(48,790)	(48,790)
911 Emergency Services	(292,545)	(292,545)	0	0
Sale Of Reports	(502,657)	(6,000)	(259,060)	(259,060)
Police Special Events	(934,763)	(825,000)	(750,000)	(850,000)
Tow Fees	20	0	0	0
Officers in the Schools	(1,203,683)	(914,000)	(1,067,000)	(1,067,000)
Federal Grants - Others	(241,637)	(247,600)	(274,772)	(240,000)
Local Shared Revenue	244,710	0	0	0
Miscellaneous Income	(87,880)	0	0	0
Miscellaneous Revenue	(63,424)	(29,000)	(49,880)	(39,000)
Total Charges for Services	(3,205,973)	(2,411,935)	(2,503,519)	(2,562,456)

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	32,075,679	33,844,493	32,672,745	33,574,609
Materials & Supplies	2,530,696	1,804,901	1,888,630	1,714,766
Capital Outlay	(19,875)	25,000	5,800	15,000
Transfers out	0	105,000	0	0
Total Expenditures	34,586,500	35,779,394	34,567,175	35,304,375
Program Revenue	(161,139)	(321,600)	(339,000)	(329,106)
Net Expenditures	34,425,361	35,457,794	34,228,175	34,975,269
<i>Funded Staffing Level</i>	570.00	526.00	507.00	526.00
Authorized Complement				571

Legal level consolidation of *Administration, Crime Prevention, Vice & Narcotics, Inspectional Services, Training Academy and Research & Development.*

Description

To provide law enforcement leadership to meet the needs of the Memphis Police Department and the citizens of the City of Memphis. To determine and administer the policies and procedures of the Police Services Division. To ensure the division is in compliance with the laws of the State of Tennessee and the City of Memphis. To provide legal advice and service to the Police Administration regarding actions of the Police Services Division, including actions of police officers with the public.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	6,799,425	7,558,513	6,572,459	6,462,912
Materials & Supplies	291,468	302,395	286,770	295,793
Capital Outlay	8,932	25,000	5,800	15,000
Total Expenditures	7,099,825	7,885,908	6,865,029	6,773,705
Program Revenue	(247,692)	(261,600)	(259,000)	(245,000)
Net Expenditures	6,852,133	7,624,308	6,606,029	6,528,705
<i>Funded Staffing Level</i>	75.00	73.00	73.33	73.00
Authorized Complement				75

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Meet the personnel needs of the Police Division in a timely fashion	To graduate 4-5 police classes	Number of recruits employed	196	213	150
Continue the reduction of Part 1 crimes in this City	To evaluate criminal activity using the COMPSTAT process	Number of Part 1 crimes	67,110	-5%	-5%
Meet or exceed the national crime solve rate (clearance rate) as reported by the FBI	To meet or exceed most recent reported years solve rate from zero to a percentage rate	Number of Part 1 crimes solved nationally	28%	32%	36%

Description

To develop and indoctrinate new and innovative strategies that will focus on increasing a positive image of the division through structured proactive initiatives. The programs will develop and maintain an authentic approach to include the community in the development and growth of youth through a collaborative effort by providing structured year-round programs. The curriculum is developed to reduce the temptation of delinquent behavior and increase positive adult contact, providing alternatives that encourage youth and parental participation and development through interaction with police officers.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	591,334	0	21,326	0
Materials & Supplies	31	0	25	0
Net Expenditures	591,365	0	21,351	0

Description

To address illegal drug activity, including the interdiction of interstate transported drugs. This unit also enforces federal, state and local laws relating to alcohol, gambling, obscenity violations and prostitution.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	11,715,978	12,144,962	13,156,247	13,589,288
Materials & Supplies	237,437	205,870	155,381	269,695
Total Expenditures	11,953,415	12,350,832	13,311,628	13,858,983
Program Revenue	(58,065)	(45,000)	(50,000)	(54,106)
Net Expenditures	11,895,350	12,305,832	13,261,628	13,804,877
<i>Funded Staffing Level</i>	219.00	218.00	200.50	218.00
Authorized Complement				219

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Expand enforcement street-level drug offenses	To increase the number of drug arrests by 15%	Percent difference from the previous year	22%	10%	10%
Expand enforcement street-level drug offenses	To increase the money generated from State assets forfeitures by \$100,000	Total dollar amount generated from state seizures	\$3.3 million	\$4.6 million	\$4.6 million

Description

To ensure and entrust to the citizens that we, as an internal investigating unit, have the ability to police our own members with integrity, professionalism, unbiased opinions, fairness, and that the final disposition will be based on facts.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	2,062,051	2,041,853	2,232,468	2,415,761
Materials & Supplies	81,076	80,716	82,830	82,848
Net Expenditures	2,143,127	2,122,569	2,315,298	2,498,609
<i>Funded Staffing Level</i>	33.00	33.00	31.67	33.00
Authorized Complement				33

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Investigate each complaint with integrity and honesty through the highest standards of ethics and performance	To accept and investigate all complaints from citizens or Police Division employees regarding misconduct or wrongdoing of any sworn or civilian employee of the division in a thorough, timely and impartial manner and investigations completed within 30 days	Percent of investigations completed within 30 days	65%	65%	65%
Expand the unit's operation to assist other City divisions in internal matters	To make ISB available for Internal matters	Number cases outside division	7	7	10
Ensure the bureau has the appropriate systems, equipment and processes in place to enhance the unit's ability to conduct covert operations	To update the unit's computer system to allow the Inspectional Services Bureau to track all aspects of misconduct charges lodged against personnel of the Police Services Division	Percent of capability sought	100	100%	100%

Description

To recruit, employ and train qualified applicants to meet the Memphis Police Division's personnel complement needs for police officers and PSTs and to provide retraining and in-service training in compliance with the standards of the Tennessee P.O.S.T. Commission (Peace Officer Standards and Training).

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	10,069,523	11,288,092	9,675,356	10,065,461
Materials & Supplies	1,371,441	1,204,320	1,133,073	1,061,755
Capital Outlay	(29,500)	0	0	0
Total Expenditures	11,411,464	12,492,412	10,808,429	11,127,216
Program Revenue	144,618	(15,000)	(30,000)	(30,000)
Net Expenditures	11,556,082	12,477,412	10,778,429	11,097,216
<i>Funded Staffing Level</i>	229.00	188.00	188.08	188.00
Authorized Complement				230

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Meet the personnel needs of the Police Division in a timely fashion	To graduate 4-5 police classes	Number of recruits graduated	196	213	150
Provide state-of-the-art in-service training that addresses contemporary policing practices	To develop a useful curriculum aimed at specific units within the department	Percent of lesson plans with revised or newly developed curriculum	100%	100%	100%
Offer contemporary, specialized schools that meet the ever-changing needs of internal and external law enforcement personnel	To scrutinize lesson plans for diverse specialized schools to ensure that they meet standards	Percent of lesson plans scrutinized and meeting standards	100%	100%	100%
Offer contemporary, specialized schools that meet the ever-changing needs of internal and external law enforcement personnel	To assess value and applicability of schools held by having students complete evaluations after each training session	Percent of school participants completing evaluations	100%	100%	75%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide several courses for Patrol Rifle operators	To acquire (240) additional Patrol Rifles,	Percent of new Patrol Rifle operators	33%	90%	100%



Description

The Memphis Police Department's Research and Development Unit provides administrative support for the Director of Police Services, Command Staff, and other units throughout our agency. Staff responsibilities include, but are not limited to: shaping departmental policies and procedures to enhance the effective delivery of police service; maintaining the Memphis Police Division web site, which allows worldwide access to our agency; monitoring grant activities to ensure local, state and federal grant requirements are followed; and actively participating in community service projects that will benefit the citizens of Memphis.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	837,368	811,073	1,014,889	1,041,187
Materials & Supplies	549,243	11,600	230,551	4,675
Capital Outlay	693	0	0	0
Transfers out	0	105,000	0	0
Net Expenditures	1,387,304	927,673	1,245,440	1,045,862
<i>Funded Staffing Level</i>	14.00	14.00	13.42	14.00
Authorized Complement				14

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Promote the MPD through the production of high quality publications and projects	To increase awareness of the MPD's progress and achievements on both the local and national level	Number of annual reports distributed	1,500	1,500	1,500
Promote the MPD through the production of high quality publications and projects	To increase awareness of the MPD's progress and achievements on both the local and national level	Number of web updates	50	50	100
Promote the MPD through the production of high quality publications and projects	To publish monthly newsletter highlighting departmental events	Number of monthly newsletter published	6	6	6
Promote the MPD through the production of high quality publications and projects	To publish monthly newsletter highlighting departmental events	Number of copies printed	12,000	12,000	12,000

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Increase the number of resources available to the staff via on-line services and increase opportunities for networking with other agencies	To utilize electronic and traditional means to handle information requests	Number of information requests handled (surveys)	200	250	300

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	13,785,190	16,299,769	17,004,943	17,516,316
Materials & Supplies	6,048,185	6,145,104	6,264,323	5,834,198
Capital Outlay	433,660	530,000	540,000	25,000
Transfers out	4,575,636	1,627,760	1,612,325	2,581,200
Total Expenditures	24,842,671	24,602,633	25,421,591	25,956,714
Program Revenue	(795,220)	(298,545)	(259,060)	(259,060)
Net Expenditures	24,047,451	24,304,088	25,162,531	25,697,654
<i>Funded Staffing Level</i>	297.00	290.00	290.33	290.00
Authorized Complement				297

Legal level consolidation of *Support Services, Communication Services, Financial Services, Personnel Services, Information Technology, Property & Evidence and Real Time Crime Center.*

Description

To provide professional and efficient services to meet the Fiscal and Human Resources operational needs of the Memphis Police Department.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	200,733	287,454	343,422	232,404
Materials & Supplies	3,754,135	4,049,796	4,236,429	3,894,750
Capital Outlay	24,536	30,000	30,000	25,000
Transfers out	4,575,636	1,627,760	1,612,325	2,581,200
Total Expenditures	8,555,040	5,995,010	6,222,176	6,733,354
Program Revenue	(18)	0	0	0
Net Expenditures	8,555,022	5,995,010	6,222,176	6,733,354
<i>Funded Staffing Level</i>	9.00	8.00	9.00	8.00
Authorized Complement				9

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide accurate and timely pay information for the Police Division	To accurately process 26 bi-weekly payrolls annually within established processing time frames and review for accuracy	Bi-weekly payrolls processed within the timeframes established	26	26	26

POLICE SERVICES

COMMUNICATION SERVICES

Description

To dispatch calls for public service and provide a quality, professional emergency/non-emergency communication link between the public and the Police Department. To provide a quality phone-based system for filing minor offense police reports in a prompt and timely manner. To maintain all communications equipment utilized by the Police Division. Communication Services provide services for Police, Fire, Public Works, Solid Waste Management, General Services, Animal Shelter, Park Services, and Executive Division.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	10,366,034	11,334,347	11,208,255	11,658,832
Materials & Supplies	497,369	481,446	429,216	427,497
Capital Outlay	409,124	500,000	510,000	0
Total Expenditures	11,272,527	12,315,793	12,147,471	12,086,329
Program Revenue	(795,202)	(298,545)	(259,060)	(259,060)
Net Expenditures	10,477,325	12,017,248	11,888,411	11,827,269
Funded Staffing Level	184.00	182.00	183.75	182.00
Authorized Complement				184

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Ensure the Communications Dispatch Bureau is fully staffed with qualified personnel to provide quality service to our diverse community	To select qualified personnel to fill 100% of complement from two classes annually and with 90% successfully completing probation period	Number of positions filled	17	20	20
Ensure the Communications Dispatch Bureau is fully staffed with qualified personnel to provide quality service to our diverse community	To select qualified personnel to fill 100% of complement from two classes annually and with 90% successfully completing probation period	Percent of new dispatchers successfully completing probation period	65%	75%	75%
Ensure the Communications Dispatch Bureau is fully staffed with qualified personnel to provide quality service to our diverse community	To select qualified personnel to fill 100% of complement from two classes annually and with 90% successfully completing probation period	Number of calls for service	888,192	950,365	1,016,891



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Ensure the Communications Dispatch Bureau is fully staffed with qualified personnel to provide quality service to our diverse community	To select qualified personnel to fill 100% of complement from two classes annually and with 90% successfully completing probation period	Number of 9-1-1 calls	610,092	628,395	647,197

Description

To provide professional and efficient services for meeting the fiscal needs of the Memphis Police Division. Accountable for the oversight of payroll, accounting, purchasing and budget records within the Police Division. This unit ensures proper salary administration and maintenance of personnel records.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	466,766	482,096	485,312	483,294
Net Expenditures	466,766	482,096	485,312	483,294
<i>Funded Staffing Level</i>	12.00	12.00	11.25	12.00
Authorized Complement				12

Goals, objectives and performance measures included with the Support Services

Description

To provide professional and efficient services to meet the Human Resources operational needs of the Memphis Police Department. Accountable for the overseeing of the personnel records within the Police Division thus ensuring proper salary administration and maintenance of all personnel records. This includes employee attendance, benefit records, employment, manpower authorization, administration of M.P.A. Contract and maintenance of the On-the-Job Injury Program. Personnel Services also gives direction to managers in resolving employee problems.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	265,695	273,010	298,370	319,891
Materials & Supplies	269,516	14,110	5,587	(2,000)
Net Expenditures	535,211	287,120	303,957	317,891
<i>Funded Staffing Level</i>	8.00	8.00	7.42	8.00
Authorized Complement				8

Goals, objectives and performance measures included with the Support Services

Description

To ensure an orderly flow of information between system users and other organizations by providing an infrastructure that is both technically sound and cost efficient. To provide timely data that allows the logical planning of tactical solutions and maximizes the deployment of our resources in reduction of crime in Memphis.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	537,061	510,045	521,270	542,351
Materials & Supplies	1,471,354	1,526,532	1,519,286	1,438,301
Net Expenditures	2,008,415	2,036,577	2,040,556	1,980,652
<i>Funded Staffing Level</i>	7.00	7.00	7.00	7.00
Authorized Complement				7

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide timely quality services and user support in response to client needs	To provide training on MPD applications and provide training on desktop applications within budget constraints	Number of users trained	400	400	400
Provide timely quality services and user support in response to client needs	To continue handheld computer project	Number of units issued	1,100	1,100	1,600

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	1,948,901	2,148,737	1,781,583	1,855,294
Materials & Supplies	55,811	67,895	67,895	66,525
Net Expenditures	2,004,712	2,216,632	1,849,478	1,921,819
<i>Funded Staffing Level</i>	36.00	36.00	33.58	36.00
Authorized Complement				36

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	0	1,264,080	2,366,731	2,424,250
Materials & Supplies	0	5,325	5,910	9,125
Net Expenditures	0	1,269,405	2,372,641	2,433,375
<i>Funded Staffing Level</i>	41.00	37.00	38.33	37.00
Authorized Complement				41



Description

To provide professional, efficient police service, improve public safety, enhance quality of life, and strengthen partnerships within the community.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	98,346,292	104,841,913	105,273,964	114,144,103
Materials & Supplies	8,657,310	8,317,815	8,756,646	8,409,711
Capital Outlay	976	0	0	0
Total Expenditures	107,004,578	113,159,728	114,030,610	122,553,814
Program Revenue	(940,709)	(825,000)	(755,722)	(850,000)
Net Expenditures	106,063,869	112,334,728	113,274,888	121,703,814
<i>Funded Staffing Level</i>	1516.00	1513.00	1,511.50	1,508.00
Authorized Complement				1,508

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Reduce crime	To reduce Property Crimes-Burglary/Auto Theft	Number of burglaries reported	11,447	10,875	10,331
Reduce crime	To reduce Property Crimes-Burglary/Auto Theft	Number of Auto Thefts reported	4,621	4,390	3,951
Promote public awareness	To initiate traffic saturation	Number of saturations	250	601	780
Promote public awareness	To improve neighborhood based service	Number of neighborhood watch groups	579	667	801
Promote public awareness	To improve neighborhood based service	Number of citizens attending neighborhood watch meetings	7,150	7,500	7,650
Promote public awareness	To improve neighborhood based service	Number of Citizen Ambassadors	250	423	525
Promote public awareness	To educate citizens in public safety	Number of citizen academy classes	8	9	9

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Promote public awareness	To educate citizens in public safety	Number of cultural awareness training programs	11	15	21



POLICE SERVICES

INVESTIGATIVE SERVICES

Description

To provide the traditional investigative process required of the police detective in pursuing the successful solving of crimes committed against persons and property as stated in the overall mission of the Memphis Police Services Division.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	21,546,780	22,093,269	20,940,054	22,485,379
Materials & Supplies	515,181	554,306	546,550	691,892
Capital Outlay	29,500	78,000	78,000	43,000
Total Expenditures	22,091,461	22,725,575	21,564,604	23,220,271
Program Revenue	(80,382)	(48,790)	(68,562)	(48,790)
Net Expenditures	22,011,079	22,676,785	21,496,042	23,171,481
<i>Funded Staffing Level</i>	281.00	282.00	274.42	282.00
Authorized Complement				281

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Enhance the investigation process of criminal offenses	To handle status and criminal offenses committed by youths with adequate staffing through the Juvenile Crime Squad	Number of cases handled	1,614	1,160	1,200
Meet or exceed the national crime solve rate (clearance rate) as reported by the most recent FBI report.	To exceed most recent reported years solve rate	Number of Part 1 crimes solved by MPD	6,373	6,854	7,368
Meet or exceed the national crime solve rate (clearance rate) as reported by the most recent FBI report.	To enhance the ability of investigators to investigate and solve computer-related crimes by training of investigators in computer related fraud	Number of investigators trained in computer fraud	0	0	1
Meet or exceed the national crime solve rate (clearance rate) as reported by the most recent FBI report.	To follow all complaints from origin to conclusion by requiring supervisors to review all cases submitted and cases solved	Percent of cases reviewed by supervisors	50%	55%	60%



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Meet or exceed the national crime solve rate (clearance rate) as reported by the most recent FBI report.	To follow all complaints from origin to conclusion by requiring supervisors to review all cases submitted and cases solved	Total number of cases received	123,155	116,997	111,147
Meet or exceed the national crime solve rate (clearance rate) as reported by the most recent FBI report.	To follow all complaints from origin to conclusion by requiring supervisors to review all cases submitted and cases solved	Number of Part I cases received	61,024	57,973	55,074

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	19,012,052	21,354,196	19,177,373	19,764,723
Materials & Supplies	1,587,103	1,816,678	1,563,994	1,735,376
Capital Outlay	58,620	0	0	0
Total Expenditures	20,657,775	23,170,874	20,741,367	21,500,099
Program Revenue	(1,228,523)	(918,000)	(1,081,175)	(1,075,500)
Net Expenditures	19,429,252	22,252,874	19,660,192	20,424,599
<i>Funded Staffing Level</i>	359.00	248.00	241.50	246.00
Authorized Complement				359

Legal level consolidation of *Special Operations* and *Traffic Bureau*.

Description

Special Services of Special Operations provides the Memphis Police Division with specialized support units of highly trained officers to assist in enforcing State and City ordinances and to assist in promoting a safe environment for the citizens of Memphis. This includes the following squads: Canine, Harbor, Air Support, Mounted Patrol and Tactical.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	11,055,953	11,785,679	11,025,011	11,624,135
Materials & Supplies	1,138,795	1,307,027	1,134,866	1,226,172
Total Expenditures	12,194,748	13,092,706	12,159,877	12,850,307
Program Revenue	(1,228,083)	(914,000)	(1,071,750)	(1,071,000)
Net Expenditures	10,966,665	12,178,706	11,088,127	11,779,307
<i>Funded Staffing Level</i>	210.00	126.00	123.00	124.00
Authorized Complement				210

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Ensure Special Operations (Special Services) maintains the appropriate complement of officers with high proficiency levels to effectively perform the stated mission	To enhance the proficiency of the pilots who are assigned to the Memphis Police Department Aviation unit, by scheduling training for an additional 8 pilots to be instrument certified	Number of instrument certified pilots	12	12	15
Ensure Special Operations (Special Services) maintains the appropriate complement of officers with high proficiency levels to effectively perform the stated mission	To maintain the safety record of the Air Support Division by continuing to be accident free	Number of aircraft accidents at the aviation	0	0	0

Description

The mission of the Traffic Division is to vigorously enforce the traffic laws within the city of Memphis, conduct accident investigations, and promote safety through enforcement and awareness, thereby reducing personal injury and property damage accidents.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	7,956,099	9,568,517	8,152,362	8,140,588
Materials & Supplies	448,308	509,651	429,128	509,204
Capital Outlay	58,620	0	0	0
Total Expenditures	8,463,027	10,078,168	8,581,490	8,649,792
Program Revenue	(440)	(4,000)	(9,425)	(4,500)
Net Expenditures	8,462,587	10,074,168	8,572,065	8,645,292
<i>Funded Staffing Level</i>	149.00	122.00	118.50	122.00
Authorized Complement				149

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Ensure Special Operations (Special Services) maintains the appropriate complement of officers with high proficiency levels to effectively perform the stated mission	To reduce total vehicle crashes by 10%	Number of vehicle crashes	31,558	30,606	29,688
Ensure Special Operations (Special Services) maintains the appropriate complement of officers with high proficiency levels to effectively perform the stated mission	To reduce total vehicle crashes by 10%	Percent of reduction in vehicle crashes	3%	4%	5%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Ensure Special Operations (Special Services) maintains the appropriate complement of officers with high proficiency levels to effectively perform the stated mission	To conduct a total of 120 saturations in high vehicle crash locations one week each month	Number of checkpoints/saturations	300	328	352
Ensure Special Operations (Special Services) maintains the appropriate complement of officers with high proficiency levels to effectively perform the stated mission	To conduct a total of 120 saturations in high vehicle crash locations one week each month	Number of traffic fatalities	95	90	83
Educate the public and police officers on public safety	To conduct on site child restraint/seatbelt instructions and provide child restraints at checkpoint locations	Number of citizens receiving instructions	189	208	228
Educate the public and police officers on public safety	To conduct on site child restraint/seatbelt instructions and provide child restraints at checkpoint locations	Number of child restraints provided	218	240	264

POLICE SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Administration</u>		SERGEANT	7
ASST ADMINISTRATIVE	1	TRANSCRIPTIONIST	4
CHIEF POLIC SVCS DEPUTY	5	Total Inspectional Services	33
CLERK GENERAL A	2	<u>Training Academy</u>	
COLONEL LIEUTENANT	5	ANALYST POLICE EMPLOYMENT	1
DIRECTOR POLICE SVCS	1	CLERK GENERAL A	2
DIRECTOR POLICE SVCS DEPUTY	1	CLERK INVENT CONTROL	1
LIEUTENANT POLICE	7	COLONEL LIEUTENANT	1
MAJOR	3	COORD TRAINING PSYCH	1
MGR EARLY INTERVENTION PROG	1	GUNSMITH FIREARMS INST	1
MGR REAL TIME CRIME CTR SYSTEM	1	LIEUTENANT POLICE	6
NURSE OCCUPATIONAL HEALTH	1	MAJOR	1
OFFICER POLICE II	32	OFFICER POLICE II	35
SECRETARY A	6	RECRUIT POLICE	177
SECRETARY B	1	SECRETARY B	2
SERGEANT	6	SERGEANT	1
TECH POLICE SERVICE	1	SPEC VIDEO PRODUCTION	1
TRANSCRIPTIONIST	1	Total Training Academy	230
Total Administration	75	<u>Research & Development</u>	
<u>Vice & Narcotics</u>		LIEUTENANT POLICE	3
ANALYST ACCOUNTING	1	MAJOR	1
CLERK GENERAL A	4	MGR GRANTS POLICE	1
LIEUTENANT POLICE	16	OFFICER POLICE II	5
MAJOR	2	SERGEANT	2
OFFICER POLICE II	144	SPEC GRANT ADMIN	2
OFFICER POLICE II PROB	41	Total Research & Development	14
SECRETARY B	2	<u>Support Services</u>	
SERGEANT	8	CLERK GENERAL A	1
TECH POLICE SERVICE	1	CLERK GENERAL B	3
Total Vice & Narcotics	219	MESSENGER	1
<u>Inspectional Services</u>		MGR ADMIN SVCS	1
LIEUTENANT POLICE	4	PRINTER SR	1
MAJOR	2	SUPER FLEET MAINT	1
OFFICER POLICE II	15	SUPER MATERIAL PUB	1
SECRETARY C	1	Total Support Services	9
		<u>Communication Services</u>	
		ARTIST COMPOSITE	1
		CLERK GENERAL A	2



POLICE SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
CLERK GENERAL B	15	<u>Real Time Crime Center</u>	
DISPATCHER POLICE RADIO	146	ANALYST CRIME	10
MGR COMMUNICATIONS	1	ANALYST PROGRAMMER	1
SUPER CENTRAL RECORDS	1	LIEUTENANT POLICE	6
SUPER PHOTO GRAPHIC ARTS	1	MAJOR	1
SUPER RADIO DISPATCH	13	OFFICER POLICE II	17
TECH CAD SYSTEMS A	1	SUPER CRIME ANALYSIS	1
TECH PHOTO LAB	3	TECH POLICE SERVICE	5
Total Communication Services	184	Total Real Time Crime Center	41
<u>Financial Services</u>		<u>Precincts</u>	
ADMR POLICE FINANCE	1	ANALYST CRIME	1
ANALYST FINANCIAL SR	1	CLERK GENERAL A	21
CLERK ACCOUNTING A	1	CLERK GENERAL B	9
SPEC POLICE PAYROLL	8	CLERK INVENT CONTROL	18
SUPER POLICE PAYROLL	1	COLONEL LIEUTENANT	2
Total Financial Services	12	COLONEL POLICE	9
<u>Personnel Services</u>		LIEUTENANT POLICE	121
ANALYST PERSONNEL POLICE	2	MAJOR	34
CLERK GENERAL A	2	OFFICER POLICE II	1062
CLERK GENERAL B	1	OFFICER POLICE II PROB	213
SPEC PERSONNEL	1	SECRETARY B	9
SPEC PERSONNEL PAYROLL	1	SERGEANT	1
SUPER POLICE PERSONNEL	1	SUPER ARREST DATA ENTRY	1
Total Personnel Services	8	SUPER CLERICAL OPER	6
<u>Information Technology</u>		TECH PARKING ENFORCEMENT	1
ANALYST SYSTEM SOFTWARE LD	1	Total Precincts	1508
CLERK GENERAL A	1	<u>Investigative Services</u>	
LIEUTENANT POLICE	1	ANALYST CRIME	1
OFFICER POLICE II	3	CLERK GENERAL A	7
PROGRAMMER SYSTEM SR	1	COLONEL LIEUTENANT	1
Total Information Technology	7	COUNSELOR FAMILY TROUBLE CTR	2
<u>Property & Evidence</u>		CRIMINALIST II	1
ATTENDANT PROPERTY ROOM	22	EXAMINER LATENT PRINT	5
LIEUTENANT POLICE	6	LIEUTENANT POLICE	32
SUPER PROPERTY EVID SHIFT	8	MAJOR	11
Total Property & Evidence	36	OFFICER POLICE II	75
		SECRETARY B	2
		SERGEANT	130
		SPEC INVESTIGATIVE PROC A	1



POLICE SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
SPEC INVESTIGATIVE PROC B	2		
TECH IDENTIFICATION	1		
TRANSCRIPTIONIST	10		
Total Investigative Services	281		
<i>Special Operations</i>			
CLERK GENERAL A	2		
LIEUTENANT POLICE	12		
LIEUTENANT POLICE TACT	2		
MAJOR	3		
MAJOR TACT	1		
MECH HELICOPTER LEAD	1		
OFFICER POLICE II	65		
OFFICER POLICE II PROB	90		
OFFICER POLICE TACT	20		
PILOT HELICOPTER	3		
SECRETARY B	1		
SERGEANT	9		
SUPER AVIATION SHOP	1		
Total Special Operations	210		
<i>Traffic Bureau</i>			
CLERK GENERAL A	3		
COLONEL POLICE	1		
INVESTIGATOR TRAFFIC CRASH	40		
LIEUTENANT POLICE	20		
MAJOR	4		
OFFICER POLICE II	48		
SERGEANT	13		
TECH POLICE SERVICE	20		
Total Traffic Bureau	149		
<u>TOTAL POLICE SERVICES</u>	<u>3016</u>		





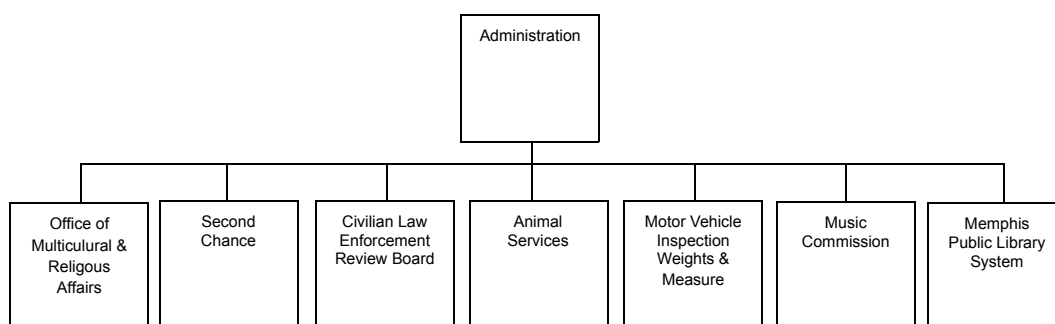
Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	16,856,709	16,643,073	16,990,095	18,015,256
Materials & Supplies	5,685,142	5,447,554	5,868,106	5,782,045
Capital Outlay	244	4,866	21,500	3,000
Total Expenditures	22,542,095	22,095,493	22,879,701	23,800,301
Program Revenue	(3,940,795)	(3,328,715)	(3,629,394)	(3,625,365)
Net Expenditures	18,601,300	18,766,778	19,250,307	20,174,936
<i>Funded Staffing Level</i>	375.00	368.00	347.67	355.00
Authorized Complement				375

Mission

To initiate strategically sound, positive programming and policies that will meet and exceed citizen expectations in order to deliver City services in the best manner possible. To improve the quality of service delivered to our citizens as a result of increased public awareness campaigns, training for our employees, and overall responsiveness to issues identified by our internal and external customers through coordination with City divisions, inter-governmental agencies, and the private sector.

Structure



Services

The Division of Public Services and Neighborhoods supports an active civic culture reflective of the diversity of the community's voices. The Division handles animal control, religious and multicultural affairs, vehicle inspections, police conduct complaints, promoting the "Memphis Sound" locally and nationally, library services and second chance opportunities for individuals with single felony convictions.

■ Issues & Trends

The Division of Public Services and Neighborhoods continues to address issues crucial to the City's focus on public safety and the development of opportunities to engage its citizenry in common interests.

■ Strategic Goals

- Increase capacity to better serve the growing number of registered vehicles in Memphis
- Broaden awareness on the vast array of services provided by the Memphis Public Library & Information Center
- Provide efficient and effective animal control services, encouraging responsible pet ownership
- Increase awareness and appreciation of the rich musical heritage resident in the City of Memphis
- Encourage the contribution and participation of ethnic and religious communities in the growth of the City of Memphis
- Provide quality re-entry programs for persons who formally have been incarcerated

■ Budget Highlights

- The Second Chance Program was awarded the Back on Track Grant from the United States Department of Justice and the Connections Grant from the United States Department of Labor
- The Library was awarded a grant from the United Way LINC 2-1-1, which funds a Database Manager position
- Completion of Applying Road Motor Vehicle Inspection Station

■ Demand Measures

Number of vehicles inspected	425,000
Number of animal control sterilization surgeries	1,894
Number of visitors to library	2,929,385
Number of computers sessions offered through the library	1,149,643
Number of library programs offered	1,810
Number of library cards issued	405,000
Approximate number of participants that have been placed in jobs since the creation of the Second Chance program	1,100



FY 2010 Performance Highlights

- The Memphis Library system introduced a new on-line computer reservation system to ensure equitable access to all citizens
-
- Web Cams and a new ventilation system installed in the Animal Shelter
-
- 288 Private and Public Sector partnerships with Second Chance Program

■ charges for services

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Dog License	(341,576)	(274,965)	(274,965)	(274,965)
County Dog License Fee	(83,568)	(83,568)	(83,568)	(83,568)
Library Fines & Fees	(740,791)	(850,000)	(850,000)	(850,000)
Misc Inspection Fees	(709)	0	(395)	0
Weights/Measures Fees	(248,365)	(200,000)	(200,000)	(200,000)
Fleet/Mobile Fees	(146,200)	0	(98,490)	(262,650)
Shelter Fees	(175,238)	(181,239)	(181,239)	(181,239)
Animal Vaccination	(23,151)	(18,234)	(18,234)	(18,234)
State Grant - Library	0	(50,000)	(96,000)	0
State Reimbursements	(474,573)	0	(71,700)	0
Local Shared Revenue	(651,240)	(654,709)	(654,709)	(654,709)
City of Bartlett	(979,023)	(950,000)	(1,034,000)	(1,034,000)
Miscellaneous Income	(60,500)	(50,000)	(50,000)	(50,000)
Donated Revenue	(1,894)	0	(94)	0
Grant Revenue - Library	(13,824)	(16,000)	(16,000)	(16,000)
Misc. Library Revenue	(143)	0	0	0
Total Charges for Services	(3,940,795)	(3,328,715)	(3,629,394)	(3,625,365)

Description

To provide leadership, management, direction and administrative support to all service centers within the Public Services and Neighborhoods Division.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	357,316	385,048	404,456	376,434
Materials & Supplies	72,083	39,872	44,411	41,301
Net Expenditures	429,399	424,920	448,867	417,735
<i>Funded Staffing Level</i>	4.00	4.00	3.50	4.00
Authorized Complement				4

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Develop and monitor annual division budget for compliance with the budget ordinance and resolutions	To ensure the division stays within budget by monitoring appropriation statements monthly	Percentage of approved division budget expended	100%	100%	100%
Develop and monitor annual division budget and maintain compliance with fiscal policies and procedures	To stay within budget while delivering the most cost effective and efficient strategies for operations	Percentage of approved division budget expended	100%	100%	100%
Develop and monitor annual division budget and maintain compliance with fiscal policies and procedures	To increase sources of revenue to sustain or improve services while staying within budget	Quarterly monitoring and forecasting revenues generated through programs and strategies developed that improve delivery of services	100%	100%	100%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Ensure that employees are adequately trained to perform their respective job functions by assessing their skill levels	Identify specific training opportunities available and require employees to take advantage of those opportunities in order to enhance their skills	Number of training hours	N/A	N/A	100%
Ensure the dissemination of information to the citizens relative to the services provided by the Division of Public Services & Neighborhoods	To increase visibility and responsiveness of our staff while providing a means for constructive feedback	Number of Town Hall meetings held by the Service Centers	2	3	13

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	392,091	451,406	459,882	472,815
Materials & Supplies	62,655	77,188	78,427	84,249
Net Expenditures	454,746	528,594	538,309	557,064
<i>Funded Staffing Level</i>	8.00	8.00	8.00	8.00
Authorized Complement				8

Legal level consolidation of *Special Services, Multi-Cultural Affairs, Second Chance and Civilian Law Enforcement Board.*

Description

The Special Services Departments are comprised of the Civilian Law Enforcement Review Board, Youth Services and Human Services. Civilian Law Enforcement Review Board Investigates citizen complaints of police misconduct and recommends resolutions; Youth Services addresses issues challenging youth in the community by implementing special initiatives for higher quality of life; and Human Services funds and provides services for non-profit human services agencies serving low-to-moderate income people and the homeless.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	44,380	0	0	0
Materials & Supplies	4,137	0	24	0
Net Expenditures	48,517	0	24	0

Description

To improve the quality of life of all Memphians by increasing citywide understanding of social, cultural, and economic contributions made by all citizens. To serve as a resource center which promotes positive change by assessing the issues and making recommendations to decision-makers about the challenges facing diverse cultures.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	138,785	140,174	139,156	141,269
Materials & Supplies	15,297	48,508	48,508	49,508
Net Expenditures	154,082	188,682	187,664	190,777
<i>Funded Staffing Level</i>	2.00	2.00	2.00	2.00
Authorized Complement				2

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Serve as a clearinghouse for multicultural and faith-based resources/information	Develop a resource database of multicultural & faith-based organizations/agencies (including contact information, type of services provided, languages spoken, and staff contact)	Number of total organizations listed	N/A	N/A	50
Organize outreach in multicultural and communities.	Host and/or support community events to educate and engage multicultural & religious populations on the issues of crime, health and civic engagement.	Number of community events	N/A	N/A	4
Function as liaison between faith-based and multicultural communities and the City of Memphis	Monitor Immigrant Task Force/Organization to address issues related to local immigrant communities' participation in and access to city services	Percentage of scheduled Task Force meetings or forums attended by OMRA staff	N/A	N/A	80%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Function as liaison between faith-based and multicultural communities and the City of Memphis	Facilitate meetings and seminars with faith-based collaboratives to provide assistance through grant making training and information dissemination (technical assistance and resources)	Number of meetings/ seminars	N/A	N/A	3
Recruit and engage volunteers from diverse ethnic and faith groups to serve as OMRA ambassadors	Organize a database of OMRA volunteers including information about languages spoken, organization memberships, and type of volunteer work requested	Number of OMRA Volunteer Ambassadors	N/A	N/A	100
Create a multi-media public awareness campaign about the role and services of Office of Multicultural and Religious Affairs (OMRA)	Provide information about access to city services and Language Line services to multicultural citizens through print, TV, radio, website and social marketing.	Number of OMRA driven/ led media opportunities	N/A	N/A	10
Assist immigrant families and communities in meaningfully accessing city services and resources	Coordinate with Memphis Police Department and Neighborhood Relations to provide trainings on effective neighborhood/ community organization	Number of multicultural neighborhood trainings	1	1	2
Improve access to multilingual information about government to immigrants and new citizens.	Increase the usage of translation services by multilingual populations to improve understanding and use of city services.	Number of language translation calls to Language Line	N/A	151	300
Partner with YMCA & City Schools for the Multicultural Achievers Program	Support program and help identify potential students to participate in the mentoring, ESL and tutorial program (modeled after the national Black Achievers Program model)	Attendance rate of students achievers	N/A	N/A	75

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Assist in coordination of Emergency Preparedness Plan for English as a Second Language Communities	Identify and engage individuals from immigrant communities to participate in CERT training	Number of new volunteers receiving CERT training in the immigrant community	20	20	20



Description

The Second Chance program is a municipal-led public-private partnership of agencies, institutions, organizations, and employers working together to counter the seemingly dead-end dilemma of first time felony offenders with strategies that enable them to re-enter the work-force and society. The Second Chance program is a nine step, early intervention model of re-integration with multiple foci on job preparation and readiness, social support, education and employment placement.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	121,023	220,497	229,912	237,940
Materials & Supplies	33,542	21,272	22,525	27,133
Net Expenditures	154,565	241,769	252,437	265,073
<i>Funded Staffing Level</i>	4.00	4.00	4.00	4.00
Authorized Complement				4

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
To assist citizens with prior felony convictions reintegrate into society through job placement, training, case management, and mentoring	To increase the number of participants we serve and have at least four application processes annually	Number of applicants applying and receiving program services	443	500	400
To assist citizens with prior felony convictions reintegrate into society through job placement, training, case management, and mentoring	To have a least four application processes annually	Number of processes held	4	4	4
Reduce participant recidivism by enrolling active participants in Life coaching and other ancillary program services	To maintain or decrease the number of participants recidivating	Recidivism rate of active participants	N/A	N/A	10%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Ensure program participants are actively involved in program services	To increase the number of participants enrolled in job training and educational components of the program	Number of participants enrolled in educational and job training programs	58	40	25%
Register participants that have completed the program to take the CRC assessment test (The National Career Readiness Certificate program)	To identify and enroll participants in The National Career Readiness Certificate program	Number of participants enrolled in CRC that successfully complete assessment	50%	30%	50%
Collaborate with local businesses/ organizations to increase the number of companies/ organizations that would be willing to employ program participants	To recruit 3 additional employers quarterly who will hire program participants	Number of companies that agree to hire program participants	14	15	15
Collaborate with local businesses/ organizations to increase the number of companies/ organizations that would be willing to employ program participants	To provide gainful employment to program participants	Number of participants hired	90	110	100
Identify community organizations and other entities to enhance and provide wrap-around services for program participants	To increase referral services for program participants	Number of referrals	234	140	180
Identify community organizations and other entities to enhance and provide wrap-around services for program participants	To partner with 3 new wrap around service providers quarterly who can serve as referral services for the Second Chance participants	Number of referral service agencies	N/A	N/A	12

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Identify community organizations and other entities to prevent criminal acts committed by youth	To collaborate with 3 organizations (Memphis Police Department, Juvenile Court, Memphis City School and Community Based Organizations)	Number of collaborations	N/A	N/A	3
To develop a database system in conjunction with IS that will provide tracking and reporting on the Second Chance Program and participants.	To collaborate with 3 organizations (Memphis Police Department, Juvenile Court, Memphis City School and Community Based Organizations)	N/A	N/A	100%	N/A

Description

The Civilian Law Enforcement Review Board is to investigate citizen complaints of the police misconduct in order to enhance and promote a better working relationship between the City of Memphis Police Department and the citizens of Memphis. The Board is an independent, non-police agency with the authority to investigate allegations of misconduct filed by Citizens of the public against the City of Memphis Police officers.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	87,903	90,735	90,814	93,606
Materials & Supplies	9,679	7,408	7,370	7,608
Net Expenditures	97,582	98,143	98,184	101,214
<i>Funded Staffing Level</i>	2.00	2.00	2.00	2.00
Authorized Complement				2

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
To hear complaints of alleged police misconduct brought by the citizens of Memphis and produce recommendations and findings in a timely manner.	To bring complainant citizens before the CLERB Board monthly.	To hear cases within 45 days of receipt	12	12	12
To hear complaints of alleged police misconduct brought by the citizens of Memphis and produce recommendations and findings in a timely manner.	To assist citizens in uncovering specific and pertinent information pertaining to the police misconduct allegation(s).	To hear cases within 45 days of receipt	12	12	12
To hear complaints of alleged police misconduct brought by the citizens of Memphis and produce recommendations and findings in a timely manner.	To provide written findings and recommendations of the board to the citizen and the Memphis Police Department.	Submission of Monthly reports to the Memphis Police Department	12	12	12

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
To implement an aggressive outreach program to better address the concerns of the citizens of Memphis as it relates to police misconduct and the existence and function of CLERB	To establish Strategic Partnerships with various organizations focusing on Crime Prevention.	Number of Partnerships established	12	12	30
To implement an aggressive outreach program to better address the concerns of the citizens of Memphis as it relates to police misconduct and the existence and function of CLERB	To heighten awareness of Citizen's Rights and educate the community on services provided by CLERB	Number of presentation and interaction with community groups	8	12	35
To implement an aggressive outreach program to better address the concerns of the citizens of Memphis as it relates to police misconduct and the existence and function of CLERB	To provide educational information regarding Citizens Rights and CLERB	Number of brochures disseminated.	1,500	4,000	5,000
To improve the quality of service offered by CLERB by taking advantage of training opportunities conferences, or seminars on police/ community relations	To ensure staff is familiar with updated law enforcement protocols	Number of law enforcement training sessions	1	1	2
To enhance the public perception that police misconduct investigations are being handled expeditiously.	Develop opportunities for engagement with Memphis Police Administration and CLERB to discuss opportunities to promote the City's support for accountability in police conduct.	Number of meetings	0	0	2

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
To enhance the public perception that police misconduct investigations are being handled expeditiously.	To publish a bi-annual CLERB report for public dissemination	Dissemination of bi-annual report to stakeholders	N/A	N/A	2

Description

The Shelter assumes a unique role in the community as a municipal animal care and control facility that houses animals from the City and Shelby County. Created by City ordinance, the Shelter is empowered to enforce animal control laws of the City. It protects the rights of people against the dangers and nuisance of uncontrolled animals and protects animals from mistreatment and abuse. Promoting, motivating and enforcing responsible pet ownership is our number one goal.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	2,031,711	1,997,306	2,148,058	2,133,813
Materials & Supplies	366,796	251,265	508,346	414,796
Capital Outlay	0	4,866	21,500	3,000
Total Expenditures	2,398,507	2,253,437	2,677,904	2,551,609
Program Revenue	(625,467)	(562,715)	(562,809)	(562,715)
Net Expenditures	1,773,040	1,690,722	2,115,095	1,988,894
<i>Funded Staffing Level</i>	43.00	43.00	39.50	41.00
Authorized Complement				43

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide a temporary shelter for Memphis' lost, stray or homeless animals	Reduce the number of stray animals in the community	Number of animals sheltered at the Memphis Animal Shelter	16,600*	17,000*	18,700*
Provide a high level of public safety through an effective animal control programs	Respond and effectively resolve animal control related complaints	Number of requests for service responded to by Animal Services Officers	**	20,503	21,000
Reunite owners with their lost pets	To provide redemption of lost animals	Number of pet reclamations	1,186*	1,200*	1,320*
Encourage human-animal bond by providing the community with a pet adoption-placement program	Provide a progressive adoption program accessible to the community	Number of pet adoptions	1,600*	1,980*	1,980

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Positively impact the image of animal services and promote community based programs	Develop community partners to help promote pet adoption, spay/ neuter programs	Number of new community partners	**	**	4
Proactively approach animal related issues that impact public safety in our community	Organize and implement proactive enforcement sweeps in targeted communities	Number of enforcement sweeps	**	**	4
Positively impact team morale and effectiveness	Provide applicable training opportunities to employees of Animal Services	Hours of applicable training to employees of Animal Services	8*	20*	8

Description

To empower sexual assault victims of any age or gender by providing services necessary to survive and succeed following a sexual assault; and provide educational programming to prevent sexual violence.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	533,911	67,303	54,368	0
Materials & Supplies	188,095	57,697	107,407	0
Total Expenditures	722,006	125,000	161,775	0
Program Revenue	(486,273)	0	(71,700)	0
Net Expenditures	235,733	125,000	90,075	0

Description

To provide vehicle inspections to conform to federal emissions requirements and acceptable safety standards. To register and certify commercial weighing and measuring devices to assure fairness to the citizens in transactions of measured goods and services.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	1,598,940	1,488,632	1,609,362	2,294,962
Materials & Supplies	174,163	161,019	160,928	276,556
Total Expenditures	1,773,103	1,649,651	1,770,290	2,571,518
Program Revenue	(395,274)	(200,000)	(298,885)	(462,650)
Net Expenditures	1,377,829	1,449,651	1,471,405	2,108,868
<i>Funded Staffing Level</i>	45.00	44.00	31.33	33.00
Authorized Complement				45

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide the operational efficiency of the Motor Vehicle Inspection Program	Process	Total number of vehicle inspections performed	422,161	425,000	425,000
Provide the operational efficiency of the Motor Vehicle Inspection Program	Process	Percentage of vehicles for failed safety/ emissions	8.59%	8%	8%
Provide the operational efficiency of the Motor Vehicle Inspection Program	Process	Average vehicle daily count; the first and last day of the month	1,638	1,600	1,600
Provide the operational efficiency of the Motor Vehicle Inspection Program	Process	Average vehicle hourly count; the first and last day of the month	164	160	160
Provide the operational efficiency of the Motor Vehicle Inspection Program	Process	Average inspection time per Inspector	3.6 minutes	3.5 minutes	3.5 minutes

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Increase business participation in the fleet program	To encourage more eligible companies to participate in the fleet program by advertising and promoting on-line interaction	Number of companies participating in program	36	35	35
Increase business participation in the fleet program	To encourage more eligible companies to participate in the fleet program by advertising and promoting on-line interaction	Number of fleet vehicles inspected	2,741	2,700	2,700
Increase auto dealer participation in the mobile program	To encourage large auto dealers to participate in the program by advertising via the web site	Number of auto dealers participating in program	66	25	40
Increase auto dealer participation in the mobile program	To encourage large auto dealers to participate in the program by advertising via the web site	Number of vehicles inspected	9,001	9,000	12,000
Register and certify all commercial devices in Memphis	To verify the number of commercial weighing, measuring, and metering devices annually	Number of commercial devices audited and registered	12,498	15,200	15,200
Register and certify all commercial devices in Memphis	To verify the number of commercial weighing, measuring, and metering devices annually	Rejection rate of commercial devices	3.5%	4%	4%
Register and certify all commercial devices in Memphis	To verify the accuracy of taximeters twice a year	Number of taxis inspected	402	525	525
Register and certify all commercial devices in Memphis	To verify the accuracy of taximeters twice a year	Rejection rate of taximeters	21.50%	15%	15%

Description

To promote Memphis' musical legacy and to expand the recording industry in Memphis. The goal of these activities is to create jobs and expand both the economic development and community marketing opportunities created by the recording industry.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	75,880	153,603	119,997	148,928
Materials & Supplies	40,215	50,000	50,000	50,000
Total Expenditures	116,095	203,603	169,997	198,928
Program Revenue	(50,000)	(50,000)	(50,000)	(50,000)
Net Expenditures	66,095	153,603	119,997	148,928
<i>Funded Staffing Level</i>	2.00	2.00	1.00	2.00
Authorized Complement				2

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Promote Memphis music locally, nationally and internationally	To coordinate music and performance interaction/opportunities at radio stations, concert venues, the internet and local lifestyle outlets	Number of radio stations, venues and outlets that accept our interaction and performance offers	N/A	N/A	10
Nurture and help grow the Memphis music community	To mobilize Memphis music and it musicians via a variety of promotions, appearances and co-marketing opportunities with the business community	The number of Memphis Music promotion and marketing opportunities implemented	N/A	N/A	8
Nurture and help grow the Memphis music community	To mobilize Memphis music and it musicians via a variety of promotions, appearances and co-marketing opportunities with the business community	Number of co-branding opportunities achieved	N/A	N/A	5

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Act as a independent advocate for Memphis Music and Memphis musicians	To manage various disciplines of content on our dedicated website	Number of visits and overall activity at our website response to electronic mailings	N/A	N/A	5,000
Act as a independent advocate for Memphis Music and Memphis musicians	To communicate various communities via electronic newsletters and email blasts	Number of response to electronic mailings	N/A	N/A	1,000
Act as a independent advocate for Memphis Music and Memphis musicians	Act as speakers at seminars and conventions, public speaking in class rooms and various entertainment related functions, as well as radio, television and newspaper interviews	Number of speaking engagements and interviews attended/held	N/A	N/A	15

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	11,866,860	12,099,775	12,193,972	12,588,304
Materials & Supplies	4,781,135	4,810,513	4,918,587	4,915,143
Capital Outlay	244	0	0	0
Total Expenditures	16,648,239	16,910,288	17,112,559	17,503,447
Program Revenue	(2,383,781)	(2,516,000)	(2,646,000)	(2,550,000)
Net Expenditures	14,264,458	14,394,288	14,466,559	14,953,447
<i>Funded Staffing Level</i>	273.00	267.00	264.33	267.00
Authorized Complement				273

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide library services to the citizens of Memphis and Shelby County	Increase number of customers who visit the library	Number of visits	3,114,256	2,929,385	3,017,267
Provide library services to the citizens of Memphis and Shelby County	Maintain visits to the online library system	Number of page views on website	4,534,251	4,456,083	4,589,765
Provide library services to the citizens of Memphis and Shelby County	Increase computer use in library facilities	Number of computer sessions	1,210,098	1,149,643	1,184,132
Provide library services to the citizens of Memphis and Shelby County	Increase number of computers available to customers	Number of public access computers	542	600	650
Provide library services to the citizens of Memphis and Shelby County	Maintain number of residents who have library cards	Number of library cards issued	368,255	405,000	417,150
Provide library services to the citizens of Memphis and Shelby County	Maintain number of storytime programs presented to customers	Number of storytimes offered to public	558	596	614
Provide library services to the citizens of Memphis and Shelby County	Increase total participation in storytime programs presented to customers	Number of storytime participants	16,022	14,910	15,357

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide library services to the citizens of Memphis and Shelby County	Provide customer training programs so they can use computer resources (databases, webpage, catalog)	Number of classes offered to customers	203	174	179
Provide library services to the citizens of Memphis and Shelby County	Increase total participation in computer class programs presented to customers	Number of computer class participants	1,318	1,160	1,194
Provide library services to the citizens of Memphis and Shelby County	Maintain number of other programs presented to customers	Number of programs offered to public	1,199	1,149	1,183
Provide library services to the citizens of Memphis and Shelby County	Increase total participation in other programs presented to customers	Number of participants	30,481	28,353	29,204
Provide library services to the citizens of Memphis and Shelby County	Increase total participation in summer reading program	Number of participants	Children: 10,732 Teen: 982 Adults:1,295	Children: 9,348 Teens: 982 Adults:910	Children: 9,628 Teens: 1,011 Adults:937
Provide library services to the citizens of Memphis and Shelby County	Provide customer service training and targeted technology training relevant to job classification	Number of trainings offered to staff.	N/A	100	103
Provide library services to the citizens of Memphis and Shelby County	Provide customers information through LINC and 2-1-1	Number of calls answered	133,827	103,755	106,868

PUBLIC SERVICES & NEIGHBORHOODS

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Administration</u>		<u>Motor Vehicle Inspections</u>	
ASST ADMINISTRATIVE	1	CLERK GENERAL B	1
COORD ADMIN BUDGET	1	CREWPERSON	2
DIRECTOR PUBLIC SVCS	1	EXAMINER VEHICLE	27
DIRECTOR PUBLIC SVCS DEPUTY	1	INSP WEIGHTS MEASURES	4
Total Administration	4	MGR VEHICLE INSP WGHTS	1
		SECRETARY B	1
		SUPER FLEET MOBILE UNIT	1
		SUPER VEHICLE INSP STAT	4
<u>Multi-Cultural Affairs</u>		SUPER VEHICLE INSP STAT-BUS	1
MGR MULTICULTURAL AFF	1	AFFAIRS	1
SECRETARY B	1	SUPER WEIGHTS MEASURES	1
Total Multi-Cultural Affairs	2	TECH ELECTRONICS COMPUTER	1
		TECH INSPECTION STATION	1
<u>Second Chance</u>		Total Motor Vehicle Inspections	47
CLERK GENERAL A	1		
COORD WORKFORCE DEV	1	<u>Music Commission</u>	
DIRECTOR EXECUTIVE	1	DIRECTOR EXEC MUSIC COMMIS-	1
SPEC WORKFORCE DEV	1	SIONER	1
Total Second Chance	4	SECRETARY A	1
		Total Music Commission	2
<u>Civilian Law Enforcement Board</u>			
ADMR CLERB	1		
RECEPTIONIST CLERB ASST	1		
Total Civilian Law Enforcement Board	2		
<u>Animal Services</u>			
ADMR ANIMAL SHELTER	1		
CLERK GENERAL B	5		
MEDICAL DIRECTOR	11		
OFFICER ANIMAL SERVICES	18		
OFFICER ANIMAL SERVICES SR	1		
SECRETARY B	1		
SUPER ADMINISTRATIVE AS	1		
SUPER FIELD AS	1		
SUPER SHELTER	1		
TECH ANIMAL CARE	11		
TECH ANIMAL CARE SR	1		
VETERINARIAN ANIMAL SHELTER	1		
Total Animal Services	43		



**PUBLIC SERVICES &
NEIGHBORHOODS**

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>Library Services</i>		LIBRARIAN CUSTOMER SVC	11
ADMR LIBRARY SUPPORT SVCS	1	MGR ACQUISITIONS	1
ANALYST BUYER	1	MGR BROADCAST	1
ARTIST LIBRARY GRAPHICS	1	MGR CIRC SVCS	1
ASST LIBRARY CATALOGUING	2	MGR DELIVERY & DIST	1
ASST LIBRARY CUSTOMER SVC	32	MGR DIGITAL PROJECTS	1
ASST LIBRARY IR	5	MGR FACILITIES	1
ASST STAFF LIBRARY	3	MGR FINANCE LIBRARY	1
CLERK ACCOUNTS PAY A	1	MGR GOVT PUB SERIALS	1
CLERK ACQUISITION SR	3	MGR IT SUPPORT	1
CLERK DELIVERY & DIST	17	MGR LIBRARY AGENCY I	5
CLERK ITEM CONTROL	5	MGR LIBRARY AGENCY II	4
CLERK ITEM CONTROL SR	1	MGR LIBRARY AGENCY III	4
CLERK LIBRARY DELIVERY	5	MGR LIBRARY AGENCY IV	5
CLERK LIBRARY DEPT	3	MGR LIBRARY MATERIAL SVC	1
CLERK LIBRARY PAYROLL	1	MGR PUBLIC SVCS CENTRAL	1
CLERK SERIALS	1	MGR REGIONAL LIBRARY	3
CLERK SERIALS SR	1	MGR STAFF DEVELOPMENT	1
CLERK SORTING ROOM	1	PROCESSOR LIBRARY MATERIAL I	2
CLERK STANDING ORDER	1	PROCESSOR LIBRARY MATERIAL II	4
COORD BROADCAST ENG	1	PRODUCER BROADCAST/ ANNOUNCER	2
COORD BROADCAST PROGRAM	1	PRODUCER EDITING GRAPHICS	1
COORD ELECTRONIC SVCS	1	REP CIRCULATION	38
COORD HR LIBRARY	1	REP CIRCULATION SR	11
COORD INTEGRATED LIBRARY SYS	1	SECRETARY A	1
COORD LIBRARY ADULT SVCS	1	SPEC BENEFITS	1
COORD LIBRARY YOUTH SVCS	1	SPEC CIRC SVC SUPPORT	1
COORD SECURITY	1	SPEC DEVELOPMENT I	1
COORD VOLUNTEER	1	SPEC HRIS	1
DIRECTOR COMM OUTREACH-SPEC PROJ ASST	1	SUPER CIRC ILL II	3
DIRECTOR LIBRARY COMMUNICATION ASST	1	SUPER CIRCULATION I	4
DIRECTOR LIBRARY	1	SUPER CIRCULATION II	7
DIRECTOR LIBRARY DEPUTY	1	SUPER PAGE OPERATIONS	2
HELPER BUILDING MNT	1	SUPER PUBLIC RELATIONS	1
KEEPER LIBRARY STOREROOM	1	SUPER PUBLIC SVCS	6
LIBRARIAN I	31	TECH COPIER	1
LIBRARIAN II	3	TECH LIBRARY BUILDING MNT	3
LIBRARIAN COLLECTION DEV	2	TECH LIBRARY	2
LIBRARIAN COMPUTER RESOURCES	1	Total Library Services	273



**PUBLIC SERVICES &
NEIGHBORHOODS**

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>TOTAL PUBLIC SERVICES & NEIGHBORHOODS</u>	<u>375</u>		





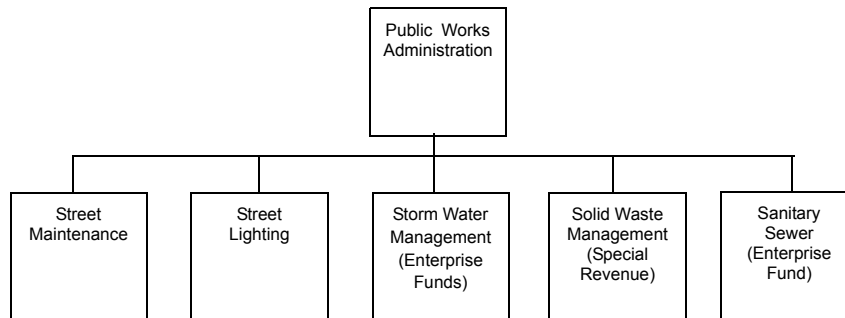
Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	5,485,239	5,755,330	5,355,908	5,644,520
Materials & Supplies	2,974,851	12,556,349	12,328,442	12,279,561
Capital Outlay	0	10,000	10,000	3,000
Total Expenditures	8,460,090	18,321,679	17,694,350	17,927,081
Program Revenue	(490,528)	(486,695)	(486,695)	(486,695)
Net Expenditures	7,969,562	17,834,984	17,207,655	17,440,386
<i>Funded Staffing Level</i>	140.00	137.00	131.75	140.00
Authorized Complement				140

Mission

Uses sound engineering, economic and management principles, constructs and maintains storm drain systems; collects and disposes of solid waste; and transports and treats wastewater; meeting community goals and stringent State and Federal regulations at the minimum cost.

Structure



Services

Services provided by the Division of Public Works are key to the City's system for addressing environmental, public health and local transportation issues. The Division provides residents with weekly collection of garbage, recyclables and trash, maintaining an emphasis on recycling all possible materials to reduce landfill costs and produce revenue from household recyclables and compost from yard waste. Public Works manages the maintenance of streets with services such as asphalt paving, pothole and cut/patch repair, installation and care of streetlights, and the removal of snow and ice from bridges and streets. The Division operates and maintains the city's sewer system, including two treatment plants, and is responsible for protecting the city from flooding from localized storms and ensuring reduction of pollution from urban runoff.

Issues & Trends

Public Works faces the challenge of providing environmental and transportation services to a constituency with constantly changing expectations. The Division must also be responsive to the increased regulatory demands enforced by OSHA and the EPA, as well as, new technology to improve productivity. The rising costs of essential supplies, such as fuel, asphalt binder and electrical energy greatly impact the Division's ability to meet expense goals.

Strategic Goals

- Effectively and efficiently manage waste water, solid waste, and street maintenance programs
- Reduce landfill material by recycling and diversion
- Incorporate new technology to make services more efficient and effective
- Improve productivity and quality of maintenance programs
- Effective management of flood prone areas
- Further attract industry by maintaining the City's competitive sewer fee structure
- Meet or exceed all regulatory requirements

Budget Highlights

- Expanded number of routes utilizing automated solid waste collection vehicles
- Surpassed State solid waste diversion goal for solid waste disposal in Class I landfill by 8.0%
- 9% volume increase at City's four recycling centers versus FY 2008.
- Maintained lowest sewer rates in ranking of 150 largest U.S. cities
- Saved \$2.9 million in landfill fees through City's recycling programs

Demand Measures

Solid Waste

Tons solid waste disposed	262,411
Tons solid waste diverted	127,353
Number of homes with curbside recycling	177,700
Dead animals disposed	22,703

Maintenance

Total road lane miles	6,750
Curb & gutter miles	3,590
Streetlights	82,500
Lane miles resurfaced	105
Miles of roadside ditches	580



Number of storm water inlets	70,000
Enviromental Engineering	
Miles of sewer	3,605
Gallons of waste water treated per day	163 million

FY 2010 Performance Highlights

- Continued pothole hotline, providing same-day service for all complaints received before noon
- Continued 24 hour Storm Water Pollution Complaint Hotline
- Continued "Bins on Wheels" program which enhances recycling capabilities for physically restricted citizens by offering wheel kits for curbside recycling bins
- Added cardboard to curbside recycling program in August 2007, which has increased recycling volume by approximately four tons per day
- Provided oversight for two Superfund sites, assuring protection of human health and the environment
- The Memphis Poll found 97% of citizen respondents viewed regular trash collection as prompt and 94% of respondents viewed recycling pickup as timely
- Continued the Solid Waste Fee discount program for low income senior/disabled.
- 57,871 tons of tree debris recycled into mulch, then sold.
- 30,708 tons of bagged leaves recycled into compost, then sold.
- Opened Household Hazardous Waste Collection Facility in December of 2007 with grant from Tennessee Department of Environment and Conservation. City is the grantee and Shelby County is the City's subcontractor operator.
- Continued program of accepting hauled waste from outside the sewer service area as an additional revenue source.
- Continued student storm water education for middle and high school students.
- Investigated 214 storm water pollution discharge sites by the end of FY 2009.
- Continued implementation of Storm Water Enterprise program and user fees generating approximately 15 million dollars to address storm water related issues.
- Maintained automated message system in Sewer Billing Office to redirect Spanish speakers and others to proper service offices.
- Completed construction of Phase 2 of the Loosahatchie Interceptor and Force Main project in FY2010 which involved installing more than 34,000 feet of sewer pipe, tunneling under a railroad,

and two crossings under a major road and a directional drill under the Loosahatchie River. Project cost \$4 million.

- Maxson Wastewater Treatment Plant continued to be a major contributor to TVA's "Green Power Program" through the sale of biogas to the TVA Allen Fossil Fuel Plant.
- The M.C. Stiles and the T.E. Maxson plants received the Silver Award from the National Association of Clean Water Agencies for outstanding regulatory compliance.
- Increased the linear footage of sewer lines cleaned as part of the Public Works proactive preventive maintenance program.
- Received \$1.8 million grant from U.S. Department of Energy grant to install cogeneration equipment at Stiles WWTP to process excess biogas produced at the plant.
- Began construction of \$3.6 million sludge lagoon cover replacement project at Maxson WWTP.
- Began construction of \$2.6 million raw sewage header replacement project at Maxson WWTP which could require bypass pumping of approximately 100 millions of wastewater per day during the construction period.

■ charges for services

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
St TN Highway Maint Grant	(490,221)	(486,695)	(486,695)	(486,695)
Miscellaneous Revenue	(307)	0	0	0
Total Charges for Services	(490,528)	(486,695)	(486,695)	(486,695)

Other services provided by Public Works can be found under the following tabs:

Solid Waste - Special Revenue Funds

Sanitary Sewer Systems - Enterprise Funds

Storm Water System - Enterprise Funds

Description

To ensure timely and accurate administrative services to Public Works' service centers, including budget development, monitoring, purchasing and payroll/personnel activities.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	726,773	711,797	696,214	702,787
Materials & Supplies	41,527	88,479	82,019	81,931
Total Expenditures	768,300	800,276	778,233	784,718
Program Revenue	(490,221)	(486,695)	(486,695)	(486,695)
Net Expenditures	278,079	313,581	291,538	298,023
<i>Funded Staffing Level</i>	14.00	14.00	14.00	14.00
Authorized Complement				14

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Develop and monitor the division's annual budget in accordance with the administration's goals and policies	To ensure the division stays within budget by implementing internal budget goals and constraints and by monitoring all appropriation statements on a monthly basis to control expenditures	Meeting all quarterly forecasts	86%	100%	100%
Improve employee morale throughout the division	Expand the division's quality programs by increasing the annual number of employees recognized for outstanding performances through the SMART Card Program by 20%	Number of SMART cards given to employees	5,606	8,400	4,200
Improve employee morale throughout the division	Implement an employee comment and suggestions system throughout the division, and respond to each item within 30 days	Establishing an appropriate system	30 days	30 days	30 days



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Increase M/WBE participation throughout the division	Monitor all contracts and expenditures throughout the division to ensure every department and its vendors are meeting and exceeding M/WBE goals and requirements	Percentage of M/WBE expenditures	34%	34%	34%
Ensure that each employee's skill level remains high	Require each employee within the service center to complete at least 16 hours of training that covers specific information pertaining to the employee's job function by the end of the fiscal year	Number of training hours	318	224	224

Description

To provide and maintain the safest and smoothest roadway system for the citizens of Memphis.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	4,758,466	5,043,533	4,659,694	4,941,733
Materials & Supplies	(2,075,317)	1,309,223	1,249,771	1,200,535
Capital Outlay	0	10,000	10,000	3,000
Total Expenditures	2,683,149	6,362,756	5,919,465	6,145,268
Program Revenue	(307)	0	0	0
Net Expenditures	2,682,842	6,362,756	5,919,465	6,145,268
<i>Funded Staffing Level</i>	126.00	123.00	117.75	126.00
Authorized Complement				126

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget monitoring all expenditures	Meeting all quarterly forecasts	100%	100%	100%
Improve the current level of paving for streets/roads, through cost-effective measures within the City limits	Establish an adequate pavement plan to pave at least 227 lane miles of streets and roads within the City limits for the fiscal year using City crews	Number of lane miles paved	113.25	150	150.0
Improve driving conditions and repair hazards on City streets/roads	Maintain an aggressive, proactive plan for filling potholes that exceeds the industry standard for pothole response time, to include, compiling and analyzing data that will identify problem areas and tracking repair response time	Average pothole complaint response time	38 minutes	2 hrs	2 hrs

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Ensure that each employee's skill level remains high	Require each employee within the service center to complete at least 10 hours of training that covers specific information pertaining to the employee's job function by the end of the fiscal year	Number of training hours	3,185	1260 hrs	1386
Minimize the number of lost-time on-the-job injuries (OJI's), and the effect on the operation	Reduce the number of lost-time injuries by 15%, by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	11 OJIs	4 OJIs	0

Description

Provide administrative direction, approval and funding for all roadway lighting within the City to enhance visibility and assist roadway users during evening hours.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Materials & Supplies	5,008,641	11,158,647	10,996,652	10,997,095
Net Expenditures	5,008,641	11,158,647	10,996,652	10,997,095

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget monitoring all expenditures	Meeting all quarterly forecasts	Meeting all quarterly forecasts	Meeting all quarterly forecasts	Yes
Provide timely processing of all requests for street light services and repairs	To review all plans and complete every lighting survey within 30 days of the request	Percentage of surveys completed on time	100%	100%	100%
Make significant strides to complete the installation of all street lights in recently annexed areas	Coordinate a plan and strategy with MLG&W and the Division of OPD to ensure proper resources are allocated to meet all street light requirements and commitments in the recently annexed areas prior to the end of the fiscal year	Percentage of commitments completed	100%	100%	100%

PUBLIC WORKS

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>Administration</i>			
ADMR FINANCE/PERSONNEL	1		
ANALYST USER SUPPORT	1		
ASST ADMINISTRATIVE	1		
CLERK ACCOUNTING A	1		
COORD QUALITY PROGRAM	1		
COORD TITLE VI STREET LIGHT	1		
DIRECTOR MAINTENANCE DEPUTY	1		
DIRECTOR PUBLIC WORKS	1		
DIRECTOR SOLID WASTE DEPUTY	1		
SECRETARY A	1		
SPEC PERSONNEL PAYROLL	2		
SUPER BUDGET ACCT PW	1		
SUPER PAYROLL PERSONNEL	1		
Total Administration	14		
<i>Street Maintenance</i>			
ADMR STREET MAINT	1		
CLERK GENERAL A	2		
CLERK INVENT CONTROL	1		
COORD ENG STREET MNT	1		
CREWPERSON SEMISKILLED	25		
DISPATCHER	2		
FOREMAN MNT PUB WKS	9		
FOREMAN POTHOLE CREW	5		
HELPER MECH HEAVY EQUIP	1		
MECH HEAVY EQUIP	2		
MECH MNT	1		
MGR STREET MAINT	2		
OPER ASPHALT PLANT	2		
OPER EQUIPMENT	33		
OPER HEAVY EQUIP	16		
OPER SPECIAL EQUIP	8		
SCREWMAN ASPHALT LUTE	6		
SECRETARY A	1		
SERVICEMAN VEHICLE	2		
SUPER ASPHALT PLANT	1		
SUPER RECORDS INVENTORY	1		
SUPER SHIFT PUB WKS	2		
SUPER STREET MAINT	2		
Total Street Maintenance	126		
		<u>TOTAL PUBLIC WORKS</u>	<u>140</u>





Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or for major capital projects) that are legally restricted to expenditures for specific purposes. Included in special revenue funds are:

Metro Alarm Fund revenues and expenditures.

Zoo and Martin Luther King Park Improvements grant revenues and expenditures.

Solid Waste Management revenues and expenditures.

Office of Planning and Development which encompasses Federal, State and Local grant revenues and expenditures.

■ charges for services

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Projected
Metro Alarm Fund	(574,800)	(526,873)	(487,298)	(486,863)

Description

This fund is used to account for the enforcement of City Ordinance 4640. The purpose of this ordinance is to encourage alarm users and alarm businesses to maintain operational reliability; properly use alarm systems; and to reduce or eliminate false alarm dispatch requests. The ordinance requires alarm users to maintain valid permits for the operation of alarm systems and establishes a fee structure for such permits.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Projected
Personnel Services	308,724	215,264	221,952	278,616
Materials & Supplies	101,760	141,387	131,933	143,618
Total Expenditures	410,484	356,651	353,885	422,234
Program Revenue	(570,800)	(526,873)	(487,298)	(486,863)
Net Expenditures	(160,316)	(170,222)	(133,413)	(64,629)
<i>Funded Staffing Level</i>	5.00	5.00	5.00	6.00
Authorized Complement				6

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Proposed FY 2011
Maximize alarm revenue collections	To track and acquire new accounts and maintain billable accounts	Percent increase in revenue collections	14%	5%	10%
Provide employee career development through professional skills training and job-related cross training	To cross-train employees on job-related responsibilities by June 2008	Number of employees cross-trained	6	8	8
Provide employee career development through professional skills training and job-related cross training	To provide skill enhancement training to employees	Number of new employees attending skills training	3	2	4
Reduce False Alarm (FA) calls/Calls for Service (CFS)	To track False Alarm activity, invoke penalty fees and/or mandate FA Class	Percent reduction of False Alarm Calls	17%	20%	25%
Reduce False Alarm (FA) calls/Calls for Service (CFS)	To track False Alarm activity, invoke penalty fees and/or mandate FA Class	Percent of revenues collected from penalty fees	12%	15%	18%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Proposed FY 2011
Reduce False Alarm (FA) calls/Calls for Service (CFS)	To track False Alarm activity, invoke penalty fees and/or mandate FA Class	Number of False Alarm classes conducted annually	6	9	9
To increase fee structure for commercial/alarm users	To present research and real occurrence status to the Council and Commission for approval in amending the ordinance	Percent increase in revenues collected due to new fee structure	Not Measured	3%	10%

FINANCE

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>Metro Alarm Fund</i>			
ADMR METRO ALARM	1		
CLERK ACCOUNTING A	1		
CLERK GENERAL A	2		
SPEC METRO ALARM	1		
ALARMS DATA ANALYST	1		
	<u>6</u>		
Total Metro Alarm Fund	6		
<u>TOTAL FINANCE</u>	<u>6</u>		



Description

The Memphis Zoo preserves wildlife through education, conservation and research. The Zoo is operated through a public/private partnership between the City of Memphis and Memphis Zoological Society.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Projected
Materials & Supplies	50,986	95,000	95,000	95,000
Net Expenditures	50,986	95,000	95,000	95,000



PARK SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<p style="text-align: center;"><u>TOTAL PARK SERVICES</u></p>	<p style="text-align: center;"><u>0</u></p>		



Description

To reimburse the City of Memphis for expenditures on behalf of the Martin Luther King Park Improvements. Funding is provided by a leasing contract with Williams Refinery (MAPCO).

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Projected
Personnel Services	178,228	154,142	273,456	258,754
Materials & Supplies	2,454	0	589	0
Capital Outlay	0	47,540	0	0
Transfer To Fixed Assets Capital	0	0	0	0
Total Expenditures	180,682	201,682	274,045	258,754
Program Revenue	(136,510)	(131,000)	(2,362)	0
Net Expenditures	44,172	70,682	271,683	258,754
<i>Funded Staffing Level</i>	6.00	6.00	6.00	6.00
Authorized Complement				6

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Proposed FY 2011
To increase the maintenance level of the existing services at Martin Luther King Park.	To provide site-based personnel	Number of personnel	6	6	6
To increase the maintenance level of the existing services at Martin Luther King Park.	To maintain coordination and cooperation between Park Services and Premco	Number of meetings	3	3	3

PARK SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>MLK Park Improvements</i>			
DRIVER TRUCK	4		
FOREMAN GROUNDS MNT	2		
Total MLK Park Improvements	6		
<u>TOTAL PARK SERVICES</u>	<u>6</u>		



Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Projected
Personnel Services	29,013,672	28,754,922	28,918,107	30,064,841
Materials & Supplies	9,376,663	7,736,240	8,918,655	9,113,852
Capital Outlay	265,093	418,775	436,136	414,775
Transfer To Fixed Assets				
Capital	0	0	0	0
Service charges	13,724,960	13,975,290	13,812,908	13,995,136
Transfers out	1,662,215	1,559,657	1,662,215	2,693,215
Total Expenditures	54,042,603	52,444,884	53,748,021	56,281,819
Program Revenue	(50,780,847)	(52,370,250)	(51,003,335)	(59,171,170)
Net Expenditures	3,261,756	74,634	2,744,686	(2,889,351)
<i>Funded Staffing Level</i>	605.00	607.00	584.17	603.00
Authorized Complement				603

Description

Provide organizational effectiveness by administrative support to all solid waste service centers.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Projected
Personnel Services	1,452,038	1,617,120	1,486,333	1,692,831
Materials & Supplies	598,371	493,600	523,191	543,600
Capital Outlay	(7,297)	(6,000)	(15,000)	(10,000)
Transfer To Fixed Assets Capital	0	0	0	0
Total Expenditures	2,043,112	2,104,720	1,994,524	2,226,431
Program Revenue	(50,396,593)	(52,120,250)	(50,913,912)	(58,998,170)
Net Expenditures	(48,353,481)	(50,015,530)	(48,919,388)	(56,771,739)
<i>Funded Staffing Level</i>	37.00	37.00	36.00	36.00
Authorized Complement				36

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Proposed FY 2011
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	Meeting all quarterly forecasts	Meeting all quarterly forecasts	Meeting all quarterly forecasts
To focus on strategies to improve the Solid Waste Management Department's organizational efficiency and accountability, and provide quality customer service	Complete a study to determine the cost savings feasibility in using City crews to service all or parts of the area currently being serviced by contractors before the current Collections contract expires in June of 2009	Completion of feasibility study	Collecting Company statistical data	New Contract Executed	Completed



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Proposed FY 2011
To focus on strategies to improve the Solid Waste Management Department's organizational efficiency and accountability, and provide quality customer service	Complete the re-routing of all collection routes by end of the fiscal year in order to increase services through reassigning a percentage of crews to other service initiatives and programs	Completion of re-routing process	Complete GIS Rating Computer Software Training	Monitor + adjust routes as needed	Monitor + adjust routes as needed
To focus on strategies to improve the Solid Waste Management Department's organizational efficiency and accountability, and provide quality customer service	Implement an aggressive plan which includes reorganizing personnel and responsibilities to reduce the repair completion time of all damaged carts by 15% in order to improve customer satisfaction	Average completion time percentage (Based on open & closed S/R dates)	5.6 days	5 days	5 days
To focus on strategies to improve the Solid Waste Management Department's organizational efficiency and accountability, and provide quality customer service	Aggressively monitoring all personnel responsible for answering the department's phones to ensure proper coverage and professional attitudes at all times in order achieve an average response time of less than 30 seconds and an average service level of 70%	Average response time and service level (Derived from Daily Symposium Telephone Report)	37/15	<30/70	<30/70
Ensure employees' skill levels remain high in order to perform their job functions	Require each employee to complete at least 16 hours of mandatory training that covers specific information pertaining to the employee's job functions by the end of the fiscal year	Number of training hours	814	560	560

Description

To protect and promote public health by providing solid waste collection services to the citizens of Memphis.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Projected
Personnel Services	24,755,889	24,277,203	24,643,592	25,411,032
Materials & Supplies	8,489,295	6,899,005	8,116,129	8,126,617
Capital Outlay	272,390	424,775	451,136	424,775
Transfer To Fixed Assets				
Capital	0	0	0	0
Service charges	7,245,057	7,175,290	6,923,000	7,295,136
Transfers out	1,662,215	1,559,657	1,662,215	2,693,215
Net Expenditures	42,424,846	40,335,930	41,796,072	43,950,775
<i>Funded Staffing Level</i>	515.00	518.00	501.00	514.00
Authorized Complement				514

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Proposed FY 2011
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	100%	Meeting all quarterly forecasts	Meeting all quarterly forecasts
Improve overall customer service and satisfaction in residential collections, which includes weekly curbside trash, garbage and recycling pick-up service	Implement an aggressive plan to increase customer service relations by reducing the number of valid service complaints by 10% for the fiscal year by monitoring crews' activities and productivity throughout the routes to ensure that every customer has received a level of service that meets their demands and expectations	Number of complaint calls	31,863	6,925	28,677

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Proposed FY 2011
Reduce employee absenteeism	Implement an aggressive management strategy to improve the overall daily attendance by 15% attendance for the fiscal year by monitoring and regulating sick leave abuse in accordance with established policies	Yearly attendance percentage (Man days worked vs sick leave and man days worked)	92.20%	94.60%	94.60%
Ensure employees' skill levels remain high in order to perform their job functions	Require each employee to complete at least 10 hours of mandatory health and safety training by the end of the fiscal year	Number of training hours	6747	5,370	5020
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	Reduce the number of lost time injuries by 15%, by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	15	15	15

Description

To process/transfer and dispose of municipal waste for approximately 650,000 residents of Memphis.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Projected
Personnel Services	2,109,358	2,195,309	2,159,343	2,267,867
Materials & Supplies	124,113	87,210	77,210	87,210
Service charges	6,479,903	6,800,000	6,889,908	6,700,000
Net Expenditures	8,713,374	9,082,519	9,126,461	9,055,077
<i>Funded Staffing Level</i>	43.00	43.00	42.08	43.00
Authorized Complement				43

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Proposed FY 2011
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	100%	Meeting all quarterly forecasts	Meeting all quarterly forecasts
To protect public health and the environment, by providing safe, efficient, and economical disposal service of solid waste in a cost-effective manner	Reduce the number of cubic yards taken to the Class III & IV landfill by 5% for the fiscal year by aggressively monitoring property owners and contractors and holding them more accountable for the removal and disposal of debris outside the scope of City ordinances and continue to develop additional strategies	Reduction in disposal cost	166,272	152,050 Cuyd	152,050 Cuyd
Increase the utilization of the City's investment in its transfer stations and transportation vehicles	Improve efficiency by increasing the total amount of waste processed through the transfer stations versus being delivered directly to the landfill by 10% by the end of the fiscal year	Percentage of waste processed through transfer stations	130,347	158,000	158,000



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Proposed FY 2011
Ensure employees' skill levels remain high in order to perform their job functions	Require each employee to complete at least 10 hours of mandatory health and safety training by the end of the fiscal year	Number of training hours	528	440	440
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	Reduce the number of lost time injuries by 15%, by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	0	1	1

Description

To provide the citizens of Memphis the opportunity to participate in a convenient and effective yard waste diversion and curb side recycling program conserving landfill capacity and natural resources.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Projected
Personnel Services	696,387	665,290	628,839	693,111
Materials & Supplies	164,884	256,425	202,125	256,425
Total Expenditures	861,271	1,426,390	830,964	949,536
Program Revenue	(384,254)	(250,000)	(89,423)	(173,000)
Net Expenditures	477,017	671,715	741,541	776,536
<i>Funded Staffing Level</i>	10.00	10.00	9.58	10.00
Authorized Complement				10

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Proposed FY 2011
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	100%	Meeting all qtrly forecast	Meeting all qtrly forecast
To protect the environment and conserve natural resources by providing technical assistance on the elimination, reduction, reuse and recycling of wastes and pollutants through diverting the highest possible amount of materials from the landfills	Develop a comprehensive strategy/ plan to increase participation in residential recycling in order to increase the annual volume by 10,000 tons	Number of tons	9,503	Maintain new participation levels	Maintain new participation levels

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Proposed FY 2011
To protect the environment and conserve natural resources by providing technical assistance on the elimination, reduction, reuse and recycling of wastes and pollutants through diverting the highest possible amount of materials from the landfills	Increase education relating to recycling by planning and participating in 50% more activities such as community and education events that provide an opportunity to increase awareness regarding the importance of recycling	Number of events	85	75	75
Ensure that each employee's skill levels remain high	Require each employee within the service center to complete at least 16 hours of training that covers specific information pertaining to the employee's job function by the end of the fiscal year	Number of training hours	166	160	160

PUBLIC WORKS

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>Solid Waste Administration</i>		SUPER DISPOSAL SP WASTE	1
ACCOUNTANT ASSOCIATE A	1	SUPER TRANSFER STATION	3
ADMR SOLID WASTE OPER	1	TECH DISPOSAL	2
CLERK ACCOUNTING B	1	TECH TRANSFER STATION	1
CLERK GENERAL B	5	Total Solid Waste Disposal	43
COORD FLEET MAINT	1	<i>Solid Waste Recycling</i>	
CREWPERSON	2	ADMR RECYCLING	1
FOREMAN SOLID WASTE	2	CREWPERSON	1
INSP SERVICE FEE	2	DRIVER TRACTOR TRAILER	1
INSP SERVICE FEE SENIOR	2	MECH HEAVY EQUIP	3
MECH MNT	12	MGR COMPOST	1
MGR SOLID WASTE FEES	1	MGR RECYCLING	1
MGR SUPPORT SVCS SWM	1	REP RECYCLING	1
SECRETARY A	1	SECRETARY C	1
SECRETARY C	1	Total Solid Waste Recycling	10
SPEC HEALTH SAFETY	1	TOTAL PUBLIC WORKS	603
SPEC SOLID WASTE FEES	1		
SUPER CART CENTRAL	1		
Total Solid Waste Administration	36		
<i>Solid Waste Collections</i>			
ADMR SOLID WASTE SECTOR	2		
CLERK GENERAL A	1		
CLERK GENERAL B	10		
CREWCHIEF	154		
CREWPERSON	241		
DISPATCHER	1		
DRIVER TRUCK	57		
MGR SANITATION AREA	5		
OPER HEAVY EQUIP LD	5		
OPER SPEC EQUIP II	13		
SUPER AREA IMPROVEMENT	5		
SUPER CLERICAL OPER	2		
SUPER ZONE SANITATION	18		
Total Solid Waste Collections	514		
<i>Solid Waste Disposal</i>			
CREWPERSON	5		
DRIVER TRACTOR TRAILER	20		
DRIVER TRUCK	9		
OPER HEAVY EQUIP	2		



Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Projected
Grant Expenditures				
Depot Redevelopment Agency	102,347	107,235	107,235	335,310
Industrial Development Board	585,953	600,000	600,000	600,000
Neighborhood Planning/CRA	190,964	490,561	490,561	504,193
CRA/Projects	4,327,231	3,618,849	3,618,849	3,569,500
Tree Bank	0	27,959	27,959	27,959
Total Expenditures	5,206,495	4,844,604	4,844,604	5,036,962
Grant Revenues				
Depot Redevelopment Agency	0	(107,235)	(107,235)	(335,310)
Industrial Development Board	0	(600,000)	(600,000)	(600,000)
Neighborhood Planning/CRA	(171,902)	(490,561)	(490,561)	(504,193)
CRA Projects	(2,964,835)	(3,618,849)	(3,618,849)	(3,569,500)
Tree Bank	(500)	(27,959)	(27,959)	(27,959)
Total Revenues	(3,137,237)	(4,844,604)	(4,844,604)	(5,036,962)

DEBT SERVICE FUND OVERVIEW

The **Debt Service Fund** is used to account for the accumulation of resources for and the payment of general long-term debt principal, interest and related costs.

General obligation bonds are issued to provide funding for various capital projects of the City. These capital projects are related to infrastructure and equipment needs of one or more of the City's operating divisions or outside agencies funded by the City. An outside agency that has received major capital funding from the City include the Memphis Area Transit Authority.

General obligation bond proceeds are disbursed on a "first-in/first-out" basis. Capital expenditures are assigned to the oldest bond issue at the time of actual cash disbursement. The City reconciles internal accounting records monthly to insure that activity in the CIP cash account and actual cash disbursement balance at month-end.

Expenditures are not charged against a specific bond issue until the actual cash is disbursed. This methodology was developed to satisfy certain provisions of the Tax Reform Act of 1986 which require all bond proceeds to be spent within three years of original issuance. This methodology also allows the City to take advantage of the two-year spend-down rule which allows municipalities to keep any excess arbitrage earnings, if such requirements are met.

From April 2001 until April 2009, the City issued bond anticipation notes in the form of General Obligation Commercial Paper in an amount not to exceed \$150,000 through the State of Tennessee's Commercial Paper Program of which notes totaling \$60,000 were issued in fiscal year 2009. Upon expiration of the commercial paper agreement with the State of Tennessee in April 2009, the City secured a \$150,000 term loan until the City's direct issuance of bond anticipation notes was complete. The City issued \$148,470 in bond anticipation notes in May 2009. The issue resulted in net proceeds of \$150,000 (after the net issue premium of \$2,165, payment of \$334 in underwriter's discount and \$301 cost of issuance). The purpose of the bond anticipation notes is to provide interim financing of various capital projects. The debt is classified as long-term debt and is reflected in the City's Statement of Net Assets. The proceeds and issue cost of these debt instruments were recorded in the City's Capital Projects Fund as other sources and debt issue cost. The \$150,000 term loan was paid off via \$70,000 of the bond anticipation notes proceeds and \$80,000 of general improvement bond proceeds obtained in June 2009.



DEBT SERVICE FUND OVERVIEW

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Revenues				
Current Property Taxes	76,860,045	76,057,402	79,411,461	80,213,461
Delinquent Property Taxes	2,519,453	2,550,000	2,550,000	2,000,000
In Lieu Of Taxes-Contractual	1,559,047	1,122,000	1,539,747	1,700,000
Hotel-Motel Tax	398,314	399,533	399,533	401,270
Use of Money	1,564,281	2,000,000	2,000,000	2,000,000
Intergovernmental Revenues				
Memphis Shelby County Airport Authority	2,075,930	2,074,268	2,074,268	2,072,243
Memphis Shelby County Port Commission	401,493	422,571	0	0
Other	5,031,977	3,484,173	3,484,173	3,305,194
Total Revenues	90,410,540	88,109,947	91,459,182	91,692,168
Other Sources				
Transfer from General Fund	5,652,990	4,119,706	5,407,006	2,933,756
Transfer from Municipal State Aid Fund	2,285,896	1,768,300	1,768,300	1,768,300
Transfer from Stormwater Fund	4,412,440	4,412,440	4,412,440	4,412,440
Transfer from Solid Waste Management Fun	1,662,215	1,662,215	0	1,662,215
Transfer from Hotel Motel Fund	902,813	867,375	867,375	1,182,896
Operating transfers in components units:				
Board of Education	0	0	0	0
Proceeds from Refunding Bonds	0	0	0	0
Total Other Sources	14,916,354	12,830,036	12,455,121	11,959,607
Total Revenue/Other Sources	105,326,894	100,939,983	103,914,303	103,651,775



DEBT SERVICE FUND OVERVIEW

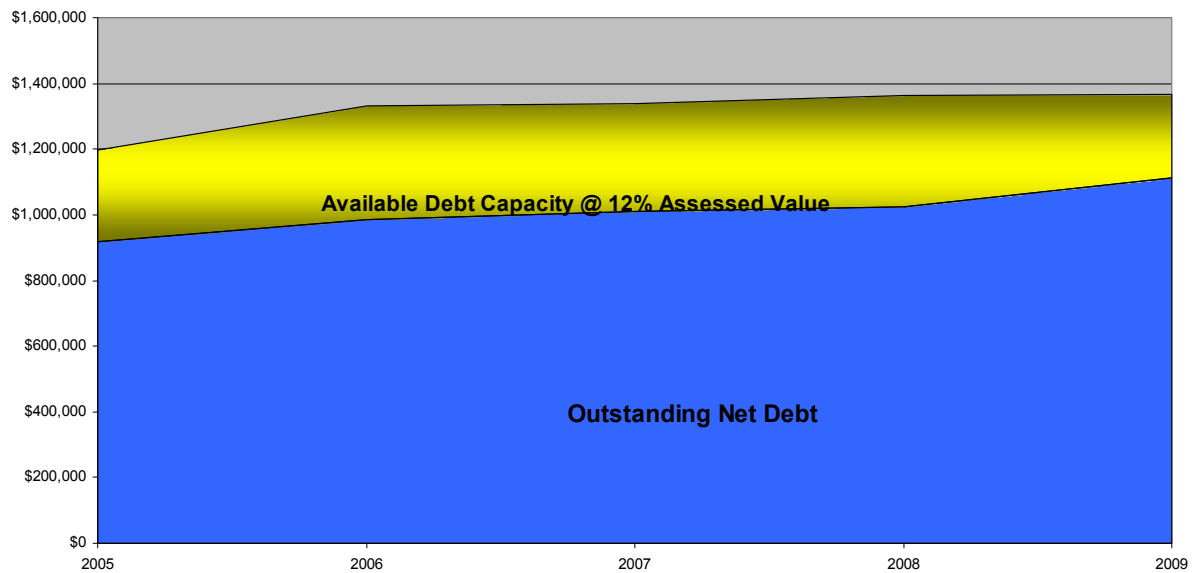
Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
<u>Expenditures</u>				
Redemption of serial bonds and notes	58,564,534	64,938,016	64,938,016	24,099,970
Interest	52,450,523	53,991,871	53,991,871	55,211,265
Other	538,525	350,000	401,102	350,000
Operating transfer Out (General Fund)	6,000,000	0	0	51,000,000
Retirement of Refunded Debt	0	0	0	0
Total Expenditures	117,553,582	119,279,887	119,330,989	130,661,235
Other use:				
Total Expenditures/Other Sources	117,553,582	119,279,887	119,330,989	130,661,235
Contribution(Use) of Fund Balance	(12,226,688)	(18,339,904)	(15,416,686)	(27,009,460)
Fund balance beginning of year	58,715,528	35,970,492	46,488,840	31,072,154
Fund balance end of year	46,488,840	17,630,588	31,072,154	4,062,694



DEBT SERVICE FUND OVERVIEW

It has been the City's past practice to issue general obligation bonds on an annual basis to support ongoing and new capital projects initiated by the City. In relationship to the City's Debt Affordability Targets that are outlined in the City's Debt Policy, the City shall conduct its finances so that the amount of general obligation ("GO") debt outstanding does not exceed 12% of the City's taxable assessed valuation. The chart below demonstrates the debt capacity.

**Debt Capacity Based on City Debt Policy
(In Thousands)**



	2005	2006	2007	2008	2009
Total Net Debt Outstanding	\$917,384	\$986,312	\$1,009,532	\$1,025,081	\$1,114,247
Excess Debt Capacity	281,641	346,725	329,199	339,294	252,861
Maximum Debt @ 12% - City Policy	1,199,025	1,333,037	1,338,731	1,364,375	1,367,108



DEBT SERVICE FUND OVERVIEW

RATIO OF GENERAL BONDED DEBT TO APPRAISED AND ASSESSED VALUES AND BONDED DEBT PER CAPITA Last Five Fiscal Years

	For the Fiscal Years Ended June 30			
	<u>2009</u>	<u>2008</u>	<u>2007</u>	<u>2006</u>
Estimated Population	674,028	640,393	640,393	672,277
Appraised Property Valuation (3)	\$ 36,776,628	36,554,763	35,682,731	35,550,325
Assessed Valuation (3)	\$ 11,392,569	11,369,792	11,156,092	11,108,644
Total General Obligation Debt (1) (3)	\$ 1,127,812	1,042,744	1,031,071	1,011,698
Self-Supporting Debt (2) (3)	\$ 13,565	17,663	21,539	25,386
Net Debt (3)	\$ 1,114,247	1,025,081	1,009,532	986,312
Bonded Debt Per Capita - Total Debt	1,673	1,547	1,522	1,505
Bonded Debt Per Capita - Net Debt	1,653	1,521	1,490	1,467
Bonded Debt to Appraised Valuation - Total Debt	3.07%	2.85%	2.89%	2.85%
Bonded Debt to Appraised Valuation - Net Debt	3.03%	2.80%	2.83%	2.77%
Bonded Debt to Assessed Valuation - Total Debt	9.90%	9.17%	9.24%	9.11%
Bonded Debt to Assessed Valuation - Net Debt	9.78%	9.02%	9.05%	8.88%

(1) Debt includes City general obligation bonds and capital lease obligations.

(2) The self-supporting debt includes Port Commission Bonds, Airport Bonds, bonds sold for the Convention Center and State loans.

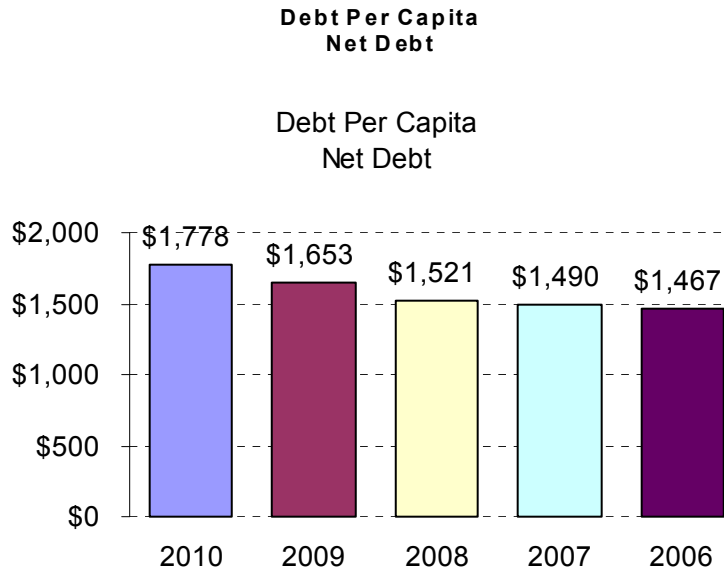
(3) In thousands of dollars.

(4) Source-U.S> Census Bureau



DEBT SERVICE FUND OVERVIEW

Bonded debt per capita on a net debt basis has increased over the last five years. From 2006 through 2010, the City's net debt per capita has averaged approximately \$1,582 per person.



The ratio of annual debt service to general expenditures has averaged approximately 15% over the last 10 years.

Ratio of Annual Debt Service to General Expenditures Last Ten Fiscal Years (In Thousands of Dollars)

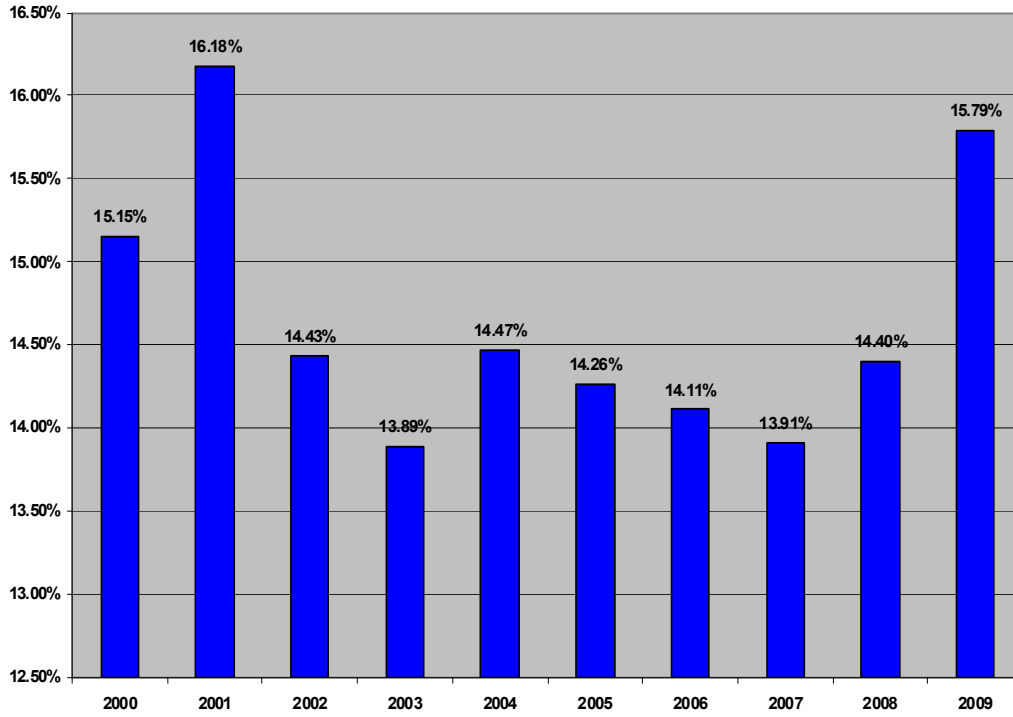
Fiscal Year	General Obligation Debt Service			Total General Fund Expenditures (1)	Ratio of Debt Service to General Expenditures (%)
	Principal	Interest	Total		
2000	45,634	31,605	77,239	509,711	15.15%
2001	47,528	39,179	86,707	535,795	16.18%
2002	45,292	33,847	79,139	548,454	14.43%
2003	43,341	37,258	80,599	580,238	13.89%
2004	50,792	40,310	91,102	629,789	14.47%
2005	51,600	37,065	88,665	621,570	14.26%
2006	45,230	40,133	85,363	604,833	14.11%
2007	35,743	46,738	82,481	593,079	13.91%
2008	42,925	49,015	91,940	638,398	14.40%
2009	58,565	52,451	111,016	702,953	15.79%

(1) Includes General Fund and Debt Service Fund; expenditures and transfers out

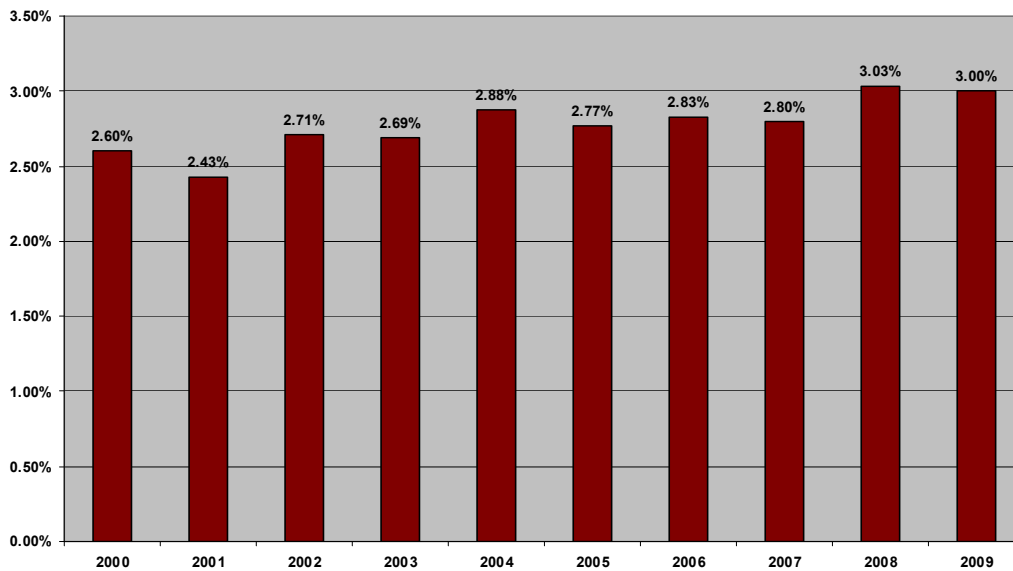


DEBT SERVICE FUND OVERVIEW

Debt Service % General Fund Expenditures



Net Debt % Appraisal Value



DEBT SERVICE FUND OVERVIEW

City of Memphis
General Obligation Debt Service - As of: Fiscal Year 2009
By Issue; By Fiscal Year
Principal Only

Description		Issue Size	Total Principal Outstanding	Final Maturity
Refunding-Gen Imp	Dec-93A	48.996	4,288,806.05	8/1/2012
Refunding-Gen Imp	May-97	11.055	2,445,000.00	8/1/2011
Refunding-Airport (Forward)	Apr-98	19.29	5,725,000.00	7/1/2012
Refunding-Gen Imp	Sep-98	81.045	4,710,000.00	10/1/2016
Refunding-Gen Imp	Jan-99	42.29	18,855,000.00	10/1/2013
Gen-Imp	May-99	70.000	3,365,000.00	10/1/2020
Refunding - Gen Imp	Nov-01	92.985	76,730,000.00	11/1/2017
Gen Imp	Jun-02	170.000	14,005,000.00	11/1/2023
Gen-Imp	May-03	96.940	40,055,000.00	5/1/2022
Refunding - Gen Imp	Feb-04	34.16	19,300,000.00	10/1/2018
Gen Imp	Nov-06	125.000	107,415,000.00	10/1/2024
Refunding - Gen Imp	Mar-06	166.880	166,880,000.00	10/1/2020
Refunding - Gen Imp	Jun-05B	115.635	110,635,000.00	10/1/2019
Refunding - Gen Imp	Feb-06	115.115	109,660,000.00	11/1/2025
Refunding - Gen Imp	Dec-06	89.385	86,760,000.00	11/1/2022
Gen Imp	May-07	94.935	94,935,000.00	4/1/2027
Lease - First Tennessee	Nov-07	7.510	6,057,917.18	8/1/2012
Gen Imp	May-08	99.735	99,735,000.00	3/1/2028
Gen Imp	May-09	76.025	76,025,000.00	4/1/2029
Bond Anticipation Notes	May-09	150	148,470,000.00	5/18/2010
Total Bonded Debt			1,196,051,723.23	
Self-Supporting Debt			11,137,820.00	
Total Debt After Self-Supporting			\$1,184,913,903.23	



DEBT SERVICE FUND OVERVIEW

City of Memphis Summary of Refundings Since 1992

Closing Date	Series Number	Type of Bonds	Original Bond Size (\$)	Lead Underwriter	PV Savings	Percent %
	22.695		Original Bond Size (\$)			
	22.695		Bond Size (\$)			
		Type of Bonds				
		Type of Bonds				
08/31/89	1993	General Improvement Refunding	24,455,000	First Chicago Capital Market	781,807	8.4
08/31/89	1993A	Sanitary Sewerage System Rev. & Refg.	14,805,000	Morgan Keegan & Company	672,866	4.9
12/15/89	1993A	General Improvement Refunding	42,595,000	Bear, Stearns & Co.	2,656,958	6.1
12/15/89	1993A	General Improvement Refunding	6,401,258	Bear, Stearns & Co.	2,656,958	6.1
08/20/92	1996	General Improvement Refunding	50,130,000	Lehman Brothers	1,682,807	3.5
05/05/93	1997	General Improvement Refunding	11,055,000	Morgan Keegan & Company	671,408	6.1
08/15/93	1995A	General Improvement Refunding	26,200,000	J.P. Morgan Securities, Inc. (See Note 1)		6.1
08/15/93	1995B	General Improvement Refunding	13,500,000	J.P. Morgan Securities, Inc. (See Note 1)		6.1
04/01/94	1998	General Improvement Refunding	19,290,000	Morgan Keegan & Company	1,179,990	6.3
09/01/98	1998A	General Improvement Refunding	81,045,000	Morgan Keegan & Company	1,805,328	2.3
01/01/99	1999	General Improvement Refunding	42,290,000	Morgan Keegan & Company	1,539,457	3.7
01/30/01	2001	Sanitary Sewerage System Rev. & Refg.	20,795,000	Morgan Keegan & Company	890,935	4.3
11/01/01	2001	General Improvement Refunding	92,985,000	First Tennessee Capital Markets	3,629,994	3.6
08/15/02	2002	General Improvement Refunding	24,040,000	Morgan Keegan & Company	1,211,273	5.1
08/15/02	2002	Sanitary Sewerage System Rev. & Refg.	22,805,000	Harvestons Securities, Inc	921,630	4.2
02/19/04	2004	General Improvement Refunding	34,160,000	Morgan Keegan & Company, Inc.	1,573,310	4.6
03/15/05	2005	General Improvement Refunding	166,880,000	Morgan Keegan & Company, Inc.	7,832,566	3.8
06/22/05	2005B	General Improvement Refunding	115,635,000	Morgan Keegan & Company, Inc.	5,163,847	3.7
02/28/06	2006B	General Improvement Refunding	38,185,000	Merrill Lynch	560,542	1.5
09/06/06	2006	Sanitary Sewerage System Rev. & Refg.	20,220,000	Duncan Williams, Inc.	1,334,732	6.6
12/20/06	2006C	General Improvement Refunding	89,385,000	Morgan Keegan & Company, Inc.	4,802,516	5.2
12/20/06	2006C	General Improvement Refunding	89,385,000	Morgan Keegan & Company, Inc.	4,802,516	5.2
		Total Par Amount of Refundings	\$956,856,258			
		Total Number of Refundings Since 1992	21			
		Total Number of Refundings Since 1992	21			

Note 1 2006C





Enterprise Funds account for the acquisition, operations and maintenance of the City's facilities. These services are entirely or predominantly supported by user charges. The City periodically determines whether the revenue earned, expense incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. All activities necessary to provide services are budgeted for in these funds:

Sewer Fund

This fund is used to account for the operations of the regional sewer collection and treatment facilities operated by the City. Memphis continues to have the lowest residential, commercial and industrial waste water rates among the 1,250 largest cities in the nation. The last increase in sewer fees was in FY 2010.

Storm Water Fund

This fund is used to account for the operations of the storm water system operated by the Public Works, General Services and Engineering Divisions of the City. The funds are generated from the Storm Water fee assessed to Residential and Non-Residential facilities and properties within the City limits. The City's storm water fee is added to all MLG&W utility bills and funds collected are used to fund federally mandated storm water requirements and to alleviate local flooding problems.

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY2011 Adopted
Revenues				
Sewer Fees	53,535,334	63,550,000	53,318,500	74,894,000
Sewer Connections	118,544	225,000	73,000	150,000
Special Sewer Connections	124,063	60,000	18,500	30,000
Rents	0	32,000	32,000	32,000
Other Revenues/Prior Year Expense Recovery	(487,198)	0	0	60,000
Subdivision Development Fees	523,763	150,000	58,000	400,000
Total Charges for Services	53,814,506	64,017,000	53,500,000	75,566,000
Interest on Investments	669,672	1,950,000	200,000	200,000
Total Revenue	54,484,178	65,967,000	53,700,000	75,766,000
Expenditures				
Environmental Inspection & Preventive Maintenance	4,575,132	5,255,481	5,822,773	5,353,099
TE Maxson Treatment Plant	12,591,886	14,233,329	14,706,166	14,508,761
Maynard C. Stiles Treatment Plant	12,037,476	13,951,918	13,105,318	14,022,925
Lift Stations	1,075,768	1,205,366	1,127,503	1,226,380
Environmental Administration	1,101,666	1,589,498	1,228,327	1,601,832
Environmental Maintenance	4,671,027	5,938,993	5,702,516	6,011,824
Sanitary Sewer Design	886,543	1,074,997	1,083,160	1,101,724
Dividend to General Fund	1,300,000	1,300,000	1,300,000	1,300,000
Cost Allocation - General Fund		1,075,000	1,075,000	1,075,000
In Lieu of Tax	4,586,681	4,000,000	4,000,000	4,000,000
Materials & Supplies	1,408,503	110,000	0	0
Payment on Debt Service	6,614,300	15,368,000	15,280,000	15,759,000
Pension Fees	11,784	1,000	2,285	0
Bond Sale	41,307	150,000	139,000	0
State Loan Principal & Interest	0	132,000	68,500	147,000
Increase (Decrease) in Net Assets	3,582,105	581,418	(10,940,548)	9,658,455
Total Expenditures	54,484,178	65,967,000	53,700,000	75,766,000

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	16,463,852	18,173,193	16,439,643	18,715,596
Materials & Supplies	19,316,463	24,468,389	24,703,272	24,497,949
Capital Outlay	1,939,608	3,759,500	4,749,348	4,214,500
Transfer To Fixed Assets Capital	(780,425)	(3,151,500)	(3,116,500)	(3,601,500)
Total Expenditures	36,939,498	43,249,582	42,775,763	43,826,545
Program Revenue	(971,886)	0	(692,389)	(677,000)
Net Expenditures	35,967,612	43,249,582	42,083,374	43,149,545
<i>Funded Staffing Level</i>	290.00	290.00	256.50	290.00
Authorized Complement				290



Description

Locate, identify, and correct problems in the sewer collection systems by providing both cleaning of sewer lines as preventive maintenance and clearing sewer stoppages on an emergency basis.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	2,800,297	3,031,631	2,631,384	3,129,249
Materials & Supplies	1,588,006	2,153,850	2,602,317	2,153,850
Capital Outlay	245,376	770,000	1,289,072	770,000
Transfer To Fixed Assets Capital	(58,547)	(700,000)	(700,000)	(700,000)
Net Expenditures	4,575,132	5,255,481	5,822,773	5,353,099
<i>Funded Staffing Level</i>	56.00	56.00	48.75	56.00
Authorized Complement				56

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	100%	100%	100%
Protect the health of the community and the environment by providing the safe collection and transportation of wastewater through the City's sanitary sewer system in a cost-effective manner	Implement a more aggressive manhole inspection and cleaning programs to reduce the number of stoppages and overflows, as well as, prevent future emergencies by 25% from last fiscal year	Number of routine manhole inspections	28,683	15,000	15,000
Protect the health of the community and the environment by providing the safe collection and transportation of wastewater through the City's sanitary sewer system in a cost-effective manner	Respond to all stoppages and overflows calls within 24 hours of receiving notification or a complaint from a citizen	Percentage of calls responded to in 24 hours	87%	75%	75%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Significantly reduce the number of on-the job injuries (OJIs)	Reduce the overall number of reported OJIs by 15% from last fiscal year, through proper training	Number of OJIs	3	2	2
Ensure that each employees' skill levels remain high	Require each employee to complete at least 16 hours of mandatory training that covers specific information pertaining to the employee's job functions by the end of the fiscal year	Number of training hours	434	700	700
Meet reporting requirements and mandates for overflows and discharges	Review the current process and implement the necessary changes to guarantee that the department adheres to all of the State's reporting requirements regarding sewage overflows and discharges, and ensure that we meet this mandate 100% percent of the time	Percentage of overflows and discharges reported on time	100%	100%	100%

SEWER FUND

**PW/T.E. MAXSON TREATMENT
PLANT - SOUTH**

Description

To properly and cost effectively treat the wastewater and dispose of the bio-solids generated by the residents and industries in the southern half of Memphis and adjacent communities in compliance with the many regulatory requirements of the United States.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	4,025,037	4,630,752	4,154,055	4,858,386
Materials & Supplies	8,296,749	9,402,577	10,155,152	9,450,375
Capital Outlay	629,793	1,190,000	1,386,959	1,540,000
Transfer To Fixed Assets Capital	(359,693)	(990,000)	(990,000)	(1,340,000)
Total Expenditures	12,591,886	14,233,329	14,706,166	14,508,761
Program Revenue	(47,630)	0	(15,389)	0
Net Expenditures	12,544,256	14,233,329	14,690,777	14,508,761
<i>Funded Staffing Level</i>	69.00	69.00	61.92	69.00
Authorized Complement				69

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	13.7M	15.1M	16.6M
Maintain compliance with federal, state and local regulatory agencies, while studying and pursuing additional environmental programs within the wastewater treatment industry	To maintain a high-quality effluent and meet all State regulatory requirements limitations of 99% or more each quarter	Percentage of compliance each quarter	99%	100%	99%



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maintain compliance with federal, state and local regulatory agencies, while studying and pursuing additional environmental programs within the wastewater treatment industry	Evaluate existing treatment performance and develop a long range plan to begin prioritizing areas for future work	Survey existing staff regarding current status of equipment and staffing and begin identifying future needs.	100%	100%	99%
Maintain compliance with federal, state and local regulatory agencies, while studying and pursuing additional environmental programs within the wastewater treatment industry	Assess and document current procedures used by Pretreatment Program and initiate management progression transition	Production of document by Program Manager and identify his current duties	100%	100%	100%
Operate the plant cost-effectively and minimize the financial impact through energy-efficient and other programs that encourages employee participation	Increase employee awareness of energy consumption by widening access to energy consumption data and processes that consume energy	Implement web based monitoring program for plant energy usage and review energy usage with plant staff on regular basis	100%	100%	100%
Implement a standard training program to provide adequate resources, training and education to improve service, increase employee development and reduce job injuries	Schedule at least four hours of health and safety training each quarter by utilizing videos, and/or PowerPoint for every employee through a cooperative effort with the Health and Safety Coordinator	Percentage of employees trained each quarter	100%	100%	100%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Implement a standard training program to provide adequate resources, training and education to improve service, increase employee development and reduce job injuries	Implement a total of four training programs, one per quarter, designed to provide advancement opportunities for employees and to introduce employees to new equipment and technology through seminars, on-the-job training, correspondence, and/or vendor training	Number of training programs implemented each quarter	5	4	4
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	Reduce the overall number of reported OJIs by 15% from last fiscal year, through proper training	Lost time OJI's less than 10 per 100 FTE	7	6	6

SEWER FUND

**PW/MAYNARD C. STILES
TREATMENT PLANT - NORTH**

Description

To properly and cost effectively treat the wastewater and dispose of the bio-solids generated by the residents and industries in the northern half of Memphis and adjacent communities in compliance with the many regulatory requirements of the United States.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	4,704,997	5,137,602	4,723,132	5,224,107
Materials & Supplies	6,994,512	8,714,316	8,282,186	8,698,818
Capital Outlay	368,281	745,000	745,000	850,000
Transfer To Fixed Assets Capital	(30,314)	(645,000)	(645,000)	(750,000)
Total Expenditures	12,037,476	13,951,918	13,105,318	14,022,925
Program Revenue	(918,107)	0	(677,000)	(677,000)
Net Expenditures	11,119,369	13,951,918	12,428,318	13,345,925
<i>Funded Staffing Level</i>	<i>75.00</i>	<i>75.00</i>	<i>65.92</i>	<i>75.00</i>
Authorized Complement				75

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	12.6M	13.6M	15.7M
Maintain compliance with federal, state and local regulatory agencies, while studying and pursuing additional environmental programs within the wastewater treatment industry	To maintain a high-quality effluent and meet all State regulatory requirements limitations 99% or more each quarter	Percentage of compliance each quarter	99%	100%	99%



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maintain compliance with federal, state and local regulatory agencies, while studying and pursuing additional environmental programs within the wastewater treatment industry	Assess and document current procedures used by Pretreatment Program and initiate management progression transition	Production of document by Program Manager and identify staff to assume new duties	100%	100%	100%
Maintain compliance with federal, state and local regulatory agencies, while studying and pursuing additional environmental programs within the wastewater treatment industry	Develop long range plan for biosolids management	Perform an inhouse projection of storage capacity of current disposal sites and initiate planning for future options	100%	100%	100%
Operate the plant cost-effectively and minimize the financial impact through energy-efficient and other programs that encourages employee participation	Increase employee awareness of energy consumption by widening access to energy consumption data and processes that consume energy	implement web based monitoring program for plant energy usage and review energy usage with plant staff on regular basis	100%	100%	100%
Implement a standard training program to provide adequate resources, training and education to improve service, increase employee development and reduce job injuries	Schedule at least four hours of health and safety training each quarter by utilizing videos, and/or PowerPoint for every employee through a cooperative effort with the Health and Safety Coordinator	Percentage of employees trained each quarter	100%	100%	100%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Implement a standard training program to provide adequate resources, training and education to improve service, increase employee development and reduce job injuries	Implement a total of four training programs, one per quarter, designed to provide advancement opportunities for employees and to introduce employees to new equipment and technology through seminars, on-the-job training, correspondence, and/or vendor training	Number of training programs implemented each quarter	4	4	4
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	Reduce the overall number of reported OJIs by 15% from last fiscal year, through proper training	Lost time OJI's less than 8 per 100 FTE	7	7	7

Description

To provide dependable transport of wastewater through pump stations without interruption of service or discharge of pollutants into nearby streams.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	578,124	545,336	529,750	566,350
Materials & Supplies	482,861	644,030	581,753	644,030
Capital Outlay	36,382	247,500	247,500	247,500
Transfer To Fixed Assets Capital	(21,599)	(231,500)	(231,500)	(231,500)
Total Expenditures	1,075,768	1,205,366	1,127,503	1,226,380
Program Revenue	(6,149)	0	0	0
Net Expenditures	1,069,619	1,205,366	1,127,503	1,226,380
<i>Funded Staffing Level</i>	8.00	8.00	8.00	8.00
Authorized Complement				8

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	100%	100%	100%
Protect the health of the community and the environment by delivering consistent and reliable levels of service provided by wastewater lift station facilities, through regular inspection and maintenance of component systems to reduce pump failures	Ensure operational reliability of sewage lift stations by scheduling monthly inspections and maintenance on each facility	Number of inspections completed	1,200	1200	1200

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Protect the health of the community and the environment by delivering consistent and reliable levels of service provided by wastewater lift station facilities, through regular inspection and maintenance of component systems to reduce pump failures	Minimize overtime cost associated with after hour failures by 50% from the previous fiscal year, through proper maintenance	Reduction in overtime cost and hours	\$44,000	Hold Steady or reduce overtime	\$46,000
Ensure employees' skill levels remain high in order to perform adequate inspections, maintenance on pumps and to respond to emergencies	Require each employee to complete at least 16 hours of mandatory training that covers specific information pertaining to the employee's job functions by the end of the fiscal year	Number of training hours	89	132	132

Description

The mission of all Environmental Administration functions is to provide the highest level of environmental services, while charging a user fee that is consistently the lowest in the nation.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	628,578	797,643	801,159	807,468
Materials & Supplies	470,512	791,855	421,524	789,364
Capital Outlay	2,576	35,000	5,644	35,000
Transfer To Fixed Assets Capital	0	(35,000)	0	(30,000)
Net Expenditures	1,101,666	1,589,498	1,228,327	1,601,832
<i>Funded Staffing Level</i>	10.00	10.00	10.00	10.00
Authorized Complement				10

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	Meeting all quarterly forecasts	Meeting all quarterly forecasts	Meeting all quarterly forecasts
Provide the most cost-effective and efficient provision of sanitary sewer service while providing maximum practical protection to the environment and public health, while maintaining sewer fees at the lowest in the nation	Successfully manage the department's budget in order to generate an adequate surplus to ensure good bond rating for the sell of future sewer bonds at best cost possible for the City	Future bond rating	Moody's A2	Moody's A2	Moody's A2

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Maintaining the most competent, knowledgeable and courteous staff possible, capable of providing the most-efficient customer services to resolve customer billing inquiries as quickly as possible and provide accurate and timely accounting and budgeting support	Ensuring that the staff has the tools necessary to accurately calculate, bill and collect revenues for sewer services with minimum errors to reduce billing disputes and increase sewer revenues for City-billed industrial accounts	Number of billing disputes (These are conversions of S1 to S20. They are set by MLGW, not PW. We are correcting MLGW's errors)	100	100	100
Ensure that each employee skill-level remain high	Require each employee to complete at least 16 hours of mandatory training that covers specific information pertaining to the employee's job functions by the end of the fiscal year	Number of training hours	324	400	400

SEWER FUND

**PW/ENVIRONMENTAL
MAINTENANCE**

Description

To provide construction-type repairs to the sewer system in a timely and cost-effective manner.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	2,959,842	3,214,198	2,776,169	3,287,278
Materials & Supplies	1,364,257	2,524,795	2,423,174	2,524,546
Capital Outlay	657,200	750,000	1,053,173	750,000
Transfer To Fixed Assets Capital	(310,272)	(550,000)	(550,000)	(550,000)
Net Expenditures	4,671,027	5,938,993	5,702,516	6,011,824
<i>Funded Staffing Level</i>	59.00	59.00	48.92	59.00
Authorized Complement				59

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	100%	100%	100%
Protect the health of the community and the environment by providing construction-type repairs to the sanitary sewer system in a timely and cost-effective manner	Complete all residential and commercial connections and mainline repairs within 30 days from the original date of the requests or notification	Average number of days to complete repairs and installs	22	30	30
Ensure that each employees' skill levels remain high and are prepared to handle various repairs	Require each employee within the service center to complete at least 16 hours of training that covers specific information pertaining to the employee's job function by the end of the fiscal year	Number of training hours	2,458	700	700



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	Reduce the number of lost time injuries by 15%, by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	1	3	3

Description

To provide quality and timely sewer design services and maintain accurate sewer plan records so that sanitary sewer service can be provided to new developments.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	766,977	816,031	823,994	842,758
Materials & Supplies	119,566	236,966	237,166	236,966
Capital Outlay	0	22,000	22,000	22,000
Transfer To Fixed Assets Capital	0	0	0	0
Net Expenditures	886,543	1,074,997	1,083,160	1,101,724
<i>Funded Staffing Level</i>	13.00	13.00	13.00	13.00
Authorized Complement				13

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide 50 percent of Environmental engineering design needs	To deliver approved CIP contract plan sets for bid within 6 months of receipt of survey data	Percent of CIP project design completed	62.6%	50%	50%
Provide 50 percent of Environmental engineering design needs	To keep design costs less than 10 percent of construction costs	Percent of design cost to construction costs	4.3%	10%	10%

SEWER FUND

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>PW/Environmental Inspections</u>		CHEMIST QUALITY CONTROL	1
AIDE POLLUTION CONTROL	9	CHEMIST WTP	1
CLERK GENERAL A	1	CHEMIST WTP ASST	1
CREWPERSON SEMISKILLED	14	CLERK GENERAL A	2
DISPATCHER	5	CLERK INVENT CONTROL SR	1
ENGINEER ENVIRONMENTAL	1	CUSTODIAN	1
INSP POLLUTION CONTROL	12	ELECT MNT WTP	2
OPER STOPPAGE SEWER	10	ENG DESIGNER ENVIRONMENTAL A	2
SCHEDULER PLANNER	1	FOREMAN GEN WTP E I	1
SUPER SHIFT PUB WKS	3	FOREMAN GEN WTP MECH	3
Total PW/Environmental Inspections	56	INSP POLLUTION CONTROL	2
<u>PW/T.E. Maxson Treatment Plant - South</u>		MECH MNT WTP II	10
CLERK GENERAL B	1	MECH SHOP	1
CLERK INVENT CONTROL SR	1	MECHANIC MNT WTP I	1
ELECT MNT WTP	2	MGR INDUST WASTE MONITOR	1
FOREMAN GEN WTP E I	1	MGR WTP	1
FOREMAN GEN WTP MECH	3	MGR WTP MNT	1
MECH HEAVY EQUIP	3	MGR WTP PROCESSING	1
MECH MNT WTP II	11	OPER HEAVY EQUIP	3
MECH SHOP	1	OPER MECHANICAL	13
MECHANIC MNT WTP I	8	OPER WASTE TREAT I	1
MGR WTP	1	OPER WASTE TREAT II	8
MGR WTP MNT	1	PAINTER	1
MGR WTP PROCESSING	1	SPEC INDUST PRETREAT	1
OPER HEAVY EQUIP	1	SUPER OM SHIFT	1
OPER MECHANICAL	10	SUPER WTP OPERATIONS	1
OPER WASTE TREAT I	1	TECH CONTROL WTP	3
OPER WASTE TREAT II	8	TECH INDUSTRIAL PRETREAT	3
PAINTER	1	Total PW/Maynard C. Stiles Treatment Plant - North	75
SECRETARY B	1	<u>PW/Lift Stations</u>	
SPREADER SLUDGE	5	ENGINEER STATIONARY I	1
SUPER OM SHIFT	4	ENGINEER STATIONARY II	2
SUPER WTP OPERATIONS	1	HELPER MAINTENANCE	3
TECH CONTROL WTP	3	MGR SEWER LIFT STAT MNT	1
Total PW/T.E. Maxson Treatment Plant - South	69	PAINTER	1
<u>PW/Maynard C. Stiles Treatment Plant - North</u>		Total PW/Lift Stations	8
AIDE POLLUTION CONTROL	1		
ANALYST LAB	6		



SEWER FUND

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i><u>PW/Environmental Administration</u></i>			
ADMR ENGINEERING	1		
ADMR ENVIRON CONST ADMIN	1		
ADMR WASTE COLLECT FAC	1		
ADMR WTP FACILITIES	1		
CLERK ACCOUNTING B	2		
COORD SEWER CONSTRUCTION	1		
ENGINEER ENVIRONMENTAL	2		
SECRETARY A	1		
Total PW/Environmental Administration	<u>10</u>		
<i><u>PW/Environmental Maintenance</u></i>			
CLERK GENERAL A	1		
CLERK GENERAL B	1		
CLERK INVENT CONTROL SR	1		
DISPATCHER	1		
FOREMAN SEWER MNT	3		
HELPER MAINTENANCE	1		
MECH HEAVY EQUIP	3		
MGR ENVIRON PROJECT	1		
MGR ENVIRONMENTAL MNT	1		
OPER BACKHOE	2		
OPER HEAVY EQUIP	5		
PIPELAYER	24		
SCHEDULER PLANNER	1		
SUPER SEWER MAINT	1		
SUPER SHIFT PUB WKS	4		
WORKER CONCRETE	9		
Total PW/Environmental Maintenance	<u>59</u>		
<i><u>ENG/Sanitary Sewer Design</u></i>			
ENGINEER DESIGN	4		
ENGINEER DESIGN SENIOR	1		
INSP ZONE CONSTRUCTION	4		
SECRETARY B	1		
TECH ENGINEERING AA	3		
Total ENG/Sanitary Sewer Design	<u>13</u>		
<u>TOTAL SEWER FUND</u>	<u>290</u>		



Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY2011 Adopted
Revenues				
Storm Water Fees	19,679,736	21,909,000	20,400,000	24,275,500
Open Transfer-In	452,000	452,000	452,000	452,000
Fines & Forfeitures	0	5,000	135	5,000
Other	205,487	0	(193,663)	0
Total Revenue	20,337,223	22,366,000	20,658,472	24,732,500
Expenditures				
PW/Drain Maintenance	5,076,697	5,679,318	5,677,855	6,323,321
PW/Heavy Equipment Services	1,798,374	2,195,276	2,078,298	2,525,881
PW/Flood Control	1,110,290	1,335,401	1,343,502	1,382,580
PW/Storm Water	854,620	1,235,693	1,247,864	1,259,138
CE/Street Sweeping	1,779,225	2,312,819	2,472,141	2,378,996
Eng/Drainage Design	253,553	358,991	368,701	344,107
Cost Allocation - General Fund	300,000	300,000	300,000	300,000
MLG&W Billing	260,924	408,000	408,000	408,000
Material & Supplies		50,000	50,000	50,000
Depreciation	602,878	500,000	500,000	500,000
Transfer Out - Debt Service	4,412,440	4,412,440	4,412,440	4,412,440
Increase in Net Assets	3,888,222	3,578,062	1,799,671	4,848,037
Total Expenditures	20,337,223	22,366,000	20,658,472	24,732,500

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	7,428,844	8,408,100	8,069,064	8,869,916
Materials & Supplies	2,838,164	3,951,358	4,387,596	4,534,067
Capital Outlay	633,512	956,040	731,701	810,040
Transfer To Fixed Assets Capital	(20,735)	0	0	0
Total Expenditures	10,879,785	13,315,498	13,188,361	14,214,023
Program Revenue	(207,666)	0	193,528	0
Net Expenditures	10,672,119	13,315,498	13,381,889	14,214,023
<i>Funded Staffing Level</i>	147.00	147.00	141.25	147.00
Authorized Complement				147

Description

To preserve, repair, and improve the city's storm sewer infrastructure and the efficient, consistent delivery of essential City services vital to our citizens' quality of life.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	3,585,271	3,970,316	3,783,220	4,199,899
Materials & Supplies	987,806	1,171,002	1,310,454	1,533,422
Capital Outlay	519,355	538,000	584,181	590,000
Transfer To Fixed Assets Capital	(15,735)	0	0	0
Total Expenditures	5,076,697	5,679,318	5,667,855	6,323,321
Program Revenue	(2,203)	0	0	0
Net Expenditures	5,074,494	5,679,318	5,677,855	6,323,321
<i>Funded Staffing Level</i>	73.00	73.00	69.75	73.00
Authorized Complement				73

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Proposed FY 2011
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	94%	100%	100%
To protect property by reducing the likelihood of storm water flooding by providing preventive maintenance that includes inspection and repairs through cost-effective measures	Establish an aggressive plan to inspect 50% of all drainage basins within the City and arrange the necessary repairs to any damages that could cause unexpected flooding without undue delays	Percentage of basins inspected	100%	100%	100%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Proposed FY 2011
Improve drainage conditions by increase the routine inspection and cleaning the City's drainage inlets	Establish a more aggressive plan to increase the number storm drain inlets inspected and cleaned per day by 10% and to inspect and clean all high risk inlets once per month or determined by thunder storms	Percentage of inlets inspected and cleaned	100%	100%	100%
Ensure that each employees' skill levels remain high	Require each employee within the service center to complete at least 10 hours of training that covers specific information pertaining to the employee's job function by the end of the fiscal year	Number of training hours	1,555	730	1386
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	Reduce the number of lost time injuries by 15%, by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	8	3	0

STORM WATER FUND

PW/HEAVY EQUIPMENT SERVICES

Description

To preserve, repair, and improve the city's infrastructure and the efficient, consistent delivery of essential City services vital to our citizen's quality of life.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	1,293,053	1,415,126	1,360,573	1,527,634
Materials & Supplies	396,164	570,150	589,725	788,247
Capital Outlay	114,157	408,000	128,000	210,000
Transfer To Fixed Assets Capital	(5,000)	0	0	0
Net Expenditures	1,798,374	2,393,276	2,078,298	2,525,881
Funded Staffing Level	21.00	21.00	20.58	21.00
Authorized Complement				21

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	96%	100%	100%
Facilitate major infrastructures repairs and community enhancement projects that require particular expertise in the use of heavy equipment	Increase the number of heavy equipment projects completed this fiscal by 5%, to include locations in need of grading, clearing and/or excavating to enhance the aesthetics of the environment, allow proper water flow or to control erosion	Percentage of projects completed	85%	80%	85%



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Improve preparedness and emergency responses through additional training	With the help of other agencies including EMA, plan and conduct at least one emergency drills or training exercise before the end of the fiscal years that involves the mobilization of any and all heavy equipment vehicles and other necessary resources within the department in order to prepare for and respond to various emergencies and disasters in the future	Completion of exercise/drill	0	1	1
Ensure that each employees' skill levels remain high	Require each employee within the service center to complete at least 10 hours of training that covers specific information pertaining to the employee's job function by the end of the fiscal year	Number of training hours	134	400	400
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	Reduce the number of lost time injuries by 15%, by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	7	0	0

Description

To provide quality flood protection and to protect City of Memphis homes and businesses from flood water caused by high river water and rain.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	877,668	911,124	858,286	957,614
Materials & Supplies	232,622	424,277	485,216	424,966
Net Expenditures	1,110,290	1,335,401	1,343,502	1,382,580
<i>Funded Staffing Level</i>	16.00	16.00	15.00	16.00
Authorized Complement				16

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	100%	100%	100%
To protect public health as well as private property and infrastructure through a variety of quality flood control measures in a cost effective manner	Perform monthly inspections and tests of all flood control facilities in order to maintain them in excellent conditions and achieve an Outstanding rating annually by the U.S Corp of Engineers	Annual Corps of Engineers' rating	Outstanding	Outstanding	Outstanding
To protect public health as well as private property and infrastructure through a variety of quality flood control measures in a cost effective manner	Perform monthly inspections of all flood control facilities in order to prevent any pump station failures during increase river stages and potential flooding periods. Start-up tests shall be performed on a quarterly basis to ensure pumps are properly functioning	Number of pump station failures	0	0	0

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Ensure that each employees' skill levels remain high and are prepared to handle a flooding crisis	Require each employee within the service center to complete at least 16 hours of training that covers specific information pertaining to the employee's job function by the end of the fiscal year	Number of training hours	193	180	180
Minimize the number of lost time on-the-job injuries (OJI's), and the effect on the operation	Maintain 0 number of OJIs by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	0	1	1

Description

To protect the health of the City's citizens and the environment in which they live by developing and implementing programs to address pollution in storm water runoff from four defined source areas: residential and commercial, industrial and landfill, illicit connections and illegal dumping, and construction sites. (The program also works to reduce visible pollution caused by litter).

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	377,590	397,491	331,029	419,433
Materials & Supplies	477,030	830,202	899,355	831,705
Capital Outlay	0	8,000	17,480	8,000
Transfer To Fixed Assets Capital	0	0	0	0
Total Expenditures	854,620	1,235,693	1,247,864	1,259,138
Program Revenue	(300)	0	(135)	0
Net Expenditures	854,320	1,235,693	1,247,729	1,259,138
<i>Funded Staffing Level</i>	<i>7.00</i>	<i>7.00</i>	<i>5.92</i>	<i>7.00</i>
Authorized Complement				7

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	Meeting all quarterly forecasts	Meeting all qtrly forecasts	Meeting all quarterly forecasts
Improve and protect of the quality of life for the citizens and the environment through the development of storm water solutions and programs in accordance with NPDES standards	Organize and facilitate 10% more public education forums throughout the City than the number held in previous years to increase awareness of storm water programs and to gain more participation and responsibility from citizens and businesses	Meeting all quarterly forecasts	117	140	120

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Improve and protect of the quality of life for the citizens and the environment through the development of storm water solutions and programs in accordance with NPDES standards	Continue the plan to collect and analyze monthly water samples from each of the rivers and streams running through the City to determine water quality	Number of water samples tested	12	12	12
Ensure employees' skill levels remain high in order to perform sampling and other job functions	Require each employee to complete at least 16 hours of mandatory training that covers specific information pertaining to the employee's job functions by the end of the fiscal year	Number of training hours	392	100	150
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	Maintain 0 number of OJIs by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	0	0	0

Description

Street Sweeping helps Memphis retain the image of a beautiful, clean city through our efforts to clean and maintain City rights-of-way, vacant lots, lots with vacant houses and to make downtown a cleaner place.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	1,102,263	1,468,932	1,481,135	1,535,109
Materials & Supplies	676,962	843,887	991,006	843,887
Total Expenditures	1,779,225	2,312,819	2,472,141	2,378,996
Program Revenue	(205,163)	0	(193,663)	0
Net Expenditures	1,574,062	2,312,819	2,665,804	2,378,996
<i>Funded Staffing Level</i>	26	26	26.00	26.00
Authorized Complement				26

GOALS, OBJECTIVES & PERFORMANCE MEASURES

GOAL	OBJECTIVE	PERFORMANCE MEASURE	ACTUAL FY 2009	ESTIMATED FY 2010	PROPOSED FY 2011
Keep streets cleaned	To sweep primary streets quarterly	Total times primary streets swept	4		4
	To sweep residential/ neighborhood streets annually	Total times residential/ neighborhood streets swept	3		2
	To sweep state streets twice each month	Total times state streets swept	24		24
	To sweep downtown streets 3 times per week	Total times downtown streets swept	156		156

Description

To provide quality and timely drainage design services and maintain accurate drainage plan records so that storm water drainage service can be provided to new developments.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	192,999	245,111	254,821	230,227
Materials & Supplies	60,554	111,840	111,840	111,840
Capital Outlay	0	2,040	2,040	2,040
Transfer To Fixed Assets Capital	0	0	0	0
Net Expenditures	253,553	358,991	368,701	344,107
<i>Funded Staffing Level</i>	4.00	4.00	4.00	4.00
Authorized Complement				4

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide planning/ design construction inspection services for necessary public drainage improvements	To initiate studies on requested projects within 4 months of receipt	Percentage of studies started within time frame	100%	100%	100%
Provide planning/ design construction inspection services for necessary public drainage improvements	To keep design costs within 14.5 of construction costs	Percent of design cost vs. construction cost of project	10.0%	10.0%	8.0%

STORM WATER FUND

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>PW/Drain Maintenance</u>		HELPER MAINTENANCE	5
ADMR DRAIN MAINT	1	MECH SHOP	<u>1</u>
AIDE POLLUTION CONTROL	1	Total PW/Flood Control	16
CLERK GENERAL A	1	<u>PW/Storm Water</u>	
COORD DRAIN MAINT	1	CLERK ACCOUNTING B	1
CREWPERSON SEMISKILLED	13	COORD STORMWATER PROJ	3
DISPATCHER	1	ENGINEER ENVIRONMENTAL	1
FINISHER CONCRETE	1	TECH ENVIRONMENTAL	<u>2</u>
FOREMAN MNT PUB WKS	11	Total PW/Storm Water	7
INSP POLLUTION CONTROL	1	<u>Street Sweeping Storm Water</u>	
MASON BRICK	3	OPER EQUIPMENT	3
MGR DRAIN MAINT	1	OPER HEAVY EQUIP LD	1
OPER EQUIPMENT	9	OPER SWEEPER	21
OPER HEAVY EQUIP	3	SUPER ZONE HEAVY EQUIP	<u>1</u>
OPER STOPPAGE SEWER	3	Total Street Sweeping Storm Water	26
PIPELAYER	12	<u>ENG/Drainage Design</u>	
SUPER DRAIN MAINT	1	CLERK GENERAL B	1
SUPER RECORDS INVENTORY	1	ENG DESIGNER AA	1
SUPER SHIFT PUB WKS	3	ENGINEER DESIGN SENIOR	1
WORKER CONCRETE	6	TECH ENGINEERING AA	<u>1</u>
Total PW/Drain Maintenance	<u>73</u>	Total ENG/Drainage Design	4
<u>PW/Heavy Equipment Services</u>		<u>TOTAL STORM WATER FUND</u>	
CLERK GENERAL A	1		<u>147</u>
DRIVER TRACTOR TRAILER	1		
GREASER	1		
MECH HEAVY EQUIP	3		
MGR HEAVY EQUIP SVCS	1		
OPER EQUIPMENT	6		
OPER HEAVY EQUIP	6		
SERVICEMAN VEHICLE	1		
SUPER HEAVY EQUIP	1		
Total PW/Heavy Equipment Services	<u>21</u>		
<u>PW/Flood Control</u>			
CLERK GENERAL A	1		
CREWPERSON	1		
ENGINEER STATIONARY I	5		
ENGINEER STATIONARY II	2		
FOREMAN GEN STATIONARY ENG	1		





Internal Service Funds are used to budget for the costs of goods or services provided by one division or service center to other divisions for the City on a cost reimbursement basis. Included in the Internal Service Funds are:

Health Insurance

This fund accounts for the City's self-insurance for health benefits for City employees, their dependents and retirees.

Printing & Mail

Printing and Mail is the centralized operation that provides printing and mail services to City government agencies.

Fleet Management

This fund accounts for the maintenance and repair of all City vehicles and equipment. Fleet Management continues to be cost effective while providing maintenance and repairs.

HUMAN RESOURCES

Description

To provide high-quality and cost-effective benefit programs that are responsive to the needs of the employees, retirees, and City and to market those programs effectively.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Operating Revenue	96,685,057	93,070,000	106,619,069	117,587,252
Personnel Services	540,036	584,018	561,101	612,740
Materials & Supplies	4,143,468	6,250,965	6,775,202	7,093,927
Capital Outlay	0	5,000	0	5,000
Claims incurred	88,350,301	86,683,116	102,506,914	108,480,259
Transfers Out	0	0	4,218,567	5,642,898
Total Operating Expenses	93,033,805	93,523,099	114,061,784	121,834,824
Operating Net Income (Loss)	3,651,251	(453,099)	(7,442,715)	(4,247,572)



HUMAN RESOURCES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
CLERK GENERAL A	1		
MGR BENEFITS WELLNESS PROG	1		
SECRETARY A	1		
SECRETARY HR B	1		
SPEC BENEFITS TECH	1		
SPEC BENEFITS	4		
SPEC LABOR-COMPLIANCE	1		
SPEC WELLNESS FITNESS	1		
SUPER HR SATELLITE	1		
	Total		<u>12</u>
		<u>TOTAL HUMAN RESOURCES</u>	<u>12</u>



Description

Printing/Mail provides quality services to all City Government centers in the most cost efficient and expeditious manner to meet the needs of the customer.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	339,915	492,763	461,626	481,821
Materials & Supplies	782,791	894,997	895,092	912,030
Capital Outlay	24,648	158,000	158,000	31,143
Transfer To Fixed Assets				
Capital	(18,663)	(148,000)	(148,000)	0
Inventory	792,677	970,826	1,018,939	970,826
Total Expenditures	1,921,368	2,368,586	2,385,657	2,395,820
Program Revenue	(2,116,473)	(2,373,511)	(2,385,657)	(2,395,820)
Net Expenditures	(195,105)	(4,925)	0	0
<i>Funded Staffing Level</i>	13.00	13.00	12.58	13.00
Authorized Complement				13

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Meet the requests of all customers for quality printing within the requested timeframes	To provide quick copy jobs within 2 days after receipt of proof from customer	Percentage of quick copy delivered within 2 days	98%	99%	99%
Meet the requests of all customers for quality printing within the requested timeframes	To complete outside printing requests within 4 weeks from receipt of order	Percent outside printing completed within 4 weeks	100%	99%	99%
Deliver accurate and timely mail	To deliver inter-office mail within City Hall the same day if received in Mailroom by 11:45 a.m.	Percent of inter-office mail delivered on time	100%	100%	100%
Process and deliver all incoming US mail to the Post Office	To process all US mail and deliver to US Post Office the same day if received in the City mailroom before 3:30 p.m.	Percent of US mail received that is delivered to US Post Office same day	N/A	100%	100%



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Provide multi functional copiers to all departments.	To provide devices that perform as scanners, network printers, faxes and copiers and educate service centers on the potential savings when fully utilized.	Percent of service centers that have networked their devices and their satisfaction with cost and performance.	N/A	N/A	85%

GENERAL SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>Printing/Mail Services</i>			
CLERK ACCOUNTING B	1		
CLERK MAIL DISTRIBUTION BINDERY	3		
CLERK MAIL DISTRIBUTION BINDERY LD	1		
MGR PRINTING MAIL	1		
PRINTER	2		
PRINTER SR	1		
PRINTING/MAIL SPECIALIST	1		
SUPER BUSINESS AFFAIRS PRINTING	1		
TECH GRAPHIC ART	1		
Total Printing/Mail Services	<u>13</u>		
<u>TOTAL PRINTING/MAIL FUND</u>	<u>13</u>		



Description

Fleet Management provides quality maintenance and repairs to all City vehicles in a fast and efficient manner, in order to decrease a unit's downtime.

Operating Budget

Category	FY 2009 Actual	FY 2010 Adopted	FY 2010 Forecast	FY 2011 Adopted
Personnel Services	10,468,856	11,584,969	10,987,389	12,130,331
Materials & Supplies	2,094,614	2,132,402	2,538,797	2,517,009
Capital Outlay	493,357	112,452	316,390	112,452
Transfer To Fixed Assets				
Capital	(380,369)	0	(203,938)	0
Inventory	16,738,372	16,500,000	18,101,093	17,921,757
Total Expenditures	29,414,830	30,329,823	31,739,731	32,681,549
Program Revenue	(28,926,118)	(30,329,823)	(31,739,731)	(32,681,549)
Net Expenditures	488,712	0	0	0
<i>Funded Staffing Level</i>	180.00	180.00	174.42	180.00
Authorized Complement				180

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Continue implementation and management of Preventative Maintenance Program	To perform at least 1 PM/inspection per year for heavy equipment and vehicles	Number of PM's per heavy equipment vehicle	95%	100%	95%
Continue implementation and management of Preventative Maintenance Program	To perform at least 1 PM/inspection per year for heavy equipment and vehicles	Percent of service centers satisfied with services received for heavy equipment	85%	85%	90%
Continue implementation and management of Preventative Maintenance Program	To perform at least 4 inspections per year for light equipment vehicles	Percent of PM's per light equipment vehicle	115%	115%	100%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2009	Estimated FY 2010	Adopted FY 2011
Continue implementation and management of Preventative Maintenance Program	To perform at least 4 inspections per year for light equipment vehicles	Percent of service centers who were satisfied with services received for light equipment	85%	85%	90%
Maintain fuel tanks	To ensure tanks are registered as required	Percent of tanks registered	100%	100%	100%
Maintain fuel tanks	To ensure tanks are registered as required	Percent annual test completed as required	100%	100%	100%
Comply with adopted budget	To ensure the service center(s) stay within budget	Surplus/(deficit)	0	0	0
Decrease and control the cost of Outside Wrecker tows	To eliminate dependency on Vendors	Percent of outside tows	36%	30%	5%
Train and place staff on a 24 hour/7 days basis at the PM Wrecker Shop	To eliminate dependency on Vendors and control cost	Percent of outside tows	100%	100%	25%
Decrease downtime at Preventive Maintenance Wrecker Shop	Decrease downtime by performing PM's, etc while vehicles are not being used	Percent of preventive maintenance done while customers wait	100%	80%	50%
Train and place staff on a 24 hour/7 days basis at Fire Shop	To improve customer service and deliver more efficiently	Percent reduction in out of service emergency vehicles	100%	100%	25%
Bring contract tire repair to Fire Shop	To isolate flat repairs on emergency vehicles	Percent reduction in flat repairs on emergency vehicles	N/A	85%	85%

GENERAL SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>Fleet Management</i>			
ADMR GENERAL SVCS OPS	1		
ADMR FLEET SVCS	1		
CLERK INVENT CONTROL	3		
CLERK INVENT CONTROL SR	5		
CREWPERSON	3		
FOREMAN GEN VEHICLE SVCS	2		
FOREMAN AUTO MECHANICS	9		
HELPER MECHANIC	38		
MECH HEAVY EQUIP	2		
MECH HEAVY EQUIP LD	1		
MECH MASTER	45		
MECH MASTER LO	23		
MGR FLEET SVCS	2		
MGR VEHICLE SUPPORT SVCS	2		
OPER SPECIAL EQUIP	1		
OPER SVC TRUCK WRECKER	10		
PAINTER	4		
REPAIRER AUTOBODY	4		
SECRETARY C	1		
SPEC FUEL MGMT	1		
SUPER BUSINESS AFFAIRS	1		
SUPER FUEL SUPPLIES & INV	1		
SUPER WRECK SVC SHIFT	4		
TECH ACCOUNTS PAYABLE SR	9		
WELDER MASTER	7		
Total Fleet Management	180		
<u>TOTAL VEHICLE MAINTENANCE FUND</u>	<u>180</u>		





The Memphis City Administration develops a Five-Year Financial Plan for the General Fund. The Five Year Financial Plan is an indication of management's best assessment of future revenues, expenditures and operating results over the five-year forecast period.

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 realistic 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 Five-Year Financial Plan include the following:

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

The revenue projections assume average annual growth of one-half percent over the four year period (five including the budget year) in the two main revenue categories of sales and property taxes. The economic dependency of these two revenue categories, the current financial climate, with high unemployment, and housing instability, effectively negate historical growth and collection trends for these two major revenue sources. Consequently revenue trends for all categories in the general fund are modest.

Expenditure projections represent no expenditure growth for most expenditure categories, in each year. Any expenditure projection increases reflect the impact of known and proposed spending for personnel, or operating expenditures resulting from capital projects in the City's Capital Improvement Plan. Personnel expenditures, in general, are held at no growth as many employees are subject to bargaining unit agreements which will be negotiated at a future time.

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 could be presented to the City Council for future consideration. This section is intended to provide a high level look at projected revenues and expenditures for long range planning purposes. There are a number of 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.

REVENUE AND EXPENDITURE SUMMARY

Category	FY 2011 Adopted	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
<u>Revenues</u>					
Local Taxes	422,636,835	423,699,266	426,256,802	428,860,753	431,485,326
State Taxes	52,045,528	51,159,282	51,374,202	51,668,294	51,964,348
Licenses and Permits	11,287,710	11,181,392	11,181,392	11,181,392	11,181,392
Fines and Forfeitures	10,245,000	10,857,560	11,025,946	11,194,658	11,368,947
Charges for Services	917,400	917,400	917,400	917,400	917,400
Use of Money and Property	2,035,679	2,093,951	2,055,535	2,017,887	1,980,993
Federal Grants	0	0	0	0	0
State Grants	0	0	0	0	0
Other Revenues	7,880,881	3,341,911	3,341,911	3,341,911	3,341,911
Transfers In	127,766,897	75,715,323	75,715,323	75,715,323	74,684,323
Total Revenues	<u>634,815,930</u>	<u>578,966,085</u>	<u>581,868,511</u>	<u>584,897,618</u>	<u>586,924,640</u>
<u>Expenditures</u>					
CITY ATTORNEY	13,981,077	15,094,093	15,142,154	15,160,149	15,548,113
CITY COUNCIL	1,603,745	1,635,085	1,635,085	1,635,085	1,635,085
CITY COURT CLERK	3,220,316	3,430,685	3,536,786	3,643,177	3,746,050
CITY COURT JUDGES	617,200	622,423	623,380	624,365	625,362
CITY ENGINEERING	7,117,243	8,114,906	8,114,906	8,162,306	8,114,906
COMMUNITY ENHANCEMENT	7,762,374	8,393,398	9,578,980	8,705,166	8,467,821
EXECUTIVE	6,906,398	7,061,035	7,061,035	7,061,035	7,061,035
FINANCE	5,773,876	5,632,958	5,595,208	5,595,208	5,595,208
FIRE SERVICES	139,629,771	143,313,023	143,691,469	144,296,392	144,916,422
GENERAL SERVICES	9,937,800	11,405,161	11,427,341	11,450,781	11,474,690
GRANTS & AGENCIES	118,589,012	57,164,571	57,164,571	57,164,571	57,164,571
HCD	4,761,631	5,758,686	4,690,690	3,675,002	3,766,999
HUMAN RESOURCES	7,411,432	9,716,676	9,739,042	9,761,499	9,794,341
INFORMATION SERVICES	18,274,712	20,336,165	20,712,467	21,096,293	21,487,794
PARK SERVICES	21,384,898	22,292,631	22,283,667	22,283,667	22,283,667
POLICE SERVICES	225,972,817	236,066,458	236,498,677	236,732,547	236,974,597
PUBLIC SERVICES & NEIGHBORHOODS	20,174,936	19,832,007	19,824,808	19,832,008	19,832,008
PUBLIC WORKS	17,440,386	19,862,320	20,533,019	21,250,408	22,018,840



REVENUE AND EXPENDITURE SUMMARY

Category	FY 2011 Adopted	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
Total Expenditures	<u>630,559,624</u>	<u>595,732,281</u>	<u>597,853,285</u>	<u>598,129,659</u>	<u>600,507,509</u>





UNALLOCATED REVENUE

FIVE YEAR PROJECTION

Category	FY 2011 Adopted	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
Local Taxes					
Subtotal	422,636,835	423,699,266	426,256,802	428,860,753	431,485,326
State Taxes					
Subtotal	52,045,528	51,159,282	51,374,202	51,668,294	51,964,348
Licenses and Permits					
Subtotal	11,287,710	11,181,392	11,181,392	11,181,392	11,181,392
Fines and Forfeitures					
Subtotal	10,245,000	10,857,560	11,025,946	11,194,658	11,368,947
Charges for Services					
Subtotal	917,400	917,400	917,400	917,400	917,400
Use of Money and Property					
Subtotal	2,035,679	2,093,951	2,055,535	2,017,887	1,980,993
Federal Grants					
Subtotal	0	0	0	0	0
State Grants					
Subtotal	0	0	0	0	0
Other Revenues					
Subtotal	7,880,881	3,341,911	3,341,911	3,341,911	3,341,911
Transfers In					
Subtotal	127,766,897	75,715,323	75,715,323	75,715,323	74,684,323
Total Revenues	<u>634,815,930</u>	<u>578,966,085</u>	<u>581,868,511</u>	<u>584,897,618</u>	<u>586,924,640</u>



CITY ATTORNEY

FIVE YEAR PROJECTION

Category	FY 2011 Adopted	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
Personnel Services	5,136,655	5,282,532	5,282,532	5,282,532	5,282,532
Materials & Supplies	8,844,422	9,811,561	9,859,622	9,877,617	10,265,581
Gross Expenditure	13,981,077	15,094,093	15,142,154	15,160,149	15,548,113
Expense Recoveries	0	0	0	0	0
Total Expenditures	13,981,077	15,094,093	15,142,154	15,160,149	15,548,113
Program Revenue	0	0	0	0	0
Net Expenditures	13,981,077	15,094,093	15,142,154	15,160,149	15,548,113
<i>Funded Staffing Level</i>	68	68	68	68	68



Category	FY 2011 Adopted	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
Personnel Services	1,306,295	1,337,635	1,337,635	1,337,635	1,337,635
Materials & Supplies	297,450	297,450	297,450	297,450	297,450
Gross Expenditure	1,603,745	1,635,085	1,635,085	1,635,085	1,635,085
Expense Recoveries	0	0	0	0	0
Total Expenditures	1,603,745	1,635,085	1,635,085	1,635,085	1,635,085
Program Revenue	0	0	0	0	0
Net Expenditures	1,603,745	1,635,085	1,635,085	1,635,085	1,635,085
<i>Funded Staffing Level</i>	25	25	25	25	25



CITY COURT CLERK

FIVE YEAR PROJECTION

Category	FY 2011 Adopted	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
Personnel Services	3,141,974	3,241,007	3,241,007	3,241,007	3,241,007
Materials & Supplies	1,892,878	1,902,228	1,911,865	1,921,779	1,932,000
Capital Outlay	9,464	15,450	15,914	16,391	16,883
Fines & forfeitures	1,824,000	1,728,000	1,632,000	1,536,000	1,443,840
Gross Expenditure	5,044,316	5,158,685	5,168,786	5,179,177	5,189,890
Expense Recoveries	0	0	0	0	0
Total Expenditures	5,044,316	5,158,685	5,168,786	5,179,177	5,189,890
Program Revenue	(1,824,000)	(1,728,000)	(1,632,000)	(1,536,000)	(1,443,840)
Net Expenditures	3,220,316	3,430,685	3,536,786	3,643,177	3,746,050
<i>Funded Staffing Level</i>	60	60	60	60	60



CITY COURT JUDGES

FIVE YEAR PROJECTION

Category	FY 2011 Adopted	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
Personnel Services	570,084	574,364	574,364	574,364	574,364
Materials & Supplies	47,116	48,059	49,016	50,001	50,998
Gross Expenditure	617,200	622,423	623,380	624,365	625,362
Expense Recoveries	0	0	0	0	0
Total Expenditures	617,200	622,423	623,380	624,365	625,362
Program Revenue	0	0	0	0	0
Net Expenditures	617,200	622,423	623,380	624,365	625,362
<i>Funded Staffing Level</i>	5	5	5	5	5



CITY ENGINEERING

FIVE YEAR PROJECTION

Category	FY 2011 Adopted	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
Personnel Services	6,840,185	7,787,348	7,787,348	7,787,348	7,787,348
Materials & Supplies	1,765,121	1,808,121	1,808,121	1,855,521	1,808,121
Capital Outlay	7,500	15,000	15,000	15,000	15,000
Licenses & permits	88,000	88,000	88,000	88,000	88,000
Charges for services	1,298,200	1,298,200	1,298,200	1,298,200	1,298,200
State grant	95,000	95,000	95,000	95,000	95,000
Other revenues	14,363	14,363	14,363	14,363	14,363
Gross Expenditure	8,612,806	9,610,469	9,610,469	9,657,869	9,610,469
Expense Recoveries	0	0	0	0	0
Total Expenditures	8,612,806	9,610,469	9,610,469	9,657,869	9,610,469
Program Revenue	(1,495,563)	(1,495,563)	(1,495,563)	(1,495,563)	(1,495,563)
Net Expenditures	7,117,243	8,114,906	8,114,906	8,162,306	8,114,906
<i>Funded Staffing Level</i>	144	144	144	144	144



COMMUNITY ENHANCEMENT

FIVE YEAR PROJECTION

Category	FY 2011 Adopted	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
Personnel Services	6,462,323	7,030,877	7,030,877	7,030,877	7,030,877
Materials & Supplies	2,405,150	2,183,333	3,368,915	2,495,101	2,257,756
Capital Outlay	42,901	117,188	117,188	117,188	117,188
Local taxes	398,000	398,000	398,000	398,000	398,000
State grant	750,000	540,000	540,000	540,000	540,000
Gross Expenditure	8,910,374	9,331,398	10,516,980	9,643,166	9,405,821
Expense Recoveries	0	0	0	0	0
Total Expenditures	8,910,374	9,331,398	10,516,980	9,643,166	9,405,821
Program Revenue	(1,148,000)	(938,000)	(938,000)	(938,000)	(938,000)
Net Expenditures	7,762,374	8,393,398	9,578,980	8,705,166	8,467,821
<i>Funded Staffing Level</i>	130	130	130	130	130



EXECUTIVE**FIVE YEAR PROJECTION**

Category	FY 2011 Adopted	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
Personnel Services	3,276,374	3,403,229	3,403,229	3,403,229	3,403,229
Materials & Supplies	1,454,972	1,454,972	1,454,972	1,454,972	1,454,972
Capital Outlay	53,837	81,619	81,619	81,619	81,619
Grants & subsidies	2,659,419	2,659,419	2,659,419	2,659,419	2,659,419
Federal grants	123,882	123,882	123,882	123,882	123,882
Other revenues	414,322	414,322	414,322	414,322	414,322
Gross Expenditure	7,444,602	7,599,239	7,599,239	7,599,239	7,599,239
Expense Recoveries	0	0	0	0	0
Total Expenditures	7,444,602	7,599,239	7,599,239	7,599,239	7,599,239
Program Revenue	(538,204)	(538,204)	(538,204)	(538,204)	(538,204)
Net Expenditures	6,906,398	7,061,035	7,061,035	7,061,035	7,061,035
<i>Funded Staffing Level</i>	46	46	46	46	46



FINANCE**FIVE YEAR PROJECTION**

Category	FY 2011 Adopted	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
Personnel Services	4,717,302	4,543,794	4,543,794	4,543,794	4,543,794
Materials & Supplies	1,065,074	1,097,164	1,059,414	1,059,414	1,059,414
Capital Outlay	1,500	2,000	2,000	2,000	2,000
Licenses & permits	0	0	0	0	0
Other revenues	10,000	10,000	10,000	10,000	10,000
Gross Expenditure	5,783,876	5,642,958	5,605,208	5,605,208	5,605,208
Expense Recoveries	0	0	0	0	0
Total Expenditures	5,783,876	5,642,958	5,605,208	5,605,208	5,605,208
Program Revenue	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Net Expenditures	5,773,876	5,632,958	5,595,208	5,595,208	5,595,208
<i>Funded Staffing Level</i>	86	86	86	86	86



FIRE SERVICES

FIVE YEAR PROJECTION

Category	FY 2011 Adopted	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
Personnel Services	144,446,795	146,563,376	147,024,676	147,390,091	147,766,854
Materials & Supplies	14,454,872	15,619,512	15,929,898	16,248,522	16,572,487
Capital Outlay	764,200	983,700	983,700	983,700	983,700
Transfers out	277,100	315,675	0	0	0
Charges for services	16,220,000	16,000,000	16,000,000	16,000,000	16,000,000
Intergovernmental revenues	3,802,196	3,878,240	3,955,805	4,034,921	4,115,619
Other revenues	291,000	291,000	291,000	291,000	291,000
Gross Expenditure	159,942,967	163,482,263	163,938,274	164,622,313	165,323,041
Expense Recoveries	0	0	0	0	0
Total Expenditures	159,942,967	163,482,263	163,938,274	164,622,313	165,323,041
Program Revenue	(20,313,196)	(20,169,240)	(20,246,805)	(20,325,921)	(20,406,619)
Net Expenditures	139,629,771	143,313,023	143,691,469	144,296,392	144,916,422
<i>Funded Staffing Level</i>	1,874	1,874	1,874	1,874	1,874



GENERAL SERVICES

FIVE YEAR PROJECTION

Category	FY 2011 Adopted	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
Personnel Services	7,931,133	9,180,514	9,180,514	9,180,514	9,180,514
Materials & Supplies	4,708,269	4,924,249	4,946,429	4,969,869	4,993,778
Capital Outlay	0	2,000	2,000	2,000	2,000
Inventory	0	0	0	0	0
Local taxes	447,960	447,960	447,960	447,960	447,960
Charges for services	2,253,642	2,253,642	2,253,642	2,253,642	2,253,642
Gross Expenditure	12,639,402	14,106,763	14,128,943	14,152,383	14,176,292
Expense Recoveries	0	0	0	0	0
Total Expenditures	12,639,402	14,106,763	14,128,943	14,152,383	14,176,292
Program Revenue	(2,701,602)	(2,701,602)	(2,701,602)	(2,701,602)	(2,701,602)
Net Expenditures	9,937,800	11,405,161	11,427,341	11,450,781	11,474,690
<i>Funded Staffing Level</i>	156	156	156	156	156



GRANTS & AGENCIES

FIVE YEAR PROJECTION

Category	FY 2011 Adopted	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
Personnel Services	173,006	175,574	175,574	175,574	175,574
Materials & Supplies	29,928	29,928	29,928	29,928	29,928
Grants & subsidies	56,600,878	55,173,869	55,173,869	55,173,869	55,173,869
Transfers out	1,785,200	1,785,200	1,785,200	1,785,200	1,785,200
Transfers to other governments	60,000,000	0	0	0	0
Gross Expenditure	118,589,012	57,164,571	57,164,571	57,164,571	57,164,571
Expense Recoveries	0	0	0	0	0
Total Expenditures	118,589,012	57,164,571	57,164,571	57,164,571	57,164,571
Program Revenue	0	0	0	0	0
Net Expenditures	118,589,012	57,164,571	57,164,571	57,164,571	57,164,571
<i>Funded Staffing Level</i>	3	3	3	3	3



Category	FY 2011 Adopted	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
Personnel Services	274,759	279,039	279,039	279,039	279,039
Materials & Supplies	145,771	145,771	145,771	145,771	145,771
Grants & subsidies	4,341,101	5,333,876	4,265,880	3,250,192	3,342,189
Gross Expenditure	4,761,631	5,758,686	4,690,690	3,675,002	3,766,999
Expense Recoveries	0	0	0	0	0
Total Expenditures	4,761,631	5,758,686	4,690,690	3,675,002	3,766,999
Program Revenue	0	0	0	0	0
Net Expenditures	4,761,631	5,758,686	4,690,690	3,675,002	3,766,999
<i>Funded Staffing Level</i>	5	5	5	5	5

HUMAN RESOURCES

FIVE YEAR PROJECTION

Category	FY 2011 Adopted	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
Personnel Services	4,091,809	5,258,280	5,258,280	5,258,280	5,258,280
Materials & Supplies	3,334,623	4,468,396	4,490,762	4,513,219	4,546,061
Capital Outlay	0	0	0	0	0
Claims incurred	0	0	0	0	0
Transfers out	0	0	0	0	0
Use of money & property	0	0	0	0	0
Other revenues	15,000	10,000	10,000	10,000	10,000
Transfers in	0	0	0	0	0
Employee contributions	0	0	0	0	0
Gross Expenditure	7,426,432	9,726,676	9,749,042	9,771,499	9,804,341
Expense Recoveries	0	0	0	0	0
Total Expenditures	7,426,432	9,726,676	9,749,042	9,771,499	9,804,341
Program Revenue	(15,000)	(10,000)	(10,000)	(10,000)	(10,000)
Net Expenditures	7,411,432	9,716,676	9,739,042	9,761,499	9,794,341
<i>Funded Staffing Level</i>	53	53	53	53	53



INFORMATION SERVICES

FIVE YEAR PROJECTION

Category	FY 2011 Adopted	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
Personnel Services	2,602,617	2,721,122	2,721,122	2,721,122	2,721,122
Materials & Supplies	16,616,965	18,044,810	18,405,708	18,773,821	19,149,295
Capital Outlay	255,130	770,233	785,637	801,350	817,377
Charges for services	0	0	0	0	0
Other revenues	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Gross Expenditure	19,474,712	21,536,165	21,912,467	22,296,293	22,687,794
Expense Recoveries	0	0	0	0	0
Total Expenditures	19,474,712	21,536,165	21,912,467	22,296,293	22,687,794
Program Revenue	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)
Net Expenditures	18,274,712	20,336,165	20,712,467	21,096,293	21,487,794
<i>Funded Staffing Level</i>	34	34	34	34	34



PARK SERVICES

FIVE YEAR PROJECTION

Category	FY 2011 Adopted	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
Personnel Services	15,811,002	16,437,246	16,437,246	16,437,246	16,437,246
Materials & Supplies	11,719,277	11,731,041	11,722,077	11,722,077	11,722,077
Capital Outlay	113,240	113,240	113,240	113,240	113,240
Inventory	75,300	75,300	75,300	75,300	75,300
Transfers out	352,556	357,981	357,981	357,981	357,981
Charges for services	6,214,805	5,950,505	5,950,505	5,950,505	5,950,505
State grant	111,372	111,372	111,372	111,372	111,372
Other revenues	360,300	360,300	360,300	360,300	360,300
Gross Expenditure	28,071,375	28,714,808	28,705,844	28,705,844	28,705,844
Expense Recoveries	0	0	0	0	0
Total Expenditures	28,071,375	28,714,808	28,705,844	28,705,844	28,705,844
Program Revenue	(6,686,477)	(6,422,177)	(6,422,177)	(6,422,177)	(6,422,177)
Net Expenditures	21,384,898	22,292,631	22,283,667	22,283,667	22,283,667
<i>Funded Staffing Level</i>	249	249	249	249	249



POLICE SERVICES

FIVE YEAR PROJECTION

Category	FY 2011 Adopted	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
Personnel Services	207,485,130	215,623,940	216,056,159	216,290,029	216,532,079
Materials & Supplies	18,385,943	19,065,786	19,065,786	19,065,786	19,065,786
Capital Outlay	83,000	55,000	55,000	55,000	55,000
Transfers out	2,581,200	3,784,188	3,784,188	3,784,188	3,784,188
Fines & forfeitures	107,396	107,396	107,396	107,396	107,396
Charges for services	1,917,000	1,817,000	1,817,000	1,817,000	1,817,000
Federal grants	240,000	240,000	240,000	240,000	240,000
Other revenues	298,060	298,060	298,060	298,060	298,060
Gross Expenditure	228,535,273	238,528,914	238,961,133	239,195,003	239,437,053
Expense Recoveries	0	0	0	0	0
Total Expenditures	228,535,273	238,528,914	238,961,133	239,195,003	239,437,053
Program Revenue	(2,562,456)	(2,462,456)	(2,462,456)	(2,462,456)	(2,462,456)
Net Expenditures	225,972,817	236,066,458	236,498,677	236,732,547	236,974,597
<i>Funded Staffing Level</i>	2,857	2,857	2,857	2,857	2,857



**PUBLIC SERVICES &
NEIGHBORHOODS**

FIVE YEAR PROJECTION

Category	FY 2011 Adopted	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
Personnel Services	18,015,256	17,675,909	17,675,909	17,675,909	17,675,909
Materials & Supplies	5,782,045	5,721,463	5,714,264	5,721,464	5,721,464
Capital Outlay	3,000	10,000	10,000	10,000	10,000
Licenses & permits	358,533	358,533	358,533	358,533	358,533
Fines & forfeitures	850,000	850,000	850,000	850,000	850,000
Charges for services	662,123	662,123	662,123	662,123	662,123
State grant	0	0	0	0	0
Other revenues	1,754,709	1,704,709	1,704,709	1,704,709	1,704,709
Gross Expenditure	23,800,301	23,407,372	23,400,173	23,407,373	23,407,373
Expense Recoveries	0	0	0	0	0
Total Expenditures	23,800,301	23,407,372	23,400,173	23,407,373	23,407,373
Program Revenue	(3,625,365)	(3,575,365)	(3,575,365)	(3,575,365)	(3,575,365)
Net Expenditures	20,174,936	19,832,007	19,824,808	19,832,008	19,832,008
<i>Funded Staffing Level</i>	355	355	355	355	355



PUBLIC WORKS**FIVE YEAR PROJECTION**

Category	FY 2011 Adopted	FY 2012 Projected	FY 2013 Projected	FY 2014 Projected	FY 2015 Projected
Personnel Services	5,644,520	6,072,080	6,074,127	6,076,236	6,078,407
Materials & Supplies	12,279,561	14,266,935	14,933,087	15,645,242	16,407,596
Capital Outlay	3,000	10,000	12,500	15,625	19,531
State grant	486,695	486,695	486,695	486,695	486,694
Gross Expenditure	17,927,081	20,349,015	21,019,714	21,737,103	22,505,534
Expense Recoveries	0	0	0	0	0
Total Expenditures	17,927,081	20,349,015	21,019,714	21,737,103	22,505,534
Program Revenue	(486,695)	(486,695)	(486,695)	(486,695)	(486,694)
Net Expenditures	17,440,386	19,862,320	20,533,019	21,250,408	22,018,840
<i>Funded Staffing Level</i>	140	140	140	140	140





Memphis at a Glance

Government

The City of Memphis was 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.

Demographics

Land Area

Memphis -	346.6 sq. miles
Counties:	Sq. Miles
Shelby (includes Memphis)	755
Crittenden	610
DeSoto	478
Tipton	459
Fayette	704
Marshall	375
Tate	404
Tunica	455
Total	4,542.3

Population

2008 (est.)	610,434
2013 (proj.)	595,900

Age

Under 5	7.9%
5 - 14	14.7%
15 - 19	7.7%
20 - 24	7.9%
25 - 34	13.1%
35 - 44	12.9%
45 - 54	13.6%
55 - 64	10.9%
65 - 75	5.9%
75+ years	2.7%

Sex

Male	47.4%
Female	52.6%

Race

White	30.1%
Black	62.8%
Asian & Pacific Islander	2.1%
Other	5.0%

Climate

Avg. Summer Temp	81
Avg. Winter Temp	41
Avg. Annual Temp	62
Avg. Precipitation	49 inches
Avg. Snowfall	5.3 inches
Elevation	337 feet

Economics

Major Employers

FedEx	30,000
Memphis Bd. of Education	15,240
U.S. Government	14,700
Methodist Healthcare	8,717
Memphis City Government	6,741
Baptist Memorial Healthcare	6,585
Shelby County Government	6,513
Naval Support Activity	6,372
Wal-Mart	6,000
Shelby Co. Bd. of Education	5,200
Tennessee State Government	5,000
University of UT – Memphis	3,750
Kroger Delta Marketing	3,500
First Tennessee Bank	3,423
First Horizon National Corp.	3,423
First Tennessee Home Loans	3,183
St. Jude Hospital	3,109

Unemployment Rates

(2008 Avg.)	
Memphis MSA	7.5%
Shelby County	7.4%
Tennessee	7.5%
United States	7.1%

Household Income

(2006 Est. avg.)	
Memphis	\$46,872
Shelby County	\$56,059
Memphis MSA	\$56,399

Sales Tax

Local	2.25%
State	7.00%

Property Tax Rates

(Per \$100 value)	
Memphis City	\$3.19
Shelby County	\$4.09
Total in Memphis City Limits	\$7.34



Memphis at a Glance

Retail Sales

Memphis MSA (In Billions)

2001	\$13.85
2002	\$13.97
2003	\$14.46
2004	\$16.13
2005	\$17.06
2006	\$17.86

Bond Rating

General Obligation Bonds

Moody's	A1
Standard & Poor	AA
Fitch	A+

Sewer Bond

Moody's	A2
Standard & Poors	AA
Fitch	AA-

Real Estate

Real Estate	Sq. Feet
Office Space.....	46,800,764
Vacancy Rate.....	12.4%
Industrial Space	184,178,684
Vacancy Rate.....	13.6%

Office Space

Total Market Size (sq.ft.) ...	46,800,764
New Construction (sq.ft.).....	158,520
Square Feet Available.....	5,809,238
Vacancy Rate.....	12.4%
Net Absorption (sq.ft.)	217,577
Avg. Class A Rental Rate (\$/sq.ft.)	\$17.41

Industrial Space

Total Market Size (sq.ft.) .	184,178,684
New Construction (sq.ft.).....	952,743
Square Feet Available.....	25,113,235
Suburban Vacancy Rate	13.6%
Net Absorption (sq.ft.)	(959,232)
Avg. Gross Lease Rates	
100,000+sq. ft. (\$/s.f.)	\$2.93
Psychiatrists/Psychologists	264
Ambulatory Surgical Centers	25

Education

Memphis City Schools

Total Enrollment	110,000
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Number of Schools:

Elementary	112
Middle/Junior.....	36
High School.....	35
Specialty Centers	26

College Entrance Exam Scores

ACT:

Memphis City Schools	17.5
Shelby County Schools.....	21.5
Tennessee	20.7
U.S.	21.1

Service Statistics

Fire

Uniform strength	1,876
Fire Stations.....	56
Divisions.....	2
Battalions	13
Number of engine companies	56
Number of truck companies	27
Hazardous Materials Squads.....	3
Air Crash Apparatus.....	6
Emergency Medical Units	33

Police

Uniform strength	2,143
Number of Precincts	10
Number of Community Policing Offices	14
Number of Squad cars in fleet	1,538

Airport

Annual Departures/Arrivals	363,139
Airlines	7
Freight Carriers	14
Total Passengers	10,532,095
Total Cargo (lbs.)	8,148,705,319
(Busiest cargo airport in the world)	



Memphis at a Glance

Public Works

Solid Waste/Garbage Collection

Tons Solid Waste Disposed ... 242,492
 Tons Solid Waste Diverted..... 138,270
 Homes Recycling (curbside) .. 185,964
 Animals Collected/Disposed 22,703

Street Maintenance

Total Road Lane Miles 5,000
 Curb & Gutter Miles..... 2,630
 Street Lights 80,570
 Tons Asphalt Produced..... 43,600
 Tons Cold Mix Produced..... 0
 Lane Miles Resurfaced 101

Storm Drainage System

Roadside Ditches (miles) 580
 Underground Pipes 2,350 miles
 Storm Water Inlets 40,000

Sewer System

Sewer (miles) 3,605
 Sewer Pump Stations..... 102
 Daily Usage (gals/day) 163 million

T.E. Maxson Treatment Plant

Wastewater Treated (gal.).. 26.4 billion
 Sludge Disposal (lbs.) 77.9 million

M. C. Stiles Treatment Plant

Wastewater Treated (gal.).. 34.9 billion
 Sludge Disposal (lbs.) 59.7 million

Flood Control

Pumping Stations 11
 Earth Levees (miles) 20
 Flood Gates..... 32
 Reservoirs (acres)..... 643
 Flood Wall (linear ft.) 17,089

City Engineering

Traffic Control

Signals repaired or replaced 4,428

Park Services

Recreation

Parks 166
 Acreage..... 5,387
 Golf Courses 8
 Aquatic Sights 18
 Community Centers 24
 Tennis Centers..... 7

Walking Trails 34

Playgrounds 109

Fairgrounds Building (sq. ft. 98,787

Liberty Bowl seating capacity... 62,000

Zoo Acreage 36

Special Centers..... 7

Other Recreation Facilities

Liberty Bowl Memorial Stadium

Mid-South Coliseum

Memphis Pink Palace Museum

Fairgrounds/Libertyland

Memphis Zoological Gardens

Children's Museum

Memphis Botanic Garden

Lichterman Nature Center

Mud Island River Park

FedEx Forum

Services Provided By Other Governmental Units

Education

Memphis Board of Education

Health & Human Services

Memphis/Shelby County Health Department

Library Services

Memphis Public Library and Information Center

Public Housing

Memphis Housing Authority

Public Transportation

Memphis Area Transit Authority

Utilities

Memphis Light Gas & Water Division





AAM. American Association of Museums

AED. Automatic External Defibrillator

ADA. American Disabilities Act

ALS. Advanced Life Support

APCO. Association of Public Safety Communications Officials

ACCUAL ACCOUNTING. The basis of accounting under which revenues are recorded when earned and expenditures (or expenses) are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt or payment of cash may take place, in whole or in part, in another accounting period.

ALCOHOL COMMISSION. Consists of nine members appointed by the Mayor. These members are empowered to make such rules and regulations consistent with state law.

ALLOCATION. Planned expenditures and funding sources approved in the CIP for specific projects.

ANTI-NEGLECT ORDINANCE. An ordinance which requires the City to monitor the existence of derelict and abandoned buildings and to track owners of abandoned properties and issue fines.

APPROPRIATION. A legal authorization granted by the City Council to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and time when it may be expended.

ATTRITION. Used to quantify anticipated personnel cost reductions due to the lapsed time between when a funded position becomes vacant and is filled.

AUTHORIZED COMPLEMENT. Total number of positions that a division may fill
Due to attrition they may not be funded for the full fiscal year.

BDC. Business Development Center

BLS. Basic Life Support

BUDGET. An annual financial plan to allocate resources in order to achieve the City's goals. Must be submitted to Council by the third Tuesday in April and approved prior to July 1.

CAFR. Comprehensive Annual Financial Report. A report that reflects the financial position of the funds and account groups of the City of Memphis and the result of operations for a year. The report also provides information on the economic condition of the City.

CCE. Construction Code Enforcement

CDBG. Community Development Block Grant
The U.S. Department of Housing and Urban Development provides CDBG funds to the Division of Housing and Community Development for programs that eliminate slum and blight from a community and for economic and residential development activities that benefit low and moderate-income residents of the City.

CDC. Center for Disease Control

CE. Continuing Education

CFS. Calls for Service

CIP. Capital Improvement Program. Adopted plan of public improvements, scheduled on a priority basis, for the current fiscal year and the succeeding four years, including estimated costs and funding sources.

C.L.E. Continuing Legal Education Credits

CLERB. Citizens' Law Enforcement Review Board

CO-ACT. Community Action. Mini-precincts based within the community.

CSFP. Commodity Supplemental Food Program

CAPITAL IMPROVEMENT BUDGET. The first fiscal year allocations of the CIP and reprogrammed allocations from prior year's CIP.

CAPITAL REPLACEMENT BUDGET. Adopted program for replacement of vehicles and equipment.

CHARGES FOR SERVICES. Fees received from fee-based public services.

CITIZENS POLICE ACADEMY. Training session that citizens can attend so they will have a better understanding of policing.

COMMUNITY BASED POLICING. A cooperative effort and communication between citizens and police officers in order to keep their community safe.

COUNTY ASSESSOR. Appraises all real and personal property in Shelby County and maintains the necessary data to provide the taxing jurisdictions with the certified assessments and any changes made as prescribed by Tennessee Code Annotated.

COUNTY TRUSTEE. State constitutional office, the banker, principal tax collector, and revenue agent for all of Shelby County Government.

DOT. Department of Transportation. Agency designated to oversee all areas of transportation.

DRA. Depot Redevelopment Agency

DRS. Department of Regional Services

DEBT SERVICE FUND. Used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs.

DIVISION. A major unit of the City designated by the type of service provided.

DEPRECIATION. The decrease in the value of physical assets due to use and passage of time.

DEBT SERVICE. The payments of principal and interest on loans, notes, and bonds.

DOWN PAYMENT ASSISTANCE. Program that provides down payment and closing cost grants up to \$3,500 for qualified low and moderate-income home buyers in the Memphis City limits.

E.A.P. Employee Assistance Program. Program to assist employees with medical, mental, or personal problems.

EEOC. Equal Employment Opportunity Commission

EMD. Emergency Medical Dispatching. A system where fire dispatchers are trained and certified to give life saving instructions to citizens who call and request ambulance service.

EMS. Emergency Medical Services
Fire service center that provides emergency lifesaving procedures and pre-hospital care to the sick and injured.

EMT. Emergency Medical Technician. Job classification licensed by the State. First responder to emergencies. Provide basic first aid care to the sick and injured before the paramedics arrive on the scene.

ESL. English as a second language

ECONOMIC DEVELOPMENT LOANS. Small business loan program that provides gap financing and economic opportunities for qualified Memphis businesses

The City will lend 20% or a maximum of \$250,000 for each business.

ENTERPRISES FUNDS. Funds are used to account for the acquisition, operation and maintenance of the City's facilities and services which are entirely or predominantly self-supported by user charges or where the City has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

EXPENSE RECOVERIES. Funds that are paid to a division after work is performed for another City division.

FA. False Alarms

FEMA. Federal Emergency Management Association

FF. Fire Fighter

FHA. Federal Housing Authority
Provides low interest loans for homebuyers.

FIRE Act. Fire Investment and Response Enhancement Act

FLSA. Fair Labor Standards Act. A federal law that governs the payment of minimum wage, overtime rates, compensatory time, recordkeeping of hours worked, and other criteria relating to wages and hours of work for non-exempt employees, including government employees.

FMLA. Family and Medical Leave Act. An Act which states that eligible employees shall be entitled to a total of 12 workweeks of leave during any 12 month period of time for health related reasons for the employee or their family.

FMZ. Fire Management Zone

FTE. Full Time Equivalent

FISCAL YEAR. A period of consecutive months designated as the budget year

The City's fiscal year is from July 1 to June 30.

FUNDED STAFF LEVEL. Number of full-time positions funded in the budget.

GFOA. Government Finance Officers Association. The professional association of state/provincial and local finance officers in the United States and Canada, serving the public finance profession since 1906

GMAQ. Greater Memphis Association for Quality

G.O. BONDS. General Obligation Bonds that are backed by the full faith and credit and unlimited taxing power of the City.

G.R.E.A.T. Gang Resistance Education and Training
Federal grant received by the Police Division.

GENERAL FUND. The general operating fund of the City
It is used to account for all financial resources except those required to be accounted for in another fund.

GOALS AND OBJECTIVES. Service center defined measurable activities to be completed within the current budget.

GOLF SURCHARGE. User fees collected to pay for the maintenance of the City's golf courses.

Haz Mat. Hazardous Materials

HCD. Housing and Community Development
A division in the City of Memphis responsible for Systematic Code Enforcement and Housing and Economic Development.

HUD. Housing and Urban Development

ICS. Incident Command System

IN SERVICE TRAINING. State funds which are provided to police officers and fire fighters that complete a minimum of 40 hours of course work each year.

INTERNAL SERVICE FUNDS. Used to account for the financing of goods or services provided by one department to other departments or agencies of the City, or to other governmental units, on a cost reimbursement basis.

LEPC. Local Emergency Planning Committee

LEGAL LEVEL. The numbered organizational level at which an operating budget has been adopted by Council.

LOCAL SHARED REVENUE. Revenue received from Shelby County Government.

LOUDERMILL. Supreme Court decision that stated when termination is considered as an end result, the following procedures must be used:

- (a)The employee's division will investigate the facts of the matter.
- (b)The employee will be given notice of the charges and an opportunity to be heard by the employee's division director.
- (c)Termination for just cause can then occur, if warranted.

MBOC. Minority Business Opportunity Committee

MCVB. Memphis Convention & Visitor's Bureau

M.F.D. Memphis Fire Department

M.H.A. Memphis Housing Authority

MMI. Memphis Museums, Inc.

MOU. Memorandum of Understanding

M.P.A. Memphis Police Association

M.P.D. Memphis Police Department

M/WBE. Minority/Women Business Enterprise

MATA. Memphis Area Transit Authority. MATA has the authority to supervise the operations of the City's transit system. This system is managed by a private firm hired by MATA. MATA is funded by a combination of user fees, federal and state grants, and the City. MATA's annual budget, rates and fares are approved by the City Council.

MLG&W. Memphis Light, Gas and Water. City owned utility that provides electricity, gas, and water to citizens of Shelby County, Tennessee

MLG&W is managed by its President and a five member Board of Commissioners who are nominated by the City Mayor and approved by the City Council. MLG&W's annual budget and rates require the approval of the City Council.

MEMPHIS POLL. Annual survey where Memphis citizens can address a variety of public issues such as neighborhood concerns, crime, police, fire, public works, taxes and services, economic development, and recreation.

MODIFIED ACCRUAL ACCOUNTING. Under this basis of accounting, required for use by governmental funds, revenues are recognized in the period in which they become available and



measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

NASA. National Aeronautics and Space Administration

NFPA. National Fire Protection Association
An organization devoted to the promotion of fire safety and awareness.

NP/CRA. Neighborhood Planning/Community Redevelopment Agency

NPDES. National Pollutant Discharge Elimination System. Federal law requires the City to apply for a permit, which indicates approval, for the drainage system design and the monitoring of the system.

NYSC. National Youth Sports Coach Association

NEIGHBORHOOD WATCH. A group of neighbors who form an organization to assist each other in providing for the security of their homes by observing strangers and unusual occurrences in the area.

OJI
On The Job Injury

OON
Office of Nursing

OSHA. Occupational Safety and Health Administration
Monitors the adherence to federal health and safety regulations in the workplace in order to reduce job injuries.

PILOT. Pay In Lieu of Taxes

PM. Preventative Maintenance

PPO/POS. Preferred Provider Organization/ Point of Service

PST's. Police Service Technicians. Entry level position for police training. They respond to minor traffic accidents and issue parking tickets.

PART 1 CRIMES/OFFENSES. Crimes of a serious nature such as homicide, rape, robbery, aggravated assault, burglary, larceny theft, and arson.

PERFORMANCE-BASED-BUDGETING. A budgeting method that ties future allocations of resources to past performance.

PERFORMANCE MEASURES. Data collected to determine how well a service center is achieving its goals and objectives.

POLICE SUB-STATION. Geographic sub-division of a precinct.

PRECINCT. Geographic sub-division of the Police Division.

PROPERTY TAX RATE. The property tax rate is set by an ordinance. The Adopted FY 2009 tax rate is \$3.25 on each \$100 of assessed value of each species of taxable property within the City. The taxes are apportioned as follows: Board of Education of the Memphis City Schools \$0.1900; General Purposes of the City of Memphis \$2.3427; Debt Service of the City of Memphis \$0.7141; Capital Pay-Go \$0.0032

REPROGRAMMED. CIP allocations which have not been appropriated that are carried forward to the next fiscal year

RESERVE OFFICERS. Citizens trained by the Police Division, who work 20 hours a month and serve in an officer capacity when full time officers are not available.

SCBA. Self Contained Breathing Apparatus
Equipment used by firefighters to provide oxygen and eliminate smoke inhalation.

SCCB. Shelby County Conservation Board
Parks legal level responsible for the maintenance of parks in Shelby County and Orgill Golf Course. Costs are reimbursed by Shelby County Government.

SLM. Spanish language materials

SOP. Standard Operating Procedure
Guidelines set by the service center

SERVICE CENTER. A sub-unit or cost center of a division.

SKYBOXES. Provide luxurious accommodations for spectators at Liberty Bowl Memorial Stadium events.

SPECIAL OPERATIONS RESPONSE TEAM (SORT). The SORT team responds to a wide variety of emergency incidents, including the hazardous materials and high rise/rope rescue. These specialized skills provide this group of dedicated firefighters with the expertise to combat impossible odds to protect individuals from harm.

SPECIAL REVENUE FUND. Used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specific purposes.

STEP. Solid Waste Management. Public Work's legal level responsible for the collection, disposal, and recycling of solid waste.

TCA. Tennessee Code Annotated

TCP. Traffic Control Plan

TN-TF1. Tennessee Task Force 1

T.Q.S. Total Quality Service

T.V.A. Tennessee Valley Authority

TELE-SERVE. A reporting system that frees officers from non-violent report calls so they can focus on more violent offenses. Citizens can make minor criminal reports by telephone, which reduces, call volume and response times.

TRUNKED RADIO SYSTEM. A radio system that will provide unlimited frequencies and in emergency situations various City agencies can communicate with each other.

UCA. Uniform Certification Agency

UNION ARTICLES OF AGREEMENT. A negotiated agreement between the City and bargaining units regarding policies and procedures.

VFC. Vaccines for Children

WIC. Women, Infants and Children

WMD. Weapons of Mass Destruction

W.O. Work Order

