

CITY OF MEMPHIS



Mission

To be brilliant at the basics - delivering reliable, responsive, high quality services.

Vision

Memphis is a hub of opportunity, innovation and easy living.

Purpose

Improving quality of life for all Memphians, every day.



Jim Strickland, Mayor

ADMINISTRATION

CHIEFS

Brian Collins, **Chief Financial Officer**
Ursula Madden, **Chief Communications Officer**
Douglas McGowen, **Chief Operating Officer**
Bruce McMullen, **Chief Legal Officer**
Michael Rallings, **Chief of Police**
Alexandria Smith, **Chief Human Resources Officer**

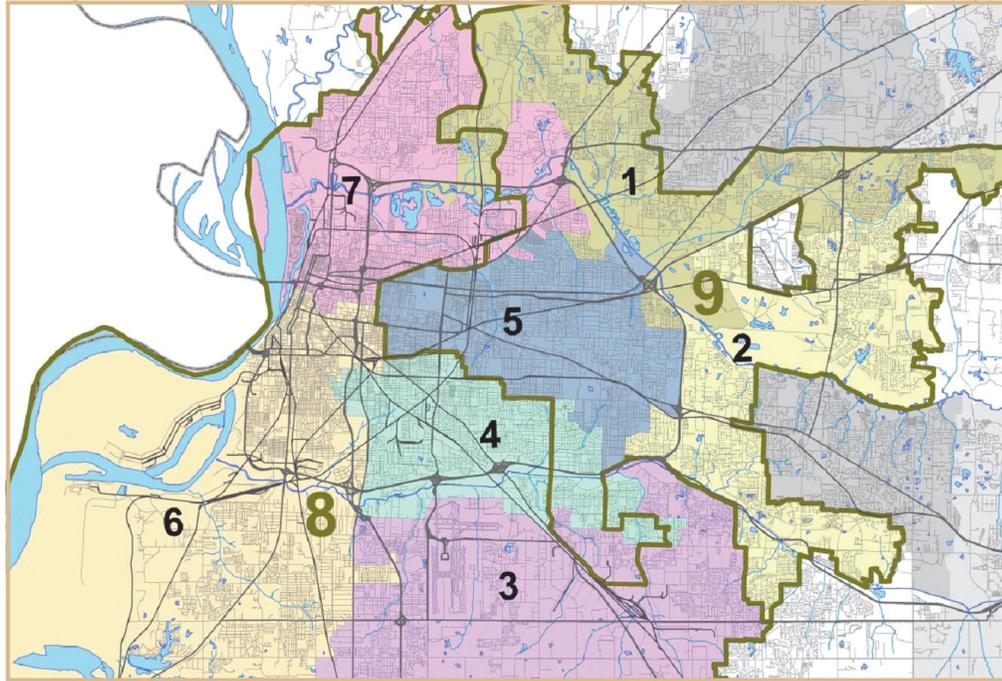
DIRECTORS

Antonio Adams, **Director, General Services**
Manny Belen, **Director, Engineering**
Richard Copeland, **Director, Planning and Development**
Robert Knecht, **Director, Public Works**
Keenon McCloy, **Director, Libraries**
Brenton Nair, **Chief Information Officer**
Maria Muñoz-Blanco, **Director, Parks and Neighborhoods**
Gina Sweat, **Director, Fire Services**
Paul Young, **Director, Housing and Community Development**

COURTS

Tarik Sugarmon, **Administrative Judge (Division 2)**
Earnestine Hunt Dorse, **City Court Judge Division 1**
Jayne R. Chandler, **City Court Judge Division 2**
Kay Robilio, **City Court Clerk**

City of Memphis Council Members



CHAIRMAN

Berlin F. Boyd, **District 7**

COUNCIL ADMINISTRATOR

Juaness Keplinger

COUNCIL MEMBERS

| | |
|---|---------------------|
| Morrison, Bill | District 1 |
| Colvett, Jr., Frank | District 2 |
| Robinson, Patrice J. | District 3 |
| Swearngen, Jamita E. | District 4 |
| Morgan, Worth | District 5 |
| Ford, Jr., Edmond, | District 6 |
| Boyd, Berlin F. | District 7 |
| Brown, Joe | District 8-1 |
| Fullilove, Janis, <i>Vice Chairperson</i> | District 8-2 |
| Jones, Martavius D. | District 8-3 |
| Conrad, Kemp | District 9-1 |
| Spinosa, Jr., Philip C. | District 9-2 |
| Hedgepath, Reid | District 9-3 |



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Memphis
Tennessee**

For the Fiscal Year Beginning

July 1, 2016

A handwritten signature in cursive script, reading "Jeffrey R. Egan".

Executive Director

Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Memphis for its annual budget presentation for the fiscal year beginning July 1, 2015.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operations guide, a financial plan and a communication device.

The 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 the GFOA to determine its eligibility for another year.

Although there have been years that we have not received the Distinguished Budget Award, we have received it now for 18 consecutive years. The City of Memphis also holds GFOA's Certificate of Excellence in Financial Reporting for our Comprehensive Annual Financial Report for the previous 39 years.

The Finance Division Employees who contribute to the development of the FY2017 Annual Budget are:

Richard Campbell, **Budget Manager**
Kametris Wyatt, **Revenue Manager**
Cynthia Hughes-Ward, **Budget Supervisor**
Yvonne Johnson, **Sr. Financial Analyst CIP**
Shuman Majumdar, **Sr. Financial Analyst**
Anita Taylor, **Sr. Financial Analyst**
James Angus, **Sr. Financial Analyst**

Automated Publishing / Content Design
Finite Matters Ltd.

Photos courtesy of:
Matoiri Spencer, **Quality Control Coord, P.W.**



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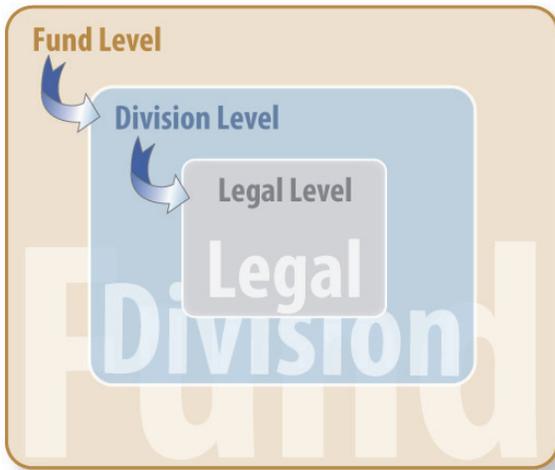
HOW TO USE THIS BOOK

This budget document presents an in-depth insight into the City of Memphis. Through the budget book it is the intention of the administration to provide readers a comprehensive and transparent view into the use of resources that provide services to the Citizens of Memphis. With the presentation of financial information, budget policy, a profile of the community, capital planning, long range planning, and discussions on all funds the budget book should convey the necessary information to gain a level of understanding of the city's funding capabilities and the spending priorities.

The table of contents along with identifying tabs organizes this book into major sections and sub-sections to easily guide readers through the information. A more detailed template on how to use this book follows.

Format and Organization of this Book

Revenues and **Expenses** are presented in the context of **Funds** which is the highest grouping of financial information. The second level of information grouping is at the **Division Level**. These levels summarize to the Fund Level. The lowest level of information grouping is the **Legal Level** (program level). This grouping summarizes to the Division level.



The **General Fund** is the largest fund. The General Fund is used to account for the general operations and activities that provide services to the citizens. It provides the resources necessary to sustain the day-to-day activities and thus pays for all administrative and operating expenses. The primary sources of revenues are Ad Valorem Tax, Local Sales Tax, Licenses and Permits, and Fines and Forfeitures.

The General Fund is the first fund section presented in this document. The major section entitled “Other Funds” presents the Debt Fund, Enterprise Funds, Special Revenue Funds, and the Internal Service Funds.

A description of the major sections and sub-sections follows.

Introduction

The Introduction section includes the Mayor’s Letter, followed by historical information about the City of Memphis, the Governmental Structure, and the City’s Organizational Chart.

Budget Overview

The Budget Overview section provides a summary of the budget and explains some of the factors behind the numbers presented. This section also identifies the City’s Mission and Priorities and Performance Accountability Plan. The sub-sections describes the City’s Budget Process and Policy, the All Funds Financial Summary and individual summaries of each Fund, the Tax History, the Operating Ordinance, the Authorized Positions and the Capital Improvement Program (CIP) Summary.

General Fund Revenue

The General Fund Revenue section of the book includes a summary of the General Fund revenues and a detailed listing of all revenue sources. The detailed listing includes revenues that are for the general use of the City of Memphis and revenues earned through the direct efforts of a City Division.

General Fund Expenditures

The General Fund Expenditures section of the book begins with a summary of the General Fund expenditures. The sub sections of the summary provide information at the Division Level and the Legal Levels.

Divisions

All divisions included in this book have a uniform format. Each division’s budget provides the reader with a wealth of information, not only about the division’s total budget, but also about its mission, goals and performance toward providing the best services possible for citizens. Further information pertaining to the Division is presented as the legal

level or program level. The City of Memphis' General Fund Budget is approved, by ordinance, on the Legal Level; therefore each division will have one or more legal levels.

The information at the Division Level includes:

Comparative Financial Plan – This financial spreadsheet compares previous fiscal year expenditures and revenues against the current year adopted budget.

Mission – A mission statement is a clear, concise statement of purpose that guides the action of the division and captures the essence of the division's goals and philosophies.

Structure – The organization chart shows the Legal Level entities that comprise the division.

Services – This section lists the scope of services provided by the division and to the citizens of Memphis. Some of these are public safety, parks and recreation, public works and courts.

Performance Highlights – Performance highlights summarize the accomplishments achieved, changes made, and new programs implemented in FY2016.

Strategic Goals (KPI's) – Key performance indicators identify the major goals and the performance metrics that support the City's priorities.

Description – This summarizes the function and or services of this sub-unit of the division.

The information at the Legal Level includes:

Comparative Financial Plan – This financial spreadsheet compares previous fiscal year expenditures and revenues against the current year adopted budget.

Other Funds

The Other Funds section includes funds other than the General Fund that have been appropriated by

the budget ordinance. These funds have their own assets, liabilities, equity, revenues, and expenditures, for certain specific activities to accomplish definite objectives. The funds are as follows:

Debt Service Fund – This fund accounts for the periodic deposits of revenue and loan payments to assure the timely availability of sufficient moneys for the payment of the City's general obligation debt and other related debt and costs.

Enterprise Fund – The Sewer Fund and the Storm Water Fund represent the City's Enterprise Funds which provide services to the public on a user charge basis.

Other Post-Employment Benefits (OPEB) Fund – This fund accounts for the City's payment of healthcare benefits to retirees and their families.

Internal Service Fund – These funds provide services to other divisions of the City on a cost reimbursement basis. Included in the Internal Service Funds are:

- **Health Insurance Fund** – This fund accounts for the City's self-insurance for health benefits for City employees and their dependents.
- **Unemployment Fund** – This fund accounts for unemployment compensation deposited into the City's self-insured plan.
- **Fleet Management Fund** – This fund accounts for the maintenance and repair of all City vehicles and equipment.

Special Revenue Fund – These funds are required to account for the use of revenue earmarked by law for a particular and restricted purpose. Included in the Special Revenue Funds are:

- **Solid Waste Management Fund** – accounts for the delivery of timely and environmentally responsible solid waste disposal services.
- **Metro Alarm Fund** – accounts for the financial resources enforcing an ordinance for the proper use of alarms and reducing false alarms.

- **Office of Planning and Development Fund** – Funds programs that result in thriving and livable neighborhoods, safe and efficient buildings, and enhanced economic development opportunities.
- **Hotel/Motel Fund** – Funds to support the convention center and tourism.
- **New Memphis Arena** – Funds to retire debt of the FedEx Forum.
- **Drug Enforcement Fund** – Funds from seized properties that support the drug enforcement cost.

Strategic Planning

The Strategic Planning section details the City's Four-Year Financial Plan for the General Fund. This is a projection; however it does not represent what will be adopted and approved by Council for that year. Budgets are approved one year at a time.

Appendix

The Appendix section provides statistical information and includes the Community Profile and Glossary.



From the beginning of my term as mayor, we have consistently worked toward making the very core of what we do at the City of Memphis stronger. Today, I am presenting a proposed FY 2018 general fund budget of \$668.7 million and a general obligation bond-funded capital improvement plan budget of \$77.8 million, both of which will make another tangible step toward a stronger Memphis. That means allocating necessary and more resources to public safety, increasing what we do for our young people, and calling for no increase in our tax rate while fully allowing us to meet our operating and debt obligations.

More opportunities for our young people will make us a stronger Memphis, and they are embedded throughout this budget. We're allocating \$475,000 more to open our Libraries longer hours. We're spending \$663,000 more on our youth jobs programs-- amplifying a program that already provides 1,400 meaningful opportunities for Memphis young people every year. And our young people will benefit from a renewed emphasis on funding our Parks Division, particularly with upgrades to parks and community centers.

A stronger Memphis means stronger, safer neighborhoods, which is why we continue emphasis on public safety-- our Police and Fire Divisions in particular. We are increasing funding to our Police division by \$5.8 million, mostly to accommodate our staff's rebuilding. As our complement has fallen below 2,000 officers, pay increases and large recruiting classes are part of our multi-year, wide-ranging strategy to rebuild the department from its recent staffing peak. We are budgeting to increase staffing by more than 50 officers and 70 Police Service Technicians, which will allow commissioned officers to focus on our priority, which is reducing violent crime. Overtime costs will be increased to fund staffing in high crime areas determined by data.

Plus, considering all sources, we will be funding approximately 88 percent of our annual required contribution to our pension fund, continuing the positive trajectory we started years ago. It's also five percentage points higher than the 83 percent required for FY 2018 by state law.

In our capital improvement plan, we will continue to reinvest in infrastructure through an \$18.5 million spend on street paving-- a \$2 million increase from FY 2017. We will sustain last year's increased support for a more robust public transit system-- including the expectation of the return of steel-wheel trolleys on Main Street in FY 2018. And as Memphis approaches

Letter from the Mayor

the important 50th anniversary of Dr. Martin Luther King Jr.'s death in our city, we're appropriating \$1 million toward features that will commemorate what that means to all of us.

This proposed budget helps make us a stronger Memphis by being fiscally responsible. Keeping our tax rate level encourages growth and stability for those who want to invest in our community. We remain committed to a city government that prioritizes clean, safe neighborhoods. Through the actions for which this budget serves as a blueprint, we will take another major step toward a stronger Memphis.

Sincerely,

A handwritten signature in black ink that reads "Jim Strickland". The signature is written in a cursive, flowing style.

Mayor Jim Strickland

City of Memphis
FY 2018 PROPOSED TO ADOPTED BUDGET

| Expenditure Type | FY 2018 Proposed Budget | Amendments | FY2018 Adopted Budget |
|------------------|----------------------------|------------|--------------------------|
|------------------|----------------------------|------------|--------------------------|

General Fund Divisions

REVENUES

| | | | |
|----------------------|----------------------|------------------|----------------------|
| All Revenues | \$668,680,951 | \$155,300 | \$668,836,251 |
| Total Revenue | \$668,680,951 | \$155,300 | \$668,836,251 |

EXPENDITURES

| | | | |
|-----------------------------------|----------------------|-----------------|----------------------|
| City Attorney | \$11,477,425 | \$45,814 | \$11,523,239 |
| City Council | \$1,962,646 | \$188,184 | \$2,150,830 |
| City Court Clerk | \$6,959,657 | \$(573,514) | \$6,386,143 |
| City Court Judges | \$639,332 | \$5,612 | \$644,944 |
| Engineering | \$7,779,101 | \$66,579 | \$7,845,680 |
| Executive | \$15,365,145 | \$58,933 | \$15,424,078 |
| Finance | \$10,921,499 | \$52,847 | \$10,974,346 |
| Fire Services | \$172,264,363 | \$1,161,256 | \$173,425,619 |
| General Services | \$22,516,539 | \$166,383 | \$22,682,922 |
| Grants & Subsidies | \$51,183,305 | \$726,147 | \$51,909,452 |
| Housing and Community Development | \$4,546,082 | \$1,005 | \$4,547,087 |
| Human Resources | \$7,077,356 | \$128,350 | \$7,205,706 |
| Information Services | \$21,841,577 | \$16,161 | \$21,857,738 |
| Library Services | \$20,595,458 | \$57,900 | \$20,653,358 |
| Parks and Neighborhoods | \$35,932,976 | \$169,229 | \$36,102,205 |
| Police Services | \$261,814,603 | \$(2,285,809) | \$259,528,794 |
| Public Works | \$15,742,368 | \$87,994 | \$15,830,362 |
| Total Expenditures | \$668,619,432 | \$73,071 | \$668,692,503 |

| | | | |
|---|-----------------|-----------------|------------------|
| Contribution (Use) of Fund Balance | \$61,519 | \$82,229 | \$143,748 |
|---|-----------------|-----------------|------------------|

Capital Improvement Fund

EXPENDITURES

| | | | |
|---------------------------|----------------------|--------------------|----------------------|
| Total Expenditures | \$158,858,484 | \$3,480,000 | \$162,338,484 |
|---------------------------|----------------------|--------------------|----------------------|



INTRODUCTION



THE CITY OF MEMPHIS, TENNESSEE

Memphis is located on the east bank of the Mississippi River in the southwest corner of Tennessee. Memphis is the State's largest city and the county seat of Shelby County. The corporate limits contain 350 square miles, representing 45 percent of the total land area of Shelby County. Memphis ranks as the 20th largest city in the nation. The estimated population is 656,860.

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, when a Mayor – Council form of government was established. The City Council is composed of thirteen representative citizens who are elected for four-year terms. Six (6) council members are elected at large in multi-member districts, with territorial boundaries determined by dividing the City in half with each multi-member district consisting of three (3) council member positions. The remaining seven (7) members are elected by single member districts, numbers 1-7. The Council elects its own chairperson, exercises legislative powers, approves budgets and establishes the tax rate. The Mayor is elected to a four-year term. The Mayor carries out the policies of the City and appoints board members to various related organizations, joint owned ventures and board authorities. These include the boards of the Memphis Light, Gas and Water Division (MLG&W); Memphis Area Transit Authority; Memphis Housing Authority; Memphis and Shelby County Downtown Memphis Development Commission; Memphis & Shelby County Convention Center Complex; Memphis Brooks Museum of Art; Memphis & Shelby County Building Code Advisory Board; and the Memphis & Shelby County Public Library Board. The Mayor appoints five of the seven members of the Board of the Memphis & Shelby County Airport Authority. Most of the members of these boards are private citizens giving their time to the City without compensation.

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

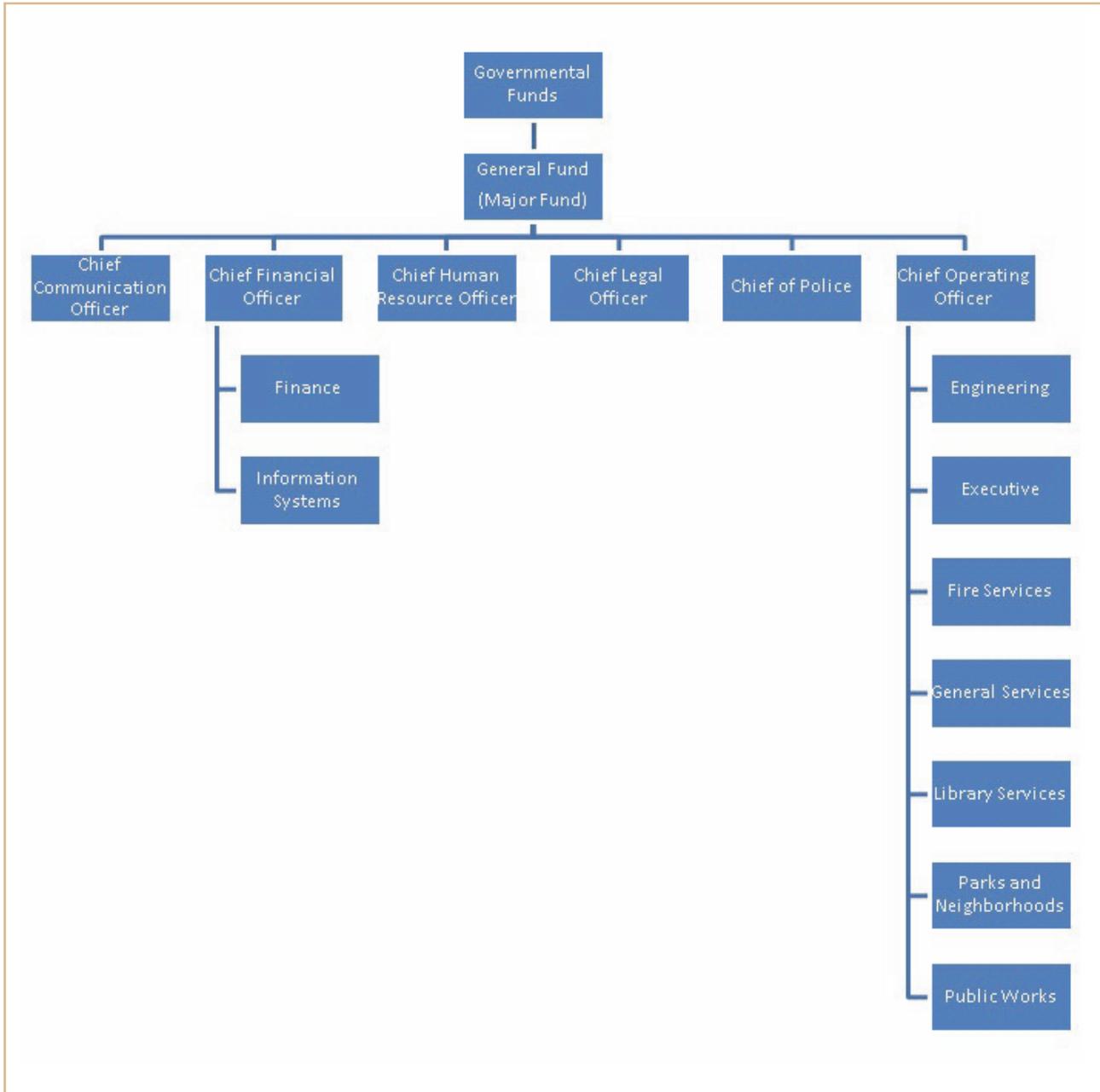
The administrative divisions of the City include: Engineering; Executive; Finance; Fire; General Services; Information Services; Housing and Community Development; Human Resources; Legal; Libraries; Parks; Office of Planning and Development, Police Services; and Public Works. There are three divisions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

City of Memphis, Tennessee

ORGANIZATION CHART

Governmental Funds *(part 1 of 2)*

The City's **General Fund** is the general operating fund and supports the essential City services and activities. Fund revenues come primarily from a variety of Local and intergovernmental taxes, fees and fines.



Organization Chart

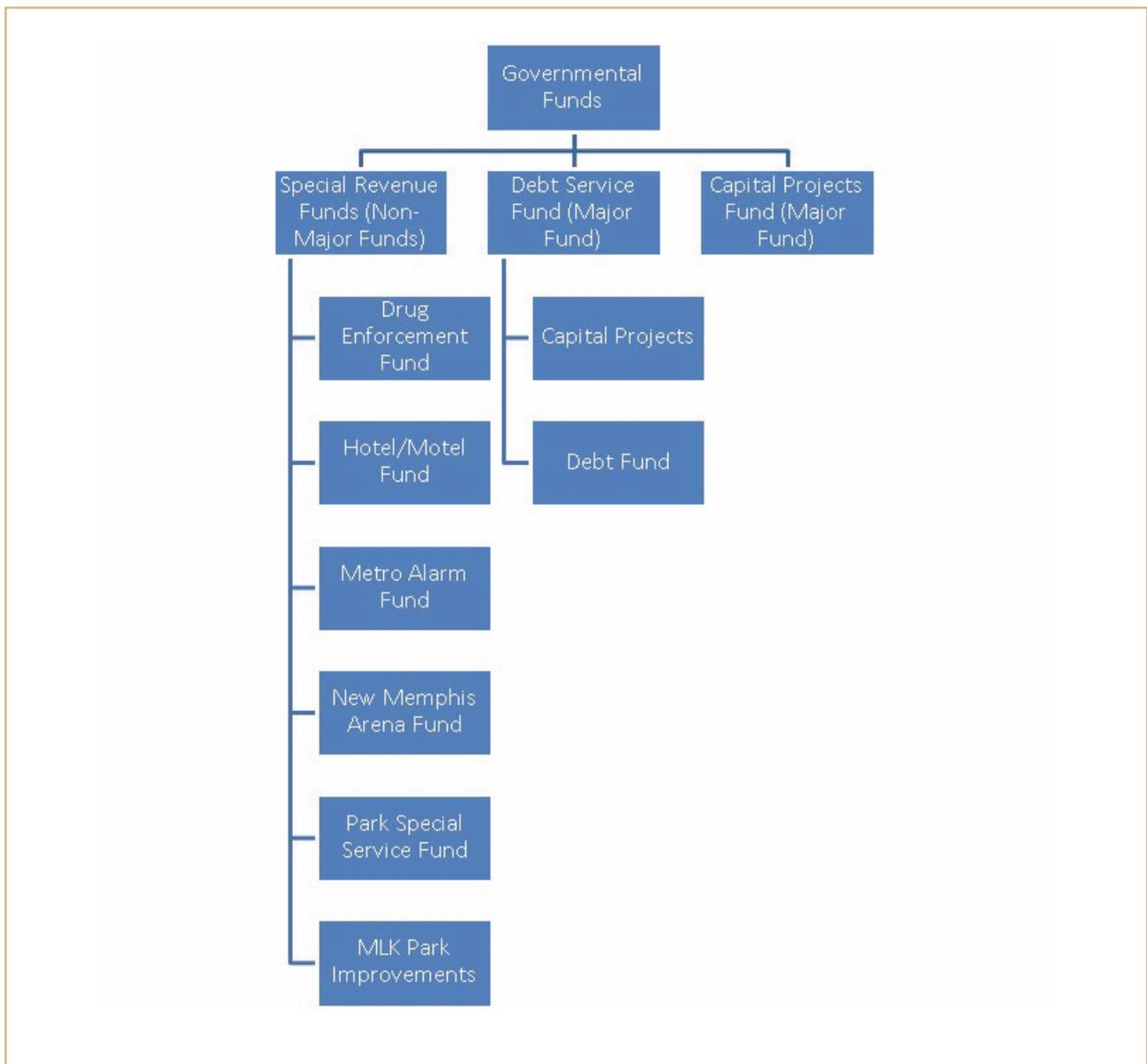
Governmental Funds *(part 2 of 2)*

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

The City’s **Debt Fund** is used to account for resources that are restricted, committed, or assigned for payment of certain debt obligations and related costs.

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

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



Budget Development Process

The Budget Office (the Office) is responsible for coordinating the budget preparation for all Divisions and Funds of the City. The Office assembles financial data provided by City Divisions to develop the City's budget. After the compilation of all data the Budget Office coordinates the review and approval process of the Operating and Capital Improvement Budgets.

The Operating Budget is approved annually. The planning and development process begins in October for the following fiscal year. When financial preparation begins Divisions are asked to enter their financial data into the budget system over a three week period. The information is then analyzed and divisions are consulted with respect to noticeable budgetary changes. Administrative reviews are held with each division to further understand their budget request and then align them with the City's priorities. After finalizing any necessary revisions, the Proposed Operating Budget is submitted to the Mayor for final review and approval. The Mayor presents his administration's budget to the City Council (the Council) in April. The Council then conducts its own hearings to

review the budget. With Council's revisions and approval the process is complete. Funding approvals are limited to one fiscal year.

The Capital Improvement Program (CIP) is a five-year plan, which is reviewed and approved annually, for priority, project changes, and additions. This plan identifies projects for current and future funding. The process for Capital Planning also begins in October with an evaluation current assets (buildings and infrastructure) and an evaluation of new capital needs. Discussions are conducted by an internal CIP committee which is represented by a cross section of Division leaders. CIP projects that make the final list are analyzed by the Finance Office to compare to Capital funding capacity. After Finance Office revisions, the CIP Budget is presented to the Mayor for review and final approval. The Mayor submits the plan to Council. The Council then conducts its own hearings to scrutinize the budget. The process ends in June with Council's approval of the budget. Although the Council approves a five year plan, spending is allocated for one year.



Community Profile

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.



GEOGRAPHY

| Land Area (In Square Miles) | |
|-----------------------------|------|
| Memphis | 315 |
| Shelby (includes Memphis) | 763 |
| Crittenden | 610 |
| DeSoto | 476 |
| Tipton | 458 |
| Fayette | 705 |
| Marshall | 706 |
| Tate | 405 |
| Tunica | 455 |
| Total | 4578 |

Climate

| | |
|-----------------------|--------------|
| Avg. Annual High Temp | 72.4 |
| Avg. Annual Low Temp | 53.6 |
| Avg. Annual Temp | 63 |
| Avg. Precipitation | 53.67 Inches |
| Avg. Snowfall | 3 Inches |
| Elevation | 262 Feet |

Source: U.S. Climate Data

DEMOGRAPHICS

Population (City of Memphis)

| | |
|--------------|---------|
| 2016 (est.) | 666,723 |
| 2021 (proj.) | 680,587 |

Source: ESRI Community Analyst 2016 estimates

Sex (City of Memphis)

| | |
|--------|-------|
| Male | 47.7% |
| Female | 52.3% |

Source: ESRI Community Analyst 2016 estimates

Race (City of Memphis)

| | |
|----------------------------|-------|
| White | 27.9% |
| Black | 63.9% |
| Asian and Pacific Islander | 1.8% |
| Other | 6.4% |

Source: ESRI Community Analyst 2016 estimates

Population by Age (City of Memphis)

| | |
|----------|-------|
| 0 to 4 | 7.2% |
| 5 to 14 | 13.6% |
| 15 to 24 | 14.9% |
| 25 to 34 | 15.5% |
| 35 to 44 | 12.5% |
| 45 to 54 | 12.1% |
| 55 to 64 | 11.9% |
| 65 to 74 | 7.3% |
| 75 to 84 | 3.4% |
| 85+ | 1.6% |

Source: ESRI Community Analyst 2016 estimates

ECONOMICS

Top 20 Major Employers

| | |
|---|--------|
| FedEx Corporation | 30,000 |
| Tennessee State Government | 14,800 |
| United States Government | 13,500 |
| Shelby County Schools | 12,700 |
| Methodist Le Bonheur Healthcare | 10,967 |
| Naval Support Activity Mid-South | 7,500 |
| Baptist Memorial Healthcare | 7,081 |
| Kroger Co. | 6,781 |
| The City of Memphis | 6,475 |
| Wal-Mart Stores Inc. | 5,600 |
| Shelby County Government | 5,040 |
| DeSoto County School District | 4,165 |
| St. Jude Children's Research Hospital | 3,962 |
| University Of Tennessee Health Science Center | 3,606 |
| Technicolor | 3,500 |
| XPO Logistics Supply Chain | 3,175 |
| Century Management | 3,130 |
| Memphis Light, Gas & Water | 2,700 |
| Nike Inc. | 2,621 |
| The University of Memphis | 2,500 |

Source: Memphis Business Journal Book of Lists 2016-2017

Unemployment Rates - 2016 Average

(Not Seasonally Adjusted)

| | |
|-----------------|------|
| City of Memphis | 6.0% |
| Shelby County | 5.5% |
| Memphis MSA | 5.3% |
| Tennessee | 4.8% |
| United States | 4.9% |

Source: ESRI Community Analyst 2016 estimates

Household Income - 2016 Average

| | |
|---------------|----------|
| Memphis | \$57,261 |
| Shelby County | \$70,532 |
| Memphis MSA | \$68,731 |

Source: ESRI Community Analyst

Sales Tax

| | |
|-------|-------|
| Local | 2.25% |
| State | 7.00% |

Property Tax Rates (2017)

(Per \$100 value)

| | |
|------------------------------|--------|
| Memphis City | \$3.27 |
| Shelby County | \$4.37 |
| Total in Memphis City Limits | \$7.64 |

Retail Sales

Shelby County

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

Source: Tennessee Department of Revenue

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

2015 Bond Rating

General Obligation Bonds

| | |
|----------------------|-----|
| Moody's | Aa3 |
| S & P Global Ratings | AA |
| Fitch | AAA |

Sanitary Sewage System Revenue Bonds

| | |
|----------------------|-----|
| Moody's | Aa3 |
| S & P Global Ratings | AA |
| Fitch | AA- |



2016 Residential Real Estate

| | Annual Average (\$) |
|-----------------------------------|---------------------|
| Average New Home Sales Price | \$314,110 |
| Average Existing Home Sale Price | \$157,645 |
| Average Rent (2 bedroom), FY 2017 | \$827 |

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

Commercial Office Space

| | |
|---------------------------------------|------------|
| Total Market Size (Sq. ft.) | 18,610,349 |
| Square Feet Available | 6,204,115 |
| Vacancy Rate | 29.8% |
| YTD Net Absorption (sq. ft.) | (64,980) |
| Asking Direct Lease Rate (per sq. ft) | \$13.25 |

Source: Xceligent Office Market Report, 1Q-2017

Industrial Space

| | |
|---------------------------------------|--------------------|
| Total Market Size (Sq. ft.) | 42,490,908 |
| New Construction (Sq. ft.) | Data Not Available |
| Square Feet Available | 20,175,395 |
| Vacancy Rate | 35.8% |
| YTD Net Absorption (sq. ft.) | (1,216,749) |
| Asking Direct Lease Rate (per sq. ft) | \$4.35 |

Source: Xceligent Industrial Market Report, 1Q-2017

Healthcare

| | |
|-------------------|--------|
| Medical Doctors | 3,116 |
| Registered Nurses | 11,199 |
| Dentists | 594 |

| | |
|-----------------------------|----|
| Hospitals | 19 |
| Ambulatory Surgical Centers | 28 |

Source: Tennessee Department of Health

Education (2016-2017)

| Primary School District | Shelby County Schools |
|------------------------------|-----------------------|
| Total Enrollment (2014-2015) | 111,500 |
| Number of Schools: | 207 |
| Elementary (including Pre-K) | 81 |
| Middle/Junior | 26 |
| K-8 | 13 |
| High School | 27 |
| Charter School | 45 |
| Alternative | 8 |
| Career & Tech | 4 |
| Specialty Centers | 2 |
| Virtual | 1 |

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

College Entrance Exam Scores, 2015-2016 Average

| ACT: | |
|-----------------------|------|
| Shelby County Schools | 17.5 |
| Tennessee | 19.9 |
| U.S. | 20.8 |

Source: Tennessee Department of Education and ACT, Inc.

Airport, U.S. Flights Only

| | |
|----------------------------|---------------|
| Annual Departures** | 89,290 |
| Major Airlines | 6 |
| Regional Commuters | 16 |
| Freight Carriers | 7 |
| Total Passengers** | 3,987,000 |
| Total Cargo Enplaned (lbs) | 4,394,159,029 |

*Busiest cargo airport in North America since 1992

**Data represents 12 months ending in February 2017

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

+ Compiled 23 May 2017 by the Greater Memphis Chamber Research Department



SERVICE STATISTICS

Fire

| | |
|----------------------------------|-------|
| Uniform Personnel Strength | 1,647 |
| Fire Stations | 57 |
| Fire Divisions | 2 |
| Fire Battalions | 11 |
| Engine Companies | 51 |
| Quint Companies | 3 |
| Aerial Ladder Truck Companies | 21 |
| Rescue/Hazardous Material Squads | 2 |
| Air Crash Apparatus | 3 |
| EMS Units/Ambulance | 34 |
| Alternative Response Vehicle | 12 |

Police

| | |
|-------------------------------|-------|
| Uniform strength | 2,204 |
| Number of Precincts | 10 |
| Number of Squad Cars in fleet | 2,129 |

PUBLIC WORKS

Solid Waste/Garbage Collection

| | |
|----------------------------|---------|
| Tons Solid Waste Disposed | 235,084 |
| Tons Solid Waste Diverted | 143,500 |
| Homes Recycling (curbside) | 172,000 |

Street Maintenance

| | |
|-----------------------|--------|
| Total Road Lane Miles | 6,818 |
| Curb & Gutter Miles | 6,060 |
| Street Lights | 83,800 |
| Tons Asphalt Produced | 63,000 |
| Lane Miles Resurfaced | 135 |

Storm Drainage System

| | |
|---------------------------|--------|
| Roadside Ditches (miles) | 512 |
| Curb & Gutter (miles) | 6,355 |
| Underground Pipes (miles) | 1,294 |
| Concrete Channels (miles) | 130 |
| Storm Water Inlets | 43,996 |

Sewer System

| | |
|------------------------|-------------|
| Sewer (miles) | 3,133 |
| Sewer Pump Stations | 101 |
| Daily Usage (gals/day) | 146 million |

Wastewater Treatment Plants

| | |
|---------------------------|--------------|
| Wastewater Treated (gal.) | 56.9 billion |
| Sludge Disposal (lbs.) | 70.5 million |

Flood Control

| | |
|-------------------------|--------|
| Pumping Stations | 11 |
| Earth Levees (miles) | 20 |
| Flood Gates | 30 |
| Reservoirs (acres) | 643 |
| Flood Wall (linear ft.) | 10,560 |

CITY ENGINEERING

Traffic Control

| | |
|--|--------|
| Signals repaired or replaced | 12,000 |
| Bicycle Lanes | 67 |
| Street Lights | 776 |
| Total Signal Devies (incl Street Lights) | 1,044 |
| Total City Roadways (miles) | 2,410 |



PARK SERVICES

Recreation

| | |
|--------------------------------|--------|
| Parks | 192 |
| Acreage | 4,552 |
| Golf Courses | 8 |
| Aquatic Sights | 17 |
| Community Centers | 25 |
| Tennis Centers | 7 |
| Walking Trails | 57 |
| Playgrounds | 112 |
| Fairgrounds Building (sq. ft.) | 47,500 |
| Liberty Bowl seating capacity | 58,318 |
| Zoo Acreage | 55 |
| Senior Centers | 5 |
| Libraries | 18 |

Other Recreation Facilities

| |
|-------------------------------|
| Liberty Bowl Memorial Stadium |
| Memphis Pink Palace Museum |
| Fairgrounds/Tiger Lane |
| Memphis Zoological Gardens |
| Memphis Botanic Garden |

Lichterman Nature Center

Mud Island River Park

Brooks Museum

Levitt Shell

Services Provided by Other Governmental Units

Education

Shelby County School System

Health & Human Services

Memphis/Shelby County Health Department

Library Services

Memphis/Shelby County Public Library and Information Center

Public Housing

Memphis Housing Authority

Public Transportation

Memphis Area Transit Authority

Utilities

Memphis Light, Gas & Water Division



BUDGET OVERVIEW

The financial data presented in this section represent the Financial Summary and a written Overview of the revenues and expenses for all of City of Memphis Funds. Figures are rounded to the nearest dollar. Some totals may be off due to rounding.

Budget Overview

The City of Memphis' Fiscal Year 2018 (FY18) budget encompasses the General Fund and Debt Fund, which are largely dependent on local property tax revenues; Enterprise Funds, which are supported by user fees; Special Revenue Funds; and Internal Revenue Funds. All of these funds work in tandem to provide the financial resources that support services to the citizens of Memphis. The FY18 budgets, across all funds, incorporate a balanced approach of expense planning based on anticipated revenues and local economic priorities. Within the general fund public safety remains the highest priority, but the budget also funds other priorities that promote economic development, consolidate functionally and balance fees versus taxes in the government.

The City of Memphis' Fiscal Year 2018 (FY18) general fund budget was developed with expectations of moderate and sturdy economic growth with no increase in the tax rate. The City's growth is predicated on new investments in plants and facilities, transportation, and low and stable fuel costs. This combination of economic performances has resulted in over 41,000 jobs, returning to the city since 2011, that have generated an increased circulation of dollars into the local economy. In essence, the budget conservatively embraces economic positives and carefully apportions increased investments in the City's priority initiatives of safety, neighborhoods- a clean and vibrant community which is inclusive of our roads and infrastructure, youth, government-being brilliant at the basics, and economic development. This budget provides an increase to our employees, the dedicated public servants working to carry out the City's mission to the citizens of Memphis.

FY18 general fund budget is \$668.8m. Being brilliant at the basics required an aggressive approach to budget for expenditures that are within the means of our current tax rate. Natural revenue growth and careful expense planning has allowed for the funding of the City's needs and priorities. The FY18 budget has allocated resources to bring spending increases to Police, Youth, Libraries and Parks while maintaining the same funding to blight and public transportation. The City will pay 88% across all funds that contribute to the pension annual required contribution (ARC). This is 6% above the required 83.2%.

Public safety, which encompasses our Police and Fire Divisions, is as always, a top priority. Safe neighborhoods create vibrant neighborhoods. It takes government, community partnerships, and citizen participation to create sustainable strategies to make our city and its communities safe. As several communities continue to donate sky cameras to the City of Memphis, the city has also increased funding for the Police Division to recruit and ensure the maintenance of a workforce at effective staffing levels. The Police Division is budgeting to increase staffing by more than 50 officers and 70 Public Service Technician (PSTs) to make communities safer. Also, overtime cost will be increased by \$6.0M over last year's budget. This will help to effectively increase staffing in the areas of high crime.

Investments to create a vibrant community and engage our youth are represented in this budget through additional funding, public transportation and community grants. This budget continues funding at \$3.0m to fight blight. For youth jobs programs and an expansion of Library hours, the budget has been increased by \$150K and \$475K respectively. The Memphis City Council (the council) has distributed \$2.7m in community grants to support many community services and spur economic development.

Other divisions receiving additional funding include Parks which will add additional emphasis on the Park maintenance, golf courses and swimming pools; Public Works which added over \$500K for Hospitality Hub

(a program that puts the homeless to work), and Clean Path (blight) initiatives; Information Technology (IT) which is including additional funding to maintain technology initiatives with Office 365 and other technology updates.

Through our priority initiatives the overall goal for the City of Memphis is to ensure that City services stimulate business success and enhance the standard of living for all Memphians.

The Economic Impact on Budget Planning

The City uses the University of Memphis in addition to our internal staff to forecast revenues in particular. A brief synopsis of their findings will note that the Memphis economy is diverse and the City is attracting new businesses. There is a correlating response in the performance of our local economy with that of the national economy. As such, The City of Memphis' FY 2018 Budget is presented in the context of current economic conditions that are impacting the U.S. economy. Consequently, this budget is predicated on the continuing assumption that the Memphis MSA will experience moderate growth during FY 2018, which is reflective of the anticipated economic performance of the U.S. economy in general. In the FY 2018 budget this translates into moderate revenue growth for our local economy. Therefore, we are ever more diligent in balancing services to match expected revenue resources. In summary, the economic outlook for Memphis is slow but steady growth.

Additional discussion pertaining to our economy, from the University of Memphis, can be found later in this section.

Performance Accountability Plans

The City's Mission: To provide a safe environment, efficient and effective services, and clean neighborhoods, to the citizens of Memphis. With newly elected leadership this mission may change slightly, however, at its core our leadership's goal is to be brilliant at the basics. The priorities associated with this mission were discussed above. How then does the City monitor the effectiveness of its mission and priorities?

The City of Memphis is committed to continuous improvement and transparency. To that end, the City of Memphis uses a comprehensive performance measurement system that builds on The City's previous performance data initiatives. The MEMFacts provides leadership a dynamic, top-down view of the full range of City operations, and the ability to evaluate progress against service delivery goals and strategies developed to meet the needs of our customers. It also enables customers to see and download performance data on the City operations that matter most to them.



PERFORMANCE MANAGEMENT IN MEMPHIS

To make good use of its integrated performance data, the City has established a business process that includes regular and recurring performance reviews to address divisional issues, as well as issues that cross divisional lines.

To increase transparency about our performance, in 2014 the administration established an Office of Performance Management to manage the performance review process as well as the public-facing and internal MEMFacts performance dashboards. The Office of Performance Management works to provide the public and City staff with easy access to the information they need and new management accountability tools for both operational and fiscal management.

Throughout this document, we identify each general fund division’s key performance indicators (KPIs) and goals to measure effectiveness. These KPIs represent a selection of the indicators that we use to monitor organizational performance. The highest priority indicators are reviewed monthly by senior management to track the city's progress and identify areas that need further attention in order to reach our goals.

A More Detailed Discussion of the Numbers

General Fund Discussion

Revenues

The FY18 adopted revenue budget total excludes State Street Aid Revenue. This is now recorded as an expense reduction. The revenue budget therefore reflects an accounting change. For comparison purposes two scenarios are presented below: Scenario 1 compares the adopted FY18 revenue budget to the adopted FY17 revenue budget without restatement to the same basis as the prior year (FY17 budget). This scenario does not provide a clear picture of revenue growth between the two budgets. Scenario 2 compares the adopted FY18 revenue budget to the adopted FY17 revenue budget on the same basis as the prior year. This provides a better indication of the revenue growth budget over budget as detailed in the “notable budget revenue changes”.

The revenue budget was developed relying on management’s trend experience and economic research by the University of Memphis (U of M), with particular focus on the forecast and trends for the top ten revenue sources.

The FY2018 General Fund Revenue Budget is \$668.8M compared to FY2017 adopted budget of \$667.4M. Generally revenues are increasing because of an improved local economy. This is noted in increases in local and state tax revenue, automobile registrations, PILOT revenue from Memphis Light Gas and Water (MLGW), a one-time payment from the Memphis Area Transit Authority (MATA), and strategic uses of fund balances are new revenues that were not in last year’s budget. A State Income Tax , the Hall Tax , is being phased out over the next five years and will show declines now and in the future. A summary of the major revenue variances is shown below.

REVENUES

| Fund Type | FY2017 ADOPTED | FY2018 ADOPTED | Inc./ Dec |
|--|----------------|----------------|---------------|
| General Fund - New Budgeting Plan | \$ 667,424,999 | \$ 668,836,251 | \$ 1,411,252 |
| General Fund - Same basis as FY17 Budget | \$ 667,424,999 | \$ 685,236,251 | \$ 17,811,252 |

Notable FY2018 Budget Revenue Changes:

- \$ 1.0 million- Ad Valorem Taxes
- \$ 4.0 million- Local Sales Taxes
- \$.5 million- Beer Sales Taxes
- \$ 1.0 million- Mixed Drink Tax
- \$ 2.5 million- Gross Receipts Business Tax
- \$ 2.5 million- State Sales Tax
- \$ 1.0 million- Auto Registration Fees

Budget Overview

BUDGET OVERVIEW

- \$.9 million- Court Fees/Court Costs
- \$.5 million- In Lieu of Taxes-Sewer
- \$ 2.0 million- MATA
- \$.5 million- Utility Warranty Program
- \$ 3.5 million- MLGW PILOT
- \$ 1.0 million- Unemployment
- \$ 2.4 million- Use of Fund Balance for Property Appraisal
- \$ 1.0 million- Various
- \$ (1.0) million- PILOT
- \$ (2.0) million- State Income Tax (Hall Tax)
- \$ (2.0) million- Fines & Forfeitures
- \$ (.5) million- Debt Fund Transfer In

Expenditures

The FY18 adopted expenditure budget total includes an expense recovery for State Street Aid formerly recorded as revenue. The expenditure budget therefore reflects an accounting change. For comparison purposes two scenarios are presented below: Scenario 1 compares the adopted FY18 expenditure budget to the adopted FY17 expenditure budget without restatement to the same basis as the prior year (FY17 budget). This scenario does not provide a clear picture of total expenditure changes between the two budgets. Scenario 2 compares the adopted FY18 expenditure budget to the adopted FY17 expenditure budget on the same basis as the prior year. This provides a better indication of the expenditure changes budget over budget as detailed in the “notable budget expenditure changes”.

The FY 2018 General Fund Expenditure Budget is \$668.8M. For FY2018 the budget adds spending for safety, technology, public transportation, community programs and increased payments to the pension ARC. Throughout this document many divisions may have large increases or decreases; however this is primarily caused by realignment of some divisions and not aggressive increases or decreases. While these are major changes to the budget, spending remains aligned with priorities and maintaining sufficient resources for core government services, such as safety.

EXPENDITURES

| Fund Type | FY2017 ADOPTED | FY2018 ADOPTED | Inc./ Dec |
|--|----------------|----------------|---------------|
| General Fund - New Budgeting Plan | \$ 667,424,999 | \$ 668,836,251 | \$ 1,411,252 |
| General Fund - Same basis as FY17 Budget | \$ 667,424,999 | \$ 683,467,951 | \$ 16,042,952 |

Notable FY2018 Expenditures Changes:

- \$ 10.0 million- FY18 COLA
- \$ 1.2 million- Overtime
- \$ 1.2 million- Outside Computer Services

- \$.9 million- Pers Computer Software
- \$.4 million- Legal Services/Court Cost
- \$.4 million- Security
- \$ 3.2 million- Professional Services
- \$.9 million- Insurance
- \$.4 million- Sec 108 Loans
- \$ 1.8 million- Shelby County Assessor
- \$.6 million- Community Initiative Grants
- \$.5 million- Ambassadors Fellowship
- \$.8 million- Library Pension
- \$ (1.0) million- Benefits Adjustments/Payroll Reserve
- \$ (.7) million- Health Insurance
- \$ (.5) million- Advertising
- \$ (.5) million- Demolitions
- \$ (.9) million- City Shop Fuel
- \$ (.6) million- Utilities
- \$ (2.1) million- Other Misc. Reductions

Debt Service Fund Discussion

The Debt Service Fund provides for the accumulation of resources for the payment of principal, interest, and other costs of the City’s debt. A major source of Debt Service Fund revenue is provided by an apportionment of the property tax rate. Recently the City’s debt has been certified by Moody’s Investor Services as Aa2, S & P Global Ratings as AA and Fitch Ratings Inc. as AA-.

The total Debt Service Fund expenses will be slightly lower at \$161.4M for FY2018.

DEBT FUND

| Fund Type | FY2017 ADOPTED | FY2018 ADOPTED | Inc./ Dec |
|--------------------|----------------|----------------|--------------|
| Debt Fund Expenses | \$ 162,272,415 | \$ 161,484,410 | \$ (788,005) |

Enterprise Funds Discussion

Enterprise Funds account for the acquisition, operation and maintenance of the City’s facilities and services that are entirely or predominantly supported by user fees. Strategies for the enterprise funds include paying for capital requirements. In the Sewer Fund, capital expenses for FY2018 will again be paid for without the issuance of Sewer Revenue bonds. Therefore debt service payments in the Sewer Fund will continue to decline. Capital purchases for the Storm Water Fund will be financed by G.O. bonds; however the debt service for those bonds will be paid by Storm Water Fund revenues. FY2018 Expenses in the Sewer

and Storm Water funds will increase by \$5.5M and \$0.6K respectively. Revenues for both operations will also increase beginning six-month into the fiscal year to handle the capital pay go plans and future capital spending.

ENTERPRISE FUND

| Fund Type | FY2017 ADOPTED | FY2018 ADOPTED | Inc./ Dec |
|--------------------------|-----------------------|-----------------------|---------------------|
| Sewer Treatment Expenses | \$ 87,881,635 | \$ 93,393,598 | \$ 5,511,963 |
| Storm Water Expenses | \$ 23,844,591 | \$ 24,484,637 | \$ 640,046 |
| | <u>\$ 111,726,226</u> | <u>\$ 117,878,235</u> | <u>\$ 6,152,009</u> |

Fiduciary Fund Discussion

The full implementation of OPEB changes leaves a fund that provides for only those pre-65 retirees unable to obtain Medicare or meeting certain special circumstances. This has decreased our OPEB liability significantly. The budget presented below reflects cost after the structural changes. There is also a move to transition some retirees to private exchanges with enhanced benefits to the retiree. There is still a premium to cost imbalance in this fund which will be addressed in the coming months, however costs are declining significantly as a result of aggressive management of this cost.

FIDUCIARY FUND

| Fund Type | FY2017 ADOPTED | FY2018 ADOPTED | Inc./ Dec |
|--------------------|----------------|----------------|----------------|
| OPEB Fund Expenses | \$ 26,276,256 | \$ 19,915,580 | \$ (6,360,676) |

Internal Service Funds Discussion

Internal Service Funds (ISFs) are used to budget for services provided by the fund to other general fund City divisions. The City of Memphis' ISFs are the Healthcare Fund, the Fleet Fund and the Unemployment Compensation Fund. The costs of these funds are reimbursed by the divisions utilizing the goods and services provided by the ISFs.

Cost saving initiatives such as the employee clinic have contributed to better cost control in the Healthcare Fund. The Healthcare expenses for FY2018 are higher as the Healthcare Fund will support the OPEB fund income to expense imbalance. This was not the case in the adopted budget of FY 2017. The Fleet Fund contains inventory purchases for fuel and lower expenses reflect the decreased cost of fuel. The Unemployment Fund reflects a plan to provide \$1.0M to the general fund for FY2018.

INTERNAL SERVICE FUND

| Fund Type | FY2017 ADOPTED | FY2018 ADOPTED | Inc./ Dec |
|---------------------------|-----------------------|-----------------------|---------------------|
| Health Care Fund Expenses | \$ 75,174,655 | \$ 83,693,635 | \$ 8,518,980 |
| Fleet Mgmt. Expenses | \$ 24,973,090 | \$ 22,866,864 | \$ (2,106,226) |
| Unemployment Expense | \$ 350,000 | \$ 1,200,000 | \$ 850,000 |
| | <u>\$ 100,497,745</u> | <u>\$ 107,760,499</u> | <u>\$ 7,262,754</u> |

Special Revenue Funds Discussion

Special Revenue Funds (SRFs) budget revenues and allocate expenses to support the purpose for the revenue received. Solid Waste (SW) and Metro Alarm are the major Special Revenue Funds. The SW fund shows increasing expenses as labor agreements are changing and capital spending is planned to increase. The State Street Aid Fund has been reengaged and will be used to receive and then transfer state revenues for road maintenance to the general fund for expense reduction. The Electronic Traffic Citation Fund is a new fund that apportions part of the ticket revenue to police and the clerk's office for technology purchases. The Hotel/Motel Fund and the New Memphis Arena Fund show increased expenses which are reflective of new revenues that are purposed to support improvements to the convention center. Other funds that make up the Special Revenue Fund have no material variances from the FY 2018 adopted budget.

SPECIAL REVENUE FUND

| Fund Type | FY2017 ADOPTED | FY2018 ADOPTED | Inc./ Dec |
|---|----------------------|-----------------------|----------------------|
| State Street Aid Expenses | \$ - | \$ 16,400,000 | \$ 16,400,000 |
| Solid Waste Expenses | \$ 59,012,898 | \$ 61,121,784 | \$ 2,108,886 |
| Drug Enforcement Fund Expenses | \$ 4,100,800 | \$ 3,752,875 | \$ (347,925) |
| Metro Alarm Fund Expenses | \$ 466,578 | \$ 600,066 | \$ 133,488 |
| Park Special Services Fund | \$ 166,752 | \$ 166,752 | \$ - |
| Hotel/Motel Occupancy Tax Fund Expenses | \$ 12,362,589 | \$ 12,908,600 | \$ 546,011 |
| New Memphis Arena Expenses | \$ 8,787,564 | \$ 12,217,200 | \$ 3,429,636 |
| Electronic Traffic Citations | \$ - | \$ 331,715 | \$ 331,715 |
| | <u>\$ 84,897,181</u> | <u>\$ 107,498,992</u> | <u>\$ 22,601,811</u> |

The 2017-2018 Economic Outlook

The 2017-2018 City of Memphis fiscal year will see the outlook for positive economic growth, income and job creation continue as a result of the steady expansion of the national economy. The Memphis economy historically expands during periods of sustained national economic growth. The stronger the nation grows, the stronger the Memphis economic expansion will be in 2017-2018. The 2017-2018 U.S. economic outlook is for continued expansion at a modest 2.5% pace—high enough to have a positive impact on the Memphis economy. The growth plans of businesses over the next year will reflect the economic forecast for the year.

The threat is rising that the national economy will slip into a recession over the next two years. Political and economic uncertainty, inflated stock prices and multiple interest rate increases will set the stage for a serious correction—not unusual after a long period of sustained expansion.

The Memphis economy seems well positioned to take advantage of the economic opportunities that will be generated domestically and internationally over the next few years. Investments in new plants and capital equipment will be generated in nearly every sector while interest rates remain low and markets accommodate expansion. Memphis's major employers operate in global markets (FedEx, AutoZone and International Paper and many of others) and depend on economic conditions around the world.

Low oil prices are expected to continue despite temporary production agreements. Low fuel and natural gas prices will be a positive stimulus for the Memphis economy, reducing operating costs for many transportation businesses in Memphis while also increasing the disposable income of a quarter of a million local households.

Inflation, traditionally seen as a sign of an overheated economy, will increase but will remain relatively low over the next year. Global competition will remain high in 2017-2018 and put downward pressure on wages, prices and profits.

In general, the economic trends expected for the U.S. in 2017-2018 include the following:

- Continued economic and job growth;
- Rising inflation;
- Rising interest rates;
- Low unemployment;
- Growth in housing, including new construction;
- Income growth will be slow but positive.

The economic trends expected for Memphis include the following:

- Tax revenues will grow more rapidly this year;
- The MSA population will grow while the Memphis population slowly declines;
- Job growth in the MSA will improve slightly—approximately 7-8,000 net new jobs;
- The out-migration of people and jobs will continue;

- Job creation in be particularly strong in the service industries;
- High quality-low cost housing will continue to be asset;
- Transportation connections to the nations heartland will continue to drive Memphis industries forward.

Memphis enjoyed the ride up the economic elevator during 90’s. But, the Memphis economy also experienced a tremendous slow down with the Great Recession. While the post-Great Recession recovery has been slow, Memphis should see some positive gains in employment and income this year.

The data in Chart 1 show the seasonal employment ups and downs for the Memphis MSA over time. Peak to peak employment occurs repeatedly in November and December as seasonal employment spikes occur following by employment declines in January. Looking past seasonal variations at the trend line reveals a slow but steady growth path over the past few years. The outlook for 2017 is for a continuation of the growth path of the last six years—a positive increase of 7-8,000 net new jobs. The forecasted 2017 growth will push the Memphis employment numbers beyond the pre-recession peak.

Chart 1. Memphis MSA Employment (000), January 2011-December 2016

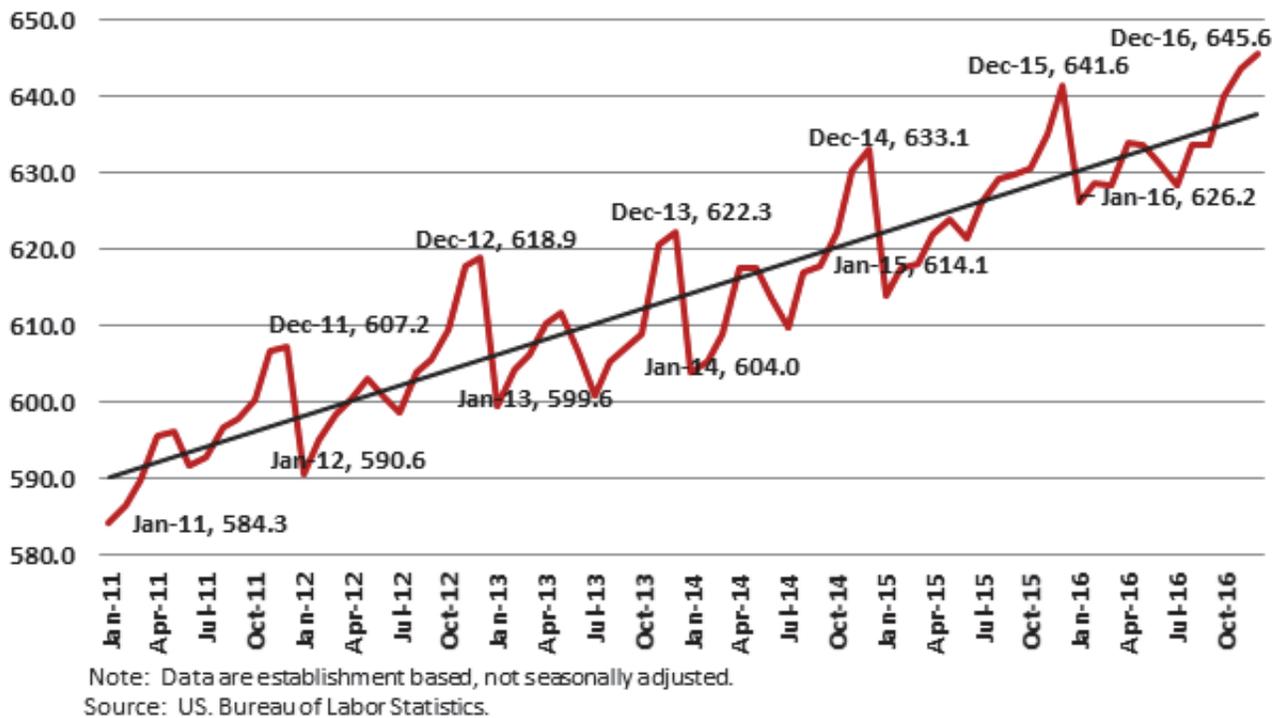
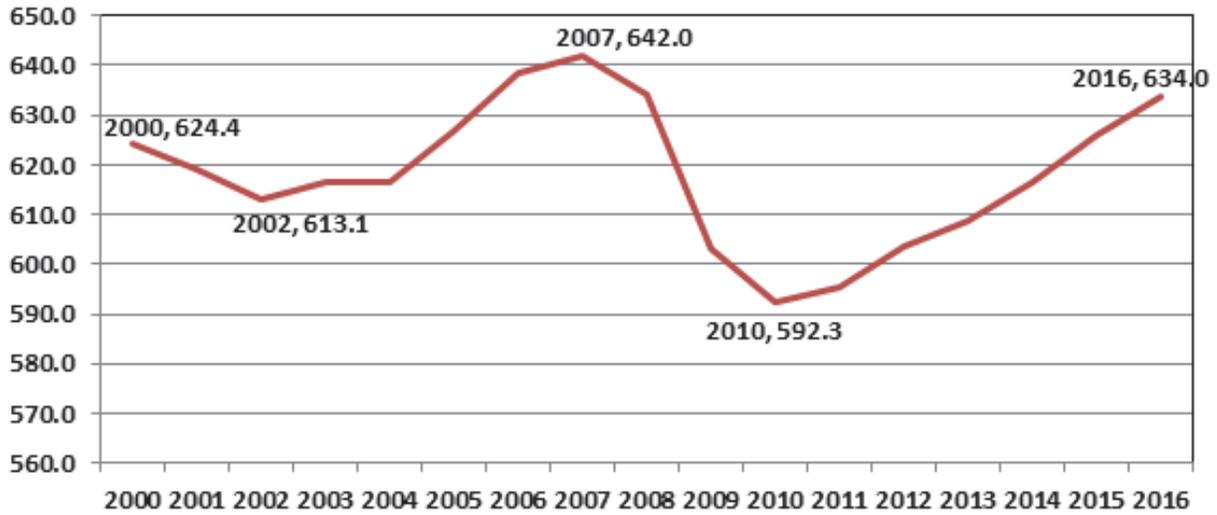


Chart 2 reveals the major reason why current economic conditions may not feel very good in comparison to other economic recoveries. Employment in the Memphis MSA peaked at nearly 641,000 jobs in 2007, while bottoming out in 2010 at just over 592,000. After losing nearly 50,000 jobs, the MSA has gained back 41.7 thousand jobs as of 2016. The hardest hit industries have not completely recovered since the recession. Fortunately, Memphis MSA employment levels should match the pre-recession peak in 2017.

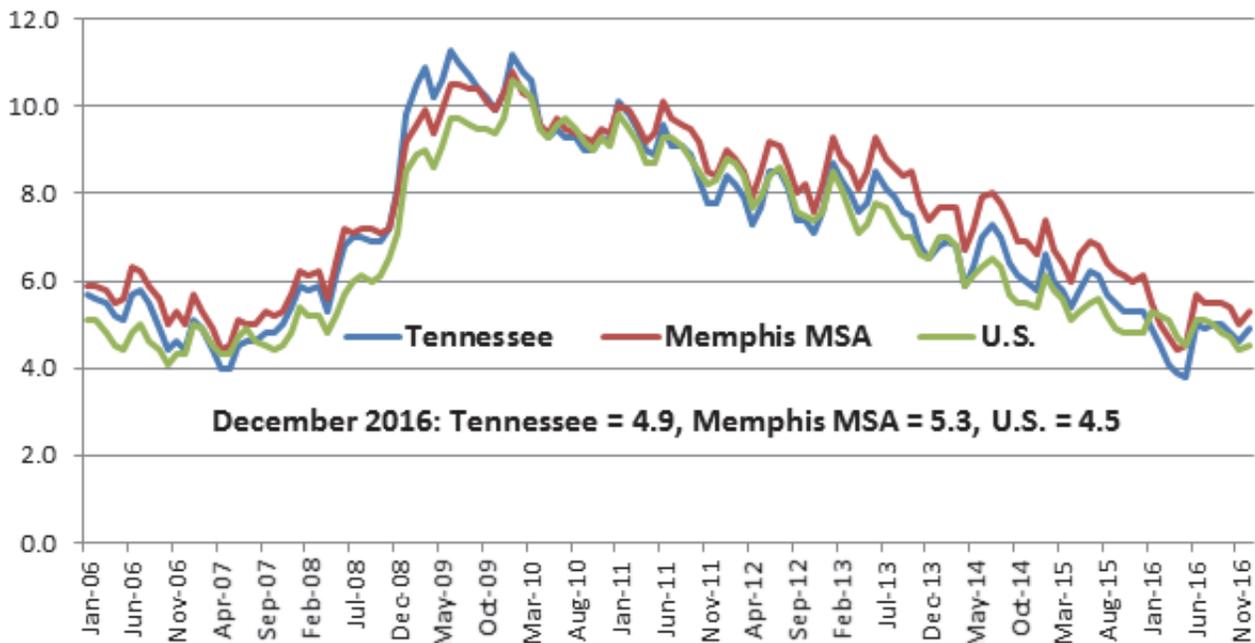
Chart 2. Annual Memphis MSA Employment (000), 2000-2016



Note: Data are establishment based, not seasonally adjusted. Data for 2016 is preliminary.
 Source: U.S. Bureau of Labor Statistics.

Chart 3 shows the trends for unemployment rates for Memphis, Tennessee and the nation. It is clear that employment growth has had a positive impact in reducing unemployment in every area. Unemployment rates for the Memphis MSA and Tennessee peaked in the summer of 2009 – about the same time the Great Recession officially ended. While some of the declines in unemployment were associated with reductions in the number of people looking for work, the overall labor market was improving for most of the last eight years.

Chart 3. Unemployment Rate, U.S., Tennessee, Memphis MSA, January 2006-December 2016



Note: Data are household based, not seasonally adjusted. Data for 2016 is preliminary.
 Source: U.S. Bureau of Labor Statistics

Table 1 provides more detailed employment data by industry in December 2016 and reflects an improvement in the local economy (0.6% employment growth). In percentage terms, the mining and construction industry was the biggest winner with 5.0% growth. Employment in retail trade experienced 4.1% growth over the last year. The now open Memphis IKEA is bringing both retail tourism and tax dollars, adding to the strong momentum of Bass Pro in The Pyramid. Further, the re-birth of the area housing industry (5.0% growth in construction related employment in 2016) should also boost retail stores as home buyers purchase additional furnishings and supplies. Locally three industries shrank in 2016: information (-1.7%), financial activities (-2.5%), and professional and business services (-3.4%).

Table 1. Memphis MSA Employment by Industry, December 2016 and 12 Month Percent Change

| | Total Employment (000) | 12 Month Percent Change |
|----------------------------------|------------------------|-------------------------|
| Total Nonfarm | 645,600 | 0.6% |
| Mining & Construction | 23,200 | 5.0% |
| Manufacturing | 45,100 | 0.4% |
| Retail Trade | 70,300 | 4.1% |
| Transportation & Utilities | 72,600 | 0.6% |
| Information | 5,800 | -1.7% |
| Financial Activities | 27,400 | -2.5% |
| Professional & Business Services | 99,200 | -3.4% |
| Education & Health Services | 92,500 | 0.8% |
| Leisure & Hospitality | 66,200 | 1.4% |
| Other Services | 24,500 | 1.7% |
| Government | 80,700 | 0.0% |

Source: U.S. Bureau of Labor Statistics. Data are NOT seasonally adjusted.

U.S. trade and financial policy changes will also impact the City. As Memphis' largest private employers, any policy change that substantially impacts FedEx, AutoZone, International Paper and other global enterprises will also impact Memphis. FedEx and our other global businesses have experienced strong employment and revenue growth globally. Falling fuel costs coupled with the introduction of other efficiency measures should keep private sector businesses in Memphis growing in the coming year.

Memphis International Airport continues to see increases in domestic and international cargo, airlines and seat capacity in the Memphis market. While the loss of the Hub certainly eliminated a substantial number of flights and passenger volume, the loss has been partially offset by lower fare airlines and larger aircraft. In real terms, airfare peaked at \$539.80 in Q1 of calendar year 2012 and fell 26.1 percent to \$398.98 in Q1 of 2016. The airfare cost reductions will benefit Memphis businesses, visitors and residents in 2017 and beyond.



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. The Budget Office is responsible for monitoring the operation of all general fund divisions, and certain other funds, within financial guidelines established by Administrative policy and City Council legislation. The Budget Office, along with the Office of Financial and Strategic Planning, is also responsible for forecasting all revenues for the City.

The Operating Budget is established annually. The process begins in January for the following fiscal year. Divisions are asked to enter Personnel, Materials & Supplies and Capital outlay requests 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 a second quarter forecast of the current operating year for comparison and revision to the next year's operating budget request. Administrative reviews are held in March to examine each division's request and to make final revisions. After the reviews are completed, the Budget Office finalizes the Proposed Operating Budget, which the Mayor submits to the Council on the third Tuesday in April. The Council conducts its own hearings throughout May and June to scrutinize the budget. With Council's revisions and approval, a budget spending ordinance is adopted and the process is complete. Funding approvals are limited to one fiscal year.

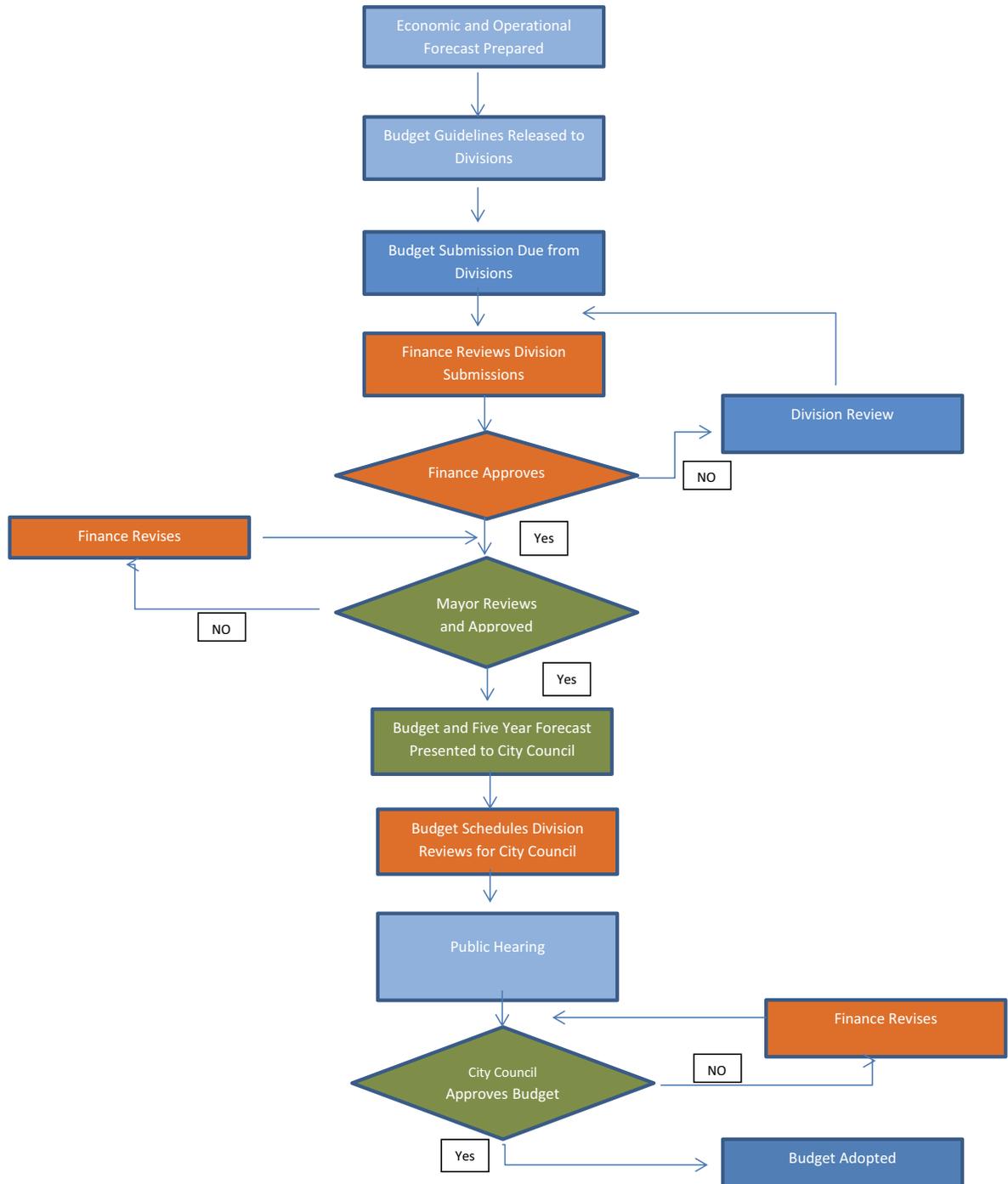
The Capital Improvement Program (CIP) is a five-year plan for capital allocations, which is reviewed annually for priority and project changes and additions. This plan examines each project in which the City participates and specifies the source of financing for the projected expenditures. The process for the CIP begins in November when a cross divisional CIP committee is assembled to understand the city's needs and meet with divisions (starting in January) to review their requests. Requested projects are analyzed by the finance division, external bond counsel, and then reviewed with the Mayor before a CIP budget plan is compiled and presented, by the Mayor, to Council along with the operating budget. After finalizing revisions, the CIP Budget is presented to Council in April. The Council then conducts its own hearings, as described above, and after adjustments adopts a CIP resolution. The Council's adoption of the CIP resolution authorizes a portion of engineering, architecture, land acquisition and development costs, and rolling stock through administrative appropriation. Funds for construction costs, equipment, and acquisition contracts as allocated but are subject to additional authorization by the Council before appropriation. 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 operational spending, within the legally established financial guidelines, by monitoring the budgets monthly. Quarterly reports on financial operations are provided to the City Council. The Budget Office also monitors the operating budget, and certain fund budgets, through forecasts provided by division management personnel. This enables the Budget Office to project citywide surpluses and deficits. These forecasts help the Administration to determine which divisions require additional assistance in planning or funding.

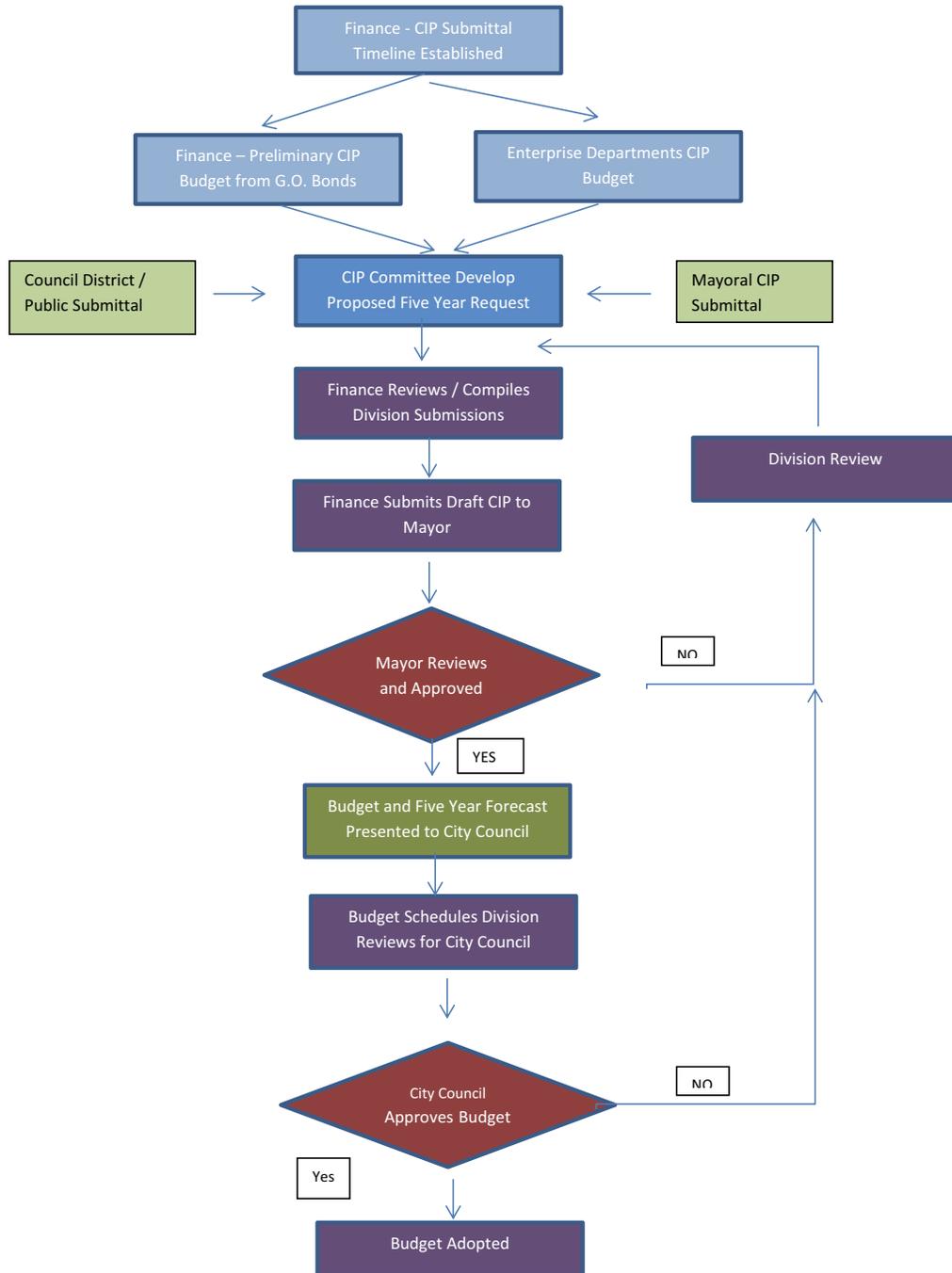
The Budget Office monitors the CIP by using tracking reports, which are usually completed during budget submission and may be requested at various intervals during the year. Both CIP and Operating Budgets may change during the fiscal year when user service centers submit resolutions and obtain approval from Council.

The Budget Office routinely revises reference materials and provides training to division personnel responsible for budget submission to reflect technology advances and refined processes. Documentation of the past years' budgets is available for review electronically, in the Annual Report, and in Appropriation Ordinances.

OPERATING BUDGET PROCESS



CAPITAL PREPARATION PROCESS



Budget Calendar

JULY – AUGUST

- Preparation of final documents for the new budget are completed. This includes the Adopted and CIP Budget Books.
- Submission of Budget documents to the State Comptroller's Office.
- Budget planning for the next year's budget.

SEPTEMBER

- Initial revenue trends and projections for the current year begin.
- Budget training material developed.

OCTOBER

- Current Year 1st Quarter Actuals reviewed and review of revenue trends with external analyst begins.

NOVEMBER

- Finance submits 1st Quarter Operating results of the new budget to the City Council.
- Divisions submit CIP needs to the CIP Committee.
- Overview of the next year's budget priorities given to Division Chiefs and Directors.

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.
- Operating Budget training and initiation dates provided to Divisions.
- CIP Budget training and initiation dates provided to Divisions.

FEBRUARY, MARCH

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

APRIL

- The Mayor presents the Proposed Operating Budget and CIP Budget request to the City Council on the third Tuesday in April.
- Ordinances and Resolutions covering the Proposed Budget are presented to Council.
- Notifications of the Proposed Budget is published in the local newspaper.
- Current year 3rd Quarter Actuals reviewed and a final full year forecast prepared for the current year.

MAY

- Budget hearings with the City Council Operating Budget and CIP Committee to review the Proposed Budget.

JUNE

- Final Adopted Budgets are approved by the City Council.
- Ordinances and resolutions associated with the Operating and CIP Budgets are finalized.

Budgeting And Appropriations Revision Process

The financial plans of the City are included in the annual operating and capital budgets. These budgets project all receipts and disbursements, and frames the level of governmental services that can be provided at the approved funding levels.

Operating Budget

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. The City Council has final responsibility for approving the annual Operating Budget and the Capital Improvement Program, and setting the tax rate and fees for services.

Each division provides services through smaller units known as “program levels.” The adopted budget ordinance appropriates spending and provides for budgetary control at program levels. Program budgets cannot be exceeded without the approval of the City Council. 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.

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 within the same category. Administrative transfers are necessary when transferring small amounts of funds within a legal level (program), 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 (program) to another or between categories. Inter-Category transfers are used to transfer budgeted funds

from one expenditure to another as long as the transfer is within the same legal level (program) and does not exceed \$50,000 between categories or a cumulative total of \$100,000 for the year. For the personnel category only one \$50,000 inter-category transfer can be made. 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 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. 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. The single year Capital Improvement Plan allocates the capital expenditures to be made in the current budget year. The Capital Budget must be in full conformity with that part of the Capital Improvement Program applicable to the fiscal year which it covers.

Additional authorizations (appropriations) for each capital project in the Capital Budget must precede the expenditures of construction funds.

Changes to the CIP Budget - 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 provide additional allocations or transfer funds to aid in the completion of the project. Two methods are used to transfer or establish allocation and/or appropriations.

- 1 The Capital Improvement Budget Request for Administrative Transfer or Appropriation form (Black Line) is used to:
 - A Record the initial appropriation of the planning lines (A/E, land development, land acquisition) upon the adoption of the CIP by the City Council.
 - B Transfer allocations and appropriations within planning lines or within construction lines (contract construction, latent conditions, and other costs).
 - C Transfer allocations from "cover-line" project planning lines to the new project planning lines and the appropriation of the lines.
- 2 The Capital Improvement Budget Request for Council Transfer and Appropriation form (Red Lines) is used to:

- A Appropriate all construction lines.
- B Transfer allocations and appropriations between projects.
- C Increase/decrease allocations or appropriations of a project.

Changes to the operating budget (exceeding the prescribed administrative levels), or the CIP budget must be done through resolutions.

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

- 1 Administrative Transfers and Appropriations
 - Division Directors
 - Budget Office
 - Comptroller's Office
- 2 Council Transfers and Appropriations

The budget resolution package (Council Agenda Check-Off Sheet, original resolution, 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 Chief Operating Officer (COO).
- 4 Mayor's Office – Resolutions appropriating or transferring CIP funds must be received by the Mayor's Office by noon on Thursday for Council Committee action on the following Tuesday.
- 5 Council Committee reviews monetary transfers and makes recommendations to the full Council.
- 6 The Mayor'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

- **Basis of Budgeting.** The City budgets in accordance with the Municipal Budget Law of the State of Tennessee. This law requires a cash basis budget and the budget must be balanced. The budget for the respective funds in this document are presented on a cash basis.
- **Balanced Budget.** It is the fiscal policy of the City of Memphis to adopt a balanced budget. For State law a balanced budget requires that the beginning Unassigned Fund Balances plus estimated revenues must be greater than or equal to appropriations. If necessary budgets can be balanced with revenues from the fund balance, however, the fund balance shall remain positive and the use of fund balance for future budgets shall not be recurring.
- **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.** 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. The City actual expenditures, compared to budget, are on a “modified accrual plus encumbrances” basis, which treats encumbrances as actual expenditures at the time the funds are encumbered. Accounting records for proprietary fund types and similar trust funds are 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.
- **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.
- **Fund Balance.** The City of Memphis strives to maintain a General Fund balance of 10% of expenditures as a standing fiscal policy.

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 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.** The City will make purchases, 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 "AA" credit 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 | |
|-------------------|------------------|-------------------|-------------------|-----------------|------------------|
| 1 | General | 5 | Enterprise | 7 | Pension Trust |
| 2 | Special Revenue | 6 | Internal Services | 8 | Investment Trust |
| 3 | Debt Service | | | | |
| 4 | 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.” Governmental 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 statements. The proprietary funds use accounting and reporting techniques similar to commercial enterprise. The fiduciary funds are accounted for like proprietary funds.

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Budgets and Their 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) requires 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 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.

The Debt Service Fund handles 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 (the difference between assets and liabilities in the governmental fund financial statements) is among the most widely and frequently used information in state and local government financial reports.

The GFOA recommends an unreserved Fund Balance of 8 to 17 percent (i.e. one to two months) of regular general fund operating expenditures. The City of Memphis strives to maintain a General Fund balance of 10% of expenditures as a standing fiscal policy.

The City uses the classifications that have been developed by the Governmental Accounting Standards Board (GASB) and described in GASB Statement No. 54. Statement 54 is intended to improve the usefulness of information provided to financial report users about fund balance by providing clearer, more structured fund balance classifications, and by clarifying the definitions of existing governmental fund types.

The GASB developed Statement 54 to address the diversity of practice and the resulting lack of consistency that had evolved in fund balance reporting across governments. To reduce confusion, statement 54 establish a hierarchy of fund balance classifications based primarily on the extent to which government is bound to observe spending constraints imposed upon how resources in governmental funds may be used.

Statement 54 distinguishes fund balance between amounts that are considered completely "nonspendable" such as fund balance associated with inventories, and other "spendable" amounts that are classified based on the relative strength of the constraints that control the purposes for which specific amounts can be spent. Beginning with the most binding constraints, fund balance amounts are reported in the following classifications.

- **Nonspendable**- amounts that cannot be spent because they are either (a) not spendable form or (b) legally or contractually required to remain intact.
- **Restricted**-amounts constrained by external parties, constitutional provision, or enabling legislation. Effectively, restrictions may only be changed or lifted with the consent of the resource provider.
- **Committed**- amounts formally constrained by a government using its highest level of decision-making authority (i.e. City Council). The commitment of these funds can only be changed by the government taking the same formal action that imposed the constraint originally.
- **Assigned**- amounts a government intends to use for a particular purpose. Intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority (Finance Director).
- **Unassigned**- residual amounts that are otherwise not constrained at all will be reported in the general fund. These are technically available for any purpose.

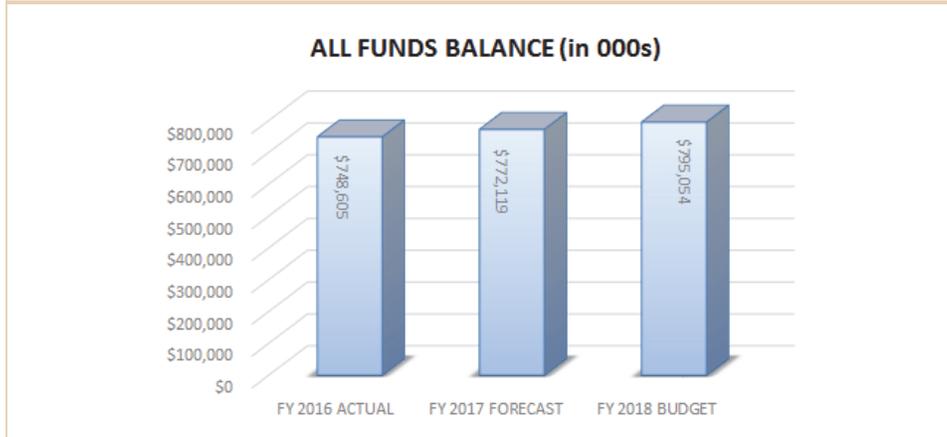
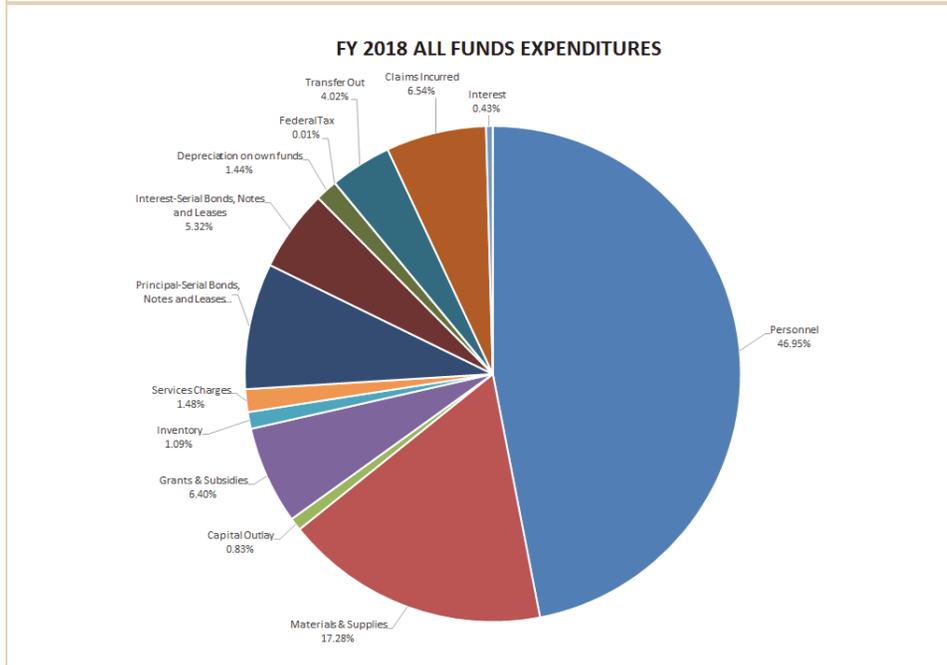
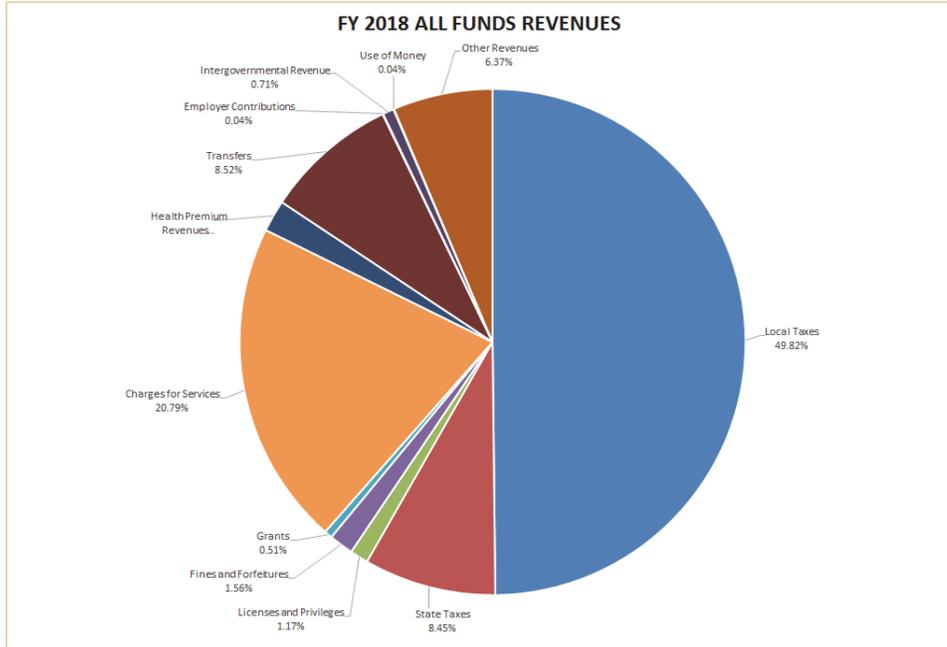


FINANCIAL SUMMARY

The financial data presented in this section presents the revenue and expenditure summaries of all City of Memphis funds. These funds represent all appropriated funds, major and non-major, in addition to the General Fund. The forecast and budget fund balances for each fund and for the collective funds are also shown in this section.

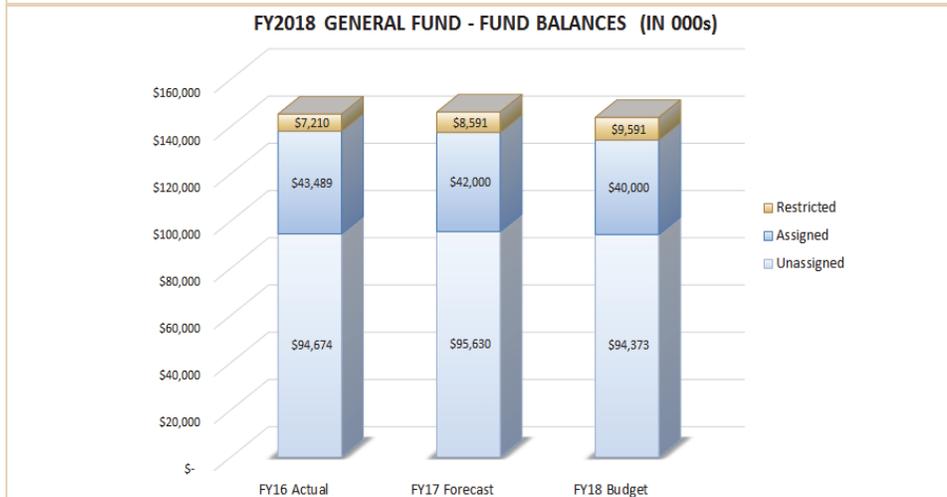
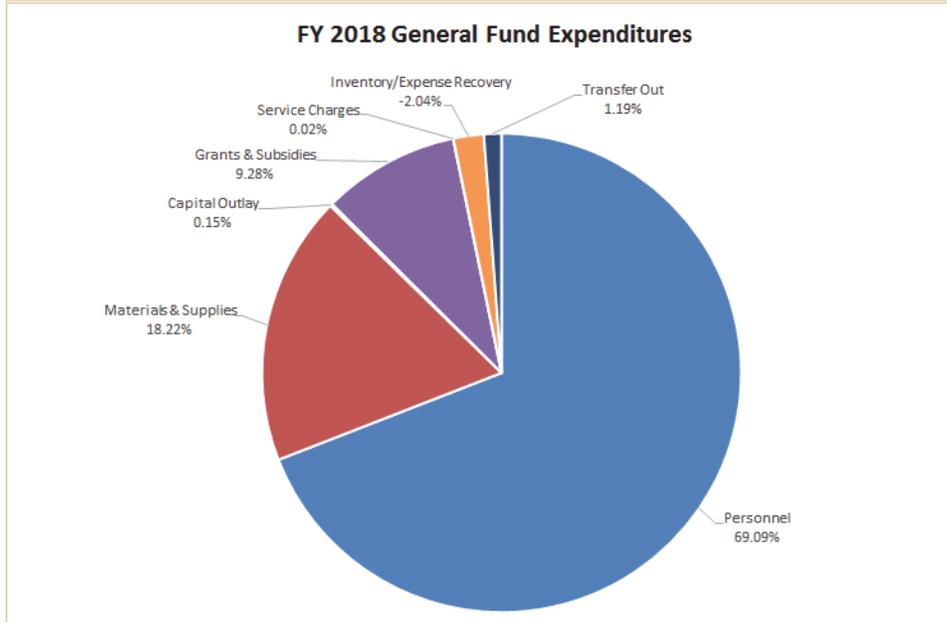
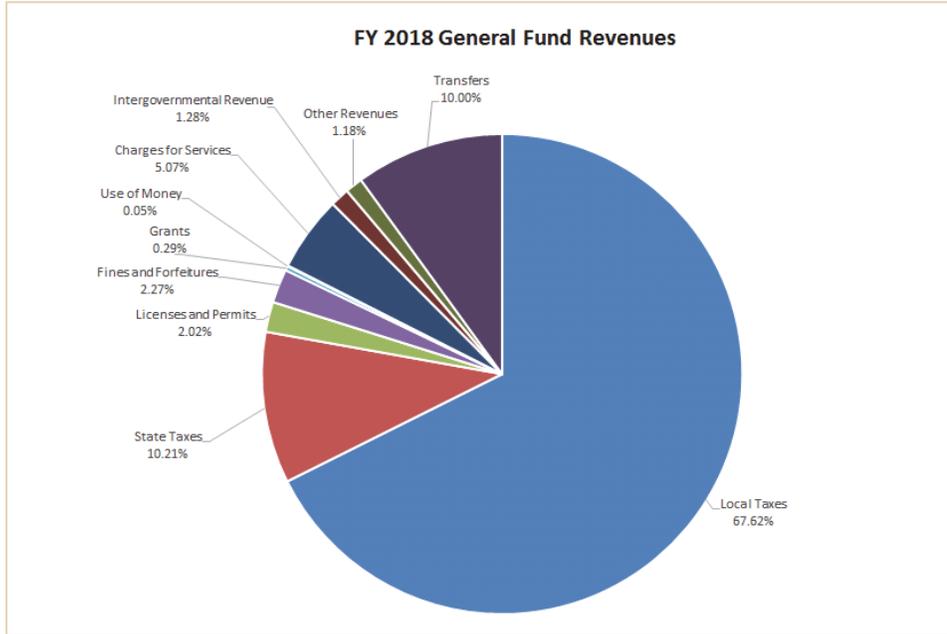
Budget Summary of All Funds

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--|-------------------------|-------------------------|-------------------------|-------------------------|
| Revenues | | | | |
| Local Taxes | 585,939,057 | 596,026,377 | 592,473,226 | 600,918,927 |
| State Taxes | 103,987,084 | 105,643,300 | 102,909,823 | 101,910,000 |
| Employer Contributions | 706,530 | 497,200 | 501,840 | 504,800 |
| Licenses and Permits | 13,587,071 | 12,945,725 | 13,380,517 | 14,085,645 |
| Fines and Forfeitures | 20,103,517 | 20,551,368 | 17,664,730 | 18,763,715 |
| Grants | 6,973,929 | 5,791,131 | 8,270,596 | 6,153,808 |
| Charges for Services | 229,619,486 | 245,149,133 | 233,229,163 | 250,750,497 |
| Health Premium Revenues | 32,619,932 | 31,006,761 | 27,297,410 | 24,441,131 |
| Transfers In | 89,220,513 | 83,049,429 | 99,133,800 | 102,700,414 |
| Capital Contributions | 1,008,740 | 0 | 0 | 0 |
| Intergovernmental Revenue | 5,995,725 | 6,409,377 | 9,409,377 | 8,543,149 |
| Proceeds from Refund of Debt | 75,379,629 | 0 | 175,640,820 | 0 |
| Use of Money | 1,878,820 | 562,648 | 1,145,392 | 484,648 |
| Other Revenues | 85,834,785 | 72,950,951 | 83,839,252 | 76,826,617 |
| Total Revenues | \$ 1,252,854,818 | \$ 1,180,583,400 | \$ 1,364,895,946 | \$ 1,206,083,351 |
| Expenditures | | | | |
| Personnel | 510,270,812 | 532,636,932 | 531,591,240 | 555,454,607 |
| Materials & Supplies | 188,434,274 | 198,080,015 | 217,138,350 | 219,087,637 |
| Capital Outlay | 5,080,147 | 7,367,634 | 9,805,202 | 9,805,934 |
| Grants & Subsidies | 86,551,708 | 74,142,551 | 79,732,334 | 75,678,321 |
| Inventory | 10,376,124 | 14,275,639 | 11,179,770 | 12,869,543 |
| Expense Recovery | (16,072,788) | 0 | (14,631,700) | (14,631,700) |
| Services Charges | 16,429,088 | 15,441,590 | 18,003,028 | 17,549,365 |
| Principal-Serial Bonds, Notes and Leases | 93,770,508 | 94,712,122 | 96,408,099 | 97,237,865 |
| Interest-Serial Bonds, Notes and Leases | 65,401,067 | 65,806,403 | 64,982,596 | 62,994,156 |
| Retirement of Refunded Debt | 75,000,000 | 0 | 195,829,835 | 0 |
| Depreciation on own funds | 14,307,850 | 17,024,735 | 8,812,202 | 17,037,735 |
| Bond Issue Costs | 687,683 | 0 | 0 | 0 |
| Investmet Fees | 1,342 | 0 | 311,584 | 0 |
| Federal Tax | 360,315 | 242,240 | 387,941 | 60,525 |
| Miscellaneous Expense | 2,840,760 | 0 | 0 | 0 |
| Transfer Out | 48,642,421 | 33,763,896 | 37,721,385 | 47,544,544 |
| Claims Incurred | 88,671,222 | 94,350,000 | 81,093,797 | 77,339,974 |
| Interest | 3,372,525 | 5,120,000 | 3,016,717 | 5,120,000 |
| Other Expenditures | 0 | 0 | 0 | 0 |
| Total Expenditures | \$ 1,194,125,058 | \$ 1,152,963,757 | \$ 1,341,382,380 | \$ 1,183,148,506 |
| Increase (Decrease) in Net Assets | \$ 58,729,760 | \$ 27,619,643 | \$ 23,513,566 | \$ 22,934,845 |
| Fund balance beginning of year | \$ 689,875,896 | \$ 748,605,656 | \$ 748,605,656 | \$ 772,119,222 |
| Fund balance end of year | \$ 748,605,656 | \$ 776,225,299 | \$ 772,119,222 | \$ 795,054,067 |



General Fund Summary

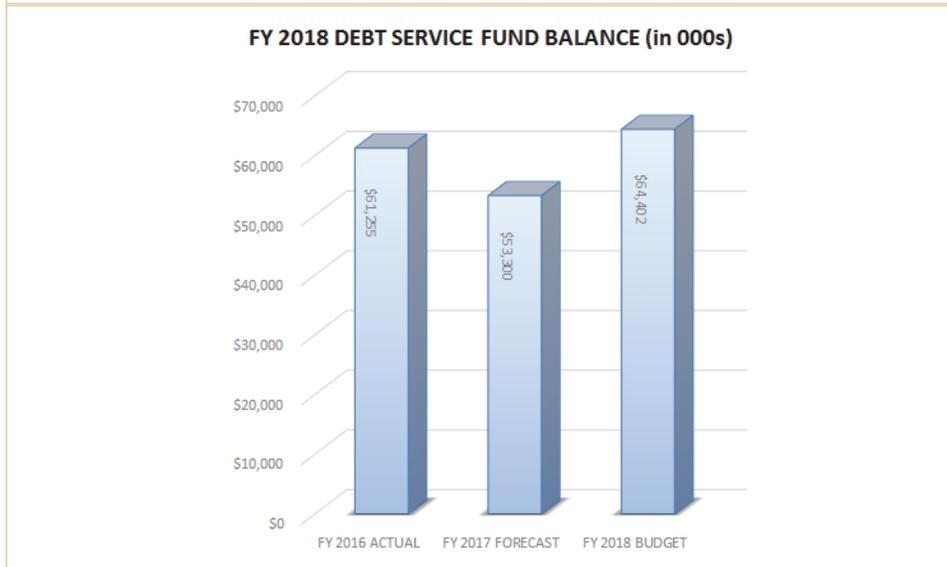
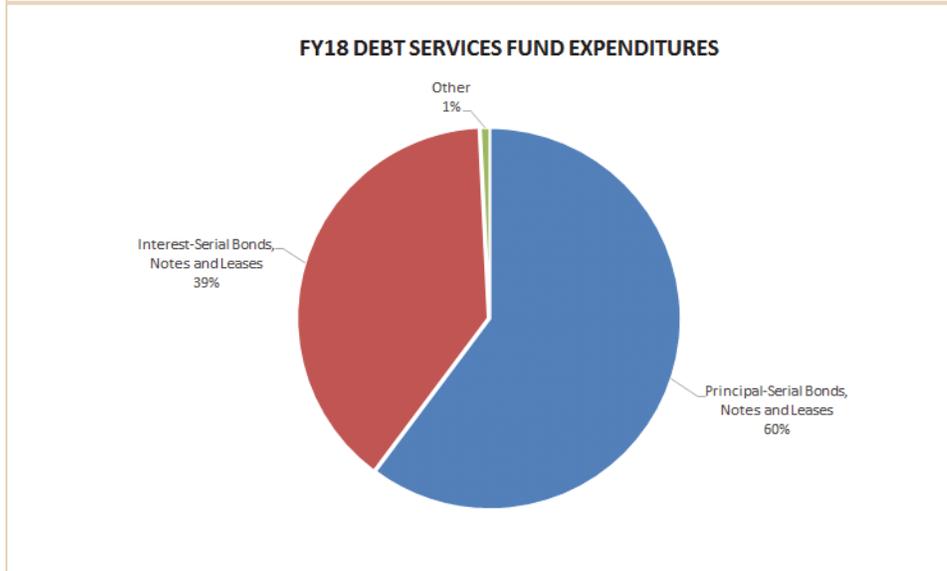
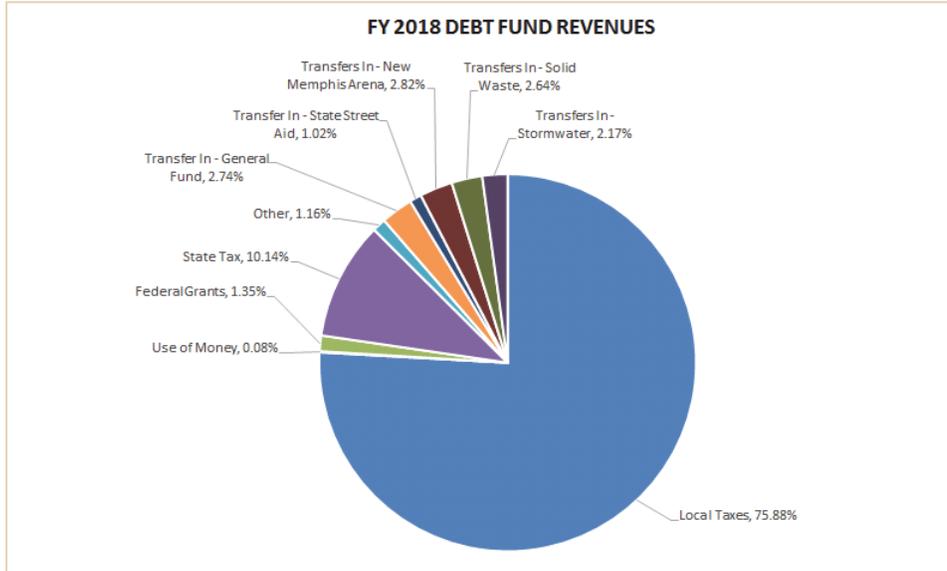
| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| Local Taxes | 439,796,385 | 441,868,096 | 438,723,904 | 450,662,976 |
| State Taxes | 69,327,568 | 83,875,000 | 69,019,176 | 68,010,000 |
| Licenses and Permits | 13,171,977 | 12,488,033 | 12,904,957 | 13,494,465 |
| Fines and Forfeitures | 16,633,286 | 18,188,368 | 15,086,322 | 15,161,000 |
| Charges for Services | 34,755,008 | 33,468,640 | 34,036,896 | 33,801,536 |
| Use of Money and Property | 890,741 | 335,000 | 725,698 | 335,000 |
| Federal Grants | 523,985 | 0 | 1,626,680 | 328,800 |
| State Grants | 1,282,898 | 1,630,362 | 1,663,558 | 1,630,362 |
| Intergovernmental Revenues | 5,995,725 | 6,409,377 | 9,409,377 | 8,543,149 |
| Other Revenues | 10,712,437 | 7,162,116 | 13,044,323 | 7,830,978 |
| Transfers In | 59,357,336 | 62,000,000 | 70,085,336 | 66,638,000 |
| Dividend and Interest on Investment | 0 | 0 | 508 | 0 |
| Total Revenues | \$ 652,447,339 | \$ 667,425,024 | \$ 666,326,720 | \$ 666,436,251 |
| Personnel Services | 451,553,312 | 471,609,792 | 466,752,928 | 481,718,624 |
| Materials and Supplies | 108,627,376 | 123,378,256 | 133,531,632 | 127,062,944 |
| Capital Outlay | 303,601 | 947,594 | 1,246,349 | 1,046,394 |
| Grants and Subsidies | 75,622,880 | 61,259,352 | 69,366,616 | 64,708,320 |
| Inventory | 334,523 | 285,687 | 359,343 | 379,591 |
| Expense Recovery | (16,072,788) | 0 | (14,631,700) | (14,631,700) |
| Investment Fees | 0 | 0 | 310,000 | 0 |
| Service Charges | 196,995 | 89,200 | 116,985 | 137,372 |
| Transfers Out | 18,774,636 | 9,724,061 | 8,424,061 | 8,270,955 |
| Total Expenditures | \$ 639,340,544 | \$ 667,293,933 | \$ 665,476,224 | \$ 668,692,503 |
| Increase (Decrease) in Net Assets | \$ 13,106,796 | \$ 131,066 | \$ 850,513 | \$ (2,256,252) |
| Fund balance beginning of year | \$ 132,266,204 | \$ 145,373,000 | \$ 145,373,000 | \$ 146,223,513 |
| Fund balance end of year | \$ 145,373,000 | \$ 145,504,066 | \$ 146,223,513 | \$ 143,967,261 |



Debt Fund Summary

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| Contributed from Fund Balance | 0 | 0 | 0 | 0 |
| Local Taxes | 128,897,432 | 135,464,672 | 132,316,160 | 130,964,680 |
| State Taxes | 16,818,432 | 21,768,300 | 17,490,648 | 17,500,000 |
| Use of Money and Property | 348,147 | 223,000 | 223,000 | 145,000 |
| Federal Grants | 2,354,487 | 2,355,769 | 2,355,769 | 2,327,146 |
| Other Revenues | 2,530,285 | 2,323,700 | 2,023,700 | 2,002,535 |
| Transfers In | 17,918,868 | 15,261,865 | 20,522,268 | 19,646,202 |
| Proceeds from Refunded Debt | 75,379,632 | 0 | 175,640,816 | 0 |
| Total Revenues | \$ 244,247,282 | \$ 177,397,312 | \$ 350,572,367 | \$ 172,585,568 |
| Materials and Supplies | 918,934 | 1,151,500 | 1,155,945 | 1,151,500 |
| Bond Issue Costs | 687,683 | 0 | 0 | 0 |
| Redemption of Serial Bonds and Notes | 93,770,512 | 94,712,120 | 96,408,096 | 97,237,864 |
| Interest | 65,401,068 | 65,806,404 | 64,982,596 | 62,994,156 |
| Service Charges | 37,450 | 102,390 | 150,015 | 100,890 |
| Transfers Out | 0 | 500,000 | 0 | 0 |
| Retirement of Refunded Debt | 75,000,000 | 0 | 195,829,840 | 0 |
| Contributed to Fund Balance | 0 | 0 | 0 | 0 |
| Total Expenditures | \$ 235,815,648 | \$ 162,272,415 | \$ 358,526,496 | \$ 161,484,411 |
| Increase (Decrease) in Net Assets | \$ 8,431,640 | \$ 15,124,897 | \$ (7,954,123) | \$ 11,101,150 |

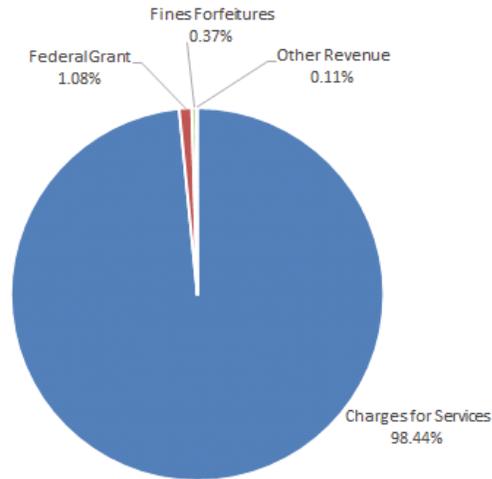
| | | | | |
|--|----------------------|----------------------|----------------------|----------------------|
| Restricted Fund Balance - Beg. of Year | 30,081,291 | 30,081,291 | 30,081,291 | 13,892,271 |
| Contribution to (Use of) Fund Balance | 0 | (39,881) | (16,189,020) | 6,700,000 |
| Restricted Fund Balance - End of Year | \$ 30,081,291 | \$ 30,041,410 | \$ 13,892,271 | \$ 20,592,271 |
| Committed Fund Balance - Beginning of Year | 22,742,401 | 31,174,041 | 31,174,041 | 39,408,938 |
| Contribution to (Use of) Fund Balance | 8,431,640 | 15,164,777 | 8,234,897 | 4,401,151 |
| Committed Fund Balance - End of Year | \$ 31,174,041 | \$ 46,338,818 | \$ 39,408,938 | \$ 43,810,089 |



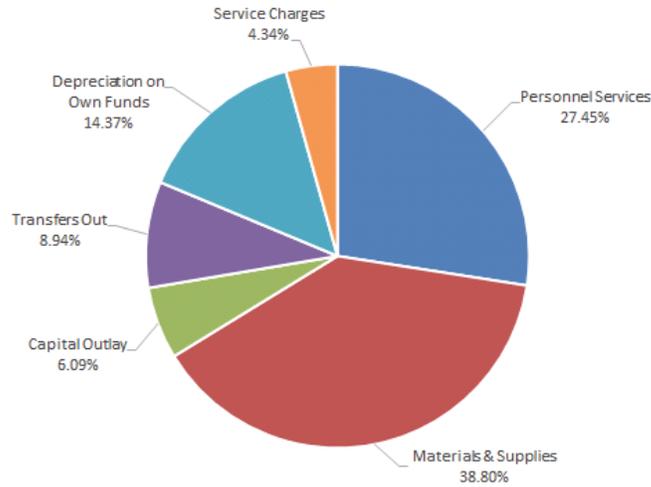
Enterprise Funds Summary

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| Capital Contributions | 1,008,740 | 0 | 0 | 0 |
| Fines and Forfeitures | 17,800 | 30,000 | 5,050 | 511,000 |
| Charges for Services | 118,182,352 | 130,677,000 | 121,801,152 | 136,881,792 |
| Use of Money and Property | 360,887 | 0 | 1,201 | 0 |
| Federal Grants | 2,283,625 | 1,500,000 | 1,515,279 | 1,500,000 |
| State Grants | 271,492 | 0 | 0 | 0 |
| Other Revenues | 1,947,591 | 200,000 | 79,586 | 157,122 |
| Transfers In | 0 | 0 | 359,679 | 0 |
| Dividend and Interest on Investment | 60,042 | 0 | 0 | 0 |
| Gain (Loss) on Investments | 22,775 | 0 | 0 | 0 |
| Gain (Loss) on Sale of Assets | 695 | 0 | 0 | 0 |
| Total Revenues | \$ 124,155,999 | \$ 132,407,000 | \$ 123,761,944 | \$ 139,049,920 |
| Personnel Services | 29,981,842 | 31,538,216 | 33,861,608 | 32,360,798 |
| Materials and Supplies | 35,254,015 | 42,463,332 | 40,604,920 | 45,740,784 |
| Capital Outlay | 3,117,600 | 5,344,040 | 5,354,332 | 7,175,540 |
| Grants and Subsidies | 26,693 | 0 | 5,000 | 0 |
| Investment Fees | 5,071 | 0 | 1,191 | 0 |
| Interest | 3,372,526 | 5,120,000 | 3,016,717 | 5,120,000 |
| Service Charges | 21,625 | 0 | 5,600 | 0 |
| Transfers Out | 8,857,177 | 10,332,004 | 1,968,502 | 10,539,476 |
| Depreciation on Own Funds | 14,297,902 | 16,928,636 | 8,799,959 | 16,941,636 |
| Misc Expense | 2,805,550 | 0 | 0 | 0 |
| Total Expenditures | \$ 97,739,999 | \$ 111,726,226 | \$ 93,617,827 | \$ 117,878,235 |
| Increase (Decrease) in Net Assets | \$ 26,416,000 | \$ 20,680,774 | \$ 30,144,114 | \$ 21,171,687 |
| Fund balance beginning of year | \$ 457,942,000 | \$ 484,358,000 | \$ 484,358,000 | \$ 514,502,114 |
| Fund balance end of year | \$ 484,358,000 | \$ 505,038,774 | \$ 514,802,114 | \$ 535,673,801 |

FY 2018 ENTERPRISE FUND REVENUE



FY 2018 ENTERPRISE FUND EXPENDITURES

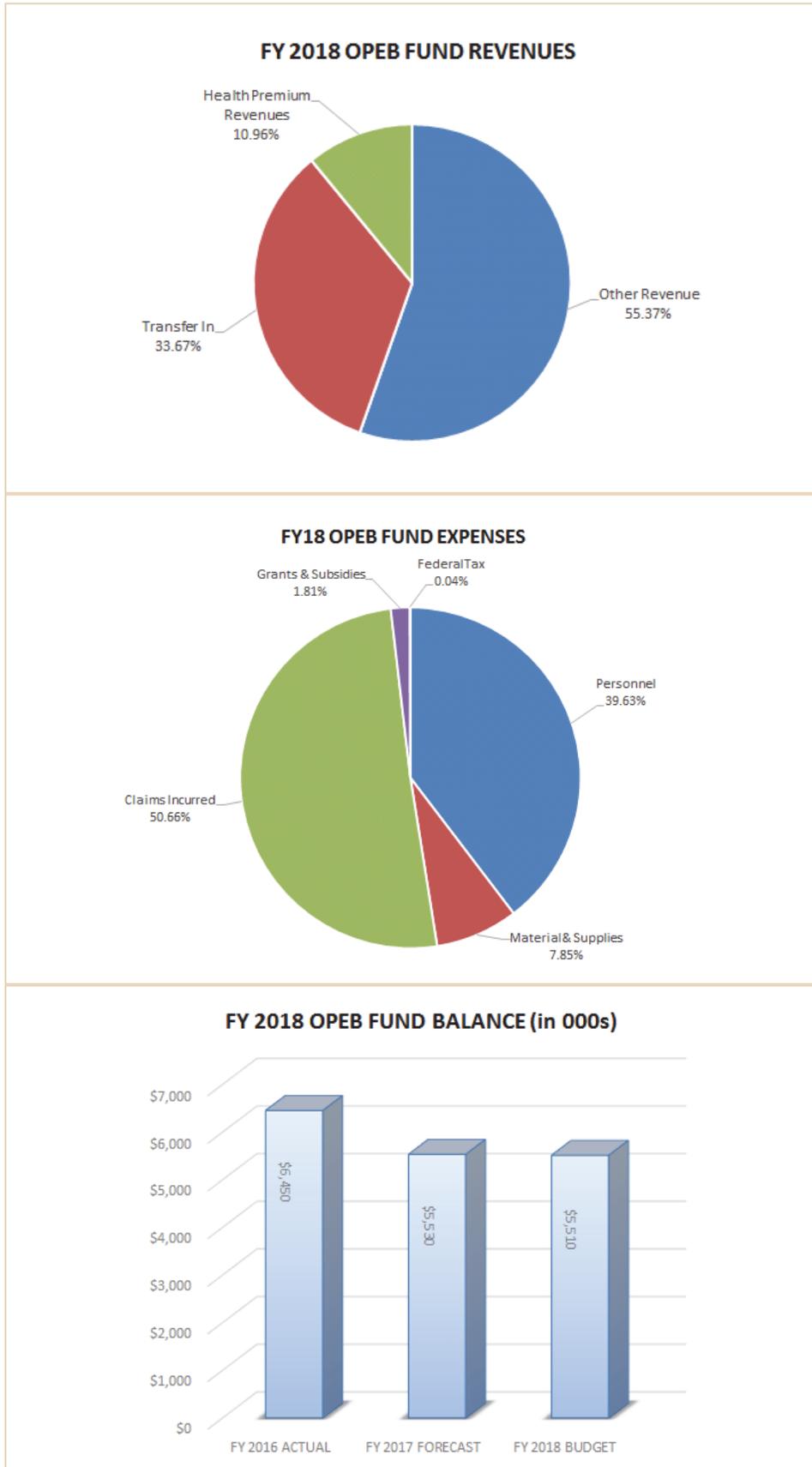


FY 2018 ENTERPRISE FUND (in 000s)



Fiduciary Fund Summary

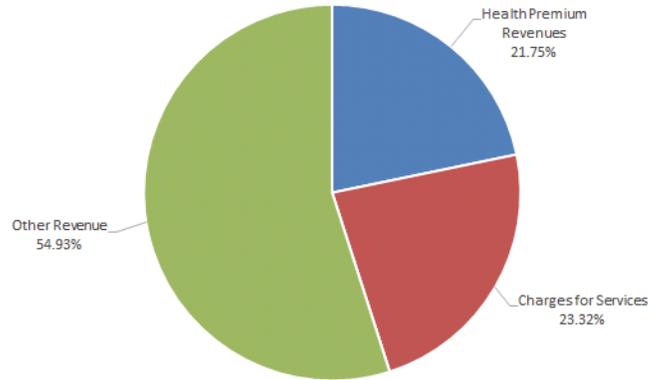
| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--|-----------------------|-----------------------|----------------------|----------------------|
| Other Revenues | 15,154,490 | 11,266,550 | 12,136,119 | 11,016,550 |
| Transfers In | 4,556,519 | 2,000,000 | 6,800,000 | 6,699,012 |
| Employee Contributions | 7,625,381 | 6,906,599 | 6,318,589 | 2,179,983 |
| Dividend and Interest on Investment | 53,849 | 0 | 29,941 | 0 |
| Gain (Loss) on Investments | (26,282) | 0 | 197,391 | 0 |
| Gain (Loss) on Sale of Assets | 11,287 | 0 | 402 | 0 |
| Total Revenues | \$ 27,375,244 | \$ 20,173,149 | \$ 25,482,442 | \$ 19,895,545 |
| Personnel Services | 314,765 | 421,475 | 1,804,193 | 7,893,294 |
| Materials and Supplies | 2,099,586 | 2,441,474 | 2,427,606 | 1,563,806 |
| Capital Outlay | 0 | 2,100 | 0 | 0 |
| Grants and Subsidies | 290,268 | 290,450 | 265,001 | 360,000 |
| Claims Incurred | 27,457,540 | 22,900,000 | 21,851,832 | 10,090,007 |
| Investment Fees | 1,342 | 0 | 393 | 0 |
| Federal Tax | 327,609 | 220,757 | 53,306 | 8,474 |
| Total Expenditures | \$ 30,491,112 | \$ 26,276,256 | \$ 26,402,330 | \$ 19,915,580 |
| Increase (Decrease) in Net Assets | \$ (3,115,866) | \$ (6,103,107) | \$ (919,888) | \$ (20,036) |
| Fund balance beginning of year | \$ 9,566,000 | \$ 6,450,134 | \$ 6,450,134 | \$ 5,530,245 |
| Fund balance end of year | \$ 6,450,134 | \$ 347,027 | \$ 5,530,245 | \$ 5,510,209 |



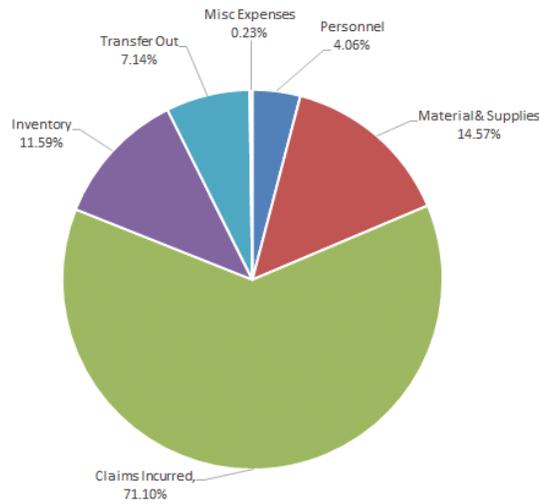
Internal Service Funds Summary

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--|----------------------|-----------------------|----------------------|-----------------------|
| Charges for Services | 20,525,680 | 24,972,508 | 20,633,740 | 23,872,508 |
| Use of Money and Property | 145,663 | 583 | 101,121 | 583 |
| Other Revenues | 53,255,498 | 51,971,700 | 52,939,104 | 55,732,272 |
| Employee Contributions | 24,994,551 | 24,100,162 | 20,978,822 | 22,261,148 |
| Employer Contributions | 706,530 | 497,200 | 501,840 | 504,800 |
| Total Revenues | \$ 99,627,924 | \$ 101,542,152 | \$ 95,154,632 | \$ 102,371,309 |
| Personnel Services | 408,623 | 584,061 | 1,395,836 | 4,377,172 |
| Materials and Supplies | 13,928,186 | 14,256,573 | 12,459,334 | 15,698,246 |
| Capital Outlay | 0 | 2,900 | 0 | 0 |
| Grants and Subsidies | 158,687 | 96,676 | 97,149 | 98,000 |
| Inventory | 10,041,601 | 13,989,952 | 10,820,427 | 12,489,952 |
| Claims Incurred | 61,213,680 | 71,450,000 | 59,241,960 | 67,249,968 |
| Federal Tax | 32,706 | 21,483 | 334,635 | 52,051 |
| Transfers Out | 3,001,283 | 0 | 6,800,000 | 7,699,012 |
| Depreciation on Own Funds | 9,947 | 96,100 | 12,244 | 96,100 |
| Total Expenditures | \$ 88,794,712 | \$ 100,497,745 | \$ 91,161,584 | \$ 107,760,499 |
| Increase (Decrease) in Net Assets | \$ 10,833,210 | \$ 1,044,406 | \$ 3,993,048 | \$ 5,389,190 |
| Fund balance beginning of year | \$ 9,421,000 | \$ 20,254,210 | \$ 20,254,210 | \$ 24,247,249 |
| Fund balance end of year | \$ 20,254,210 | \$ 21,298,616 | \$ 24,247,249 | \$ 18,858,059 |

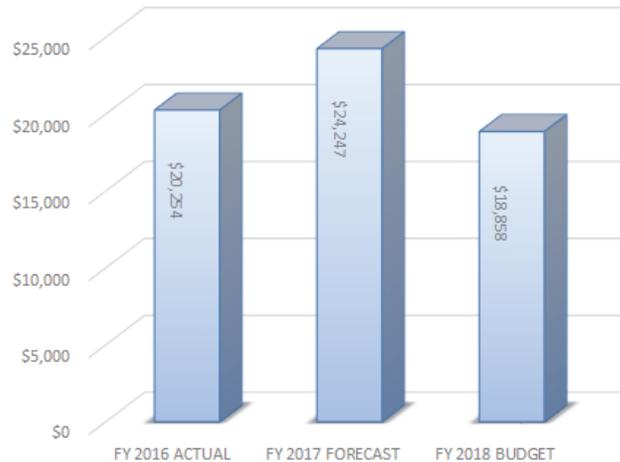
FY 2018 INTERNAL SERVICE FUND REVENUES



FY 2018 INTERNAL SERVICES EXPENSES

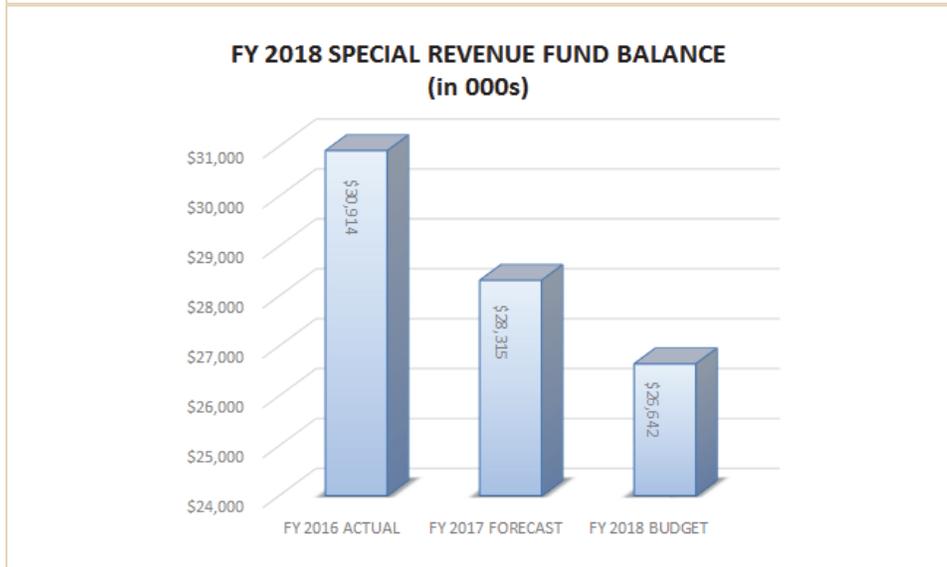
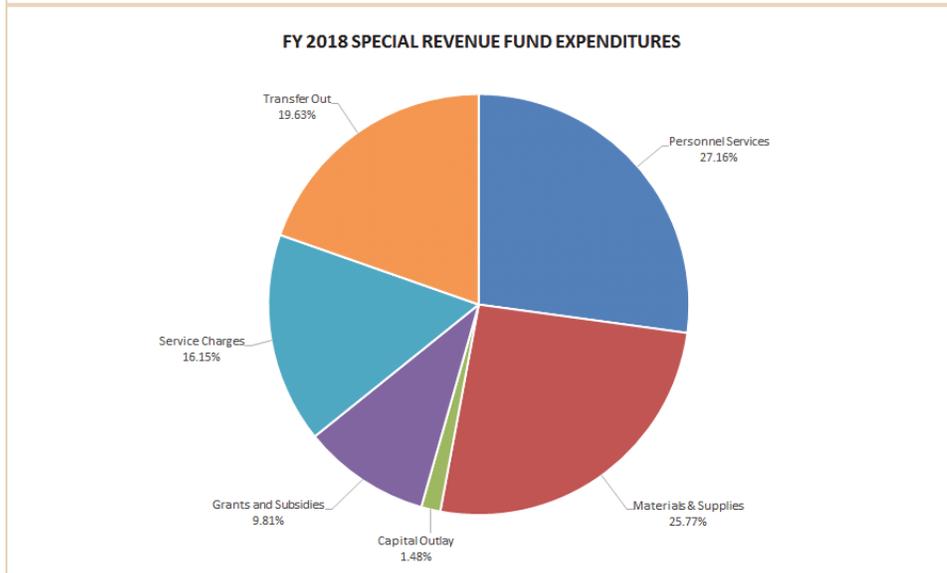
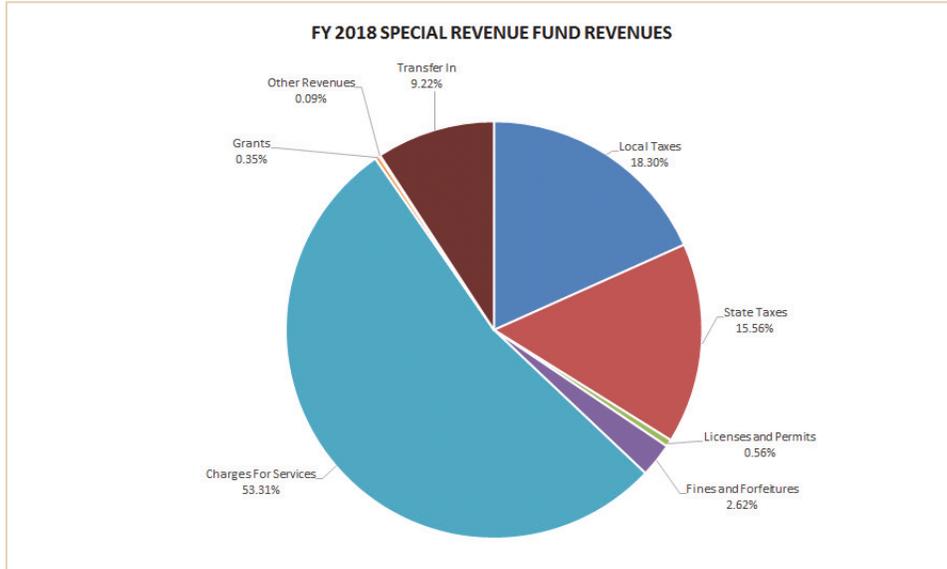


FY 2018 INTERNAL SERVICE FUND BALANCE (in 000s)



Special Revenue Funds Summary

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| Local Taxes | 17,245,236 | 18,693,594 | 21,433,154 | 19,291,286 |
| State Taxes | 17,841,088 | 0 | 16,400,000 | 16,400,000 |
| Licenses and Permits | 415,093 | 457,692 | 475,560 | 591,180 |
| Fines and Forfeitures | 3,452,431 | 2,333,000 | 2,573,358 | 3,091,715 |
| Charges for Services | 56,156,444 | 56,030,988 | 56,757,380 | 56,194,656 |
| Use of Money and Property | 133,382 | 4,065 | 94,372 | 4,065 |
| Federal Grants | 133,251 | 150,000 | 817,525 | 100,000 |
| State Grants | 124,192 | 155,000 | 291,785 | 267,500 |
| Other Revenues | 2,112,116 | 26,886 | 3,388,178 | 87,161 |
| Transfers In | 7,387,791 | 3,787,564 | 1,366,517 | 9,717,200 |
| Total Revenues | \$ 105,001,029 | \$ 81,638,789 | \$ 103,597,828 | \$ 105,744,763 |
| Personnel Services | 28,012,266 | 28,483,400 | 27,776,660 | 29,104,718 |
| Materials and Supplies | 27,568,725 | 14,388,878 | 26,958,914 | 27,870,356 |
| Capital Outlay | 1,658,946 | 1,071,000 | 3,204,521 | 1,584,000 |
| Grants and Subsidies | 10,488,391 | 12,496,072 | 9,998,572 | 10,512,000 |
| Service Charges | 16,205,397 | 15,250,000 | 17,730,428 | 17,311,104 |
| Transfers Out | 18,009,324 | 13,207,831 | 20,528,822 | 21,035,100 |
| Total Expenditures | \$ 101,973,049 | \$ 84,897,182 | \$ 106,197,920 | \$ 107,417,277 |
| Increase (Decrease) in Net Assets | \$ 3,057,980 | \$ (3,258,393) | \$ (2,600,088) | \$ (1,672,514) |
| Fund balance beginning of year | \$ 27,857,000 | \$ 30,914,980 | \$ 30,914,980 | \$ 28,314,892 |
| Fund balance end of year | \$ 30,914,980 | \$ 27,656,587 | \$ 28,314,892 | \$ 26,642,378 |





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 2014 Memphis' assessed value of real property:

- 51.01% Residential
- 36.14% Commercial
- 12.29% Industrial
- 0.07% Farm
- 0.49% 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 following information: the assessed value of the property and the tax rate to figure each property tax bill. 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 \$3.40, the calculation is:

$$\begin{aligned} \text{tax} &= (\$25,000/\$100) \times \$3.40 \text{ per } \$100 \\ &= \$250 \times \$3.40 = \$850.00 \end{aligned}$$

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 Tax revenues along with other local tax sources provide the City with the largest source of revenue to the operating budget.

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 based on a point in time. Certain properties are exempt such as government, religious, charitable, etc.

Tax History

TAX HISTORY

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 |
|----------|-------------|--------------|----------|--------------|----------------|------------|
| 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 |
| 2011 | 2012 | 2.471700 | 0.000000 | 0.714100 | 0.0031 | 3.19 |
| 2012 | 2013 | 2.291700 | 0.100000 | 0.715200 | 0.0031 | 3.11 |
| 2013 | 2014 | 2.487400 | 0.000000 | 0.909300 | 0.0033 | 3.40 |
| 2014 | 2015 | 2.312500 | 0.000000 | 1.084200 | 0.0033 | 3.40 |
| 2015 | 2016 | 2.312500 | 0.000000 | 1.084200 | 0.0033 | 3.40 |
| 2016 | 2017 | 2.312500 | 0.000000 | 1.084200 | 0.0033 | 3.40 |
| 2017 | 2018 | 2.225088 | 0.000000 | 1.043218 | .003175 | 3.271481 |

**ORDINANCE 5647
APPROPRIATION ORDINANCE**

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, 2017 THROUGH JUNE 30, 2018, 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, 2017 THROUGH JUNE 30, 2018, 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 Fund, Enterprise Funds, Internal Service Fund and Fiduciary Funds, 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 | 250,500,000 |
| Ad Valorem Tax - Current Sale of Receivables | 7,500,000 |
| Ad Valorem Tax Prior | 5,200,000 |
| Special Assessment Tax | 558,000 |
| Prop Taxes Interest & Penalty | 4,200,000 |
| Bankruptcy Interest & Penalty | 170,000 |
| Interest, Penalty - Sale of Tax Rec | 1,500,000 |
| PILOT's | 3,500,000 |
| State Appointment TVA | 7,800,000 |
| Local Sales Tax | 113,000,000 |
| Tourism Development Zone Local | 1,980,000 |
| Beer Sales Tax_040311 | 17,500,000 |
| Alcoholic Beverage Inspection Fee | 5,000,000 |
| Mixed Drink Tax_040710 | 7,400,000 |
| Gross Rec Business Tax | 13,500,000 |
| Bank Excise Tax | 954,000 |
| Franchise Tax - Telephone | 2,200,000 |
| Cable TV Franchise Fees | 4,300,000 |
| Fiber Optic Franchise Fees | 950,000 |
| Misc. Franchise Tax | 850,000 |
| Interest, Penalties & Commission | 200,000 |
| Business Tax Fees | 1,100,000 |
| Misc. Tax Recoveries | 500,000 |
| MLGW/Williams Pipeline | 300,962 |
| TOTAL LOCAL TAXES | 450,662,962 |

**ORDINANCE 5647
APPROPRIATION ORDINANCE**

| | |
|--------------------------------------|-------------------|
| STATE TAXES | |
| State Sales Tax | 55,000,000 |
| Telecommunication Sales Tax | 55,000 |
| State Income Tax | 11,000,000 |
| State Shared Beer Tax | 315,000 |
| Alcoholic Beverage Tax | 340,000 |
| Spec Petroleum Product Tax | 1,300,000 |
| TOTAL STATE TAXES | 68,010,000 |
| LICENSES & PERMITS | |
| Auto Registration Fee | 12,500,000 |
| Dog License | 274,965 |
| County Dog License Fee | 100,000 |
| Liquor By Ounce License | 215,000 |
| Taxi Drivers License | 20,500 |
| Gaminy Pub Amus Perm Fee | 15,000 |
| Wrecker Permit Fee | 11,000 |
| Misc. Permits | 70,000 |
| Beer Application | 60,000 |
| Beer Permit Privilege Tax | 140,000 |
| Sidewalk Permit Fees | 88,000 |
| TOTAL LICENSES & PERMITS | 13,494,465 |
| FINES AND FORFEITURES | |
| Court Fees | 5,000,000 |
| Court Costs | 6,000,000 |
| Fines & Forfeitures | 3,105,000 |
| Seizures | 100,000 |
| Beer Board Fines | 110,000 |
| Arrest Fees | 215,000 |
| DUI BAC Fees | 2,400 |
| Sex Offender Registry Fees | 110,000 |
| Library Fines & Fees | 400,000 |
| Delinquent Collection Fees | 100,000 |
| Vacant Property Registration Fee | 18,600 |
| TOTAL FINES & FORFEITURES | 15,161,000 |
| CHARGES FOR SERVICES | |
| Subdivision Plan Inspection Fee | 90,000 |
| Parking | 527,497 |
| Senior Citizen's Meals | 75,000 |
| Concessions | 2,149,152 |
| Golf Car Fees | 1,149,500 |
| Pro Shop Sales | 137,300 |
| Green Fees | 1,702,996 |

ORDINANCE 5647
APPROPRIATION ORDINANCE

| | |
|---|-------------------|
| Softball | 28,000 |
| Ballfield Permit | 18,000 |
| Class Fees | 47,310 |
| Day Camp Fees | 260,200 |
| After School Camp | 2,100 |
| Parking Meters | 850,000 |
| Ambulance Service | 21,260,000 |
| Rental Fees | 1,979,047 |
| MLG&W Rent | 2,400 |
| Rent Of Land | 31,738 |
| Parking Lots | 315,000 |
| Easements & Encroachments | 75,000 |
| Tax Sales Attorney Fees | 525,000 |
| Street Cut Inspection Fee | 250,000 |
| Traffic Signals | 200,000 |
| Signs-Loading Zones | 15,000 |
| Arc Lights | 4,000 |
| Wrecker & Storage Charges | 500,000 |
| Shelter Fees | 200,000 |
| Animal Vaccination | 32,000 |
| Police Special Events | 250,000 |
| Outside Revenue | 125,295 |
| Tow Fees | 1,000,000 |
| TOTAL CHARGES FOR SERVICES | 33,801,535 |
| USE OF MONEY | |
| Interest on Investments | 115,000 |
| Net Income/Investors | 100,000 |
| State Litigation Tax Commission | 120,000 |
| TOTAL USE OF MONEY | 335,000 |
| Federal Grants-Other | 328,800 |
| TOTAL FEDERAL GRANT | 328,800 |
| STATE GRANTS | |
| St TN Highway Maint Grant | 830,362 |
| St TN Interstate | 800,000 |
| TOTAL STATE GRANT | 1,630,362 |
| INTERGOVERNMENTAL REVENUE | |
| International Airport | 3,543,149 |
| MATA | 5,000,000 |
| TOTAL INTERGOVERNMENTAL REVENUES | 8,543,149 |
| OTHER REVENUES | |
| Miscellaneous Auctions | 1,600,000 |

**ORDINANCE 5647
APPROPRIATION ORDINANCE**

| | |
|--------------------------------------|--------------------|
| Local Shared Revenue | 1,482,056 |
| Anti-Neglect Enforcement | 200,000 |
| Property Insurance Recoveries | 374,221 |
| Rezoning Ordinance Publication Fees | 10,000 |
| Sale Of Reports | 285,423 |
| City of Bartlett | 1,034,000 |
| Utility Warranty Program | 500,000 |
| Miscellaneous Income | 736,030 |
| Sewer Fund Cost Allocation | 1,075,000 |
| Fire - Misc. Collections | 20,000 |
| Cash Overage/Shortage | 30 |
| Donated Revenue | 15,000 |
| Coca - Cola Sponsorship | 70,000 |
| Grant Revenue - Library | 17,000 |
| Commissions | 20,000 |
| Miscellaneous Revenue | 59,868 |
| Recovery Of Prior Year Expense | 200,000 |
| Move to Own -Program Fees | 5,850 |
| TOTAL OTHER REVENUES | 7,830,978 |
| | |
| TRANSFERS IN | |
| In Lieu Of Taxes-MLGW | 58,700,000 |
| In Lieu Of Taxes-Sewer | 5,500,000 |
| Oper Tfr In-Hotel/Motel Fund | 38,000 |
| Oper Tfr In - Metro Alarm | 100,000 |
| Oper Tfr In - Unemployment | 1,000,000 |
| Oper Tfr In - Sewer | 1,300,000 |
| TOTAL TRANSFERS IN | 66,638,000 |
| | |
| General Fund Revenues | 666,436,251 |
| | |
| Contributed From Fund Balance | 2,400,000 |
| | |
| TOTAL GENERAL REVENUES | 668,836,251 |

**GENERAL FUND
EXPENDITURE BUDGET**

| | |
|--|-----------|
| EXECUTIVE | |
| Mayor's Office | 809,281 |
| Chief Administrative Office | 1,135,482 |
| Auditing | 873,663 |
| 311 Call Center | 441,861 |
| Office of Youth Services and Community Affairs | 3,783,539 |
| Intergovernmental Affairs | 732,370 |

ORDINANCE 5647
APPROPRIATION ORDINANCE

| | |
|--|--------------------|
| CLERB | 215,865 |
| Animal Shelter | 4,211,352 |
| Community Affairs | 1,344,305 |
| Communications | 1,115,158 |
| Performance Mgmt. | 761,203 |
| TOTAL EXECUTIVE | 15,424,079 |
| | |
| FINANCE | |
| Administration | 534,402 |
| Financial Accounting | 2,240,479 |
| Purchasing | 821,280 |
| Budget | 644,085 |
| Debt & Investment Management | 224,767 |
| City Treasurer | 3,290,454 |
| Financial & Strategic Planning Office | 273,273 |
| Equal Business Opportunity & Development | 1,228,311 |
| Landmarks | 1,717,294 |
| TOTAL FINANCE | 10,974,345 |
| | |
| FIRE | |
| Administration | 2,456,578 |
| Apparatus Maintenance | 8,945,943 |
| Logistical Services | 2,202,347 |
| Training | 3,660,247 |
| Communications | 6,593,411 |
| Fire Prevention | 5,277,787 |
| Firefighting | 104,638,114 |
| EMS | 36,089,907 |
| Airport | 3,561,285 |
| TOTAL FIRE | 173,425,619 |
| | |
| POLICE | |
| Executive Administration | 37,576,995 |
| Administrative Services | 40,248,569 |
| Uniform Patrol/Precincts | 135,470,928 |
| Investigative Services | 24,126,156 |
| Special Operations | 22,106,146 |
| TOTAL POLICE | 259,528,794 |
| | |
| PARKS AND NEIGHBORHOODS | |
| Administration | 1,486,884 |
| Planning & Development | 228,516 |
| Parks Operations | 6,414,484 |
| Park Facilities | 3,612,290 |
| Zoo | 2,984,554 |
| Brooks Museum | 571,448 |

**ORDINANCE 5647
APPROPRIATION ORDINANCE**

| | |
|--|-------------------|
| Memphis Botanic Gardens | 552,401 |
| Sports Centers | 3,960,445 |
| Recreation | 9,429,269 |
| Support Service Golf | 5,092,405 |
| Sports Services | 1,769,509 |
| TOTAL PARKS & NEIGHBORHOODS | 36,102,205 |
| PUBLIC WORKS | |
| Administration | 1,092,101 |
| Street Maintenance | 5,209,324 |
| Neighborhood Improvements | 9,528,937 |
| TOTAL PUBLIC WORKS | 15,830,362 |
| HUMAN RESOURCES | |
| Administration | 437,594 |
| Talent Management | 3,987,029 |
| Compensation/Records Administration | 485,914 |
| Equity, Diversity & Inclusion | 795,772 |
| Workplace Safety & Compliance | 215,124 |
| HR Business Partner | 859,744 |
| HR Analytics & Performance | 424,529 |
| TOTAL HUMAN RESOURCES | 7,205,706 |
| GENERAL SERVICES | |
| Administration | 1,264,550 |
| Property Maintenance | 13,549,981 |
| Real Estate | 730,290 |
| Operation Of City Hall | 6,404,270 |
| Fleet Management | 733,831 |
| TOTAL GENERAL SERVICES | 22,682,922 |
| HOUSING & COMMUNITY DEVELOPMENT | |
| Housing | 1,120,701 |
| Economic Development | 2,512,424 |
| Community Initiatives | 913,963 |
| TOTAL HOUSING & COMMUNITY DEVELOPMENT | 4,547,088 |
| CITY ATTORNEY | 11,523,239 |
| ENGINEERING | |
| Administration | 1,895,629 |
| Signs & Markings | 2,968,587 |
| Signal Maintenance | 2,981,464 |
| TOTAL ENGINEERING | 7,845,680 |
| LIBRARY | 20,653,358 |

**ORDINANCE 5647
APPROPRIATION ORDINANCE**

| | |
|-------------------------------------|-------------------|
| Hotel/Motel Tax | 11,650,000 |
| Transfer In-New Memphis Arena Fund | 4,858,600 |
| TOTAL REVENUES | 16,508,600 |
| EXPENDITURE BUDGET | |
| Convention/Visitor's Bureau | 3,762,000 |
| Memphis/Shelby County Sports | 4,250,000 |
| Transfer Out-General Fund | 38,000 |
| Transfer Out-New Memphis Arena Fund | 4,858,600 |
| Contribution To Fund Balance | 3,600,000 |
| TOTAL EXPENDITURES | 16,508,600 |

| | |
|--|-------------------|
| B. NEW MEMPHIS ARENA FUND | |
| NEW MEMPHIS ARENA FUND REVENUE BUDGET | |
| Local Taxes | 7,358,600 |
| Transfer In-Hotel/Motel Fund | 4,858,600 |
| TOTAL REVENUES | 12,217,200 |
| EXPENDITURE BUDGET | |
| Grants and Subsidies | 2,500,000 |
| Transfer Out | 9,717,200 |
| TOTAL EXPENDITURES | 12,217,200 |
| C. METRO ALARM FUND | |
| METRO ALARM FUND REVENUE BUDGET | |
| Alarm Revenue | 600,066 |
| TOTAL REVENUE | 600,066 |
| EXPENDITURE BUDGET | |
| Personnel Services | 316,132 |
| Materials and Supplies | 183,934 |
| Oper Transfer Out-General Fund | 100,000 |
| TOTAL EXPENDITURES | 600,066 |

**ORDINANCE 5647
APPROPRIATION ORDINANCE**

| | |
|--|-------------------|
| D. SOLID WASTE MANAGEMENT FUND | |
| | |
| SOLID WASTE MANAGEMENT FUND REVENUE BUDGET | |
| | |
| Solid Waste Disposal Fee | 55,633,692 |
| Sanitation Inspection Fee | 560,962 |
| Local Taxes | 120,000 |
| State Grants | 127,500 |
| Waste Reduction Grant | 140,000 |
| Other Revenues | 24,000 |
| Contribution From Fund Balance | 4,515,630 |
| TOTAL REVENUES | 61,121,784 |
| | |
| EXPENDITURE BUDGET | |
| | |
| Personnel Services | 27,397,586 |
| Materials and Supplies | 10,740,095 |
| Capital Outlay | 1,120,000 |
| Service Charges | 17,311,103 |
| Transfers Out | 4,553,000 |
| TOTAL EXPENDITURES | 61,121,784 |
| | |
| E. DRUG ENFORCEMENT FUND | |
| | |
| DRUG ENFORCEMENT REVENUE BUDGET | |
| | |
| Fines & Forfeitures | 2,760,000 |
| Federal Grants | 100,000 |
| Other Revenue | 54,275 |
| Contribution from Fund Balance | 838,600 |
| TOTAL REVENUE | 3,752,875 |
| | |
| EXPENDITURE BUDGET | |
| | |
| Personnel Services | 1,391,000 |
| Materials and Supplies | 1,897,875 |
| Capital Outlay | 464,000 |
| TOTAL EXPENDITURE | 3,752,875 |
| | |
| F. ELECTRONIC TRAFFICE CITATION FEE FUND | |
| | |
| ELECTRONIC TRAFFICE CITATION FEE REVENUE BUDGET | |
| | |
| Court Fees | 331,715 |
| TOTAL REVENUE | 331,715 |

**ORDINANCE 5647
APPROPRIATION ORDINANCE**

| | |
|---|-------------------|
| EXPENDITURE BUDGET | |
| Materials and Supplies | 250,000 |
| Contribution to Fund Balance | 81,715 |
| TOTAL EXPENDITURE | 331,715 |
| G. PARK SPECIAL SERVICE FUND | |
| PARK SPECIAL SERVICE REVENUE BUDGET | |
| Local Sales Tax | 162,687 |
| Use of Money & Property | 4,065 |
| TOTAL REVENUE | 166,752 |
| EXPENDITURE BUDGET | |
| Materials and Supplies | 166,752 |
| TOTAL EXPENDITURE | 166,752 |
| H. STATE STREET AID FUND | |
| STATE STREET AID REVENUE BUDGET | |
| State Gas - Motor Fuel Tax | 11,000,000 |
| Three-Cent Tax | 3,500,000 |
| One-Cent Tax | 1,900,000 |
| TOTAL REVENUE | 16,400,000 |
| EXPENDITURE BUDGET | |
| Materials and Supplies | 14,631,700 |
| Transfer Out-Debt Service Fund | 1,768,300 |
| TOTAL EXPENDITURE | 16,400,000 |
| 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 | 116,000,000 |
| Delinquent Property Tax | 3,000,000 |
| Sale of Delinquent Accounts | 1,500,000 |
| Local Option Sales Tax | 8,500,000 |
| In Lieu Of Taxes-Contractual | 1,964,678 |

**ORDINANCE 5647
APPROPRIATION ORDINANCE**

| | |
|---|--------------------|
| Tourism Development Zone Local | 17,500,000 |
| Use of Money | 145,000 |
| Federal Grants | 2,327,146 |
| Other Revenue | 2,002,535 |
| Transfer In-State Street Aid | 1,768,300 |
| Transfer In-New Arena Fund | 4,858,600 |
| Transfer In-Solid Waste | 4,553,000 |
| Transfer in Storm Water Fund | 3,739,477 |
| Transfer In -General Fund | 4,726,825 |
| TOTAL REVENUES / TRANSFERS IN | 172,585,561 |
| EXPENDITURE BUDGET | |
| Principal-Serial Bonds, Notes, and Leases | 97,237,865 |
| Interest-Serial Bonds, Notes, and Leases | 62,994,156 |
| Contribution To Fund Balance | 11,101,151 |
| Other | 1,252,389 |
| TOTAL EXPENDITURES / TRANSFERS OUT | 172,585,561 |
| 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 | 110,520,000 |
| Sewer Connection Fees | 84,800 |
| Fines & Forfeitures | 501,000 |
| Special Sewer Connections | 72,000 |
| Biogas Revenue | 55,000 |
| Other Revenue | 157,122 |
| TOTAL REVENUES | 111,389,922 |
| EXPENDITURE BUDGET | |
| Personnel | 21,404,860 |
| Materials and Supplies | 39,400,738 |
| Capital Outlay | 6,131,000 |
| Debt Service -Interest | 5,000,000 |
| State Loan Interest | 120,000 |
| In-Lieu-Of Payment-General | 5,500,000 |
| Dividend To General Fund | 1,300,000 |
| Depreciation on Own Fund | 14,537,000 |
| Contribution To Fund Balance | 17,996,324 |

**ORDINANCE 5647
APPROPRIATION ORDINANCE**

| | |
|---------------------------|--------------------|
| TOTAL EXPENDITURES | 111,389,922 |
|---------------------------|--------------------|

| | |
|---|-------------------|
| 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 | 26,150,000 |
| Fines & Forfeitures | 10,000 |
| Federal Grants | 1,500,000 |
| TOTAL REVENUES | 27,660,000 |
| EXPENDITURE BUDGET | |
| Personnel | 10,955,937 |
| Materials & Supplies | 6,340,048 |
| Capital Outlay | 1,044,540 |
| Transfer Out-Debt Service Fund | 3,739,477 |
| Depreciation on Own Funds | 2,404,635 |
| Contribution To Fund Balance | 3,175,363 |
| TOTAL EXPENDITURES | 27,660,000 |

5. INTERNAL SERVICE FUND

| | |
|---|-------------------|
| HEALTHCARE REVENUE BUDGET | |
| Operating Revenues | 77,993,419 |
| Contribution From Fund Balance | 5,700,216 |
| TOTAL REVENUES | 83,693,635 |
| EXPENDITURE BUDGET | |
| Personnel | 4,377,172 |
| Materials & Supplies | 5,417,433 |
| Claims Incurred | 67,049,967 |
| Grants & Subsidies | 98,000 |
| Federal Tax | 52,051 |
| Transfer Out-OPEB Fund | 6,699,012 |
| TOTAL EXPENDITURES | 83,693,635 |
| UNEMPLOYMENT FUND REVENUE BUDGET | |
| Program Revenues | 504,800 |

**ORDINANCE 5647
APPROPRIATION ORDINANCE**

| | |
|--|-------------------|
| Contribution To Fund Balance | 695,200 |
| TOTAL REVENUE | 1,200,000 |
| EXPENDITURE BUDGET | |
| Claims Incurred | 200,000 |
| Transfer Out-General Fund | 1,000,000 |
| TOTAL EXPENDITURE | 1,200,000 |
| FLEET MANAGEMENT FUND REVENUE BUDGET | |
| V.M. Fuel Revenue Inside | 9,176,011 |
| V.M. Shop Charges | 14,440,911 |
| V.M. Inventory/Store Sales | 250,000 |
| Use of Money | 583 |
| Outside Revenue | 5,585 |
| TOTAL REVENUES | 23,873,090 |
| EXPENDITURE BUDGET | |
| Materials & Supplies | 10,280,812 |
| Inventory | 12,489,952 |
| Depreciation on Own Funds | 96,100 |
| Contribution To Fund Balance | 1,006,226 |
| TOTAL EXPENDITURES | 23,873,090 |
| 6. FIDUCIARY FUND | |
| OTHER POST EMPLOYMENT BENEFITS (OPEB) ADDITIONS | |
| Operating Revenues | 19,895,545 |
| Contribution From Fund Balance | 20,035 |
| TOTAL ADDITIONS | 19,915,580 |
| DEDUCTIONS | |
| Personnel | 7,893,294 |
| Material & Supplies | 1,563,806 |
| Claims Incurred | 10,090,007 |
| Federal Tax | 8,473 |
| Grants & Subsidies | 360,000 |
| TOTAL DEDUCTIONS | 19,915,580 |

SECTION 2. BE IT FURTHER ORDAINED that for the purposes of budget control, administration and

ORDINANCE 5647 APPROPRIATION ORDINANCE

accounting of the appropriations made herein for the fiscal year, July 1, 2017, through June 30, 2018, 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 City Council estimates of the revenues of the City of Memphis for the fiscal year, July 1, 2017, through June 30, 2018, 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 of Memphis 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 City 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 City Council.

SECTION 6. BE IT FURTHER ORDAINED that for Fiscal Year 2018 that the salary of the Chief Operating Officer for the City of Memphis and the salaries of the Division Chiefs, Division Deputy Directors, Division Directors, City Court Judges, and City Court Clerk shall be increased by the percentage granted to general City employees as a wage increase.

SECTION 7. 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 8. 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, 2017 through June 30, 2018, inclusive.

The Mayor shall have the authority to approve transfers between all categories, except Personnel, 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. For Personnel budget transfers, the Mayor shall have authority to approve an annual cumulative limit of \$50,000 from a Personnel category to another category within each Program. An amount exceeding the annual limit of \$50,000 must be authorized by the City Council. The transfer of an amount between personnel Categories, within a Program that is associated with authorized and funded positions, also transfers the position to the Category receiving funding. Any transfer of appropriations between Programs shall be made only upon the authorization by Ordinance or Resolution of the City Council.

The Mayor shall have the authority to dispose of any City of Memphis owned property only in accordance with the provision of the Charter and or Ordinance duly adopted by the City Council. The Mayor shall have the authority to lease any City of Memphis owned real property to any non-municipal entity for terms exceeding two (2) years or more only upon prior approval of the City Council.

**ORDINANCE 5647
APPROPRIATION ORDINANCE**

SECTION 9. BE IT FURTHER ORDAINED that pursuant to the provisions of the City of Memphis 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 of Memphis 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 City 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 re-appropriation by the City Council, encumbered appropriations shall be carried forward into the next fiscal year from the current year budget in furtherance of improvements or for any corporate purpose which will not be completed within such current fiscal 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 of Memphis 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 City 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 City Council, signed by the Chairman of the City Council, certified and delivered to the Office of the Mayor in writing by the Comptroller and become effective as otherwise provided by law.

SECTION 15. BE IT FURTHER ORDAINED that if for any reason a budget ordinance is not adopted prior to the beginning of the next succeeding fiscal year, the appropriations from the previous fiscal years' adopted budget ordinance shall become the appropriation for the new fiscal year until the adoption of the new fiscal year budget ordinance is approved, in accordance with Section 6-56-210, TENNESSEE CODE ANNOTATED, provided sufficient revenues are being collected to support the continuing appropriations.

Berlin Boyd, Chairperson

Attest: Shirley Ford, Comptroller

15 THE FOREGOING ORDINANCE
5647 PASSED
1st Reading 5-9-2017
2nd Reading 5-23-2017
3rd Reading 6-6-2017
Approved: _____
Chairman of Council
Date Signed: 6/26/2017
Approved: _____
Mayor, City of Memphis
Date Signed: 6/28/17
I hereby certify that the foregoing is a true copy, and said document was adopted by the Council of the City of Memphis as above indicated and approved by the Mayor.
Valerie C. Snipes
Comptroller



Authorized Complement Discussion

The **authorized complement** is the total number of full time positions approved, by the City Council, for a City of Memphis operating division. The positions correlate to the amount of funded salaries. During the year vacancies occur and there is a therefore the full budgeted salary may not be used. As a result salaries are reduced by the average vacancy rate for the respective divisions to arrive at the budgeted cost of personnel.

Below is a summary of the changes in the authorized complement from the prior year’s adopted budget:

City Council

The complement was increased by 1 position for Executive Assistant.

Executive Division

The complement had a net increase of 10 positions:

- 1 position was added to Mayor’s office,
- 3 positions were added to Office of Youth Services,
- 6 positions were added to Community Affairs,
- 1 position was added to Office of Performance Management,
- 1 position was deleted from Ethics Office.

Finance Division

The complement was increased by 7 positions:

- 3 positions were transferred to the Equal Business and Opportunity Development Program from the Business Renaissance Business Center, (one transferred position was not funded to add the position noted below),
- 1 position was added to the Equal Business and Opportunity Development Program
- 2 positions were added to Treasury,
- 1 position was added for Strategic Management.

General Services Division

The complement was reduced by 51 positions that were transferred to the Parks Division.

Housing & Community Development Division – The complement was reduced by 3 positions that were transferred from the Renaissance Business Center to the Equal Business and Opportunity Development Program in the Finance Division.

Human Resources Division

The complement had a net increase of three positions:

- 4 positions were added to Talent Management,
- 1 position was added to Equity, Diversity, & Inclusion,
- 5 positions were added to Human Resources Business Partner,
- 2 positions were added to a new Legal Level , HR Analytics & Performance,
- 6 were deleted from Compensation ,
- 3 were deleted from Human Resources Information System.

Information Services – The complement was reduced by 1 position that was transferred to Executive for the Office of Community Affairs.

Parks Division

The complement had a net increase of 46 positions:

- 51 positions were transferred from General Services Parks Operations,
- 5 were deleted from Recreation

Police Division

This division loses an average of 140 officers per year, however, the commissioned officer complement in this division is expected to increase by 50 positions as larger police classes are in place to absorb the average attrition and increase the commissioned officer staffing. Investigative services and support services represent two of the areas where larger police classes and aggressive recruiting will show a staffing increase. The division is also planning to increase police service technicians (PSTs) to allow the commissioned officers to be focused on other areas of safety. The increase in PSTs is largely done by the deletion of other positions. With all planned initiatives the police division had a net increase of 8 positions:

- Investigative Services added 27 positions,
- Support Services added 17 positions,
- Special Operations deleted 31 positions,
- Precincts deleted 3 positions and Executive Administration deleted 2 positions.

Metro Alarm Fund

The complement was decreased by 1 position.

Authorized Complement Summary

| Category | FY16 Adopted | FY17 Adopted | FY18 Adopted |
|-------------------------------------|-----------------|-----------------|-----------------|
| GENERAL FUND | | | |
| City Attorney | 57 | 60 | 60 |
| City Council | 23 | 23 | 24 |
| City Court Clerk | 57 | 57 | 57 |
| City Court Judges | 5 | 5 | 5 |
| City Engineering | 116 | 116 | 116 |
| Executive | 46 | 99 | 109 |
| Finance | 72 | 84 | 91 |
| Fire Services | 1,789 | 1,784 | 1,784 |
| General Services | 318 | 318 | 267 |
| Grants and Agencies | 3 | 0 | 0 |
| Housing and Community Development | 5 | 5 | 2 |
| Human Resources | 44 | 46 | 49 |
| Information Services | 17 | 22 | 21 |
| Libraries | 0 | 280 | 280 |
| Parks and Neighborhoods | 506 | 162 | 208 |
| Police Services | 2,774 | 2,728 | 2,736 |
| Public Works | 205 | 209 | 209 |
| General Fund Total | 6,037 | 5,998 | 6,018 |
| ENTERPRISE FUND | | | |
| Sewer Treatment and Collection Fund | 341 | 341 | 341 |
| Storm Water Fund | 188 | 190 | 190 |
| Enterprise Fund Total | 529 | 531 | 531 |
| SPECIAL REVENUE FUND | | | |
| Solid Waste | 615 | 515 | 515 |
| Metro Alarm Fund | 5 | 6 | 5 |
| M.L. K. Fund | 0 | 0 | 0 |
| Special Revenue Funds Total | 620 | 521 | 520 |
| INTERNAL SERVICE FUNDS | | | |
| Health Insurance Fund | 13 | 13 | 13 |
| Internal Service Funds Total | 13 | 13 | 13 |
| Total Authorized Complement | 7,199 | 7,063 | 7082 |



2018 Capital Improvement Budget Process

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. For program purposes the City defines a capital improvement as a major improvement or acquisition costing over \$50,000 that will last 10 years or more. 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 that it meets the capital spending criteria.

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 and equipment needs. 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 Funding Sources

Adoption of the CIP budget by the City Council allows for the allocation of funds for the first year of the program, or in the case of carry forward projects a reallocation of unappropriated funding. The Capital Improvement Budget is the annual allocation to the CIP that is set aside to fund major construction projects, acquire property, purchase equipment and fund ongoing capital programs for the City. The City attempts to budget annual G. O. Bonds specifically at an average of \$70.0 million per year. Specific language on how to appropriate and spend construction funds is contained in the CIP resolution.

The City's adopted Capital Budget, including all revenue sources, is \$162.3 million in total allocations for FY 2018. Listed below are our major sources for Capital Funding.

Long Term Debt

General Obligation Bonds, excluding G.O. for Storm Water which will be paid by the fund, are \$81.3 million or 50.09% of the total revenue for the FY 2018.

Federal Grants / State Grants

Federal grants represent \$21.9 million or 13.49% of the revenue in the FY 2018 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.

Capital-Pay-Go/CWSRF

The Sewer Fund current projects are funded by Capital-Pay-Go or Clean Water State Revolving Fund (CWSRF) loans. Projects funded by "Capital-Pay-Go" allocations represent internally generated funds. Sewer project funding is not represented in sewer bonds for the second year in a row. CWSRF loan is a line of credit which is available for the Planning, Design, and Construction Phases of wastewater facilities.

Carry Forward Funding

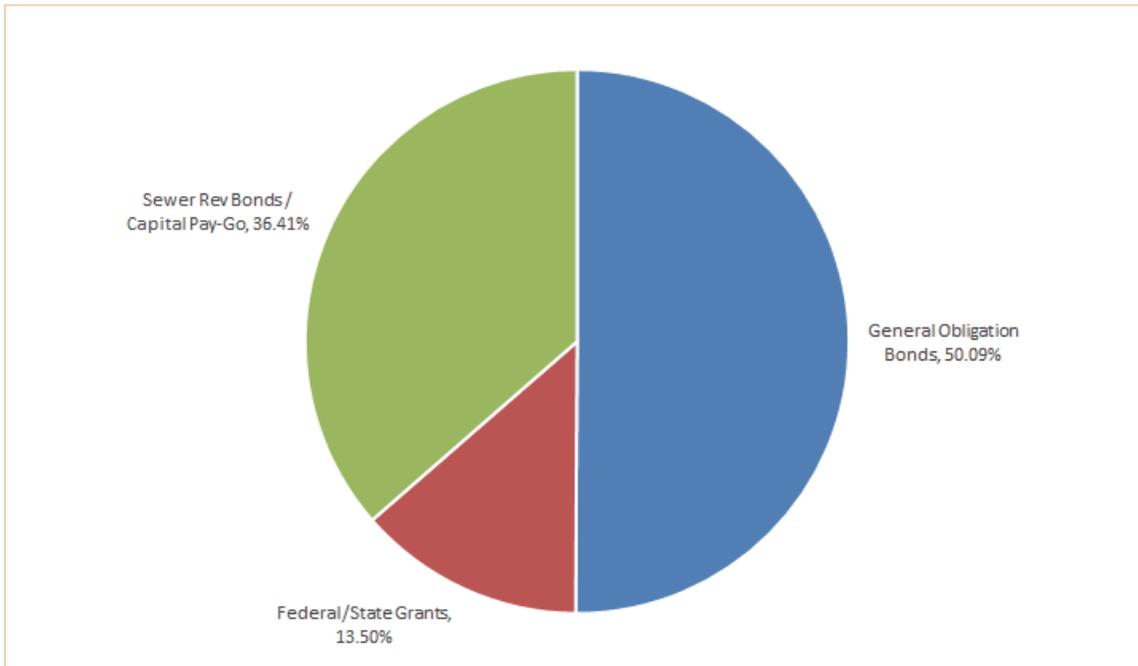
Projects allocated in previous years' Capital Budgets, that have been delayed, may be carry forward, according to the priorities of the administration for spending in the new plan. Carry Forward funds represent \$444.7 million. These funds are the unspent allocations from the prior years' approved CIP plan that could not be allocated within the prior year because the time frame for completion is greater than one year. Unspent allocations are shown as carry forward requests within the respective Divisions. Specific projects where unspent appropriations will carry forward into the FY 2018 CIP spending are identified in the appendix section of this document.

Capital Improvement Budget Highlights

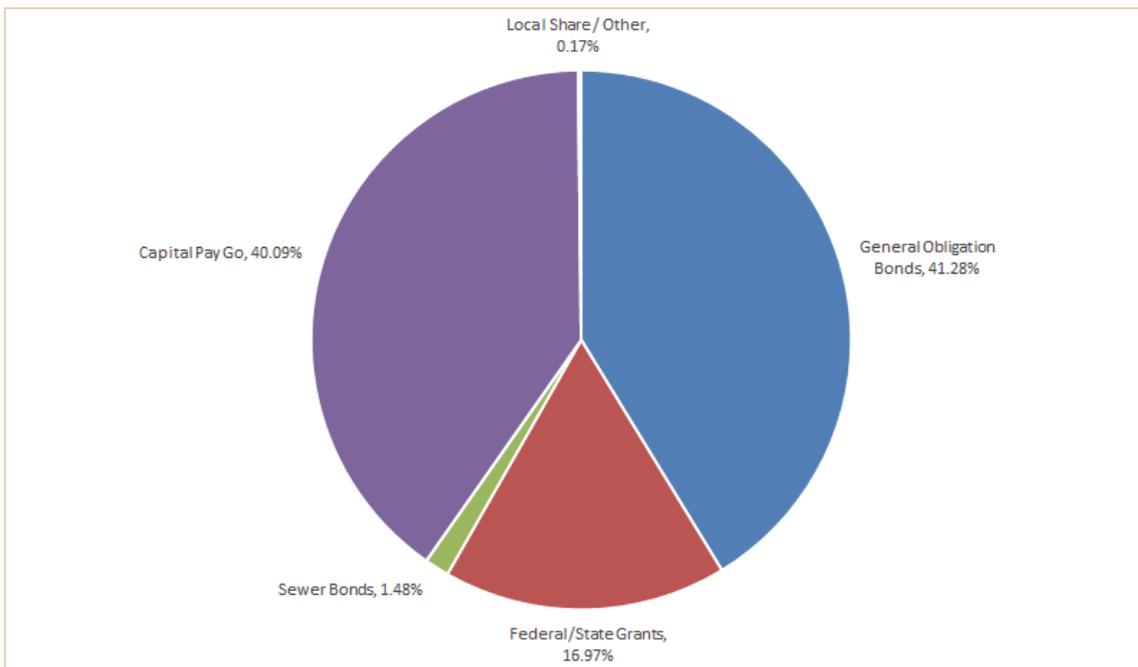
The City's planned CIP spending aligns with current priorities that are focused on projects that enhance the City's economic development strategy, leverage federal or private funding, projects that maintain existing facilities, and projects mandated by law. The FY2018 CIP Budget for General Obligation Bond (G.O.) spending is \$81.3 million. This budget include G. O. funding for the Memphis Area Transit Authority (MATA), \$6.9 million. In the division of Housing and Community Development the MHA Foote-Future

Hope VI project is included for \$6.0 million. This project will remove the last public housing project in the City (Foote Homes). There is a continued emphasis on road paving, which is proposed for \$18.5 million in GO Bond funding, and an increased funding for technology needs, \$4.3 million.

**FY 2018 - 2022 Capital Improvement Program
WHERE THE MONEY COMES FROM**

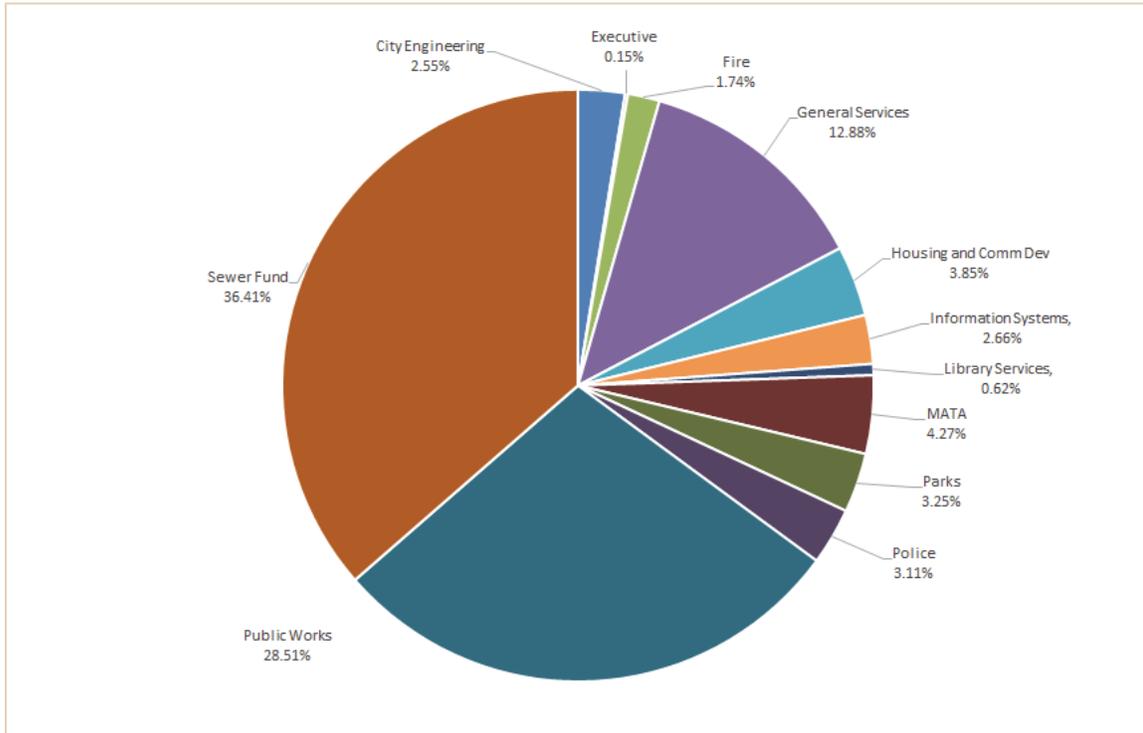


FY 2018 Budget \$162,338,484

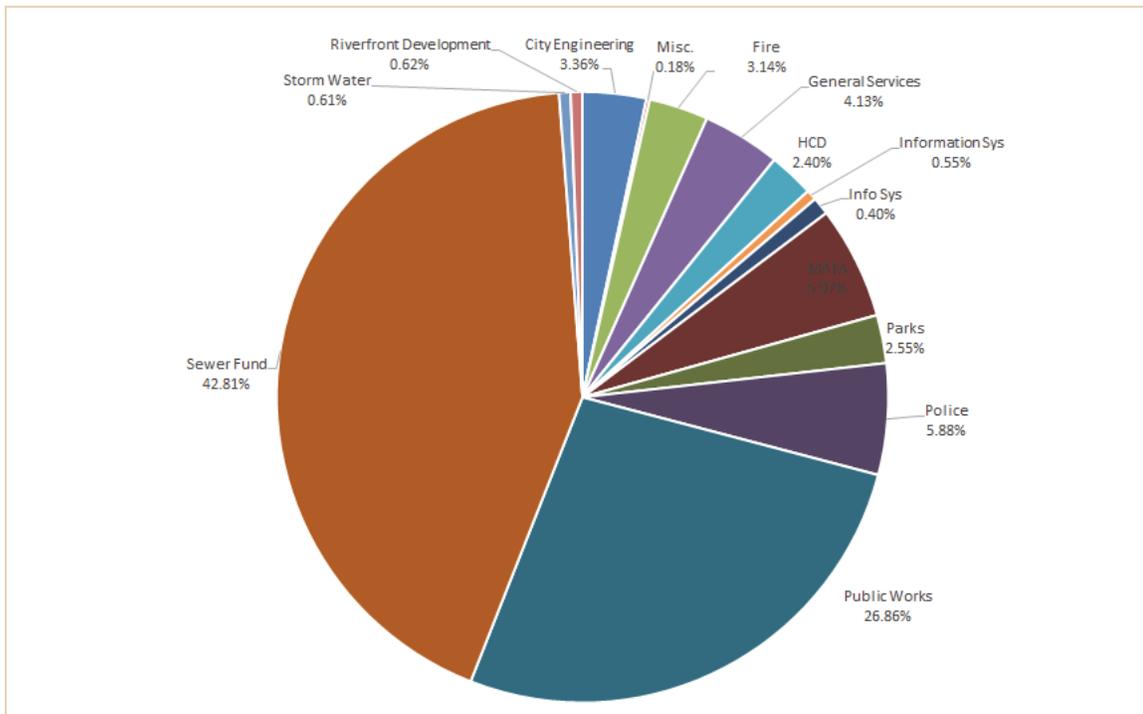


FY 2018 - 2022 Programs \$1,136,280,610
INCLUDES CARRY FORWARD ALLOCATION

**FY 2018 - 2022 Capital Improvement Program
WHERE THE MONEY GOES**



FY 2018 Budget \$ 162,338,484



FY 2018 - 2022 Programs \$1,136,280,610

INCLUDES CARRY FORWARD ALLOCATION

Note: Divisions under 0.09% are not shown.

The Impact of Debt Service Cost and Operating Cost for FY2017

The cost of capital assets manifests is the general fund (operational costs) or the debt fund (principal and interest costs). The General Fund budget is established by an ordinance and the Capital Improvement Program (CIP) budget is established by a resolution.

The financial impact of CIP projects is the annual cost of debt service. Debt service projects impact operational cost because of the issuance of General Obligation (G.O.) Bonds which are repaid by the tax rate charged to citizens. The property tax rate finances both the general fund and the debt fund. In theory if debt increases, larger portions of property tax revenue is assigned to debt for the payment of General Obligation bonds (GO), and this reduces resources for operating costs. The City has a G.O. Bond target to essentially maintain the property tax rate apportionment between the general fund and the debt fund within a specific range. This target is established considering debt that will also be retired within the fiscal year.

The summary below lists project above \$1.0 million in the CIP program for FY2018 along with their related G.O. funding amounts, and the associated impact on debt service and the operating budget. The cost of debt is generally considered to be \$80,000 per million. The debt service payments will average 20-30 years depending on the project. Projects not detailed are either under \$3.0m or are considered as replacement investments for fully used existing capital assets or are for maintenance and/or improvements. The cost to maintain these assets are in the current funding base. Therefore, these projects are budget neutral. A full listing of all FY2018 CIP projects follows this summary.

Division: General Services

Project Name: ADA Facility Compliance

Project Number: GS01010

This project provides funds for the survey, design and renovation of existing City facilities to comply with the Federal Americans with Disabilities Act.

G.O. Funding: \$1.0m

Debt Service Impact: \$1.0m
Operating Budget Impact: \$ \$80k

Division: Housing and Community Development

Project Name: MHA-Foote Future Hope VI

Project Number: CD01030

South City CNI (Foote Homes Project) is part of the South City Urban Renewal Plan. Funding will provide new rental housing to a mixed income population. The physical plans will be implemented in multiple phases on the old Foote Homes site and in the surrounding neighborhood on acquired land. The transformation will include demolition of existing dwellings, improved park & open space, community facilities, library, neighborhood retail and comprehensive supportive services and programs.

G.O. Funding: \$6.0m

Debt Service Impact: \$6.0m
Operating Budget Impact: None

Capital Improvement Program

Division: Information Services

Project Name: HRMS Management System Cloud

Project Number: IS01075

This project provides funds for Software upgrade. Managed software will be transitioned to a SAAS/Cloud version in order to improved productivity through technological enhancements.

G.O. Funding: \$1.5m

Debt Service Impact: \$120k
Operating Budget Impact: \$400,000

Division: Memphis Area Transit Authority (MATA)

Project Name: MATA

Project Number: GA03007

This project provides funding for continuing enhancements and upgrade to the APTS/ITS system on an annual basis. Enhancements and upgrades to the existing ITS system will include complementary elements such as fare collection/distribution equipment, dispatch, GMMS, HRIS software, traffic signal priority equipment and various other accounting management systems. This project also includes complete replacement of the fare collection equipment on the entire revenue vehicle fleet.

G.O. Funding: \$3.0m

Debt Service Impact: \$240k
Operating Budget Impact: None

Division: Memphis Area Transit Authority (MATA)

Project Name: Rail Vehicles

Project Number: GA03026

MATA will purchase and renovate rail vehicles that have reached the end of their useful service life.

G.O. Funding: \$1.1m

Debt Service Impact: \$88k
Operating Budget Impact: None

Division: Parks and Neighborhoods

Project Name: Greenway Improvements

Project Number: PK07012

This project provides funds to complete Phase 5B of the greenway, running along North Watkins, between Chelsea Avenue and Rodney Baber Park and Phase 5A at the intersections of Chelsea Avenue and McLean Avenue. Distance is approximately 1.5 miles.

G.O. Funding: \$1.5m

Debt Service Impact: \$120k
Operating Budget Impact: \$ None

Division: Police Services

Project Name: In-Car Video/GPS

Project Number: PD04022

This project will install mobile in-car video cameras with GPS tracking devices for 125 squad police cars and body worn cameras for over 2,000 officers. This project is spread out over a seven year lease to own period.

G.O. Funding: \$1.6m

Debt Service Impact: \$128k
Operating Budget Impact: \$64,700

Project Name: 911 Communication Center Upgrade

Project Number: PD02015

This project will fund additional improvements to the call center that will be located at 79 S. Flicker.

G.O. Funding: \$1.5m

Debt Service Impact: \$120k
Operating Budget Impact: None

Division: Public Works

Project Name: Asphalt/Paving

Project Number: PW01272

This project funds the asphalt paving activities performed by the City or contracted out.

G.O. Funding: \$18.5m

Debt Service Impact: \$18.5m
Operating Budget Impact: \$ None

Public Works Division – Sewer Fund

The Sewer Fund's current projects are funded by Capital-Pay-Go (CPG) or Clean Water State Revolving Fund (CWSRF) loans. CPG fund current project through the use of fund balance. CWSRF is a line of credit that is available for the Planning, Design, and Construction Phases of wastewater facilities. The funds may be used for all three phases in any combination. Eligible projects include new construction or the upgrading/expansion of existing facilities and may encompass wastewater treatment plants, pump stations, force mains, collector sewers, interceptors, elimination of combined sewer overflows, and/or nonpoint source pollution remedies.

The City currently has two active CWSRF loans. The first loan is for \$22 million and is associated with two projects. One project is an outfall modification at the M.C. Stiles Wastewater Treatment Facility (SW01001) and the other project is a lagoon expansion at the T.E. Maxson Wastewater Treatment Facility (SW02011). The second loan is for \$100 million and is associated with the sewer rehabilitation of the City of Memphis' collection system (SW05001). The term of each loan is 20 years.

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. The Budget Office 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 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 November when a cross divisional CIP committee is assembled to understand the city’s needs and meet with divisions (starting in January) to review their requests. Requested projects are analyzed by the finance division, external bond counsel, and then reviewed with the Mayor before a CIP plan is compiled and presented, by the Mayor, to Council along with the operating budget. After finalizing revisions, the CIP Budget is presented to Council in April. The Council then conducts its own hearings, as described above, and after adjustments adopts a CIP resolution. The Council adoption of the CIP resolution authorizes a portion of engineering, architecture, land acquisition and development costs, and rolling stock 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 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 CIP Budget may during the fiscal year when divisions submit resolutions and obtain approval from Council.

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. 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. The single year Capital Improvement Plan allocates the capital expenditures to be made in the current budget year. The Capital Budget must be in full conformity with that part of the Capital Improvement Program applicable to the fiscal year which it covers

Additional authorizations (appropriations) for each capital project in the Capital Budget must precede the expenditures of construction funds..

Changes to the CIP Budget - 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 provide additional allocations or 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.

- 1 The Capital Improvement Budget Request for Administrative Transfer or Appropriation form (Black Line) is used to:
 - A Record the initial appropriation of the planning lines (A/E, land development, land acquisition) upon the adoption of the CIP by the City Council.
 - B Transfer allocations and appropriations within planning lines or within construction lines (contract construction, latent conditions, and other costs).
 - C Transfer allocations from “cover-line” project planning lines to the new project planning lines and the appropriation of the lines.
- 2 The Capital Improvement Budget Request for Council Transfer and Appropriation form (Red Lines) is used to:
 - A Appropriate all construction lines.
 - B Transfer allocations and appropriations between projects.
 - C Increase/decrease allocations or appropriations of a project.

Changes to the CIP budget must be done through budget resolutions.

Budget Resolution Review Process

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, 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 Chief of Finance and Administration
- 2 City Attorney
- 3 Chief Operating Officer (COO)
- 4 Mayor’s Office – Resolutions appropriating or transferring CIP funds must be received by the Mayor’s Office by noon on Thursday for Council Committee action on the following Tuesday.
- 5 Council Committee reviews monetary transfers and makes recommendations to the full Council.
- 6 The Mayor’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.

FY2018 CAPITAL IMPROVEMENT BUDGET SUMMARY

| Project Number | Project Name | Carry Forward | FY2018 | Total FY2018 |
|-------------------------|---|---------------------|--------------------|---------------------|
| CITY ENGINEERING | | | | |
| ENO1085 | MURAL PROGRAM | \$- | \$300,000 | \$300,000 |
| EN18100 | FY18 TRAFFIC SIGNALS COVER LINE | \$- | \$700,000 | \$700,000 |
| EN18300 | FY18 TRAFFIC CALMING DEVICES COVER LINE | \$- | \$300,000 | \$300,000 |
| ENO1055 | TRANSPORATION ALTERNATIVES | \$673,450 | \$2,693,432 | \$3,366,882 |
| ENO1067 | HSIP COVER LINE | \$173,078 | \$150,000 | \$323,078 |
| ENO1026 | MEDICAL CTR STREETScape | \$5,534,228 | \$- | \$5,534,228 |
| ENO1035 | STP BIKE ROUTES | \$437,399 | \$- | \$437,399 |
| ENO1036 | STP PEDESTRAIN ROUTES | \$169,892 | \$- | \$169,892 |
| ENO1037 | CMAQ BIKE ROUES | \$1,750,000 | \$- | \$1,750,000 |
| ENO1049 | STP ISOL TRG SIGN IMPR - 1 | \$3,897,433 | \$- | \$3,897,433 |
| ENO1050 | STP ISOL TRG SIGN IMPR - 2 | \$3,428,557 | \$- | \$3,428,557 |
| ENO1051 | STP ISOL TRG SIGN IMPR - 3 | \$3,129,193 | \$- | \$3,129,193 |
| ENO1056 | SIGN SHOP RELOCATION | \$500,000 | \$- | \$500,000 |
| | Total Engineering | \$19,693,230 | \$4,143,432 | \$23,836,662 |
| EXECUTIVE | | | | |
| GS18100 | EXECUTIVE COVER LINE | \$- | \$250,000 | \$250,000 |
| | Total Executive | \$- | \$250,000 | \$250,000 |
| FINANCE | | | | |
| GS01022 | SPORTS AUTHORITY FEDEX | \$2,000,000 | \$- | \$2,000,000 |
| | Total Executive | \$2,000,000 | \$- | \$2,000,000 |
| FIRE | | | | |
| FS18100 | FY18 FIRE STATION REPAIRS COVER LINE | \$- | \$1,500,000 | \$1,500,000 |
| FS04001 | PERSONAL PROTECTIVE EQUIP. | \$- | \$1,169,548 | \$1,169,548 |
| FS02027 | EMA SIRENS | \$149,841 | \$148,200 | \$298,041 |
| FS02001 | FIRE STATION REPAIRS | \$671,039 | \$- | \$671,039 |
| FS02011 | REPLACE FIRE STATION #43 | \$110,000 | \$- | \$110,000 |
| | Total Fire | \$930,880 | \$2,817,748 | \$3,748,628 |
| GENERAL SERVICES | | | | |
| GS18100 | FY18 MAJOR MOD PROPERTY MAINTENANCE | \$- | \$5,000,000 | \$5,000,000 |
| GS18200 | FY18 MAJOR MOD CITY HALL | \$- | \$2,150,000 | \$2,150,000 |
| GS01010 | ADA FACILITY COMPLIANCE | \$- | \$1,000,000 | \$1,000,000 |
| GS01042 | SCS IMP-SHERWOOD MIDDLE SCHOOL | \$- | \$1,441,667 | \$1,441,667 |

FY2018 CAPITAL IMPROVEMENT BUDGET SUMMARY *(continued)*

| Project Number | Project Name | Carry Forward | FY2018 | Total FY2018 |
|-------------------------------|--------------------------------------|---------------|---------------------|---------------------|
| GS01043 | SCS IMP-HAMILTON HIGH SCHOOL | \$- | \$820,987 | \$820,987 |
| GSXXXXX | ABATEMENT FOR HEALTH LOOP-HEAD START | \$- | \$500,000 | \$500,000 |
| GS0218A-H | CITY WIDE FLEET ACQUISITIONS | \$- | \$9,992,934 | \$9,992,934 |
| Total General Services | | \$- | \$20,905,588 | \$20,905,588 |

HOUSING AND COMMUNITY DEVELOPMENT

| | | | | |
|------------------|--|------------------|--------------------|--------------------|
| CDO1030 | MHA-FOOTE FUTURE HOPE VI | \$- | \$6,000,000 | \$6,000,000 |
| CDO1097 | KLONDIKE/SMOKEY CITY REDEV INITIATIVES | \$300,000 | \$250,000 | \$550,000 |
| Total HCD | | \$300,000 | \$6,250,000 | \$6,550,000 |

INFORMATION SYSTEMS

| | | | | |
|----------------------------------|-------------------------------|------------|--------------------|--------------------|
| ISO1075 | HRMS MANAGEMENT SYSTEM CLOUD | \$- | \$1,500,000 | \$1,500,000 |
| ISO1076 | NETWORK HARDWARE UPGRADE | \$- | \$395,000 | \$395,000 |
| ISO1078 | COMMUNITY CTR NETWORK UPGRADE | \$- | \$316,667 | \$316,667 |
| ISO1080 | ORACLE FINANCE UPGRADE | \$- | \$2,110,000 | \$2,110,000 |
| Total Information Systems | | \$- | \$4,321,667 | \$4,321,667 |

LIBRARY

| | | | | |
|----------------------|---------------------|------------|--------------------|--------------------|
| LIO1030 | NEW FRAYSER LIBRARY | \$- | \$1,000,000 | \$1,000,000 |
| Total Library | | \$- | \$1,000,000 | \$1,000,000 |

MATA

| | | | | |
|-------------------|---------------------------------------|--------------------|--------------------|---------------------|
| GA03007 | MATA-BUS REPLACEMENT | \$1,153,063 | \$900,000 | \$2,053,063 |
| GA03005 | MATA-RAIL FACILITY IMPROVEMENTS | \$380,798 | \$452,000 | \$832,798 |
| GA03022 | MATA-ADV PUBLIC TRANSPORTATION SYSTEM | \$1,235,902 | \$3,040,000 | \$4,275,902 |
| GA03023 | MATA-OPERATIONS/MAINT FACILITY | \$1,026,193 | \$1,000,000 | \$2,026,193 |
| GA03024 | RAIL FACILITY IMPROVEMENTS | \$576,815 | \$485,000 | \$1,061,815 |
| GA03026 | RAIL VEHICLES | \$3,350,000 | \$1,050,000 | \$4,400,000 |
| Total MATA | | \$7,722,771 | \$6,927,000 | \$14,649,771 |

PARKS

| | | | | |
|---------|---|-------------|-------------|-------------|
| PK07012 | GREENWAY IMPROVEMENTS | \$1,100,000 | \$1,500,000 | \$2,600,000 |
| PK03004 | TENNIS MAJOR MAINTENANCE | \$- | \$1,000,000 | \$1,000,000 |
| PK18200 | COUNCIL DISTRICTS COMMUNITY CENTER IMPROVEMENTS | \$- | \$280,000 | \$280,000 |
| PK01030 | WHITEHAVEN COMMUNITY CENTER IMPROVEMENTS | \$- | \$250,000 | \$250,000 |
| PK18100 | FY18 PARKS COVER LINE | \$- | \$2,000,000 | \$2,000,000 |

Capital Improvement Program

CAPITAL IMPROVEMENT PROGRAM

FY2018 CAPITAL IMPROVEMENT BUDGET SUMMARY *(continued)*

| Project Number | Project Name | Carry Forward | FY2018 | Total FY2018 |
|---------------------|---|---------------------|--------------------|---------------------|
| PK09002 | ZOO MAJOR MAINTENANCE | \$- | \$250,000 | \$250,000 |
| | Total Parks & Neighborhoods | \$1,100,000 | \$5,280,000 | \$6,380,000 |
| POLICE | | | | |
| PDO4022 | IN-CAR VIDEO / GPS | \$2,659,200 | \$1,552,500 | \$4,211,700 |
| PDO2015 | 911 COMMUNICATIONS CENTER UPGRADE | \$- | \$2,500,000 | \$2,500,000 |
| PDO2013 | FY18 POLICE ACADEMY RENOVATIONS | \$- | \$151,000 | \$151,000 |
| PDO2012 | CSI OFFICE RENOVATIONS | \$- | \$350,000 | \$350,000 |
| PDO2014 | FY18 PRECINCT RENOVATIONS | \$- | \$500,000 | \$500,000 |
| PDO4025 | RADIO SYSTEM UPGRADE | \$9,800,000 | \$- | \$9,800,000 |
| | Total Police | \$12,459,200 | \$5,053,500 | \$17,512,700 |
| PUBLIC WORKS | | | | |
| PW18100 | FY18 ASPHALT PAVING COVER LINE | \$- | \$18,500,000 | \$18,500,000 |
| PW18200 | FY18 ADA CURB RAMP COVER LINE | \$- | \$2,500,000 | \$2,500,000 |
| PW18300 | FY18 STP REPAVING COVER LINE | \$- | \$3,158,739 | \$3,158,739 |
| PW18400 | FY18 STP BIKE/PED COVER LINE | \$- | \$8,000,400 | \$8,000,400 |
| PW18500 | FY18 SIDEWALK REPLACEMENT COVER LINE | \$- | \$500,000 | \$500,000 |
| PW18600 | FY18 BRIDGE REPAIR COVER LINE | \$- | \$6,620,320 | \$6,620,320 |
| PW01278 | POPLAR-YATES TO I-240 | \$- | \$460,089 | \$460,089 |
| PW01277 | POPLAR-FRONT TO BELLEVUE | \$- | \$800,000 | \$800,000 |
| PW01280 | UNION AVE-PAULINE TO FLICKER | \$- | \$3,000,000 | \$3,000,000 |
| PW01279 | SOUTHEASTERN INDUSTRIAL ROAD IMPROVEMENTS | \$- | \$1,000,000 | \$1,000,000 |
| PW04117 | OLD MELROSE SITE REHABILITATION | \$- | \$500,000 | \$500,000 |
| PW04116 | "I AM A MAN" 50TH COMMEMORATION FINLEY & FARONIA ROADS STREETSCAPE IMPROVEMENTS | \$- | \$1,000,000 | \$1,000,000 |
| PW01281 | IMPROVEMENTS | \$- | \$250,000 | \$250,000 |
| PW01023 | SECOND /I-40 / CEDAR | \$15,344,593 | \$- | \$15,344,593 |
| PW01056 | HOLMES - MILLBRANCH TO EAST | \$2,030,679 | \$- | \$2,030,679 |
| PW01058 | WALNUT GROVE / BEND/ ROCKY POINT | \$6,216,711 | \$- | \$6,216,711 |
| PW01059 | FOREST HILL/ IRENE /WALNUT GROVE | \$10,503,273 | \$- | \$10,503,273 |
| PW01064 | ELVIS PRESLEY/SHELBY/WINCHESTER | \$37,035,736 | \$- | \$37,035,736 |
| PW01087 | HOLMES RD/S 3RD/HORN LAKE | \$1,455,993 | \$- | \$1,455,993 |
| PW01174 | KIRBY PKWY/WALNUT GR TO MACON | \$2,944,000 | \$- | \$2,944,000 |
| PW01179 | HOLMES ROAD EAST MALONE -LAMAR | \$16,420,884 | \$- | \$16,420,884 |
| PW01245 | STP BIKE / PED GROUP | \$6,124,315 | \$- | \$6,124,315 |
| PW01252 | BROOKS ROAD BRIDGE REPAIR | \$1,456,640 | \$- | \$1,456,640 |

FY2018 CAPITAL IMPROVEMENT BUDGET SUMMARY *(continued)*

| Project Number | Project Name | Carry Forward | FY2018 | Total FY2018 |
|---|--|----------------------|----------------------|----------------------|
| PW01253 | SAM COOPER BRIDGE REPAIR | \$7,156,325 | | \$7,156,325 |
| PW01254 | STP GROUP 5 RESURFACING | \$8,667,950 | \$- | \$8,667,950 |
| PW01270 | TN BREWERY INFRASTRUCTURE | \$220,724 | \$- | \$220,724 |
| PW01260 | SANDBROOK REALIGNMENT | \$463,758 | \$- | \$463,758 |
| PW01262 | PATTERSON REALIGNMENT | \$2,094,189 | \$- | \$2,094,189 |
| PW01269 | VOLLINTINE EVERGREEN COMMUNITY ASSOC PAVING | \$208,000 | \$- | \$208,000 |
| PW04094 | WALKER AVE STREETSCAPE | \$80,583 | \$- | \$80,583 |
| PW04103 | WALKER AVE STREETSCAPE PHASE 2 | \$464,225 | \$- | \$464,225 |
| PW04114 | SOUTHBROOK MALL INFRASTRUCTURE | \$1,416,500 | | \$1,416,500 |
| Total Public Works | | \$120,305,078 | \$46,289,548 | \$166,594,626 |
| RIVERFRONT DEVELOPMENT CORPORATION | | | | |
| GA01004 | COBBLESTONE LANDING | \$7,022,218 | \$- | \$7,022,218 |
| Total Riverfront Development Corporation | | \$7,022,218 | \$- | \$7,022,218 |
| SEWER | | | | |
| SW18100 | FY18 MISC SUB OUTFALLS COVERLINE | \$- | \$2,750,000 | \$2,750,000 |
| SW18200 | FY18 REHAB EXISTING SEWER COVER LINE | \$- | \$27,500,000 | \$27,500,000 |
| SW18300 | FY18 SVC UNSEWERED COVER LINE | \$- | \$1,850,000 | \$1,850,000 |
| SW05001 | SEWER ASSESSMENT AND REHAB | \$61,958,409 | \$15,000,000 | \$76,958,409 |
| SW02033 | SOUTH PLANT EXPANSION | \$124,313,262 | \$12,000,000 | \$136,313,262 |
| SW04007 | ENVIRONMENTAL MAINT RELOCATION | \$10,239,811 | \$- | \$10,239,811 |
| SW04009 | STILES PLANT MODIFICATION | \$19,751,230 | \$- | \$19,751,230 |
| SW02006 | SLUDGE DISP/EARTH COMPLEX | \$7,050,266 | \$- | \$7,050,266 |
| SW02011 | COVERED ANAEROBIC LAGOON | \$42,887,816 | | \$42,887,816 |
| Total Sewer | | \$266,200,794 | \$59,100,000 | \$325,300,794 |
| STORM WATER | | | | |
| ST01089 | BARTLETT RD / FLETCHER ST | \$6,305,553 | \$- | \$6,305,553 |
| ST17103 | MASTER PLAN GIS CONVERSION | \$200,000 | \$- | \$200,000 |
| ST17104 | FLETCHER CREEK LAT 12A DETENTION | \$400,000 | \$- | \$400,000 |
| ST17501 | CYPRESS CHANNEL LINING REPAIRS | \$27,500 | \$- | \$27,500 |
| Total Storm Water | | \$6,933,053 | \$- | \$6,933,053 |
| GRAND TOTAL FY 2018 | | \$444,667,224 | \$162,338,483 | \$607,005,707 |



GENERAL FUND REVENUES

The financial data presented in this section represents the revenues for the City of Memphis General Fund.

Revenue Forecasting Methodology

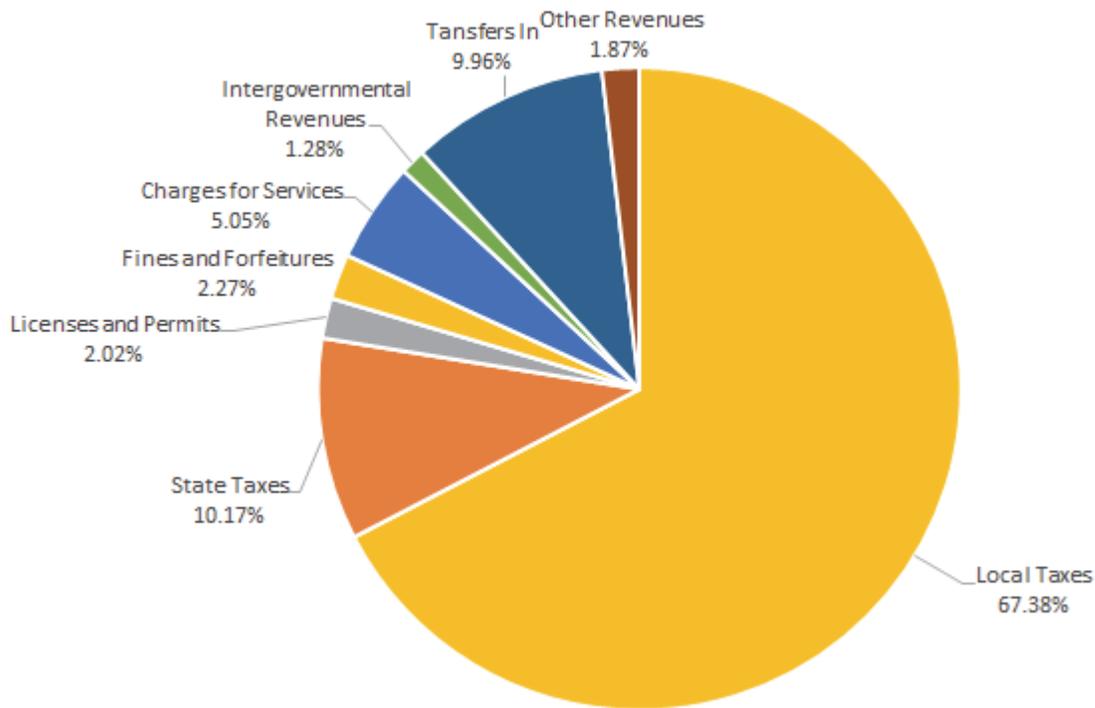
The University of Memphis forecasters independently prepare quarterly reports of revenue updates and forecasts for use in the internal decision-making done in the City of Memphis Finance Department. The forecasts have two areas of focus: forecasts for the current fiscal year's end-of-year revenues and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

A team of 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 quarterly 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 forecast with autoregressive, 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 autoregressive, 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.

FY2018 General Fund Revenues by Category



| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Contributed from Fund Balance | 0 | 0 | 0 | 2,400,000 |
| Local Taxes | 439,796,392 | 441,868,096 | 438,723,904 | 450,662,976 |
| State Taxes | 69,327,568 | 83,875,000 | 69,019,176 | 68,010,000 |
| Licenses and Permits | 13,171,977 | 12,488,033 | 12,904,957 | 13,494,465 |
| Fines and Forfeitures | 16,633,286 | 18,188,368 | 15,086,322 | 15,161,000 |
| Charges for Services | 34,755,008 | 33,468,640 | 34,036,896 | 33,801,536 |
| Use of Money and Property | 890,741 | 335,000 | 725,698 | 335,000 |
| Federal Grants | 523,985 | 0 | 1,626,680 | 328,800 |
| State Grants | 1,282,898 | 1,630,362 | 1,663,558 | 1,630,362 |
| Intergovernmental Revenues | 5,995,725 | 6,409,377 | 9,409,377 | 8,543,149 |
| Other Revenues | 10,712,437 | 7,162,116 | 13,044,323 | 7,830,978 |
| Transfers In | 59,357,336 | 62,000,000 | 70,085,336 | 66,638,000 |
| Dividend and Interest on Investment | 0 | 0 | 508 | 0 |
| Total Revenues | \$ 652,447,336 | \$ 667,425,024 | \$ 666,326,720 | \$ 668,836,224 |

General Fund Revenue Detail

| Expenditure Types | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| CONTRIBUTED FROM FUND BALANCE | | | | |
| Contributed From Fund Balance | 0 | 0 | 0 | 2,400,000 |
| Total Contributed from Fund Balance | \$ 0 | \$ 0 | \$ 0 | \$ 2,400,000 |
| LOCAL TAXES | | | | |
| Ad Valorem Tax - Current | 246,515,512 | 249,470,000 | 244,975,296 | 250,500,000 |
| Ad Valorem Tax - Current Sale of Receivables | 5,133,107 | 7,500,000 | 7,500,000 | 7,500,000 |
| Ad Valorem Tax Prior | 4,455,109 | 5,200,000 | 3,900,000 | 5,200,000 |
| Ad Valorem Tax - Prior One Time Assessment PILOT's | 116,738 | 0 | 18,637 | 0 |
| Property Taxes Interest & Penalty | 3,453,064 | 4,500,000 | 4,500,000 | 3,500,000 |
| Bankruptcy Interest & Penalty | 5,180,517 | 4,200,000 | 4,200,000 | 4,200,000 |
| Interest & Penalty - Sale of Tax Rec | 150,268 | 170,000 | 186,012 | 170,000 |
| Special Assessment Tax | 1,452,038 | 1,300,000 | 1,300,000 | 1,500,000 |
| Local Sales Tax | 709,046 | 558,000 | 589,000 | 558,000 |
| Tourism Development Zone Local Sales | 109,343,904 | 109,000,000 | 109,000,000 | 113,000,000 |
| Alcoholic Beverage Inspection Fee | 1,960,398 | 1,980,000 | 2,500,000 | 1,980,000 |
| Beer Sales Tax | 5,044,098 | 5,000,000 | 5,400,000 | 5,000,000 |
| Gross Rec Business Tax | 16,867,342 | 17,000,000 | 17,000,000 | 17,500,000 |
| Interest, Penalties & Commission | 12,645,621 | 11,000,000 | 12,000,000 | 13,500,000 |
| Business Tax Fees | 465,030 | 200,000 | 200,000 | 200,000 |
| Mixed Drink Tax | 1,278,316 | 1,000,000 | 1,000,000 | 1,100,000 |
| Excise Tax | 7,618,349 | 6,400,000 | 6,700,000 | 7,400,000 |
| State Apportionment TVA | 979,595 | 954,000 | 954,000 | 954,000 |
| Franchise Tax - Telephone | 7,788,276 | 7,800,000 | 7,800,000 | 7,800,000 |
| Cable TV Franchise Fees | 2,130,995 | 1,800,000 | 2,150,000 | 2,200,000 |
| Fiber Optic Franchise Fees | 4,266,525 | 4,300,000 | 4,300,000 | 4,300,000 |
| Misc Franchise Tax | 619,409 | 894,842 | 950,000 | 950,000 |
| Warrants and Levies | 844,556 | 840,000 | 875,000 | 850,000 |
| Misc Tax Recoveries | 0 | 300 | 0 | 0 |
| MLGW Pipeline | 477,607 | 500,000 | 425,000 | 500,000 |
| Total Local Taxes | \$ 439,796,392 | \$ 441,868,096 | \$ 438,723,904 | \$ 450,662,976 |
| STATE TAXES | | | | |
| State Income Tax | 14,807,822 | 13,000,000 | 13,000,000 | 11,000,000 |
| State Sales Tax | 52,458,460 | 52,500,000 | 54,000,000 | 55,000,000 |
| Telecommunication Sales Tax | 54,304 | 60,000 | 56,000 | 55,000 |
| State Shared Beer Tax | 315,863 | 315,000 | 315,000 | 315,000 |
| Alcoholic BeverageTax | 382,012 | 300,000 | 340,000 | 340,000 |

General Fund Revenue Detail *(continued)*

| Expenditure Types | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|
| State Gas - Motor Fuel Tax | 0 | 11,000,000 | 0 | 0 |
| Three-Cent Tax | 0 | 3,500,000 | 0 | 0 |
| One-Cent Tax | 0 | 1,900,000 | 0 | 0 |
| Spec Petroleum Product Tax | 1,309,106 | 1,300,000 | 1,308,175 | 1,300,000 |
| Total State Taxes | \$ 69,327,568 | \$ 83,875,000 | \$ 69,019,176 | \$ 68,010,000 |
| LICENSES AND PERMITS | | | | |
| Liquor By Ounce License | 229,010 | 215,000 | 215,000 | 215,000 |
| Taxi Drivers License | 18,009 | 20,500 | 18,000 | 20,500 |
| Gaming Pub Amus Perm Fee | 17,683 | 15,000 | 15,000 | 15,000 |
| Wrecker Permit Fee | 11,733 | 11,000 | 11,000 | 11,000 |
| Misc Permits | 68,216 | 80,000 | 70,000 | 70,000 |
| Beer Application | 45,658 | 60,000 | 70,000 | 60,000 |
| Auto Registration Fee | 12,237,256 | 11,500,000 | 11,900,000 | 12,500,000 |
| Dog License | 270,903 | 274,965 | 275,764 | 274,965 |
| County Dog License Fee | 101,346 | 83,568 | 112,193 | 100,000 |
| Beer Permit Privilege Tax | 152,869 | 140,000 | 130,000 | 140,000 |
| Sidewalk Permit Fees | 19,294 | 88,000 | 88,000 | 88,000 |
| Total Licenses and Permits | \$ 13,171,977 | \$ 12,488,033 | \$ 12,904,957 | \$ 13,494,465 |
| FINES AND FORFEITURES | | | | |
| Court Fees | 5,702,684 | 5,600,000 | 5,400,000 | 5,000,000 |
| Court Costs | 5,424,130 | 6,300,000 | 4,800,000 | 6,000,000 |
| Fines & Forfeitures | 4,467,417 | 5,105,000 | 3,938,621 | 3,105,000 |
| Seizures | 108,601 | 50,000 | 91,684 | 100,000 |
| Beer Board Fines | 111,008 | 110,000 | 132,000 | 110,000 |
| Library Fines & Fees | 440,187 | 425,000 | 421,075 | 400,000 |
| Delinquent Collection Fees | 0 | 100,000 | 0 | 100,000 |
| Vacant Property Registration Fee | 81,750 | 18,600 | 50,000 | 18,600 |
| Arrest Fees | 184,680 | 215,000 | 170,000 | 215,000 |
| DUI BAC Fees | 2,830 | 2,400 | 1,253 | 2,400 |
| Sex Offender Registry Fees | 110,000 | 262,368 | 81,689 | 110,000 |
| Total Fines and Forfeitures | \$ 16,633,286 | \$ 18,188,368 | \$ 15,086,322 | \$ 15,161,000 |
| CHARGES FOR SERVICES | | | | |
| Tax Sales Attorney Fees | 617,190 | 525,000 | 525,000 | 525,000 |
| Subdivision Plan Inspection Fee | 171,300 | 90,000 | 90,000 | 90,000 |
| Street Cut Inspection Fee | 267,088 | 250,000 | 250,000 | 250,000 |
| Traffic Signals | 306,733 | 200,000 | 200,000 | 200,000 |

General Fund Revenue Detail *(continued)*

| Expenditure Types | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------|
| Parking Meters | 917,076 | 850,000 | 850,000 | 850,000 |
| Signs-Loading Zones | 31,538 | 15,000 | 15,000 | 15,000 |
| Arc Lights | 3,809 | 4,000 | 4,000 | 4,000 |
| Wrecker & Storage Charges | 453,940 | 500,000 | 500,000 | 500,000 |
| Shelter Fees | 225,311 | 181,239 | 245,673 | 200,000 |
| Animal Vaccination | 35,042 | 22,943 | 35,591 | 32,000 |
| Ambulance Service | 22,328,982 | 21,000,000 | 22,000,000 | 21,260,000 |
| Admissions - Museum Workshops | 0 | 0 | 94 | 0 |
| Admissions - General | 10,457 | 0 | 306 | 0 |
| Museum Planetarium Fee | 0 | 0 | 188 | 0 |
| Parking | 605,936 | 743,000 | 696,496 | 527,497 |
| Senior Citizen's Meals | 95,859 | 82,000 | 75,000 | 75,000 |
| Concessions | 2,147,892 | 1,500,382 | 2,023,415 | 2,149,152 |
| Golf Car Fees | 1,047,958 | 1,057,500 | 917,461 | 1,149,500 |
| Pro Shop Sales | 123,260 | 135,500 | 106,199 | 137,300 |
| Green Fees | 1,438,765 | 1,565,100 | 1,150,507 | 1,702,996 |
| Softball | 85,320 | 91,000 | 27,435 | 28,000 |
| Basketball | 12,530 | 17,500 | 2,900 | 0 |
| Football | 2,250 | 1,000 | 800 | 0 |
| Ballfield Permit | 20,792 | 18,000 | 18,000 | 18,000 |
| Class Fees | 58,451 | 55,750 | 62,250 | 47,310 |
| Yearly Tennis | 20,000 | 0 | 0 | 0 |
| Rental Fees | 1,980,453 | 2,025,000 | 2,232,489 | 1,979,047 |
| MLG&W Rent | 2,400 | 2,400 | 2,470 | 2,400 |
| Rent Of Land | 128,611 | 43,130 | 198,583 | 31,738 |
| Subdivision Development Fees | 10,550 | 0 | 47 | 0 |
| Police Special Events | 142,444 | 700,000 | 98,610 | 250,000 |
| Day Camp Fees | 260,671 | 320,220 | 265,200 | 260,200 |
| Food Service Revenue | (1,741) | 0 | (425) | 0 |
| After School Camp | 2,110 | 3,000 | 2,100 | 2,100 |
| Parking Lots | 315,000 | 315,000 | 392,450 | 315,000 |
| Outside Revenue | 0 | 78,500 | 25,019 | 125,295 |
| P & S Printing | 16,684 | 0 | 10,800 | 0 |
| Tow Fees | 760,165 | 1,000,000 | 938,237 | 1,000,000 |
| Officers in the Schools | 0 | 1,475 | 0 | 0 |
| Easements & Encroachments | 110,181 | 75,000 | 75,000 | 75,000 |
| Total Charges for Services | \$ 34,755,008 | \$ 33,468,640 | \$ 34,036,896 | \$ 33,801,536 |

USE OF MONEY AND PROPERTY

| | | | | |
|-------------------------|---------|---------|---------|---------|
| Interest on Investments | 507,759 | 115,000 | 778,214 | 115,000 |
|-------------------------|---------|---------|---------|---------|

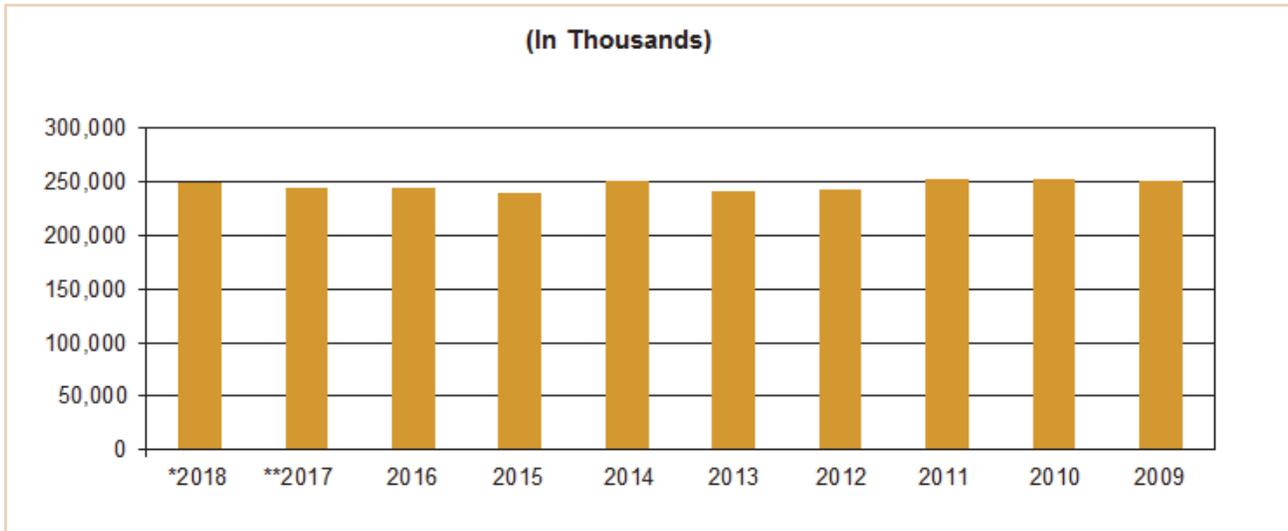
General Fund Revenue Detail *(continued)*

| Expenditure Types | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---|---------------------|---------------------|---------------------|---------------------|
| Net Income/Investors | 231,638 | 100,000 | (103,443) | 100,000 |
| State Litigation Tax Commission | 151,344 | 120,000 | 50,927 | 120,000 |
| Total Use of Money and Property | \$ 890,741 | \$ 335,000 | \$ 725,698 | \$ 335,000 |
| FEDERAL GRANTS | | | | |
| Federal Grants - Others | 523,985 | 0 | 1,626,680 | 328,800 |
| Total Federal Grants | \$ 523,985 | \$ 0 | \$ 1,626,680 | \$ 328,800 |
| STATE GRANTS | | | | |
| St TN Highway Maint Grant | 504,160 | 830,362 | 863,558 | 830,362 |
| St TN Interstate | 778,738 | 800,000 | 800,000 | 800,000 |
| Total State Grants | \$ 1,282,898 | \$ 1,630,362 | \$ 1,663,558 | \$ 1,630,362 |
| INTERGOVERNMENTAL REVENUES | | | | |
| International Airport | 3,501,525 | 3,409,377 | 3,409,377 | 3,543,149 |
| MHA | 3,200 | 0 | 0 | 0 |
| MATA | 2,491,000 | 3,000,000 | 6,000,000 | 5,000,000 |
| Total Intergovernmental Revenues | \$ 5,995,725 | \$ 6,409,377 | \$ 9,409,377 | \$ 8,543,149 |
| OTHER REVENUES | | | | |
| Anti-Neglect Enforcement Program | 202,464 | 200,000 | 150,000 | 200,000 |
| Property Insurance Recoveries | 351,423 | 229,939 | 403,554 | 374,221 |
| Rezoning Ordinance Publication Fees | 4,650 | 10,000 | 4,600 | 10,000 |
| Sale Of Reports | 378,191 | 273,423 | 528,551 | 285,423 |
| Local Shared Revenue | 618,854 | 1,966,856 | 1,961,633 | 1,482,056 |
| City of Bartlett | 981,684 | 1,034,000 | 1,034,000 | 1,034,000 |
| Utility Warranty Program | 0 | 0 | 0 | 500,000 |
| Miscellaneous Income | 617,109 | 389,500 | 535,524 | 736,030 |
| Sewer Fund Cost Allocation | 1,075,000 | 1,075,000 | 1,075,000 | 1,075,000 |
| Miscellaneous Auctions | 1,594,053 | 1,600,000 | 1,600,000 | 1,600,000 |
| Court Reimbursement | 0 | 0 | 47 | 0 |
| Unclaimed Property | 20,291 | 0 | 14,562 | 0 |
| Fire - Misc Collections | 69,278 | 20,000 | 120,037 | 20,000 |
| Cash Overage/Shortage | 7,677 | 30 | 5,096 | 30 |
| Sale Of Capital Assets | 2,700 | 0 | 1,791,720 | 0 |
| Donated Revenue | 67,488 | 0 | 55,501 | 141,500 |
| Corporate Sponsorship | 70,000 | 65,000 | 65,000 | 70,000 |
| Vendor Rebates | 69,123 | 0 | 81,493 | 0 |
| Grant Revenue - Library | 47,208 | 17,000 | 52,959 | 17,000 |

General Fund Revenue Detail *(continued)*

| Expenditure Types | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| FNMA Service Fees | 1,112 | 0 | 820 | 0 |
| Donations for Rape Kits | (5,000) | 0 | 0 | 0 |
| Commissions | 0 | 20,000 | 0 | 20,000 |
| Miscellaneous Revenue | 260,564 | 61,368 | 159,974 | 59,868 |
| Misc. Library Revenue | 3,104 | 0 | 0 | 0 |
| Recovery Of Prior Year Expense | 4,275,464 | 200,000 | 3,400,023 | 200,000 |
| Mow to Own Program - Program Fees | 0 | 0 | 4,229 | 5,850 |
| Total Other Revenues | \$ 10,712,437 | \$ 7,162,116 | \$ 13,044,323 | \$ 7,830,978 |
| TRANSFERS IN | | | | |
| In Lieu Of Taxes-MLGW | 52,282,028 | 55,200,000 | 61,568,964 | 58,700,000 |
| In Lieu Of Taxes-Sewer | 5,588,675 | 5,000,000 | 5,000,000 | 5,500,000 |
| Oper Tfr In - Solid Waste Fund | 75,000 | 0 | 0 | 0 |
| Oper Tfr In - Misc Grants Fund | 7,981 | 0 | 0 | 0 |
| Oper Tfr In - Hotel/Motel Fund | 28,651 | 0 | 0 | 38,000 |
| Oper Tfr In - Debt Service Fund | 0 | 500,000 | 0 | 0 |
| Oper Tfr In - Sewer Operating/CIP | 1,300,000 | 1,300,000 | 1,300,000 | 1,300,000 |
| Oper Tfr In - Metro Alarm | 0 | 0 | 1,641,372 | 100,000 |
| Oper Tfr In - Storm Water | 75,000 | 0 | 75,000 | 0 |
| Oper Tfr In - Unemployment Fund | 0 | 0 | 0 | 1,000,000 |
| Oper Tfr In - Beale Street | 0 | 0 | 500,000 | 0 |
| Total Transfers In | \$ 59,357,336 | \$ 62,000,000 | \$ 70,085,336 | \$ 66,638,000 |
| DIVIDEND AND INTEREST ON INVESTMENT | | | | |
| Interest Income - US Government | 0 | 0 | 508 | 0 |
| Total Dividend and Interest on Investment | \$ 0 | \$ 0 | \$ 508 | \$ 0 |
| TOTAL REVENUES | \$ 652,447,336 | \$ 667,425,024 | \$ 666,326,720 | \$ 668,836,224 |

Current Property Tax



| Year | Amount | % Inc/Dec | Year | Amount | % Inc/Dec |
|-------------|---------|-----------|-------------|---------|-----------|
| 2018 | 250,500 | 2.24% | 2013 | 242,000 | -0.15% |
| 2017 | 245,000 | -0.12% | 2012 | 242,361 | -4.24% |
| 2016 | 245,300 | 2.01% | 2011 | 253,100 | -1.36% |
| 2015 | 240,459 | -4.33% | 2010 | 256,602 | 1.81% |
| 2014 | 251,343 | 3.86% | 2009 | 252,036 | 23.59% |

* FY 2018 Adopted

**FY 2017 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

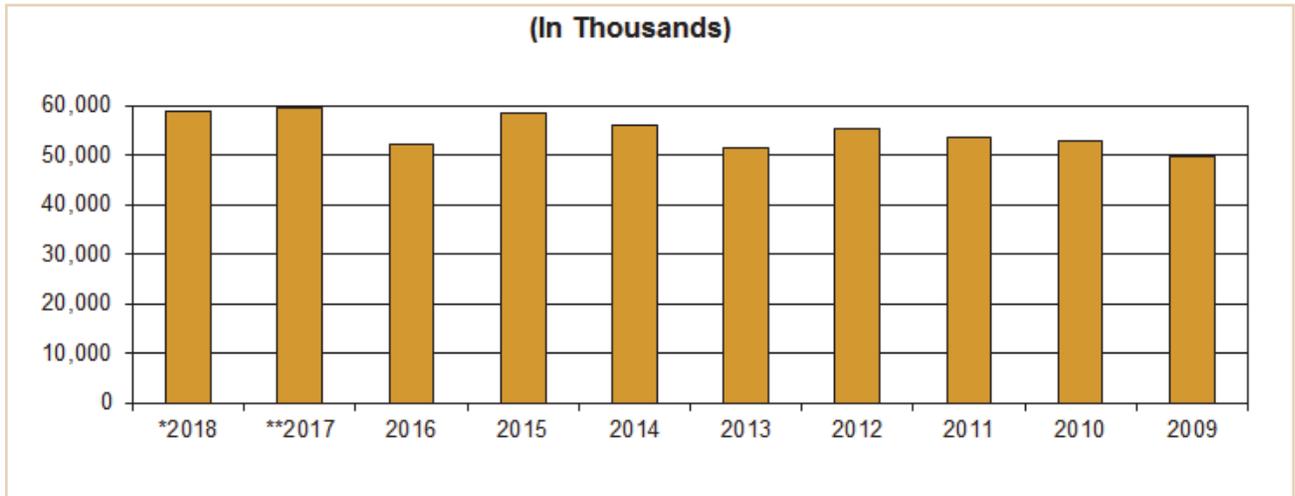
Commercial and Industrial Real Property = 40% of Appraised Value

Public Utilities and Railroads = 55% of Appraised Value Assessed by Tennessee Regulatory Authority (TRA).

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. Through fiscal year 2014 City Schools and the Debt Service Fund shared proceeds of this tax. Beginning in fiscal year 2013, City Schools merged with County Schools and was not allocated City property tax. There are no restrictions on property tax increases. However, tax rates are approved by Ordinance.

Major Influences: Annexations, Appraisals, Development and Population changes

In lieu of Tax - MLGW



| Year | Amount | % Inc/Dec | Year | Amount | % Inc/Dec |
|-------------|--------|-----------|-------------|--------|-----------|
| 2018 | 58,700 | -1.18% | 2013 | 51,439 | -6.65% |
| 2017 | 59,400 | 13.79% | 2012 | 55,105 | 3.06% |
| 2016 | 52,200 | -10.79% | 2011 | 53,469 | 1.46% |
| 2015 | 58,515 | 4.63% | 2010 | 52,698 | 5.95% |
| 2014 | 55,923 | 8.72% | 2009 | 49,737 | -4.42% |

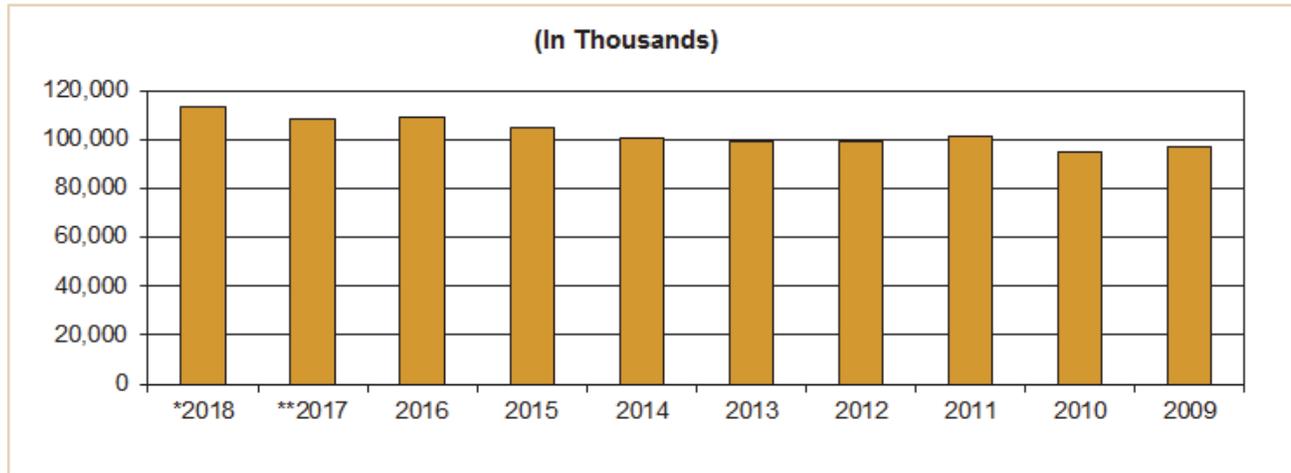
* FY 2018 Adopted

**FY 2017 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. T.C.A. 7-52-307 and T.C.A. 7-39-404.

Major Influences: Municipal Electric/Gas System Tax Equivalent Laws

Local Sales Tax



| Year | Amount | % Inc/Dec | Year | Amount | % Inc/Dec |
|-------------|---------|-----------|-------------|---------|-----------|
| 2018 | 113,000 | 4.15% | 2013 | 99,100 | 0.10% |
| 2017 | 108,500 | -0.46% | 2012 | 99,000 | -2.08% |
| 2016 | 109,000 | 3.94% | 2011 | 101,100 | 7.03% |
| 2015 | 104,869 | 4.39% | 2010 | 94,462 | -2.68% |
| 2014 | 100,455 | 1.37% | 2009 | 97,065 | -2.32% |

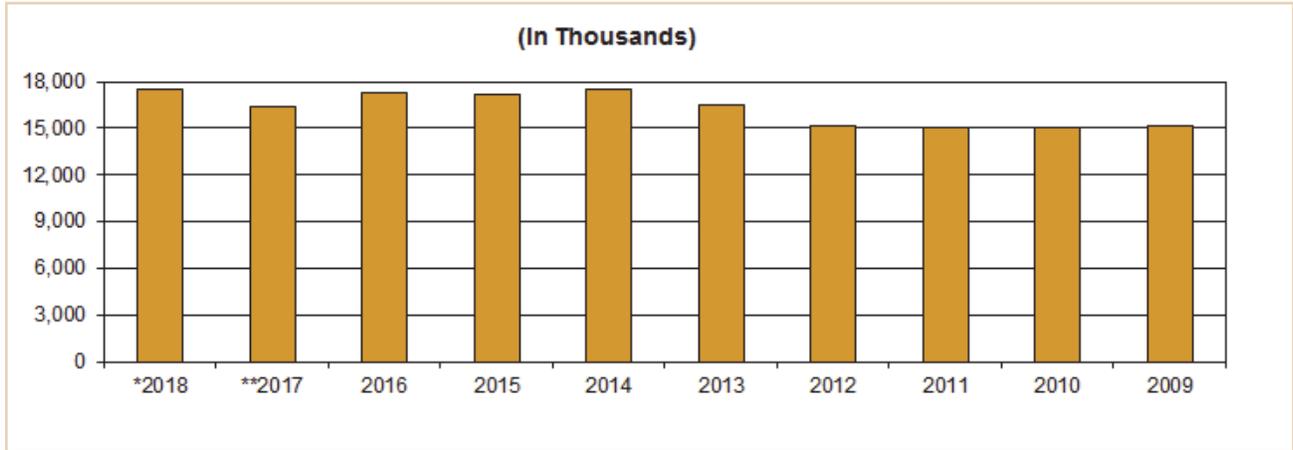
* FY 2018 Adopted

**FY 2017 Forecast

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

Major Influences: Annexation, Population changes and Taxable sales

Beer Sales Tax



| Year | Amount | % Inc/Dec | Year | Amount | % Inc/Dec |
|-------------|--------|-----------|-------------|--------|-----------|
| 2018 | 17,500 | 6.71% | 2013 | 16,500 | 9.27% |
| 2017 | 16,400 | -2.96% | 2012 | 15,100 | 0.67% |
| 2016 | 16,900 | -1.38% | 2011 | 15,000 | -0.38% |
| 2015 | 17,137 | -2.05% | 2010 | 15,057 | -0.66% |
| 2014 | 17,496 | 6.04% | 2009 | 15,157 | -1.53% |

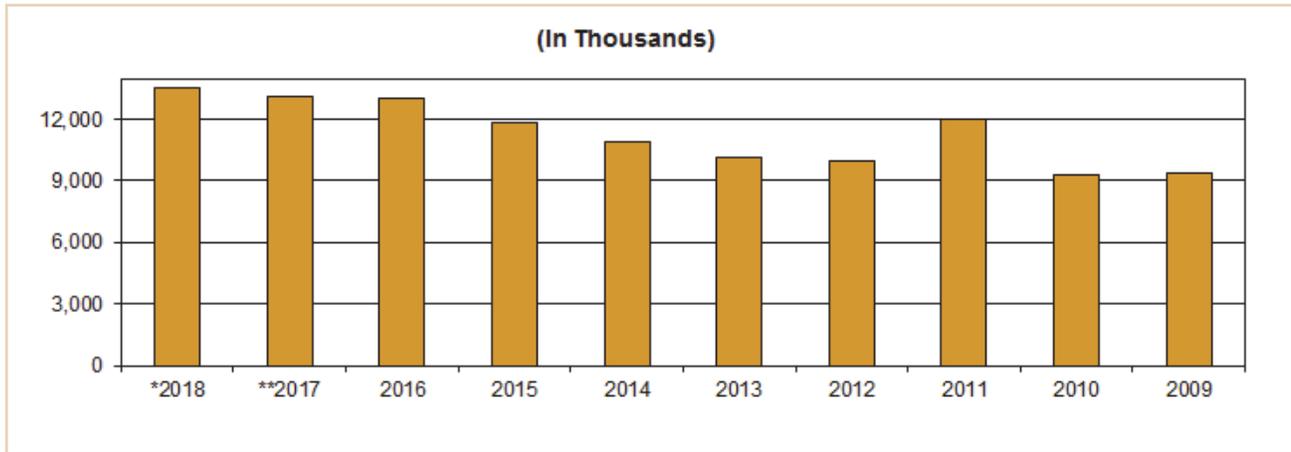
* FY 2018 Adopted

**FY 2017 Forecast

Beginning in 2014, this beer tax is imposed at \$35.60 per barrel of retail purchases from licensed wholesalers. Prior to fiscal year 2014, this tax was levied at 17% on the sale of beer to wholesalers. Fees are remitted to the City by wholesalers on a monthly basis. T.C.A. 57-6-103 (FY2014) and T.C.A. 57-5-103 (prior to FY2014)

Major Influences: Wholesaler quantities and Consumption rates

Gross Receipts Business Tax



| Year | Amount | % Inc/Dec | Year | Amount | % Inc/Dec |
|-------------|--------|-----------|-------------|--------|-----------|
| 2018 | 13,500 | 3.05% | 2013 | 10,100 | 1.00% |
| 2017 | 13,100 | 0.77% | 2012 | 10,000 | -16.67% |
| 2016 | 13,000 | 9.59% | 2011 | 12,000 | 29.14% |
| 2015 | 11,862 | 9.12% | 2010 | 9,292 | -0.58% |
| 2014 | 10,871 | 7.63% | 2009 | 9,346 | -3.57% |

* FY 2018 Adopted

**FY 2017 Forecast

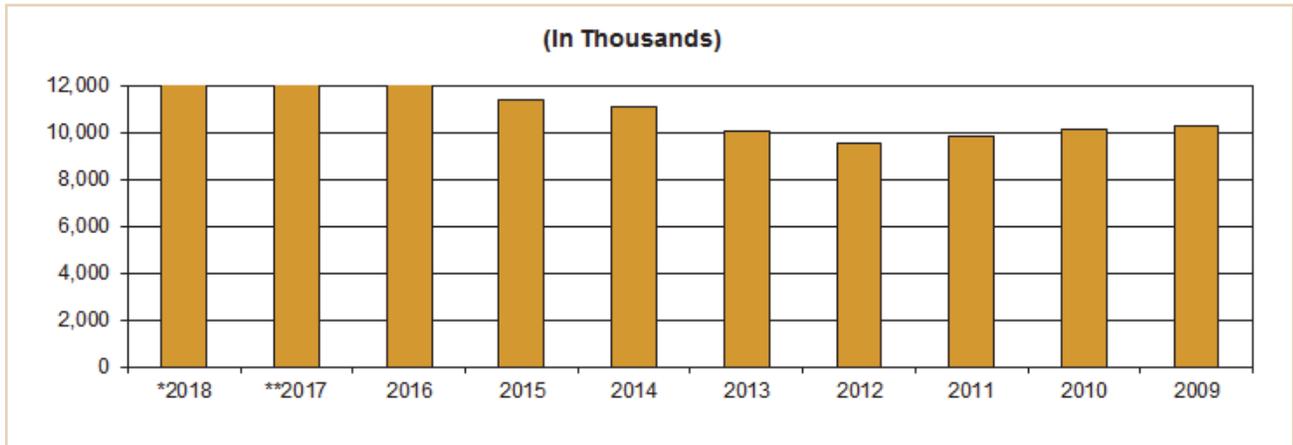
This is a privilege tax on the exercise of most business sales, consisting of two parts:

\$15 minimum annual license fee

Tax on gross receipts (wholesale and retail) of the covered business activities, for businesses with annual sales of \$10,000 or more.

Business activities are divided into five classifications, with each classification having different tax rates. (Beginning January 1, 2014, businesses' tax periods coincide with their fiscal years. Prior to this date, each business classification had its own taxable period.) Furthermore, each county and/or incorporated municipality in which a qualifying 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 and the 2013 Uniformity and Small Business Relief Act.

Auto/Vehicle Registration



| Year | Amount | % Inc/Dec | Year | Amount | % Inc/Dec |
|-------------|--------|-----------|-------------|--------|-----------|
| 2018 | 12,500 | 0.81% | 2013 | 10,057 | 5.86% |
| 2017 | 12,400 | 1.64% | 2012 | 9,500 | -3.06% |
| 2016 | 12,200 | 7.37% | 2011 | 9,800 | -2.90% |
| 2015 | 11,363 | 2.93% | 2010 | 10,093 | -1.73% |
| 2014 | 11,040 | 9.77% | 2009 | 10,271 | -3.80% |

* FY 2018 Adopted

** FY 2017 Forecast

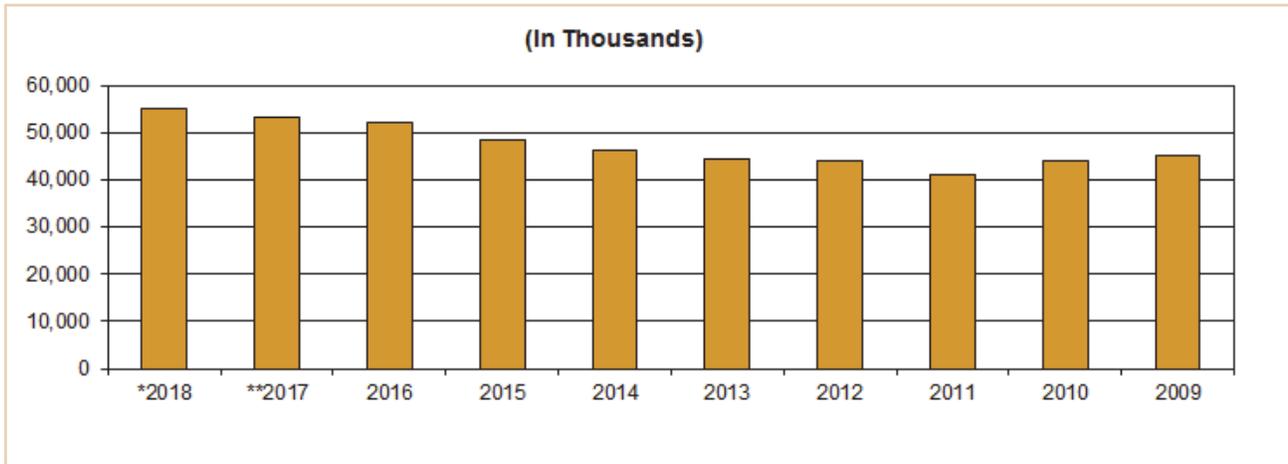
All residents of the City who own/operate a motor vehicle or motorcycle for business or pleasure must register the vehicle with the City’s registration agent and pay an annual registration fee as follows:

| | |
|---------------------------------------|----------------------|
| Motorcycle (Private) | \$10.00 |
| Motorcycle (Commercial) | \$21.00 |
| 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 County Court Clerk remits collections to the City after deducting a collection fee.

Major Influences: Auto sales, Vehicle registrations

State Sales Tax



| Year | Amount | % Inc/Dec | Year | Amount | % Inc/Dec |
|-------------|--------|-----------|-------------|--------|-----------|
| 2018 | 55,000 | 3.19% | 2013 | 44,500 | 1.44% |
| 2017 | 53,300 | 2.50% | 2012 | 43,867 | 6.99% |
| 2016 | 52,000 | 7.03% | 2011 | 41,000 | -6.99% |
| 2015 | 48,584 | 5.12% | 2010 | 44,082 | -2.32% |
| 2014 | 46,218 | 3.86% | 2009 | 45,131 | -8.61% |

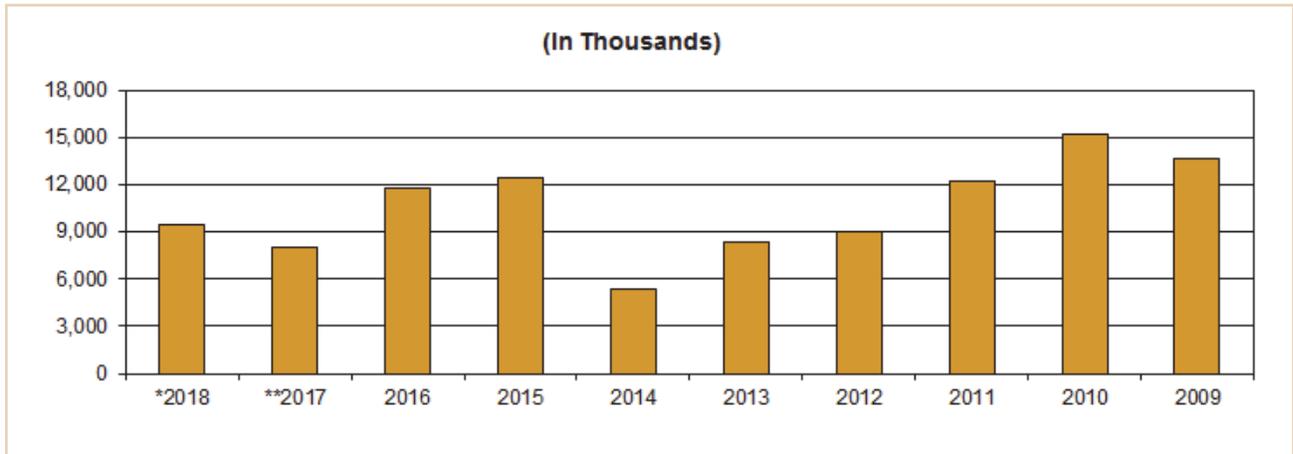
* FY 2018 Adopted

**FY 2017 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% remaining, 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 require General Assembly vote, T.C.A. 67-6-103.

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

Delinquent Property Tax with Interest



| Year | Amount | % Inc/Dec | Year | Amount | % Inc/Dec |
|-------------|--------|-----------|-------------|--------|-----------|
| 2018 | 9,400 | 17.50% | 2013 | 8,300 | -7.78% |
| 2017 | 8,000 | -32.20% | 2012 | 9,000 | -26.23% |
| 2016 | 11,800 | -4.63% | 2011 | 12,200 | -19.79% |
| 2015 | 12,372 | 130.82% | 2010 | 15,211 | 11.14% |
| 2014 | 5,360 | -35.42% | 2009 | 13,686 | 1.43% |

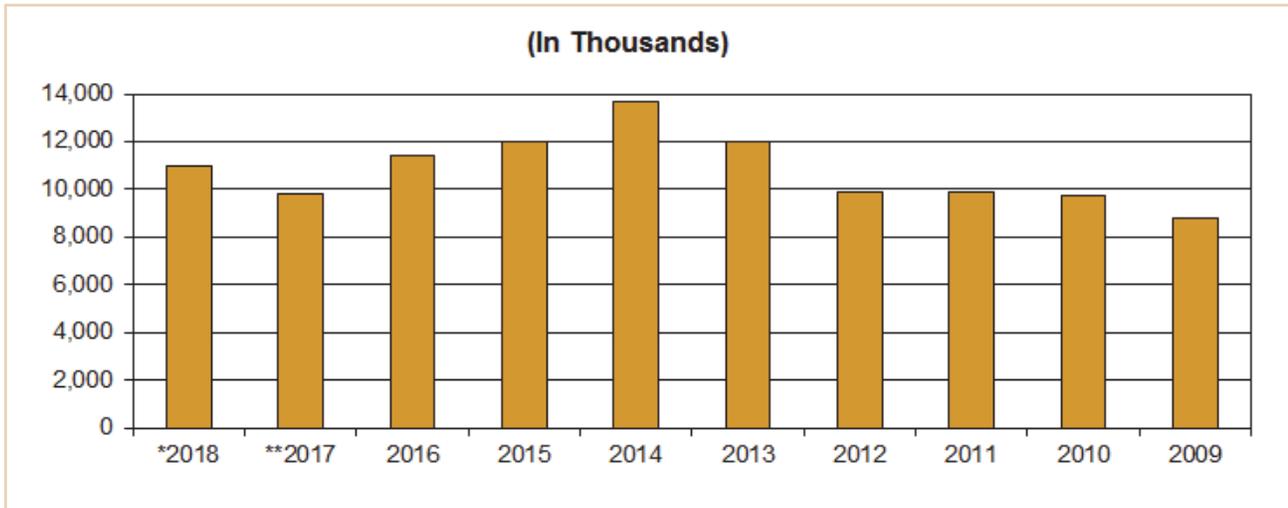
* FY 2018 Adopted

**FY 2017 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. The decline in delinquent property tax revenue for previous years reflects that the City has initiated a sale of its delinquent property taxes to an outside vendor.

Major Influences: Economy and Appraisals

Court Costs/Fines



| Year | Amount | % Inc/Dec | Year | Amount | % Inc/Dec |
|-------------|--------|-----------|-------------|--------|-----------|
| 2018 | 11,000 | 12.24% | 2013 | 12,000 | 21.21% |
| 2017 | 9,800 | -14.04% | 2012 | 9,900 | 0.00% |
| 2016 | 11,400 | -5.00% | 2011 | 9,900 | 1.49% |
| 2015 | 12,000 | -12.41% | 2010 | 9,755 | 10.70% |
| 2014 | 13,700 | 14.17% | 2009 | 8,812 | 3.46% |

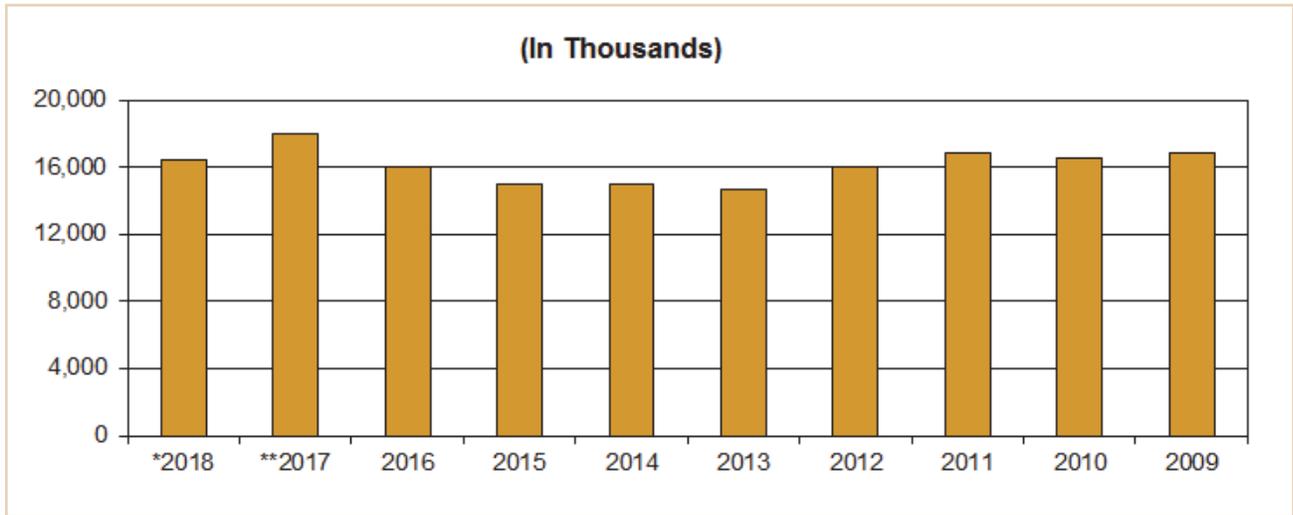
* FY 2018 Adopted

**FY 2017 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. Fees require Ordinance change and Council approval, Section 11-24-25 Memphis Code.

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

Municipal State Aid



| Year | Amount | % Inc/Dec | Year | Amount | % Inc/Dec |
|-------------|--------|-----------|-------------|--------|-----------|
| 2018 | 16,400 | -8.89% | 2013 | 14,700 | -8.13% |
| 2017 | 18,000 | 12.50% | 2012 | 16,000 | -4.82% |
| 2016 | 16,000 | 6.67% | 2011 | 16,811 | 1.88% |
| 2015 | 15,000 | 0.25% | 2010 | 16,500 | -1.85% |
| 2014 | 14,962 | 1.78% | 2009 | 16,811 | 3.33% |

* FY 2018 Adopted

**FY 2017 Forecast

Local share of state gasoline and other motor fuel taxes comprising the Gasoline Tax, the Diesel Tax, the Liquefied Gas Tax on vehicles, the Compressed Natural Gas Tax, and the Prepaid User Diesel Tax. Distribution is based upon population. Revenue is distributed monthly by the State. T.C.A. 67-3-202, T.C.A. 67-3-1309

Major Influences: Population and Gasoline Sales

Note: As of FY2017 Municipal State Street Aid tax revenues are not in the General Fund revenues and are therefore not included in the FY2018 General Fund Adopted Budget as such. These revenues are instead recorded in the State Street Aid Fund (see “Special Revenue Funds” section), then transferred out to the General Fund as Expense Recovery. Because gas tax revenues remain a significant source of revenue for the City and the change in accounting has a zero effect on the General Fund, we will continue to report these revenues here.

GENERAL FUND EXPENDITURES

The financial data presented in this section represents the expenditures of the City of Memphis General Fund.

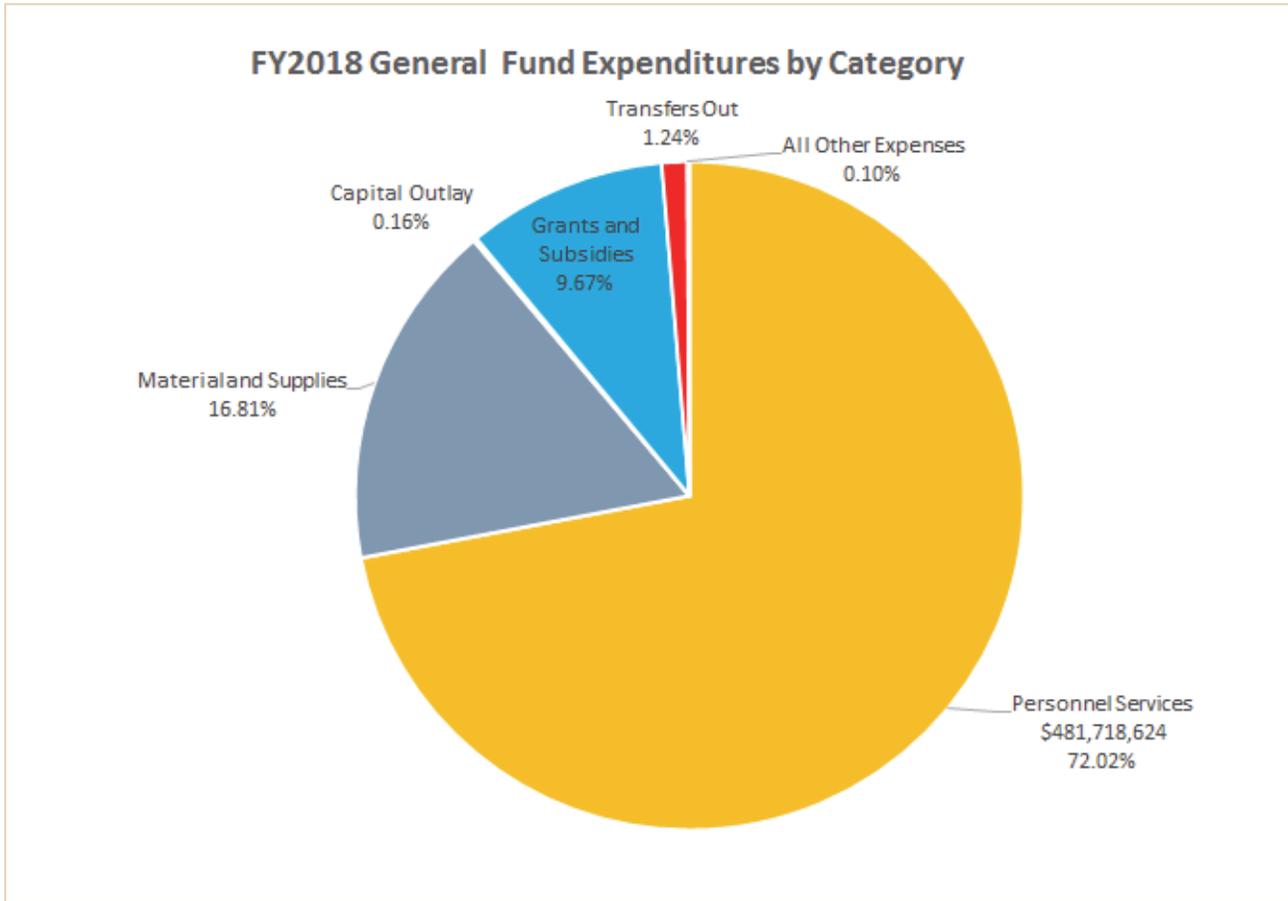
Expense Forecasting and Budgeting Methodology

The main purpose of the budgeting process is to gain perspective on cash needs and set flexible goals for controlling expenditures. The by-product of the information produced will make the information in financial statements significantly more useful and identify areas requiring correction throughout the annual operating cycle.

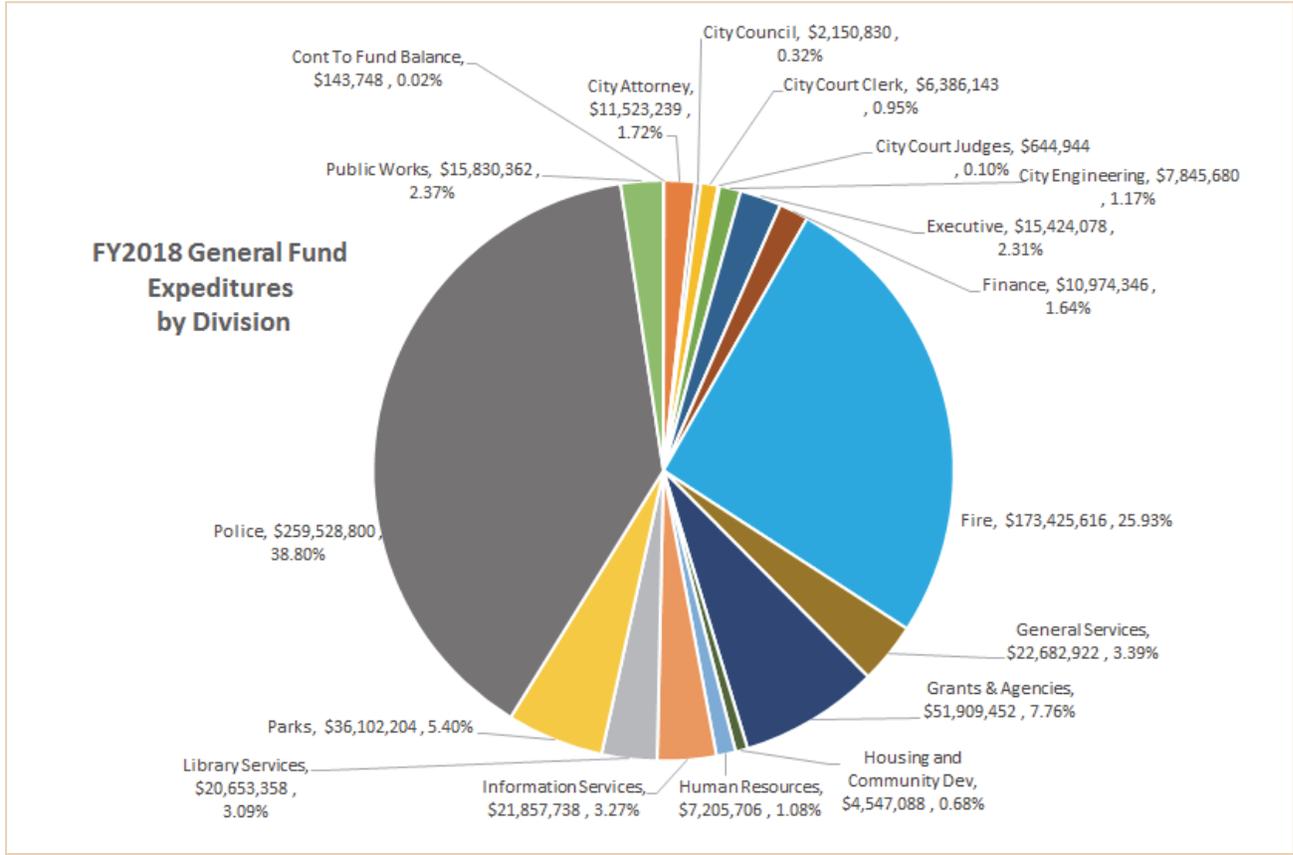
Expenditures are budgeted 90 to 120 days ahead of the beginning of any budget year. They are budgeted at the lowest level of the operation of each respective division, by line item. Each line item budget is created based on past history, the trends of the current operations, and planned priorities or future cost expectations (increases or decreases). A financial forecast of actual and expected expenditures for the current year provides a static financial document and a one-time snapshot as an initial basis for budgeting each line item within a Division.

In addition to using expenditure data from the last year or several years of actual cost results, discussions with key personnel on the anticipated performance of current and new services, changes in the marketplace and other factors that might cause changes in priorities or spending are discussed and compared with prior years' and or the trending annualized forecast of the current operating year.

Collectively all of the methodologies: prior year experience, future trends, and stakeholders knowledge of the company priorities and goals, result in the budget number. All line items are summarized and adjusted as necessary to establish the final expenditure plan.



| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|
| Personnel Services | 451,553,312 | 471,609,792 | 466,752,933 | 481,718,624 |
| Materials and Supplies | 108,627,376 | 123,378,256 | 133,531,632 | 127,062,944 |
| Capital Outlay | 303,601 | 947,594 | 1,246,349 | 1,046,394 |
| Grants and Subsidies | 75,587,669 | 61,259,352 | 69,366,616 | 64,708,320 |
| Inventory | 334,523 | 285,687 | 359,343 | 379,591 |
| Expense Recovery | (16,072,788) | 0 | (14,631,700) | (14,631,700) |
| Investment Fees | 0 | 0 | 310,000 | 0 |
| Service Charges | 196,995 | 89,200 | 116,985 | 137,372 |
| Transfers Out | 18,774,636 | 9,724,061 | 8,424,061 | 8,270,955 |
| Misc Expense | 35,211 | 0 | 0 | 0 |
| Contributed to Fund Balance | 0 | 131,065 | 0 | 143,748 |
| Total Expenditures | \$639,340,544 | \$667,425,024 | \$665,476,227 | \$668,836,224 |



| Division | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|
| Unallocated / Cont To Fund Balance | 15,124,490 | 131,065 | 310,000 | 143,748 |
| Executive | 8,412,609 | 13,167,265 | 13,488,282 | 15,424,078 |
| Finance | 7,489,284 | 8,846,480 | 9,205,383 | 10,974,346 |
| Fire Services | 165,503,264 | 172,259,680 | 174,263,264 | 173,425,616 |
| Police Services | 245,284,768 | 255,950,400 | 259,962,240 | 259,528,800 |
| Parks | 50,095,471 | 28,579,160 | 29,134,512 | 36,102,204 |
| Public Works | 14,675,702 | 21,116,822 | 15,097,998 | 15,830,362 |
| Human Resources | 7,342,499 | 7,707,002 | 8,287,794 | 7,205,706 |
| General Services | 21,773,610 | 25,638,240 | 22,504,444 | 22,682,922 |
| HCD | 3,929,151 | 4,323,202 | 4,774,675 | 4,547,088 |
| Grants and Agencies | 56,948,968 | 57,731,976 | 56,859,108 | 51,909,452 |
| City Attorney | 10,140,216 | 10,432,045 | 11,819,988 | 11,523,239 |
| City Engineering | 6,681,195 | 11,153,725 | 7,204,371 | 7,845,680 |
| Information Systems | 16,061,993 | 21,488,928 | 24,462,000 | 21,857,738 |
| Library Services | 109 | 19,370,122 | 18,890,789 | 20,653,358 |
| City Council | 1,443,451 | 1,759,375 | 1,580,895 | 2,150,830 |
| City Court Judges | 643,487 | 640,398 | 626,273 | 644,944 |
| City Court Clerk | 7,790,283 | 7,129,123 | 7,004,198 | 6,386,143 |
| Total Expenditures | \$639,340,544 | \$667,425,024 | \$665,476,227 | \$668,836,224 |

General Fund Expenditures Detail

| Expenditure Types | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---|----------------|-----------------|------------------|-----------------|
| PERSONNEL SERVICES | | | | |
| Full-Time Salaries | 242,801,152 | 318,993,088 | 266,240,464 | 327,990,496 |
| Holiday Salary Full Time | 4,112,232 | 0 | 3,469,401 | 0 |
| Vacation Leave | 20,784,206 | 0 | 13,111,924 | 0 |
| Bonus Leave | 2,012,878 | 0 | 1,731,655 | 0 |
| Sick Leave | 15,656,680 | 0 | 9,032,383 | 0 |
| Overtime | 31,922,502 | 26,091,480 | 38,863,692 | 27,232,564 |
| Holiday Fire/Police | 10,222,716 | 10,200,161 | 10,372,798 | 10,442,261 |
| Out of Rank Pay | 2,329,227 | 1,852,067 | 2,546,385 | 2,260,901 |
| Hazardous Duty Pay | 395,838 | 463,123 | 474,916 | 572,831 |
| College Incentive Pay | 6,000,906 | 6,009,247 | 6,169,026 | 6,278,909 |
| Longevity Pay | 2,100,947 | 2,008,532 | 2,059,177 | 2,028,027 |
| Shift Differential | 757,619 | 799,571 | 722,312 | 804,200 |
| Bonus Days | 1,390,438 | 1,949,000 | 2,206,700 | 2,214,700 |
| Retirement Benefits | 5,805,634 | 4,798,479 | 4,187,434 | 4,637,367 |
| Job Incentive | 951,511 | 1,037,500 | 979,135 | 1,038,500 |
| Required Special License Pay | 2,664 | 52,950 | 3,902 | 52,950 |
| Pension | 16,567,115 | 16,243,320 | 18,005,244 | 17,887,164 |
| Supplemental Pension | 126,343 | 127,959 | 128,214 | 131,507 |
| Social Security | 936,054 | 411,000 | 993,434 | 410,243 |
| Blue M Health Insurance | 66,806 | 0 | 0 | 0 |
| Pension ARC Funding | 29,841,162 | 34,112,132 | 33,396,412 | 32,639,144 |
| Group Life Insurance | 730,111 | 862,998 | 729,714 | 974,059 |
| Unemployment | 600,380 | 429,280 | 438,530 | 432,960 |
| Medicare | 4,814,838 | 4,675,850 | 5,259,517 | 4,509,166 |
| Long Term Disability | 794,895 | 863,757 | 813,620 | 888,929 |
| Health Insurance - Retiree Supplemental | 1,961,588 | 2,080,240 | 1,128,159 | 0 |
| Health Insurance - Basic | 3,363,844 | 1,807,517 | 1,645,261 | 0 |
| Health Insurance - Value PPO | 0 | 0 | 376,282 | 541,272 |
| Health Insurance - Premier | 40,175,844 | 39,951,948 | 32,502,714 | 31,550,900 |
| Other Post Employment Benefits | 0 | 1,510,046 | 54,090 | 0 |
| Benefits Adjustments | 0 | 7,184,783 | (93,930) | 7,490,462 |
| Health Insurance-Local Plus Plan | 0 | 0 | 5,714,325 | 11,052,458 |
| Salaries - Part Time/Temporary | 9,869,491 | 12,376,007 | 10,869,838 | 13,105,075 |
| On the Job Injury | 3,455,439 | 3,294,314 | 3,762,498 | 3,278,311 |
| Book Reimbursement - Old | 108 | 0 | 0 | 0 |
| Tuition Reimbursement - New | 154,173 | 490,000 | 308,777 | 200,000 |
| Book Reimbursement - New | 2,997 | 5,000 | 10,000 | 10,000 |
| Student Loan Repayment | 0 | 0 | 0 | 200,000 |
| Payroll Reserve | 2,338,688 | 1,057,956 | (716,426) | 7,100 |

General Fund Expenditures Detail *(continued)*

| Expenditure Types | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Attrition | 0 | (16,083,120) | (500,000) | (15,746,856) |
| Bonus Pay | 1,168,900 | 0 | 4,072,524 | 0 |
| Expense Recovery - Personnel | (12,662,614) | (14,046,416) | (14,305,072) | (13,396,960) |
| Total Personnel Services | \$ 451,553,312 | \$ 471,609,792 | \$ 466,765,024 | \$ 481,718,624 |
| MATERIALS AND SUPPLIES | | | | |
| City Hall Printing | 319,890 | 350,000 | 385,000 | 350,000 |
| City Hall Postage | 0 | 1,000 | 0 | 1,000 |
| Document Reproduction - City | 2,500 | 2,500 | 0 | 2,500 |
| City Storeroom Supplies | 42,047 | 19,853 | 24,174 | 19,990 |
| Facility Repair & Carpentry | 203,057 | 215,136 | 219,199 | 182,451 |
| City Shop Charges | 7,007,160 | 6,925,908 | 7,086,862 | 7,438,439 |
| Info Sys Comput/Off Mach | 0 | 0 | 1,913 | 0 |
| Info Sys Phone/Communication | 0 | 3,374 | 0 | 3,374 |
| City Shop Fuel | 4,376,624 | 6,941,636 | 5,325,128 | 6,099,598 |
| Outside Computer Services | 1,166,966 | 2,301,904 | 1,760,682 | 3,579,409 |
| City Computer Svc Equipment | 228,732 | 2,549,815 | 3,602,460 | 2,644,051 |
| Data/Word Processing Equipment | 399,577 | 200 | 9,940 | 20,200 |
| Data/Word Process Software | 2,198,213 | 2,846,015 | 2,997,970 | 2,110,225 |
| Pers Computer Software | 386 | 3,100 | 2,000 | 1,661,685 |
| City Telephone/Communications | 525,233 | 558,164 | 526,671 | 608,322 |
| Printing - Outside | 268,488 | 346,150 | 360,627 | 336,987 |
| Supplies - Outside | 1,337,962 | 1,163,220 | 1,182,565 | 1,255,508 |
| Food Expense | 112,696 | 85,000 | 115,561 | 112,000 |
| Word/Processing/Duplicate | 731 | 0 | 86 | 0 |
| Hand Tools | 86,771 | 110,484 | 124,685 | 121,184 |
| Document Reproduction - Outside | 4,120 | 2,058 | 1,065 | 2,058 |
| Clothing | 1,815,479 | 2,308,813 | 2,165,852 | 1,965,594 |
| Household Supplies | 383,132 | 686,388 | 643,796 | 835,486 |
| Ammunition & Explosives | 910,795 | 745,191 | 563,724 | 400,500 |
| Safety Equipment | 820,438 | 766,532 | 739,304 | 885,315 |
| Drafting/Photo Supplies | 22,854 | 35,634 | 33,787 | 34,134 |
| Medical Supplies | 2,392,600 | 2,443,060 | 2,420,185 | 2,399,725 |
| Athletic/Recreational Supplies | 93,381 | 77,400 | 85,848 | 94,300 |
| Outside Postage | 806,166 | 753,005 | 668,127 | 751,855 |
| Asphalt Products | 4,109,868 | 5,059,250 | 5,060,236 | 5,062,250 |
| Lumber & Wood Products | 4,676 | 25,000 | 25,000 | 30,000 |
| Paints Oils & Glass | 282,812 | 319,000 | 319,000 | 414,000 |
| Steel & Iron Products | 144,585 | 111,700 | 121,700 | 122,700 |
| Pipe Fittings & Castings | 133,154 | 287,000 | 368,595 | 276,738 |

General Fund Expenditures Detail *(continued)*

| Expenditure Types | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------------------|-------------------|--------------------|---------------------|--------------------|
| Lime Cement & Gravel | 255,002 | 66,000 | 67,500 | 70,000 |
| Chemicals | 208,068 | 230,141 | 260,078 | 298,462 |
| Materials and Supplies | 3,742,390 | 3,084,221 | 3,048,059 | 3,261,021 |
| Miscellaneous Expense | 91,883 | 88,953 | 84,267 | 103,153 |
| Library Books | 1,203,522 | 1,289,290 | 1,290,501 | 1,290,501 |
| Tower Lease Expense - Library | 26,901 | 46,208 | 46,208 | 46,208 |
| WYPL Arkansas Tower Expense - Library | 34,707 | 30,000 | 30,000 | 30,000 |
| Operation Police Canine | 62,688 | 60,867 | 80,134 | 59,000 |
| Operation Police DUI Unit | 40,121 | 80,000 | 45,000 | 15,000 |
| Operation Police Traffic Unit | 37,853 | 80,000 | 77,592 | 70,000 |
| Operation Police Mounted | 58,455 | 69,200 | 60,538 | 63,292 |
| Operation Police TACT | 88,390 | 100,101 | 71,000 | 115,000 |
| Maintenance Traffic Signal System | 1,002 | 4,000 | 2,000 | 4,000 |
| Repair/Oper Air Raid System | 179 | 0 | 0 | 0 |
| Operation Police Aircraft | 219,593 | 671,432 | 600,000 | 565,669 |
| Outside Vehicle Repair | 3,774,893 | 3,109,840 | 3,798,370 | 3,078,340 |
| Outside Equipment Repair/Maintenance | 2,295,463 | 2,140,986 | 2,000,302 | 2,090,312 |
| Facilities Structure Repair - Outside | 333,343 | 777,043 | 796,022 | 778,043 |
| Maintenance Of Grounds | 93 | 0 | 0 | 0 |
| Horticulture | 9,846 | 10,000 | 11,525 | 10,000 |
| Internal Repairs and Maintenance | 373,679 | 455,737 | 509,016 | 415,737 |
| Drug Education Program | 1,101 | 0 | 0 | 0 |
| Special Investigations | 197,877 | 427,325 | 30,068 | 40,000 |
| Legal Services/Court Cost | 3,929,468 | 2,842,386 | 4,069,095 | 3,287,272 |
| Medical/Dental/Veterinary | 220,987 | 569,564 | 320,011 | 237,800 |
| Legal Contingency | 34,117 | 90,000 | 40,000 | 150,000 |
| Accounting/Auditing/Cons | 324,114 | 347,631 | 384,126 | 379,150 |
| Advertising/Publication | 230,788 | 914,006 | 774,770 | 494,406 |
| Outside Phone/Communications | 3,357,558 | 3,465,331 | 3,201,750 | 3,367,355 |
| Entertainment | 0 | 0 | 182 | 0 |
| Janitorial Services | 1,058,060 | 1,388,692 | 1,592,388 | 1,314,155 |
| Security | 1,231,229 | 1,359,981 | 1,239,032 | 1,715,535 |
| Photography | 0 | 650 | 231 | 650 |
| Weed Control/Chemical Service | 126,429 | 190,442 | 193,647 | 184,200 |
| Total Quality Management | 83 | 300 | 0 | 300 |
| Seminars/Training/Education | 263,131 | 595,937 | 512,886 | 715,394 |
| Fixed Charges | 1,127,739 | 1,285,520 | 1,089,988 | 1,285,520 |
| Misc Professional Services | 40,005,728 | 37,417,108 | 46,581,252 | 40,621,432 |
| Employee Activities | 295 | 0 | 0 | 3,000 |
| Rewards and Recognition | 6,176 | 57,500 | 77,205 | 109,950 |

General Fund Expenditures Detail *(continued)*

| Expenditure Types | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Staff Development | 0 | 2,000 | 0 | 1,000 |
| Administrative Fees | 100 | 0 | (100) | 0 |
| Textbooks | 52,533 | 103,000 | 98,000 | 55,400 |
| Travel Expense | 433,144 | 669,924 | 519,665 | 610,224 |
| Unreported Travel | 11,320 | 5,029 | 16,471 | 3,496 |
| Relocation Expense | 0 | 300,000 | 1,063,055 | 200,000 |
| Auto Allowance | 0 | 837 | 0 | 0 |
| Outside Fuel | 37,912 | 43,436 | 42,386 | 42,100 |
| Mileage | 205,903 | 274,751 | 249,231 | 263,851 |
| Utilities | 8,145,834 | 10,681,700 | 11,073,157 | 10,066,649 |
| Sewer Fees | 1,211,114 | 1,400,000 | 1,412,848 | 1,331,580 |
| Demolitions | 2,979,543 | 3,000,000 | 2,750,000 | 2,450,000 |
| Insurance | 5,000,479 | 6,028,430 | 6,173,526 | 6,930,663 |
| Claims | 178,811 | 1,140,252 | 930,656 | 1,175,252 |
| Lawsuits | 2,164,473 | 2,828,771 | 4,906,669 | 2,428,775 |
| Hospitality | 1,978 | 1,801 | 10,301 | 3,801 |
| Dues/Memberships/Periodicals | 216,971 | 255,600 | 266,282 | 274,567 |
| Rent | 2,559,982 | 2,065,613 | 2,716,472 | 2,077,661 |
| Radio Trunking Lease | 0 | 2,000 | 2,000 | 2,000 |
| Misc Services and Charges | 2,508,130 | 3,173,541 | 2,714,393 | 3,213,821 |
| Fire Loss | 0 | 0 | 4,321 | 0 |
| Urban Art Maintenance | 9,995 | 10,000 | 10,000 | 10,000 |
| Hotel | 459 | 0 | 0 | 0 |
| Minor Equipment | 45,450 | 82,650 | 79,651 | 108,450 |
| Equipment Rental | 2,025,851 | 2,434,366 | 1,962,599 | 2,481,343 |
| Expense Recovery - Telephones | (856,013) | (700,000) | (700,000) | (700,000) |
| Expense Recovery - M & S | (13,494,314) | (11,843,322) | (12,724,434) | (12,104,122) |
| Catering | 13,686 | 28,000 | 28,000 | 45,000 |
| Total Materials and Supplies | \$ 108,627,376 | \$ 123,378,256 | \$ 133,531,632 | \$ 127,062,944 |
| CAPITAL OUTLAY | | | | |
| Furniture/Furnishings | 283,855 | 338,900 | 359,008 | 294,700 |
| Computers | 0 | 0 | 0 | 85,000 |
| Prod/Constr/Maint Equipment | 11,198 | 44,000 | 7,000 | 44,000 |
| Equipment | 7,337 | 564,694 | 880,341 | 622,694 |
| Security Equipment | 1,212 | 0 | 0 | 0 |
| Total Capital Outlay | \$ 303,601 | \$ 947,594 | \$ 1,246,349 | \$ 1,046,394 |
| GRANTS AND SUBSIDIES | | | | |
| Sports Authority | 3,773 | 0 | 0 | 0 |

General Fund Expenditures Detail *(continued)*

| Expenditure Types | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--|-------------------|--------------------|---------------------|--------------------|
| Payment To Subgrantees | 537,483 | 75,475 | 99,601 | 75,475 |
| Aging Commisison of the Mid-South | 143,906 | 143,906 | 143,906 | 143,906 |
| Elections | 998,897 | 0 | 0 | 0 |
| MIFA General Assistance | 656,696 | 669,218 | 669,218 | 669,218 |
| Africa In April | 50,000 | 70,000 | 70,000 | 0 |
| Section 108 - Court Square | 754,065 | 1,455,720 | 1,387,890 | 1,851,487 |
| Shelby County Assessor | 0 | 600,000 | 600,000 | 2,400,000 |
| Business & Economic Development Grants | 41,670 | 61,377 | 559,445 | 0 |
| Community Initiatives Grants for Non-Profits | 111,839 | 1,465,167 | 1,476,543 | 2,851,147 |
| Community Development Grants | 61,227 | 269,531 | 277,122 | 300,000 |
| Economic Development | 105,168 | 0 | 343,832 | 0 |
| Start Co. | 25,000 | 25,000 | 25,000 | 75,000 |
| Memphis Film & Tape Commission | 175,000 | 175,000 | 175,000 | 175,000 |
| Homeless Initiative | 247,501 | 382,500 | 439,957 | 232,500 |
| Pensioners Insurance | 13,828,968 | 11,016,550 | 11,016,550 | 11,016,550 |
| Downpayment Assist/City | 169,707 | 192,930 | 248,543 | 192,930 |
| Disaster Recovery Relief | 250,000 | 0 | 0 | 0 |
| Planning & Development | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| Death Benefits | 357,513 | 0 | 30,911 | 0 |
| Riverfront Development | 2,974,000 | 2,974,000 | 2,974,000 | 2,974,003 |
| Memphis Area Transit Authority | 29,420,040 | 25,920,040 | 30,920,040 | 25,920,040 |
| MLGW Citizen's Assistance - Grants | 957,444 | 1,000,000 | 1,000,000 | 1,000,000 |
| Family Safety Center of Memphis and Shelby County | 200,000 | 200,000 | 200,000 | 200,000 |
| RBC Training/Certification Program | 2,672 | 4,650 | 4,650 | 4,650 |
| EDGE | 2,511,368 | 1,980,000 | 2,475,000 | 1,980,000 |
| Social Services Administration | 23,603 | 89,537 | 125,629 | 89,537 |
| Botanic Gardens Foundation | 0 | 250,000 | 250,000 | 0 |
| MHA/HCD Community Development Projects | 575,296 | 157,000 | 239,185 | 157,000 |
| Urban Art | 130,000 | 150,000 | 150,000 | 150,000 |
| Target Area Small Business Loan Fund | 0 | 23,250 | 19,260 | 0 |
| Sickle Cell Center Foundation | 50,000 | 0 | 50,000 | 0 |
| Juvenile Intervention and Faith-Based Follow Up (JIFF) | 150,000 | 150,000 | 150,000 | 150,000 |
| Middle Income Housing | 0 | 300,000 | 300,000 | 500,000 |
| Contr Assist Prog/Bonding | 4,948 | 4,650 | 4,650 | 4,650 |
| Black Business Association | 200,000 | 200,000 | 200,000 | 200,000 |
| Pyramid - Section 108 | 0 | 644,461 | 644,461 | 660,112 |
| Peabody Place - Section 108 | 1,191,371 | 0 | 0 | 0 |
| MapSouth Inc. | 46,300 | 41,750 | 41,750 | 0 |
| Convention Center | 2,053,566 | 2,053,566 | 2,053,566 | 2,051,041 |

General Fund Expenditures Detail *(continued)*

| Expenditure Types | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---|------------------------|----------------------|------------------------|------------------------|
| Professional Services | 382,000 | 0 | 200,000 | 0 |
| WIN Operational | 106,644 | 55,000 | 95,000 | 50,000 |
| Ambassador's Fellowship Pay | 1,885,336 | 1,663,740 | 2,185,568 | 2,138,740 |
| Innovate Memphis | 387,000 | 387,000 | 1,112,000 | 387,000 |
| Exchange Club | 50,000 | 50,000 | 50,000 | 75,000 |
| Life Line to Success | 100,000 | 200,000 | 200,000 | 0 |
| Shelby County School Mixed Drink Proceeds | 4,084,437 | 3,200,000 | 3,200,000 | 3,200,000 |
| 2015 Shelby County School Settlement | 1,333,335 | 1,333,335 | 1,333,335 | 1,333,335 |
| Memphis Health Center | 375,000 | 0 | 0 | 0 |
| Serenity Recovery Centers | 125,000 | 125,000 | 125,000 | 0 |
| Grant Repayment Expense | 6,249,899 | 0 | 0 | 0 |
| Total Grants and Subsidies | \$ 75,587,669 | \$ 61,259,352 | \$ 69,366,616 | \$ 64,708,320 |
| INVENTORY | | | | |
| Inventory Purchases | 95,311 | 71,820 | 140,919 | 117,793 |
| Food Inventory | 239,212 | 213,867 | 218,425 | 261,798 |
| Total Inventory | \$ 334,523 | \$ 285,687 | \$ 359,343 | \$ 379,591 |
| EXPENSE RECOVERY | | | | |
| Expense Recovery - State Street Aid | (16,072,788) | 0 | (14,631,700) | (14,631,700) |
| Total Expense Recovery | \$ (16,072,788) | \$ 0 | \$ (14,631,700) | \$ (14,631,700) |
| MISC EXPENSE | | | | |
| Misc Expense | 35,211 | 0 | 0 | 0 |
| Total Misc Expense | \$ 35,211 | \$ 0 | \$ 0 | \$ 0 |
| INVESTMENT FEES | | | | |
| Investment Fee | 0 | 0 | 310,000 | 0 |
| Total Investment Fees | \$ 0 | \$ 0 | \$ 310,000 | \$ 0 |
| SERVICE CHARGES | | | | |
| Credit Card Fees - Expense | 196,995 | 89,200 | 116,985 | 137,372 |
| Total Service Charges | \$ 196,995 | \$ 89,200 | \$ 116,985 | \$ 137,372 |
| TRANSFERS OUT | | | | |
| Oper Tfr Out - Misc Grants Fund | 223,800 | 0 | 0 | 5,000 |
| Oper Tfr Out - Workforce Investment | 2,000,000 | 0 | 0 | 0 |
| Oper Tfr Out - HCD Grants | 5,000,000 | 0 | 0 | 0 |

General Fund Expenditures Detail *(continued)*

| Expenditure Types | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| Oper Tfr Out - CRA Program | 2,351,054 | 2,739,130 | 2,739,130 | 2,739,130 |
| Oper Tfr Out - Debt Service Fund | 5,313,863 | 4,984,931 | 4,984,931 | 4,726,825 |
| Oper Tfr Out - Capital Projects Fund | 2,330,685 | 0 | 0 | 0 |
| Oper Tfr Out - Library Retirement Fund | 0 | 0 | 700,000 | 800,000 |
| Oper Tfr Out - OPEB Fund | 1,555,236 | 2,000,000 | 0 | 0 |
| Total Transfers Out | \$ 18,774,636 | \$ 9,724,061 | \$ 8,424,061 | \$ 8,270,955 |
| CONTRIBUTED TO FUND BALANCE | | | | |
| Contribution To Fund Balance/RE | 0 | 131,065 | 0 | 143,748 |
| Total Contributed to Fund Balance | \$ 0 | \$ 131,065 | \$ 0 | \$ 143,748 |
| TOTAL EXPENDITURES | \$ 639,340,544 | \$ 667,425,024 | \$ 665,488,320 | \$ 668,836,224 |

GENERAL FUND • EXPENDITURE DETAIL



CITY ATTORNEY

Mission Statement

The Law Division and the Office of the City Attorney mission is to provide legal advice in all matters, opinions, claims service, contract review and compliance support and legal representation on behalf of the City of Memphis, various divisions, agencies, boards, and commissions.

Services

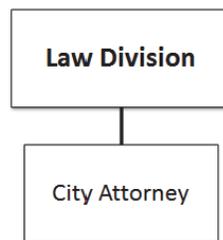
The City Attorney's Office defends and prosecutes legal claims on behalf of the City, provides advice to all divisions of the City government regarding municipal processes, ordinances, resolutions, agreements, contracts and other legal document, and ensures contract compliance. The Chief Legal Officer oversees multiple departments: Claims Office, which handles third-party claims filed against the City of Memphis; Risk Management, which identifies and monitors exposures to losses in order to protect the City's financial assets; Grants Compliance, which ensures the proper administration of all grants and identifies grant opportunities; Permits Office, which issues permits and monitors compliance as mandated by City ordinances; City Prosecutor's Office represents the City in City Court for violations of the City Ordinances; and the Ethics Office, which enforces all ethics rules.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|----------------------|----------------------|----------------------|----------------------|
| Personnel Services | 4,616,536 | 5,204,604 | 5,160,300 | 5,389,549 |
| Materials and Supplies | 5,524,598 | 5,227,441 | 6,659,688 | 6,133,690 |
| Service Charges | (917) | 0 | 0 | 0 |
| Total Expenditures | \$ 10,140,216 | \$ 10,432,045 | \$ 11,819,988 | \$ 11,523,239 |
| Program Revenues | \$ (351,423) | \$ (229,939) | \$ (403,554) | \$ (374,221) |
| Net Expenditures | \$ 9,788,793 | \$ 10,202,106 | \$ 11,416,434 | \$ 11,149,018 |

| | |
|------------------------------|-----------|
| Authorized Complement | 60 |
|------------------------------|-----------|

Organization Structure



Performance Highlights

- Decreased average contract compliance review time to less than 48 hours.
- Doubled the number of Neighborhood Preservation Act cases filings and obtaining more than 218 instances of nuisance abatements, property rehab or demolition.
- Researched and worked with the City Council to draft the short-term leasing ordinance.
- Successfully drafted new Union Impasse ordinance that streamlined the negotiation and dispute resolution process and was supported by the unions.
- Claims Office closed 948 claims filed against the city at a total cost of \$588,022.21 or \$620.28 per claim.
- Claims Office continued to reach its goal of contacting claimants within 24 hours of receiving their claim
- City Prosecutors Office handled and resolved over 170,000 City Court ordinance violations in City Court.
- Office of Grants Compliance successfully closed 39 active grant awards in the Oracle Grants Financial Module with approximate award budgets totaling \$22 million dollars.

- Office of Grants Compliance assisted Public Works with the recovery of \$926,392 in funds associated with FEMA Presidential Declaration Disaster Awards.
- Permits Office facilitated the collection of over \$400,000 in underpaid beer taxes.
- Permits Office Collected \$835,008.96 + for permits issued by the Permits Office including over \$111,800 for vacant properties.
- The Chief Ethics Officer provided training to approximately 171 City Employees.

City Attorney Division Detail

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| PERSONNEL SERVICES | | | | |
| Full-Time Salaries | 3,154,629 | 4,102,019 | 3,419,209 | 4,207,412 |
| Holiday Salary Full Time | 182,172 | 0 | 243,594 | 0 |
| Vacation Leave | 174,084 | 0 | 214,466 | 0 |
| Bonus Leave | 27,704 | 0 | 31,263 | 0 |
| Sick Leave | 92,786 | 0 | 111,616 | 0 |
| Overtime | 1,677 | 0 | 0 | 3,500 |
| Out of Rank Pay | 6,923 | 18,000 | 5,000 | 18,000 |
| Retirement Benefits | 29,317 | 23,361 | 33,300 | 23,361 |
| Pension | 218,298 | 231,867 | 231,143 | 239,028 |
| Social Security | 1,289 | 0 | 1,280 | 0 |
| Pension ARC Funding | 266,856 | 311,416 | 311,413 | 267,332 |
| Group Life Insurance | 9,400 | 10,252 | 10,251 | 13,635 |
| Unemployment | 6,270 | 4,480 | 4,480 | 4,640 |
| Medicare | 50,438 | 65,632 | 65,665 | 61,241 |
| Long Term Disability | 10,490 | 11,433 | 11,235 | 12,108 |
| Health Insurance - Basic | 16,782 | 8,847 | 21,646 | 0 |
| Health Insurance - Value PPO | 0 | 0 | 992 | 10,311 |
| Health Insurance - Premier | 378,563 | 377,222 | 388,444 | 346,047 |
| Other Post Employment Benefits | 0 | 15,759 | 0 | 0 |
| Benefits Adjustments | 0 | (15,759) | 0 | 45,814 |
| Health Insurance-Local Plus Plan | 0 | 0 | 15,214 | 74,331 |
| Salaries - Part Time/Temporary | 20,796 | 72,907 | 22,196 | 122,360 |
| On the Job Injury | 1,980 | 2,000 | 0 | 2,000 |
| Payroll Reserve | 22,275 | (3,666) | 0 | 0 |
| Attrition | 0 | 20,000 | 0 | 0 |
| Bonus Pay | 0 | 0 | 69,059 | 0 |
| Expense Recovery - Personnel | (56,193) | (51,166) | (51,166) | (61,572) |
| Total Personnel Services | \$ 4,616,536 | \$ 5,204,604 | \$ 5,160,300 | \$ 5,389,549 |
| MATERIALS AND SUPPLIES | | | | |
| City Shop Charges | 748 | 7,635 | 850 | 211 |
| City Shop Fuel | 178 | 433 | 524 | 1,480 |
| City Computer Svc Equipment | 6,785 | 27,000 | 42,556 | 27,000 |
| Data/Word Process Software | 10,933 | 0 | 0 | 0 |
| City Telephone/Communications | 13,079 | 9,514 | 10,314 | 9,850 |
| Printing - Outside | 77 | 250 | 350 | 250 |
| Supplies - Outside | 38,516 | 47,810 | 47,860 | 54,200 |
| Outside Postage | 6,184 | 2,600 | 3,475 | 3,600 |

City Attorney Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|
| Materials and Supplies | 2,389 | 10,550 | 3,200 | 7,550 |
| Repair/Oper Air Raid System | 401 | 0 | 0 | 0 |
| Outside Equipment Repair/Maintenance | 0 | 558 | 558 | 0 |
| Drug Education Program | 1,101 | 0 | 0 | 0 |
| Legal Services/Court Cost | 3,929,458 | 2,842,386 | 4,068,960 | 3,287,272 |
| Advertising/Publication | 6,750 | 500 | 500 | 500 |
| Seminars/Training/Education | 17,167 | 21,300 | 21,712 | 21,750 |
| Misc Professional Services | 1,185,533 | 1,162,977 | 1,981,922 | 1,475,500 |
| Employee Activities | 295 | 0 | 0 | 3,000 |
| Rewards and Recognition | 1,232 | 0 | 0 | 500 |
| Travel Expense | 19,265 | 30,700 | 23,700 | 42,700 |
| Unreported Travel | (382) | 1,986 | 1,986 | 1,986 |
| Mileage | 1,057 | 2,950 | 4,450 | 4,250 |
| Insurance | 2,961,372 | 3,636,696 | 3,682,868 | 4,104,199 |
| Claims | 0 | 25,000 | 30,000 | 25,000 |
| Lawsuits | 1,114 | 195,000 | 195,000 | 195,000 |
| Hospitality | 1,978 | 1,801 | 10,301 | 3,801 |
| Dues/Memberships/Periodicals | 15,543 | 17,700 | 36,262 | 17,700 |
| Rent | 245,237 | 246,347 | 270,970 | 195,000 |
| Misc Services and Charges | 279 | 0 | 0 | 0 |
| Expense Recovery - M & S | (2,941,689) | (3,064,252) | (3,778,629) | (3,348,609) |
| Total Materials and Supplies | \$ 5,524,598 | \$ 5,227,441 | \$ 6,659,688 | \$ 6,133,690 |
| SERVICE CHARGES | | | | |
| Credit Card Fees - Expense | (917) | 0 | 0 | 0 |
| Total Service Charges | \$ (917) | \$ 0 | \$ 0 | \$ 0 |
| TOTAL PROGRAM EXPENDITURES | \$ 10,140,216 | \$ 10,432,045 | \$ 11,819,988 | \$ 11,523,239 |
| OTHER REVENUES | | | | |
| Property Insurance Recoveries | 351,423 | 229,939 | 403,554 | 374,221 |
| Total Other Revenues | \$ 351,423 | \$ 229,939 | \$ 403,554 | \$ 374,221 |
| TOTAL PROGRAM REVENUES | \$ (351,423) | \$ (229,939) | \$ (403,554) | \$ (374,221) |
| NET EXPENDITURES | \$ 9,788,793 | \$ 10,202,106 | \$ 11,416,434 | \$ 11,149,018 |

City Attorney

The Office of the City Attorney is committed to providing advice, opinions, claims service, 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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|----------------------|----------------------|----------------------|----------------------|
| Personnel Services | 4,616,536 | 5,204,604 | 5,160,300 | 5,389,549 |
| Materials and Supplies | 5,524,598 | 5,227,441 | 6,659,688 | 6,133,690 |
| Service Charges | (917) | 0 | 0 | 0 |
| Total Expenditures | \$ 10,140,216 | \$ 10,432,045 | \$ 11,819,988 | \$ 11,523,239 |
| Program Revenues | \$ (351,423) | \$ (229,939) | \$ (403,554) | \$ (374,221) |
| Net Expenditures | \$ 9,788,793 | \$ 10,202,106 | \$ 11,416,434 | \$ 11,149,018 |

Authorized Complement

60

City Attorney • Authorized Complement

CITY ATTORNEY • AUTHORIZED COMPLEMENT

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|-----------------------------------|----------------------|----------------|----------------------|
| CITY ATTORNEY | | | |
| ADMR CONTRACT | 1 | | |
| ADMR PERMITS LICENSES | 1 | | |
| AGENT CLAIMS | 1 | | |
| ANALYST CLAIMS | 2 | | |
| ANALYST LOSS CONTROL | 1 | | |
| ANALYST RISK MGMT | 1 | | |
| ANALYST CLAIMS | 1 | | |
| ASST ADMINISTRATIVE | 3 | | |
| ASST EXECUTIVE | 1 | | |
| ATTORNEY ASST CITY | 10 | | |
| ATTORNEY CITY ASST SR | 9 | | |
| ATTORNEY CITY DEPUTY | 1 | | |
| ATTORNEY PROSECUTOR | 4 | | |
| ATTORNEY PROSECUTOR CHIEF | 1 | | |
| ATTORNEY STAFF | 4 | | |
| ATTORNEY STAFF SR | 1 | | |
| CHIEF LEGAL OFFICER | 1 | | |
| CLERK OFFICE SUPPORT APP A | 3 | | |
| CLERK SENIOR LAW | 1 | | |
| COORD GRANTS | 3 | | |
| COORD LEGAL ADMIN | 1 | | |
| COORD PERMITS LICENSES | 1 | | |
| MGR GRANTS | 1 | | |
| MGR LEGAL ADMIN | 1 | | |
| MGR RISK | 1 | | |
| OFFICER CHIEF ETHICS | 1 | | |
| PARALEGAL | 4 | | |
| Total City Attorney | 60 | | |
| <u>TOTAL City Attorney</u> | <u>60</u> | | |



CITY COUNCIL

Mission Statement

To provide decisions that will promote stability through responsible budgeting and strategic planning for the citizens of Memphis.

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.

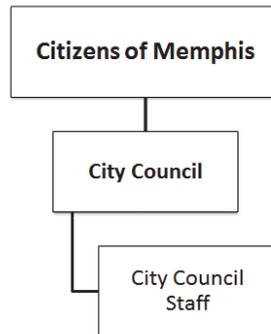
Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | 1,358,028 | 1,425,730 | 1,439,502 | 1,539,185 |
| Materials and Supplies | 85,422 | 333,645 | 141,393 | 611,645 |
| Total Expenditures | \$ 1,443,451 | \$ 1,759,375 | \$ 1,580,895 | \$ 2,150,830 |
| Net Expenditures | \$ 1,443,451 | \$ 1,759,375 | \$ 1,580,895 | \$ 2,150,830 |

Authorized Complement

24

Organization Structure



City Council Division Detail

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|
| PERSONNEL SERVICES | | | | |
| Full-Time Salaries | 967,870 | 1,085,561 | 999,665 | 1,146,396 |
| Holiday Salary Full Time | 27,493 | 0 | 30,653 | 0 |
| Vacation Leave | 27,040 | 0 | 41,266 | 0 |
| Bonus Leave | 2,249 | 0 | 11,244 | 0 |
| Sick Leave | 2,875 | 0 | 2,733 | 0 |
| Retirement Benefits | 3,298 | 0 | 0 | 0 |
| Pension | 56,108 | 61,355 | 59,947 | 68,784 |
| Social Security | 1,855 | 0 | 1,969 | 0 |
| Pension ARC Funding | 117,042 | 125,659 | 125,659 | 125,321 |
| Group Life Insurance | 2,275 | 2,926 | 2,926 | 2,678 |
| Unemployment | 2,530 | 1,840 | 1,840 | 1,920 |
| Medicare | 13,903 | 16,377 | 11,481 | 17,196 |
| Long Term Disability | 2,828 | 3,071 | 3,071 | 3,439 |
| Health Insurance - Premier | 123,175 | 122,542 | 122,542 | 89,598 |
| Other Post Employment Benefits | 0 | 6,472 | 0 | 0 |
| Benefits Adjustments | 0 | (6,472) | 0 | 13,185 |
| Health Insurance-Local Plus Plan | 0 | 0 | 4,334 | 60,669 |
| Salaries - Part Time/Temporary | 0 | 6,400 | 6,450 | 10,000 |
| On the Job Injury | 0 | 0 | 1,633 | 0 |
| Payroll Reserve | 7,488 | 0 | 0 | 0 |
| Bonus Pay | 0 | 0 | 12,089 | 0 |
| Total Personnel Services | \$ 1,358,028 | \$ 1,425,730 | \$ 1,439,502 | \$ 1,539,185 |
| MATERIALS AND SUPPLIES | | | | |
| Info Sys Comput/Off Mach | 0 | 0 | 1,913 | 0 |
| City Computer Svc Equipment | 12,587 | 5,000 | 4,000 | 5,000 |
| Data/Word Process Software | 4,795 | 0 | 0 | 0 |
| City Telephone/Communications | 4,870 | 5,000 | 5,000 | 5,000 |
| Supplies - Outside | 1,556 | 2,000 | 1,986 | 5,000 |
| Outside Postage | 45 | 0 | 0 | 0 |
| Materials and Supplies | 6,324 | 5,000 | 5,000 | 8,000 |
| Outside Equipment Repair/Maintenance | 0 | 300 | 149 | 300 |
| Legal Contingency | 34,117 | 90,000 | 40,000 | 150,000 |
| Accounting/Auditing/Cons | 0 | 35,000 | 0 | 35,000 |
| Outside Phone/Communications | 0 | 345 | 345 | 345 |
| Seminars/Training/Education | 2,207 | 10,000 | 4,000 | 10,000 |
| Misc Professional Services | 9,575 | 105,000 | 3,000 | 280,000 |
| Travel Expense | 7,456 | 65,000 | 65,000 | 100,000 |

City Council Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Mileage | 1,203 | 1,000 | 1,000 | 1,000 |
| Misc Services and Charges | 347 | 2,000 | 2,000 | 2,000 |
| Catering | 342 | 8,000 | 8,000 | 10,000 |
| Total Materials and Supplies | \$ 85,422 | \$ 333,645 | \$ 141,393 | \$ 611,645 |
| TOTAL PROGRAM EXPENDITURES | \$ 1,443,451 | \$ 1,759,375 | \$ 1,580,895 | \$ 2,150,830 |
| NET EXPENDITURES | \$ 1,443,451 | \$ 1,759,375 | \$ 1,580,895 | \$ 2,150,830 |

City Council

The powers and duties of the City Council are prescribed for by State law and the Charter and Ordinances of the City of Memphis. In carrying out the duties of their office, the City's elected officials adopt legislation which promotes the health, safety and welfare of the citizens of this community and work to support the city's economic vitality.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | 1,358,028 | 1,425,730 | 1,439,502 | 1,539,185 |
| Materials and Supplies | 85,422 | 333,645 | 141,393 | 611,645 |
| Total Expenditures | \$ 1,443,451 | \$ 1,759,375 | \$ 1,580,895 | \$ 2,150,830 |
| Net Expenditures | \$ 1,443,451 | \$ 1,759,375 | \$ 1,580,895 | \$ 2,150,830 |

| | |
|------------------------------|-----------|
| Authorized Complement | 24 |
|------------------------------|-----------|

City Council • Authorized Complement

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|---------------------|----------------------------------|----------------|----------------------|
| CITY COUNCIL | | | |
| ADMR COUNCIL STAFF | 1 | | |
| ADMR STAFF ASST | 1 | | |
| ANALYST RESEARCH | 2 | | |
| ANALYST RESEARCH SR | 1 | | |
| ASST EXECUTIVE | 5 | | |
| ATTORNEY STAFF | 1 | | |
| COUNCIL CHAIR | 1 | | |
| COUNCIL MEMBER | 12 | | |
| | Total City Council | | 24 |
| | <u>TOTAL City Council</u> | | <u>24</u> |

CITY COURT CLERK

Mission Statement

Pursue collection of traffic summons, citations and ordinance summons monies owed to the City of Memphis while still providing quality and efficient customer service to all citizens through a knowledgeable and trained workforce.

Services

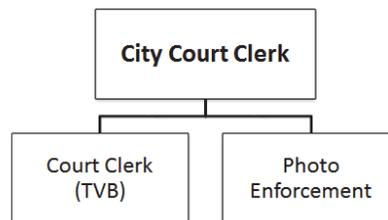
The City Court Clerk's Office maintains all the records pertaining to the office and the Courts. The City Court Clerk's Office collects fines and fees owed for traffic violations and provide outstanding ticket information to the State and other departments. The City Court Clerk is responsible for providing 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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Personnel Services | 3,399,664 | 3,434,998 | 3,255,338 | 3,563,862 |
| Materials and Supplies | 2,829,088 | 3,644,125 | 3,712,917 | 2,744,125 |
| Capital Outlay | 0 | 50,000 | 0 | 50,000 |
| Grants and Subsidies | 22,669 | 0 | 10,911 | 0 |
| Service Charges | 38,863 | 0 | 25,032 | 28,156 |
| Transfers Out | 1,500,000 | 0 | 0 | 0 |
| Total Expenditures | \$ 7,790,283 | \$ 7,129,123 | \$ 7,004,198 | \$ 6,386,143 |
| Program Revenues | \$ (3,813,194) | \$ (5,100,000) | \$ (3,823,725) | \$ (3,100,000) |
| Net Expenditures | \$ 3,977,089 | \$ 2,029,123 | \$ 3,180,473 | \$ 3,286,143 |

| | |
|------------------------------|-----------|
| Authorized Complement | 57 |
|------------------------------|-----------|

Organization Structure



Performance Highlights

- Continued DMV queries for parking citations, which improved notification to violators
- Collected 5% litigation fee for guilty pleas and judgments according to TN House Bill 2368

Issues & Trends

In order to be more innovative in our collections and services to the citizens of Memphis, the City Court Clerk's Office will explore additional payment and collection options. Reporting of CDL convictions to the State of Tennessee will continue to be modified.

City Court Clerk Division Detail

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| PERSONNEL SERVICES | | | | |
| Full-Time Salaries | 1,874,701 | 2,405,607 | 1,866,110 | 2,458,426 |
| Holiday Salary Full Time | 116,154 | 0 | 103,802 | 0 |
| Vacation Leave | 120,577 | 0 | 141,806 | 0 |
| Bonus Leave | 10,915 | 0 | 8,048 | 0 |
| Sick Leave | 146,404 | 0 | 145,686 | 0 |
| Overtime | 200 | 0 | 0 | 0 |
| Out of Rank Pay | 1,716 | 0 | 3,581 | 0 |
| Longevity Pay | 1,908 | 0 | 3,894 | 0 |
| Retirement Benefits | 156,964 | 0 | 20,515 | 0 |
| Pension | 136,345 | 144,336 | 128,348 | 138,189 |
| Social Security | 8,450 | 2,346 | 4,450 | 2,346 |
| Pension ARC Funding | 266,856 | 311,416 | 311,416 | 342,853 |
| Group Life Insurance | 5,178 | 5,635 | 4,353 | 6,270 |
| Unemployment | 6,050 | 4,560 | 4,560 | 4,320 |
| Medicare | 34,458 | 38,490 | 31,936 | 35,076 |
| Long Term Disability | 6,234 | 7,217 | 5,689 | 7,015 |
| Health Insurance - Basic | 17,510 | 17,695 | 4,977 | 0 |
| Health Insurance - Value PPO | 0 | 0 | 215 | 0 |
| Health Insurance - Premier | 331,507 | 337,696 | 218,556 | 101,991 |
| Other Post Employment Benefits | 0 | 16,040 | 0 | 0 |
| Benefits Adjustments | 0 | (16,040) | 0 | 26,486 |
| Health Insurance-Local Plus Plan | 0 | 0 | 130,024 | 280,889 |
| Salaries - Part Time/Temporary | 136,297 | 160,000 | 158,256 | 160,000 |
| On the Job Injury | 6,405 | 0 | 0 | 0 |
| Payroll Reserve | 14,835 | 0 | (47,639) | 0 |
| Bonus Pay | 0 | 0 | 6,754 | 0 |
| Total Personnel Services | \$ 3,399,664 | \$ 3,434,998 | \$ 3,255,338 | \$ 3,563,862 |
| MATERIALS AND SUPPLIES | | | | |
| City Shop Charges | 1,570 | 1,133 | 0 | 1,133 |
| Info Sys Phone/Communication | 0 | 824 | 0 | 824 |
| City Shop Fuel | 30 | 446 | 0 | 446 |
| City Computer Svc Equipment | 4,525 | 13,105 | 7,260 | 13,105 |
| Data/Word Process Software | 10,933 | 0 | 0 | 0 |
| City Telephone/Communications | 7,452 | 3,000 | 1,882 | 3,000 |
| Printing - Outside | 28,075 | 30,140 | 30,140 | 30,140 |
| Supplies - Outside | 17,177 | 17,348 | 18,918 | 17,348 |
| Document Reproduction - Outside | 1,980 | 1,000 | 0 | 1,000 |

City Court Clerk Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Outside Postage | 55 | 2,500 | 0 | 2,500 |
| Materials and Supplies | 2,440 | 6,500 | 2,004 | 6,500 |
| Outside Equipment Repair/Maintenance | 9,578 | 9,000 | 9,000 | 9,000 |
| Outside Phone/Communications | 0 | 10,000 | 0 | 10,000 |
| Security | 28,061 | 25,334 | 12,972 | 25,334 |
| Photography | 0 | 500 | 231 | 500 |
| Seminars/Training/Education | 1,180 | 7,000 | 679 | 7,000 |
| Misc Professional Services | 2,711,114 | 3,503,295 | 3,628,572 | 2,603,295 |
| Travel Expense | 3,254 | 10,000 | 0 | 10,000 |
| Unreported Travel | 0 | 0 | 980 | 0 |
| Mileage | 0 | 1,000 | 146 | 1,000 |
| Misc Services and Charges | 1,666 | 2,000 | 133 | 2,000 |
| Total Materials and Supplies | \$ 2,829,088 | \$ 3,644,125 | \$ 3,712,917 | \$ 2,744,125 |
| CAPITAL OUTLAY | | | | |
| Equipment | 0 | 50,000 | 0 | 50,000 |
| Total Capital Outlay | \$ 0 | \$ 50,000 | \$ 0 | \$ 50,000 |
| GRANTS AND SUBSIDIES | | | | |
| Death Benefits | 22,669 | 0 | 10,911 | 0 |
| Total Grants and Subsidies | \$ 22,669 | \$ 0 | \$ 10,911 | \$ 0 |
| SERVICE CHARGES | | | | |
| Credit Card Fees - Expense | 38,863 | 0 | 25,032 | 28,156 |
| Total Service Charges | \$ 38,863 | \$ 0 | \$ 25,032 | \$ 28,156 |
| TRANSFERS OUT | | | | |
| Oper Tfr Out - Capital Projects Fund | 1,500,000 | 0 | 0 | 0 |
| Total Transfers Out | \$ 1,500,000 | \$ 0 | \$ 0 | \$ 0 |
| TOTAL PROGRAM EXPENDITURES | \$ 7,790,283 | \$ 7,129,123 | \$ 7,004,198 | \$ 6,386,143 |
| LICENSES AND PERMITS | | | | |
| Liquor By Ounce License | (647) | 0 | 0 | 0 |
| Total Licenses and Permits | \$ (647) | \$ 0 | \$ 0 | \$ 0 |
| FINES AND FORFEITURES | | | | |
| Court Fees | 25,737 | 0 | 0 | 0 |
| Court Costs | (538,363) | 0 | 0 | 0 |

City Court Clerk Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Fines & Forfeitures | 4,315,508 | 5,000,000 | 3,818,621 | 3,000,000 |
| Delinquent Collection Fees | 0 | 100,000 | 0 | 100,000 |
| Total Fines and Forfeitures | \$ 3,802,881 | \$ 5,100,000 | \$ 3,818,621 | \$ 3,100,000 |
| OTHER REVENUES | | | | |
| Sale Of Reports | 22,393 | 0 | 5,104 | 0 |
| Cash Overage/Shortage | 45 | 0 | 0 | 0 |
| Recovery Of Prior Year Expense | (11,478) | 0 | 0 | 0 |
| Total Other Revenues | \$ 10,960 | \$ 0 | \$ 5,104 | \$ 0 |
| TOTAL PROGRAM REVENUES | \$ (3,813,194) | \$ (5,100,000) | \$ (3,823,725) | \$ (3,100,000) |
| NET EXPENDITURES | \$ 3,977,089 | \$ 2,029,123 | \$ 3,180,473 | \$ 3,286,143 |

City Court Clerk & TVB

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

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | 3,240,970 | 3,272,736 | 3,177,297 | 3,380,534 |
| Materials and Supplies | 143,528 | 276,839 | 231,864 | 276,839 |
| Grants and Subsidies | 22,669 | 0 | 10,911 | 0 |
| Service Charges | 38,863 | 0 | 25,032 | 28,156 |
| Total Expenditures | \$ 3,446,030 | \$ 3,549,575 | \$ 3,445,104 | \$ 3,685,529 |
| Program Revenues | \$ 530,923 | \$ 0 | \$ (5,104) | \$ 0 |
| Net Expenditures | \$ 3,976,953 | \$ 3,549,575 | \$ 3,440,000 | \$ 3,685,529 |
| Authorized Complement | | | | 54 |

Automated Photo Enforcement

Red Light Camera is a proven tool that increases safety on Memphis streets. This program has resulted in significant reduction in the most dangerous collisions at intersections. This program also affords safety improvements as individuals comply with traffic signals, serious crashes and injuries reduce significantly.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Personnel Services | 158,693 | 162,262 | 78,041 | 183,328 |
| Materials and Supplies | 2,685,560 | 3,367,286 | 3,481,053 | 2,467,286 |
| Capital Outlay | 0 | 50,000 | 0 | 50,000 |
| Transfers Out | 1,500,000 | 0 | 0 | 0 |
| Total Expenditures | \$ 4,344,253 | \$ 3,579,549 | \$ 3,559,095 | \$ 2,700,614 |
| Program Revenues | \$ (4,344,117) | \$ (5,100,000) | \$ (3,818,621) | \$ (3,100,000) |
| Net Expenditures | \$ 137 | \$ (1,520,452) | \$ (259,527) | \$ (399,387) |

| | |
|------------------------------|----------|
| Authorized Complement | 3 |
|------------------------------|----------|

City Court Clerk • Authorized Complement

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|--|----------------------|----------------|----------------------|
| CITY COURT CLERK & TVB | | | |
| ASST EXECUTIVE | 1 | | |
| CLERK COURT REC | 4 | | |
| CLERK COURT REC SR | 42 | | |
| COURT CLERK | 1 | | |
| COURT CLERK CITY | 1 | | |
| DEPUTY TVB CHIEF | 1 | | |
| MGR INFO TECH TVB | 1 | | |
| SUPER TVB | 3 | | |
| Total City Court Clerk & TVB | 54 | | |
| AUTOMATED PHOTO ENFORCEMENT | | | |
| CLERK COURT REC SR | 3 | | |
| Total Automated Photo Enforcement | 3 | | |
| <u>TOTAL City Court Clerk</u> | <u>57</u> | | |

CITY COURT JUDGES

Mission Statement

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

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.

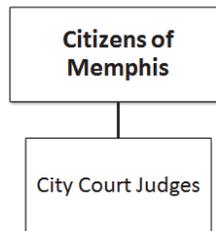
Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| Personnel Services | 588,202 | 586,898 | 576,637 | 591,444 |
| Materials and Supplies | 55,285 | 53,500 | 49,636 | 53,500 |
| Total Expenditures | \$ 643,487 | \$ 640,398 | \$ 626,273 | \$ 644,944 |
| Net Expenditures | \$ 643,487 | \$ 640,398 | \$ 626,273 | \$ 644,944 |

Authorized Complement

5

Organization Structure



City Court Judges Division Detail

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|
| PERSONNEL SERVICES | | | | |
| Full-Time Salaries | 457,975 | 486,607 | 458,108 | 487,958 |
| Holiday Salary Full Time | 22,420 | 0 | 22,521 | 0 |
| Vacation Leave | 3,450 | 0 | 3,897 | 0 |
| Bonus Leave | 980 | 0 | 0 | 0 |
| Sick Leave | 954 | 0 | 2,001 | 0 |
| Pension | 25,505 | 21,306 | 21,807 | 29,278 |
| Pension ARC Funding | 23,412 | 27,317 | 27,317 | 12,919 |
| Group Life Insurance | 1,691 | 1,927 | 1,550 | 1,927 |
| Unemployment | 550 | 400 | 400 | 400 |
| Medicare | 6,762 | 7,786 | 6,816 | 7,319 |
| Long Term Disability | 1,342 | 1,460 | 1,239 | 1,464 |
| Health Insurance - Premier | 40,095 | 40,095 | 38,731 | 44,567 |
| Other Post Employment Benefits | 0 | 1,407 | 0 | 0 |
| Benefits Adjustments | 0 | (1,407) | 0 | 5,612 |
| Payroll Reserve | 3,065 | 0 | (9,254) | 0 |
| Bonus Pay | 0 | 0 | 1,504 | 0 |
| Total Personnel Services | \$ 588,202 | \$ 586,898 | \$ 576,637 | \$ 591,444 |
| MATERIALS AND SUPPLIES | | | | |
| City Computer Svc Equipment | 0 | 1,000 | 0 | 1,000 |
| Data/Word Process Software | 959 | 0 | 0 | 0 |
| Pers Computer Software | 0 | 600 | 0 | 600 |
| City Telephone/Communications | 3,220 | 3,500 | 4,495 | 3,500 |
| Supplies - Outside | 9,946 | 7,500 | 13,473 | 7,500 |
| Document Reproduction - Outside | 0 | 500 | 0 | 500 |
| Clothing | 0 | 500 | 0 | 500 |
| Outside Postage | 309 | 300 | 362 | 300 |
| Miscellaneous Expense | 0 | 300 | 0 | 300 |
| Outside Phone/Communications | 2,478 | 2,500 | 2,478 | 2,500 |
| Seminars/Training/Education | 3,789 | 4,800 | 4,403 | 4,800 |
| Misc Professional Services | 12,178 | 8,000 | 1,289 | 8,000 |
| Travel Expense | 16,287 | 16,000 | 22,251 | 16,000 |
| Unreported Travel | 477 | 0 | 0 | 0 |
| Dues/Memberships/Periodicals | 5,641 | 8,000 | 885 | 8,000 |
| Total Materials and Supplies | \$ 55,285 | \$ 53,500 | \$ 49,636 | \$ 53,500 |
| TOTAL PROGRAM EXPENDITURES | \$ 643,487 | \$ 640,398 | \$ 626,273 | \$ 644,944 |
| NET EXPENDITURES | \$ 643,487 | \$ 640,398 | \$ 626,273 | \$ 644,944 |

City Court Judges

Hear and decide all cases that are presented concerning Municipal Code violations.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| Personnel Services | 588,202 | 586,898 | 576,637 | 591,444 |
| Materials and Supplies | 55,285 | 53,500 | 49,636 | 53,500 |
| Total Expenditures | \$ 643,487 | \$ 640,398 | \$ 626,273 | \$ 644,944 |
| Net Expenditures | \$ 643,487 | \$ 640,398 | \$ 626,273 | \$ 644,944 |

| | |
|------------------------------|----------|
| Authorized Complement | 5 |
|------------------------------|----------|

City Court Judges • Authorized Complement

CITY COURT JUDGES • AUTHORIZED COMPLEMENT

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|---------------------------------------|----------------------|----------------|----------------------|
| CITY COURT JUDGES | | | |
| ASST EXECUTIVE | 1 | | |
| INTERPRETER COURT ASST | 1 | | |
| JUDGE | 2 | | |
| JUDGE ADMIN | 1 | | |
| Total City Court Judges | <u>5</u> | | |
| <u>TOTAL City Court Judges</u> | <u>5</u> | | |



CITY ENGINEERING

Mission Statement

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

Services

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.

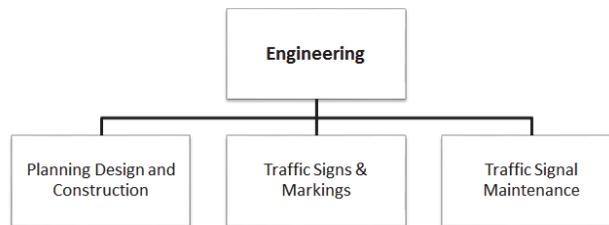
Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|-----------------------|-----------------------|-----------------------|
| Personnel Services | 7,090,347 | 7,404,392 | 7,515,004 | 7,611,267 |
| Materials and Supplies | 3,300,343 | 3,644,334 | 3,416,367 | 3,908,413 |
| Capital Outlay | 12,410 | 69,000 | 32,000 | 85,000 |
| Grants and Subsidies | 0 | 0 | 5,000 | 0 |
| Expense Recovery | (3,792,305) | 0 | (3,800,000) | (3,800,000) |
| Service Charges | 70,400 | 36,000 | 36,000 | 41,000 |
| Total Expenditures | \$ 6,681,195 | \$ 11,153,725 | \$ 7,204,371 | \$ 7,845,680 |
| Program Revenues | \$ (988,392) | \$ (1,108,763) | \$ (1,142,006) | \$ (1,120,763) |
| Net Expenditures | \$ 5,692,803 | \$ 10,044,962 | \$ 6,062,365 | \$ 6,724,917 |

Authorized Complement

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Organization Structure



Performance Highlights

- Increased percentage of plan reviews completed in 10 working days from 75%(FY16) to 90%(FY17)
- 13,864 Signs Replaced/Maintained
- 1177 Miles of roadway striped
- 62 miles of new bike lanes, cycle tracks, trails, and bike routes in FY17.
- Processed 474 Speed Hump Requests, and installed 60 speed humps
- Approximately 250 Traffic Studies Completed
- 6,559 Traffic Signal Maintenance Tickets Addressed

Issues & Trends

The Division of Engineering's current Traffic Signal and Signs and Markings funding and staffing are not adequate to address deferred maintenance. Also, several positions in Civil Design, Sewer, and Drainage need to be filled to undertake current and increasing workloads. The division is anticipating a substantial increase in construction activities related to bridge projects which require CEI services (construction inspection) and surveying work to be performed during and/or after construction. Solving Drainage issues still remain a priority. Drainage Masterplans reports are being finalized with design projects and construction activities to follow.

Key Performance Indicators

| ADMINISTRATION | FY16 CTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---|------------|-----------|--------------|-----------|------------|
| Review and return land development plan submittals to developers within 10 working days of submission | 75% | 100% | 90% | 95% | Government |
| Number of plan reviews performed monthly | 37 | Tracking | 49.6 | Tracking | Government |
| Cumulative average time to execute all construction contracts after the bid opening | 109 | 120 | 105 | 105 | Government |
| Review private development sewer drawings within 7 calendar days | 62% | 100% | 75% | 88% | Government |
| Cumulative number of drainage design projects initiated annually | 6 | 12 | 10 | 12 | Government |
| Cumulative number of drainage design projects completed annually | 5 | 7 | 3 | 7 | Government |
| Cumulative number of months until a decision is reached (approval/rejection) on speed hump requests | 20 | 7 | 26 | 7 | Government |
| Cumulative number of months between approval of a speed hump request and installation | 4.4 | 8 | 5 | 8 | Government |

| SIGNS AND MARKINGS | FY16 CTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---|------------|-----------|--------------|-----------|---------------|
| % of curb ramps in the city that are ADA compliant | 60% | 63% | 63% | 66% | Public Safety |
| Number of traffic signs repaired/installed annually | 13500 | Tracking | 12490 | Tracking | Public Safety |
| % of city streets re-striped annually | 56% | 50% | 42% | 50% | Public Safety |

| SIGNAL MAINTENANCE | FY16 CTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---|------------|-----------|--------------|-----------|---------------|
| Complete preventative maintenance on 100% of traffic signals (998) annually | 70% | 100% | 55% | 100% | Public Safety |
| % of down/malfunctioning traffic signals responded to within 24 hours | 100% | 100% | 100% | 100% | Public Safety |
| % of signal systems installed/modified within 2 months of assignment | 63% | 100% | 81% | 85% | Public Safety |
| % of intersections with pedestrian countdown signals | 10% | 21% | 12% | 14% | Public Safety |

* Some figures are approximate. In these cases, the reporting for FY17 was not complete before production of the budget book.

City Engineering Division Detail

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| PERSONNEL SERVICES | | | | |
| Full-Time Salaries | 4,690,124 | 6,234,352 | 5,462,882 | 6,337,259 |
| Holiday Salary Full Time | 274,836 | 0 | 130,711 | 0 |
| Vacation Leave | 378,066 | 0 | 215,574 | 0 |
| Bonus Leave | 48,760 | 0 | 23,086 | 0 |
| Sick Leave | 238,653 | 0 | 122,658 | 0 |
| Overtime | 309,909 | 241,200 | 241,390 | 141,200 |
| Out of Rank Pay | 16,799 | 35,757 | 36,042 | 35,757 |
| Longevity Pay | 6,605 | 0 | 6,483 | 0 |
| Shift Differential | 10,574 | 12,360 | 12,360 | 12,360 |
| Retirement Benefits | 84,973 | 91,000 | 92,592 | 91,000 |
| Required Special License Pay | 208 | 0 | 64 | 0 |
| Pension | 322,857 | 325,802 | 325,801 | 347,369 |
| Social Security | 3,803 | 0 | 2,351 | 0 |
| Pension ARC Funding | 547,758 | 633,761 | 633,761 | 631,593 |
| Group Life Insurance | 14,789 | 16,726 | 16,724 | 17,525 |
| Unemployment | 11,770 | 8,640 | 8,640 | 8,560 |
| Medicare | 82,139 | 92,410 | 92,410 | 86,223 |
| Long Term Disability | 15,496 | 16,968 | 16,968 | 17,221 |
| Health Insurance - Basic | 32,113 | 30,747 | 37,026 | 0 |
| Health Insurance - Value PPO | 0 | 0 | 1,289 | 15,467 |
| Health Insurance - Premier | 759,218 | 756,702 | 756,703 | 541,894 |
| Other Post Employment Benefits | 0 | 30,392 | 0 | 0 |
| Benefits Adjustments | 0 | (30,392) | 0 | 66,579 |
| Health Insurance-Local Plus Plan | 0 | 0 | 55,958 | 332,911 |
| Salaries - Part Time/Temporary | 61,339 | 132,416 | 127,416 | 152,800 |
| On the Job Injury | 139,217 | 25,000 | 63,186 | 25,000 |
| Payroll Reserve | 43,331 | 0 | 0 | 0 |
| Attrition | 0 | (249,449) | 0 | (249,449) |
| Bonus Pay | 0 | 0 | 42,486 | 0 |
| Expense Recovery - Personnel | (1,002,990) | (1,000,000) | (1,009,557) | (1,000,000) |
| Total Personnel Services | \$ 7,090,347 | \$ 7,404,392 | \$ 7,515,004 | \$ 7,611,267 |
| MATERIALS AND SUPPLIES | | | | |
| City Storeroom Supplies | 950 | 4,640 | 2,300 | 4,640 |
| City Shop Charges | 215,323 | 190,469 | 190,469 | 128,343 |
| City Shop Fuel | 79,061 | 111,626 | 111,626 | 102,178 |
| City Computer Svc Equipment | 106 | 7,675 | 4,000 | 11,513 |
| Data/Word Process Software | 22,441 | 0 | 0 | 0 |

City Engineering Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|
| City Telephone/Communications | 27,836 | 18,862 | 26,298 | 27,810 |
| Printing - Outside | 0 | 820 | 410 | 820 |
| Supplies - Outside | 24,047 | 41,458 | 30,001 | 37,858 |
| Hand Tools | 9,894 | 9,504 | 6,000 | 10,504 |
| Clothing | 24,696 | 30,533 | 30,533 | 30,533 |
| Safety Equipment | 13,844 | 11,365 | 11,365 | 11,365 |
| Drafting/Photo Supplies | 5,593 | 2,500 | 1,250 | 1,000 |
| Outside Postage | 2,810 | 1,575 | 700 | 1,575 |
| Paints Oils & Glass | 279,626 | 300,000 | 300,000 | 400,000 |
| Steel & Iron Products | 130,954 | 90,000 | 90,000 | 90,000 |
| Pipe Fittings & Castings | 5,505 | 3,000 | 3,000 | 3,000 |
| Lime Cement & Gravel | 595 | 1,000 | 500 | 1,000 |
| Chemicals | 100 | 0 | 0 | 0 |
| Materials and Supplies | 280,150 | 255,233 | 256,262 | 255,233 |
| Maintenance Traffic Signal System | 1,002 | 4,000 | 2,000 | 4,000 |
| Outside Vehicle Repair | 17,459 | 4,840 | 2,400 | 4,840 |
| Outside Equipment Repair/Maintenance | 56,624 | 59,029 | 30,001 | 57,029 |
| Internal Repairs and Maintenance | 187,318 | 228,694 | 224,425 | 228,694 |
| Legal Services/Court Cost | 0 | 0 | 135 | 0 |
| Advertising/Publication | 762 | 0 | 0 | 0 |
| Janitorial Services | 7,920 | 8,000 | 8,000 | 8,000 |
| Seminars/Training/Education | 5,811 | 37,711 | 5,000 | 41,711 |
| Misc Professional Services | 644,564 | 780,500 | 925,328 | 980,500 |
| Travel Expense | 5,774 | 3,750 | 5,169 | 3,750 |
| Unreported Travel | (333) | 400 | 1,100 | 400 |
| Mileage | 152,899 | 188,351 | 188,351 | 188,351 |
| Utilities | 184,739 | 180,608 | 180,613 | 180,608 |
| Insurance | 39,307 | 38,913 | 38,913 | 63,780 |
| Claims | (185,485) | 300,000 | 50,000 | 300,000 |
| Lawsuits | 319,156 | 23,630 | 10,000 | 23,630 |
| Dues/Memberships/Periodicals | 10,832 | 13,548 | 8,000 | 13,648 |
| Radio Trunking Lease | 0 | 2,000 | 2,000 | 2,000 |
| Misc Services and Charges | 435,750 | 385,000 | 385,000 | 385,000 |
| Urban Art Maintenance | 9,995 | 10,000 | 10,000 | 10,000 |
| Equipment Rental | 326,018 | 326,100 | 326,100 | 326,100 |
| Expense Recovery - M & S | (43,303) | (31,000) | (50,882) | (31,000) |
| Total Materials and Supplies | \$ 3,300,343 | \$ 3,644,334 | \$ 3,416,367 | \$ 3,908,413 |
| CAPITAL OUTLAY | | | | |
| Prod/Constr/Maint Equipment | 11,198 | 44,000 | 7,000 | 44,000 |

City Engineering Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-------------------------------------|-----------------------|----------------------|-----------------------|-----------------------|
| Equipment | 0 | 25,000 | 25,000 | 41,000 |
| Security Equipment | 1,212 | 0 | 0 | 0 |
| Total Capital Outlay | \$ 12,410 | \$ 69,000 | \$ 32,000 | \$ 85,000 |
| GRANTS AND SUBSIDIES | | | | |
| Death Benefits | 0 | 0 | 5,000 | 0 |
| Total Grants and Subsidies | \$ 0 | \$ 0 | \$ 5,000 | \$ 0 |
| EXPENSE RECOVERY | | | | |
| Expense Recovery - State Street Aid | (3,792,305) | 0 | (3,800,000) | (3,800,000) |
| Total Expense Recovery | \$ (3,792,305) | \$ 0 | \$ (3,800,000) | \$ (3,800,000) |
| SERVICE CHARGES | | | | |
| Credit Card Fees - Expense | 70,400 | 36,000 | 36,000 | 41,000 |
| Total Service Charges | \$ 70,400 | \$ 36,000 | \$ 36,000 | \$ 41,000 |
| TOTAL PROGRAM EXPENDITURES | \$ 6,681,195 | \$ 11,153,725 | \$ 7,204,371 | \$ 7,845,680 |
| LOCAL TAXES | | | | |
| Fiber Optic Franchise Fees | 85,933 | 350,000 | 350,000 | 350,000 |
| Total Local Taxes | \$ 85,933 | \$ 350,000 | \$ 350,000 | \$ 350,000 |
| LICENSES AND PERMITS | | | | |
| Sidewalk Permit Fees | 19,294 | 88,000 | 88,000 | 88,000 |
| Total Licenses and Permits | \$ 19,294 | \$ 88,000 | \$ 88,000 | \$ 88,000 |
| CHARGES FOR SERVICES | | | | |
| Subdivision Plan Inspection Fee | 171,300 | 90,000 | 90,000 | 90,000 |
| Street Cut Inspection Fee | 267,088 | 250,000 | 250,000 | 250,000 |
| Traffic Signals | 306,733 | 200,000 | 200,000 | 200,000 |
| Signs-Loading Zones | 31,538 | 15,000 | 15,000 | 15,000 |
| Arc Lights | 3,809 | 4,000 | 4,000 | 4,000 |
| MLG&W Rent | 2,400 | 2,400 | 2,400 | 2,400 |
| Subdivision Development Fees | 10,550 | 0 | 47 | 0 |
| Total Charges for Services | \$ 793,418 | \$ 561,400 | \$ 561,447 | \$ 561,400 |
| STATE GRANTS | | | | |
| St TN Highway Maint Grant | 80,080 | 95,000 | 128,196 | 95,000 |
| Total State Grants | \$ 80,080 | \$ 95,000 | \$ 128,196 | \$ 95,000 |

City Engineering Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-------------------------------|---------------------|-----------------------|-----------------------|-----------------------|
| OTHER REVENUES | | | | |
| Sale Of Reports | 8,998 | 14,363 | 14,363 | 26,363 |
| Miscellaneous Income | 668 | 0 | 0 | 0 |
| Total Other Revenues | \$ 9,666 | \$ 14,363 | \$ 14,363 | \$ 26,363 |
| TOTAL PROGRAM REVENUES | \$ (988,392) | \$ (1,108,763) | \$ (1,142,006) | \$ (1,120,763) |
| NET EXPENDITURES | \$ 5,692,803 | \$ 10,044,962 | \$ 6,062,365 | \$ 6,724,917 |

Administration

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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|-----------------------|-----------------------|-----------------------|
| Personnel Services | 2,940,820 | 3,151,510 | 3,250,627 | 3,345,293 |
| Materials and Supplies | 1,794,476 | 2,043,976 | 1,890,430 | 2,268,336 |
| Capital Outlay | 0 | 25,000 | 25,000 | 41,000 |
| Expense Recovery | (948,888) | 0 | (3,800,000) | (3,800,000) |
| Service Charges | 70,400 | 36,000 | 36,000 | 41,000 |
| Total Expenditures | \$ 3,856,808 | \$ 5,256,486 | \$ 1,402,056 | \$ 1,895,629 |
| Program Revenues | \$ (908,312) | \$ (1,013,763) | \$ (1,013,810) | \$ (1,025,763) |
| Net Expenditures | \$ 2,948,496 | \$ 4,242,723 | \$ 388,246 | \$ 869,866 |

| | |
|------------------------------|-----------|
| Authorized Complement | 60 |
|------------------------------|-----------|

Signs & Markings

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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | 1,864,084 | 1,985,043 | 1,970,603 | 2,063,567 |
| Materials and Supplies | 787,426 | 808,142 | 801,921 | 883,020 |
| Capital Outlay | 11,988 | 22,000 | 3,500 | 22,000 |
| Grants and Subsidies | 0 | 0 | 5,000 | 0 |
| Expense Recovery | (1,335,715) | 0 | 0 | 0 |
| Total Expenditures | \$ 1,327,784 | \$ 2,815,185 | \$ 2,781,025 | \$ 2,968,588 |
| Program Revenues | \$ (80,080) | \$ (95,000) | \$ (128,196) | \$ (95,000) |
| Net Expenditures | \$ 1,247,703 | \$ 2,720,185 | \$ 2,652,828 | \$ 2,873,588 |

Authorized Complement

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Signal Maintenance

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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | 2,285,443 | 2,267,839 | 2,293,774 | 2,202,407 |
| Materials and Supplies | 718,441 | 792,216 | 724,017 | 757,057 |
| Capital Outlay | 422 | 22,000 | 3,500 | 22,000 |
| Expense Recovery | (1,507,702) | 0 | 0 | 0 |
| Total Expenditures | \$ 1,496,604 | \$ 3,082,055 | \$ 3,021,291 | \$ 2,981,464 |
| Net Expenditures | \$ 1,496,604 | \$ 3,082,055 | \$ 3,021,291 | \$ 2,981,464 |

| | |
|------------------------------|-----------|
| Authorized Complement | 28 |
|------------------------------|-----------|

City Engineering • Authorized Complement

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|------------------------------|----------------------|--------------------------------------|----------------------|
| ADMINISTRATION | | Painter App | 1 |
| ADMR LAND DEVELOP BUDGET | 1 | SPEC FLAGMAN OFFICER | 5 |
| ADMR TRAFFIC ENGINEERING | 1 | Total Signs & Markings | 28 |
| ANALYST GIS TECHNICAL | 2 | SIGNAL MAINTENANCE | |
| ASST EXECUTIVE | 1 | AIDE TRAFFIC SIGNAL | 9 |
| ASST OFFICE | 2 | CLERK OFFICE SUPPORT A | 1 |
| CLERK ACCOUNTING A | 1 | MGR SIGNAL MNT CONST | 1 |
| CLERK OFFICE SUPPORT A | 3 | SPEC PROCUREMENT | 1 |
| COLLECTOR METER | 1 | TECH TRAFFIC SIGNAL | 16 |
| COORD ADA RAMP PROGRAM | 1 | Total Signal Maintenance | 28 |
| COORD ADMIN SUPPORT | 1 | <u>TOTAL City Engineering</u> | <u>116</u> |
| COORD LAND DEV | 1 | | |
| COORD PLANS REVIEW PROJECT | 1 | | |
| COORD RAILROAD/COMPLIANCE | 1 | | |
| DIRECTOR ENGINEERING DEPUTY | 1 | | |
| ENG DESIGNER | 3 | | |
| ENGINEER CITY | 1 | | |
| ENGINEER CITY CIVIL DESIGN | 1 | | |
| ENGINEER DESIGN | 1 | | |
| ENGINEER DESIGN SENIOR | 4 | | |
| INSP ZONE CONSTRUCTION | 11 | | |
| MGR BIKEWAY PEDESTRIAN PROG | 1 | | |
| MGR CONSTRUCTION INSP | 1 | | |
| MGR ENG PROJECT | 4 | | |
| MGR GIS MAPPING | 1 | | |
| MGR SURVEYOR | 1 | | |
| REPAIRER PARKING METER | 1 | | |
| SPEC DOCUMENT | 1 | | |
| SPEC ITS MONITORING | 1 | | |
| SUPER CONSTRUCTION INSP | 4 | | |
| SUPER OFFICE ENG | 1 | | |
| SUPER PARKING OPER | 1 | | |
| TECH PARKING ENFORCEMENT | 4 | | |
| Total Administration | 60 | | |
| SIGNS & MARKINGS | | | |
| COUNTER TRAFFIC | 3 | | |
| MGR STREET SIGNS MARK | 1 | | |
| PAINTER | 4 | | |
| PAINTER SIGNS AND MARKING | 12 | | |
| PAINTER SIGNS AND MARKING LO | 2 | | |

EXECUTIVE

Mission Statement

The mission of the City of Memphis Executive Division is to provide direction, expectations and the resources necessary to make life better for all Memphians.

Services

The Executive Division is responsible for providing effective leadership and operational guidelines to all divisions within city government. The division also provides direct management support for key functional areas through the following services centers: Mayor's Office, Chief Operating Office, the Office of Intergovernmental Affairs, the Office of Communications, the Office of Community Affairs, the Civilian Law Enforcement Review Board, the Office of Youth Services and Auditing. The Chief Operating Office provides direction and managerial support to the Office of Performance Management, the 311 Call Center and the Animal Shelter. All of the services offered through the Executive Division function together to ensure responsive and cost-effective services are delivered to citizens.

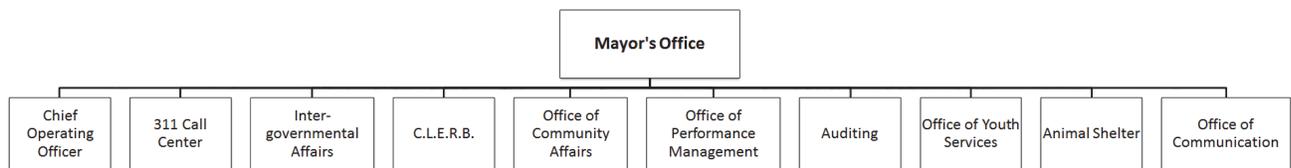
Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|----------------------|----------------------|----------------------|
| Personnel Services | 4,052,053 | 7,637,896 | 6,919,207 | 8,601,609 |
| Materials and Supplies | 2,439,448 | 3,196,412 | 3,714,289 | 4,014,511 |
| Grants and Subsidies | 1,921,109 | 2,332,958 | 2,854,786 | 2,807,958 |
| Total Expenditures | \$ 8,412,609 | \$ 13,167,265 | \$ 13,488,282 | \$ 15,424,078 |
| Program Revenues | \$ (130,337) | \$ (562,715) | \$ (702,262) | \$ (621,965) |
| Net Expenditures | \$ 8,282,272 | \$ 12,604,550 | \$ 12,786,020 | \$ 14,802,113 |

Authorized Complement

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Organization Structure



Performance Highlights

- Executed strategic partnerships and developed a de-annexation task force, consisting of city, county and state lawmakers. The de-annexation task force made recommendations based on research and evaluation of financial and operational impacts of de-annexation requests currently under review by the State legislation.
- Continued to provide meaningful employment and/or soft skills training to approximately 1,500 youth through the City’s MPLOY and Ambassador’s programs.
- Continued support of the MIFA Emergency Services Program where over 2,000 eligible Memphis citizens are provided emergency energy/utility/rental or mortgage assistance.
- Memphis Animal Shelter handled 8,555 animals in FY17 with a 77.9 percent save rate compared to 70.44% of 8,650 in FY16. And, the euthanasia rate, for time and space-related reasons, decreased from 18.7% to 10.6% year over year.

Issues & Trends

The citizens of Memphis expect for city government to provide basic services in an efficient and effective manner with crime, blight and litter identified as key priorities. While delivery of supreme basic services is paramount, youth development and economic growth opportunities continue to be very important to our citizens as well. As a result, the Executive Division's time and resources are directed towards these priorities with laser focus. Commitment to these priorities are reflected in the amount of appropriations allocated to fund strategic projects and initiatives with the greatest impact on service level accountability, public safety, blight elimination and youth employment.

Key Performance Indicators

| CHIEF ADMINISTRATIVE OFFICE | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|--|--------------|------------|--------------|------------|------------|
| Average turnaround time for contracts | New measure | 36 hours | 43 hours | 48 hours | Government |
| OFFICE OF PERFORMANCE MANAGEMENT | | | | | |
| OFFICE OF PERFORMANCE MANAGEMENT | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
| Ability of division directors to get the information needed to manage performance (scale of 1-5) | 3.4 | 4 | 3.8 | 4 | Government |
| Internal customer satisfaction with the total performance management system (scale of 1-5) | 3.5 | 4 | 3.8 | 4 | Government |
| AUDITING | | | | | |
| AUDITING | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
| # of audit projects completed | 13 | 10 | 8 | 8 | Government |
| % of recommendations implemented | New measure | 100% | ** | 100% | Government |
| # of fraud deterrent activities | 4 | 4 | 3 | 5 | Government |
| 311 CALL CENTER | | | | | |
| 311 CALL CENTER | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
| Average time to answer 311 calls (seconds) | 50.2 seconds | 35 seconds | 63.5 seconds | 35 seconds | Government |
| Call abandonment rate (%) | 12.3% | 10.0% | 10.4% | 10% | Government |

* Some figures are approximate. In these cases, the reporting for FY17 was not complete before production of the budget book.

**Due to resource constraints, measurement results were not completed as of year-end.

Executive Division Detail

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| PERSONNEL SERVICES | | | | |
| Full-Time Salaries | 2,252,405 | 5,135,324 | 3,186,786 | 5,653,975 |
| Holiday Salary Full Time | 115,275 | 0 | 539,717 | 0 |
| Vacation Leave | 75,845 | 0 | 370,235 | 0 |
| Bonus Leave | 11,851 | 0 | 49,159 | 0 |
| Sick Leave | 53,187 | 0 | 108,175 | 0 |
| Overtime | 0 | 126,000 | 232,003 | 126,000 |
| Out of Rank Pay | 0 | 6,000 | 0 | 6,000 |
| Hazardous Duty Pay | 0 | 153,500 | 70,664 | 153,500 |
| Longevity Pay | 0 | 0 | 300 | 0 |
| Shift Differential | 0 | 0 | 5,313 | 0 |
| Retirement Benefits | 268,869 | 10,000 | 26,971 | 10,000 |
| Pension | 150,514 | 269,697 | 238,591 | 302,396 |
| Social Security | 43,011 | 0 | 64,792 | 0 |
| Pension ARC Funding | 173,226 | 502,636 | 502,636 | 575,295 |
| Group Life Insurance | 5,738 | 11,678 | 9,486 | 15,839 |
| Unemployment | 3,960 | 6,960 | 13,840 | 7,440 |
| Medicare | 48,627 | 74,541 | 81,596 | 76,656 |
| Long Term Disability | 7,543 | 13,574 | 11,612 | 15,216 |
| Health Insurance - Basic | 18,240 | 39,704 | 35,133 | 0 |
| Health Insurance - Value PPO | 0 | 0 | 2,148 | 10,311 |
| Health Insurance - Premier | 188,918 | 394,178 | 327,540 | 297,864 |
| Other Post Employment Benefits | 0 | 24,483 | 0 | 0 |
| Benefits Adjustments | 0 | (24,483) | 0 | 58,931 |
| Health Insurance-Local Plus Plan | 0 | 0 | 28,747 | 221,294 |
| Salaries - Part Time/Temporary | 693,722 | 954,270 | 982,033 | 1,230,486 |
| On the Job Injury | 919 | 70,000 | 66,345 | 70,000 |
| Payroll Reserve | 30,203 | 0 | 0 | 0 |
| Attrition | 0 | (40,166) | 0 | (139,595) |
| Bonus Pay | 0 | 0 | 55,386 | 0 |
| Expense Recovery - Personnel | (90,000) | (90,000) | (90,000) | (90,000) |
| Total Personnel Services | \$ 4,052,053 | \$ 7,637,896 | \$ 6,919,207 | \$ 8,601,609 |
| MATERIALS AND SUPPLIES | | | | |
| City Hall Postage | 0 | 1,000 | 0 | 1,000 |
| City Shop Charges | 19,475 | 46,766 | 45,405 | 47,209 |
| Info Sys Phone/Communication | 0 | 2,550 | 0 | 2,550 |
| City Shop Fuel | 8,943 | 62,541 | 34,701 | 44,449 |
| Outside Computer Services | 4,834 | 11,794 | 0 | 11,794 |

Executive Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|
| City Computer Svc Equipment | 21,242 | 62,000 | 15,330 | 80,570 |
| Data/Word Process Software | 7,251 | 0 | 0 | 0 |
| City Telephone/Communications | 30,301 | 34,949 | 52,146 | 43,649 |
| Printing - Outside | 189 | 3,200 | 0 | 3,200 |
| Supplies - Outside | 38,574 | 51,286 | 45,769 | 56,286 |
| Hand Tools | 0 | 400 | 0 | 400 |
| Document Reproduction - Outside | 1,860 | 0 | 0 | 0 |
| Clothing | 0 | 26,500 | 56,976 | 25,000 |
| Household Supplies | 0 | 10,000 | 9,295 | 40,000 |
| Safety Equipment | 0 | 2,000 | 0 | 2,000 |
| Medical Supplies | 0 | 132,000 | 103,113 | 130,000 |
| Outside Postage | 129 | 1,602 | 36 | 2,602 |
| Materials and Supplies | 50,861 | 115,378 | 164,881 | 172,978 |
| Miscellaneous Expense | 46,502 | 40,800 | 14,803 | 40,800 |
| Library Books | 5,787 | 0 | 0 | 0 |
| Repair/Oper Air Raid System | (221) | 0 | 0 | 0 |
| Outside Equipment Repair/Maintenance | 3,840 | 10,000 | 32,669 | 5,000 |
| Medical/Dental/Veterinary | 0 | 40,000 | 39,200 | 30,000 |
| Accounting/Auditing/Cons | 324,114 | 312,631 | 384,126 | 344,150 |
| Advertising/Publication | 0 | 312,060 | 257,560 | 312,060 |
| Outside Phone/Communications | 0 | 2,000 | 0 | 0 |
| Janitorial Services | 0 | 58,000 | 60,000 | 60,000 |
| Seminars/Training/Education | 34,818 | 49,283 | 17,278 | 44,283 |
| Fixed Charges | 0 | 35,520 | 36,407 | 35,520 |
| Misc Professional Services | 1,704,800 | 1,421,141 | 1,987,562 | 2,092,600 |
| Staff Development | 0 | 2,000 | 0 | 1,000 |
| Travel Expense | 36,919 | 19,803 | 52,071 | 26,803 |
| Unreported Travel | (20) | 0 | 933 | 0 |
| Mileage | 9,597 | 9,250 | 6,678 | 10,950 |
| Utilities | (6,257) | 135,000 | 125,323 | 135,000 |
| Insurance | 13,774 | 24,139 | 45,657 | 48,475 |
| Claims | 0 | 2,000 | 0 | 2,000 |
| Lawsuits | 8,073 | 20,673 | 0 | 20,677 |
| Dues/Memberships/Periodicals | 67,595 | 110,446 | 103,430 | 108,806 |
| Misc Services and Charges | 6,466 | 27,700 | 22,941 | 32,700 |
| Total Materials and Supplies | \$ 2,439,448 | \$ 3,196,412 | \$ 3,714,289 | \$ 4,014,511 |
| GRANTS AND SUBSIDIES | | | | |
| Sports Authority | 3,773 | 0 | 0 | 0 |
| MIFA General Assistance | 0 | 669,218 | 669,218 | 669,218 |

Executive Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------------|---------------------|----------------------|----------------------|----------------------|
| Professional Services | 32,000 | 0 | 0 | 0 |
| Ambassador's Fellowship Pay | 1,885,336 | 1,663,740 | 2,185,568 | 2,138,740 |
| Total Grants and Subsidies | \$ 1,921,109 | \$ 2,332,958 | \$ 2,854,786 | \$ 2,807,958 |
| TOTAL PROGRAM EXPENDITURES | \$ 8,412,609 | \$ 13,167,265 | \$ 13,488,282 | \$ 15,424,078 |
| LICENSES AND PERMITS | | | | |
| Dog License | 0 | 274,965 | 275,764 | 274,965 |
| County Dog License Fee | 0 | 83,568 | 112,193 | 100,000 |
| Total Licenses and Permits | \$ 0 | \$ 358,533 | \$ 387,957 | \$ 374,965 |
| FINES AND FORFEITURES | | | | |
| Court Costs | (74) | 0 | 0 | 0 |
| Total Fines and Forfeitures | \$ (74) | \$ 0 | \$ 0 | \$ 0 |
| CHARGES FOR SERVICES | | | | |
| Shelter Fees | 0 | 181,239 | 245,673 | 200,000 |
| Animal Vaccination | 0 | 22,943 | 35,591 | 32,000 |
| Total Charges for Services | \$ 0 | \$ 204,182 | \$ 281,264 | \$ 232,000 |
| OTHER REVENUES | | | | |
| Local Shared Revenue | 0 | 0 | 41 | 0 |
| Donated Revenue | 62,911 | 0 | 33,001 | 15,000 |
| Miscellaneous Revenue | 67,500 | 0 | 0 | 0 |
| Total Other Revenues | \$ 130,411 | \$ 0 | \$ 33,041 | \$ 15,000 |
| TOTAL PROGRAM REVENUES | \$ (130,337) | \$ (562,715) | \$ (702,262) | \$ (621,965) |
| NET EXPENDITURES | \$ 8,282,272 | \$ 12,604,550 | \$ 12,786,020 | \$ 14,802,113 |

Mayor's Office

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.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|-------------------|-------------------|-------------------|
| Personnel Services | 1,176,732 | 597,962 | 601,630 | 639,283 |
| Materials and Supplies | 208,130 | 170,037 | 158,762 | 169,998 |
| Total Expenditures | \$ 1,384,861 | \$ 767,999 | \$ 760,392 | \$ 809,281 |
| Program Revenues | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Net Expenditures | \$ 1,384,861 | \$ 767,999 | \$ 760,392 | \$ 809,281 |

| | |
|------------------------------|----------|
| Authorized Complement | 6 |
|------------------------------|----------|

Chief Administrative Office

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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|--------------------|---------------------|---------------------|
| Personnel Services | 626,266 | 608,274 | 474,885 | 622,568 |
| Materials and Supplies | 394,917 | 232,396 | 514,422 | 512,915 |
| Grants and Subsidies | 3,773 | 0 | 0 | 0 |
| Total Expenditures | \$ 1,024,957 | \$ 840,670 | \$ 989,307 | \$ 1,135,483 |
| Program Revenues | \$ (92,545) | \$ 0 | \$ 0 | \$ 0 |
| Net Expenditures | \$ 932,411 | \$ 840,670 | \$ 989,307 | \$ 1,135,483 |

Authorized Complement

6

Auditing

Auditing provides 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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-------------------|--------------------|---------------------|--------------------|
| Personnel Services | 417,602 | 519,503 | 452,427 | 500,653 |
| Materials and Supplies | 346,238 | 341,883 | 387,066 | 373,010 |
| Total Expenditures | \$ 763,841 | \$ 861,387 | \$ 839,494 | \$ 873,663 |
| Net Expenditures | \$ 763,841 | \$ 861,387 | \$ 839,494 | \$ 873,663 |

Authorized Complement

6

311 Call Center

To provide a non-emergency Online Support Center for the City of Memphis to better serve its citizens. From potholes, abandoned vehicles, high weeds on vacant lots, and curbside trash to faulty traffic signals and derelict and abandoned homes, the new Online Support Center makes it easy to submit service requests and public sentiments online. The City of Memphis' Online Support Center also allows you to track your service requests.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-------------------|--------------------|---------------------|--------------------|
| Personnel Services | 396,247 | 388,140 | 417,624 | 409,001 |
| Materials and Supplies | 8,288 | 35,450 | 8,478 | 32,860 |
| Total Expenditures | \$ 404,535 | \$ 423,590 | \$ 426,101 | \$ 441,861 |
| Net Expenditures | \$ 404,535 | \$ 423,590 | \$ 426,101 | \$ 441,861 |

Authorized Complement

10

Office of Youth Services

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.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | 771,420 | 731,547 | 901,731 | 1,054,552 |
| Materials and Supplies | 753,178 | 589,488 | 650,774 | 590,247 |
| Grants and Subsidies | 1,917,336 | 1,663,740 | 2,185,568 | 2,138,740 |
| Total Expenditures | \$ 3,441,934 | \$ 2,984,775 | \$ 3,738,073 | \$ 3,783,539 |
| Program Revenues | \$ (27,865) | \$ 0 | \$ 0 | \$ 0 |
| Net Expenditures | \$ 3,414,068 | \$ 2,984,775 | \$ 3,738,073 | \$ 3,783,539 |

| | |
|------------------------------|----------|
| Authorized Complement | 7 |
|------------------------------|----------|

EMA

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|-------------------|-----------------|------------------|-----------------|
| Materials and Supplies | (7,030) | 0 | 0 | 0 |
| Total Expenditures | \$ (7,030) | \$ 0 | \$ 0 | \$ 0 |
| Net Expenditures | \$ (7,030) | \$ 0 | \$ 0 | \$ 0 |
| Authorized Complement | | | | 0 |

Contract Compliance

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|--------------------|-----------------|------------------|-----------------|
| Personnel Services | 379,592 | 0 | 0 | 0 |
| Materials and Supplies | 309,794 | 0 | 0 | 0 |
| Total Expenditures | \$ 689,386 | \$ 0 | \$ 0 | \$ 0 |
| Program Revenues | \$ (10,000) | \$ 0 | \$ 0 | \$ 0 |
| Net Expenditures | \$ 679,386 | \$ 0 | \$ 0 | \$ 0 |
| Authorized Complement | | | | 0 |

CONTRACT COMPLIANCE • LEGAL LEVEL DETAIL

Intergovernmental Affairs

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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-------------------|--------------------|---------------------|--------------------|
| Personnel Services | 217,158 | 298,241 | 244,678 | 306,934 |
| Materials and Supplies | 419,690 | 425,436 | 413,533 | 425,436 |
| Total Expenditures | \$ 636,848 | \$ 723,677 | \$ 658,211 | \$ 732,370 |
| Program Revenues | \$ 74 | \$ 0 | \$ 0 | \$ 0 |
| Net Expenditures | \$ 636,922 | \$ 723,677 | \$ 658,211 | \$ 732,370 |

Authorized Complement

3

C.L.E.R.B.

The Civilian Law Enforcement Review Board Office investigates allegations of misconduct filed by citizens against Memphis Police Officers.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-------------------|--------------------|---------------------|--------------------|
| Personnel Services | 67,036 | 191,871 | 196,684 | 197,765 |
| Materials and Supplies | 2,797 | 18,100 | 9,348 | 18,100 |
| Total Expenditures | \$ 69,833 | \$ 209,971 | \$ 206,032 | \$ 215,865 |
| Net Expenditures | \$ 69,833 | \$ 209,971 | \$ 206,032 | \$ 215,865 |

| | |
|------------------------------|----------|
| Authorized Complement | 2 |
|------------------------------|----------|

Animal Shelter

The Animal Shelter was created by City Ordinance and is empowered to enforce animal control laws for the City. It protects the rights of people against the dangers and nuisance of uncontrolled animals and protects animals from mistreatment and abuse. The shelter also provides a safe and caring environment for abused and abandoned animals until they are adopted.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|----------------|---------------------|---------------------|---------------------|
| Personnel Services | 0 | 3,430,684 | 2,742,492 | 3,477,330 |
| Materials and Supplies | 0 | 653,088 | 850,390 | 734,022 |
| Total Expenditures | \$ 0 | \$ 4,083,772 | \$ 3,592,882 | \$ 4,211,352 |
| Program Revenues | \$ 0 | \$ (562,715) | \$ (684,261) | \$ (621,965) |
| Net Expenditures | \$ 0 | \$ 3,521,057 | \$ 2,908,621 | \$ 3,589,387 |

| | |
|------------------------------|-----------|
| Authorized Complement | 51 |
|------------------------------|-----------|

Community Affairs

Community Affairs focuses on building the capacity of neighborhood, community, faith-based and cultural organizations in partnership with City government.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|-------------------|---------------------|---------------------|---------------------|
| Personnel Services | 0 | 283,460 | 310,000 | 585,329 |
| Materials and Supplies | 2,750 | 64,828 | 69,584 | 89,758 |
| Grants and Subsidies | 0 | 669,218 | 669,218 | 669,218 |
| Total Expenditures | \$ 2,750 | \$ 1,017,506 | \$ 1,048,802 | \$ 1,344,305 |
| Program Revenues | \$ 0 | \$ 0 | \$ (8,001) | \$ 0 |
| Net Expenditures | \$ 2,750 | \$ 1,017,506 | \$ 1,040,801 | \$ 1,344,305 |
| Authorized Complement | | | | 10 |

Communications

The Communications Department is responsible for sharing information in a timely manner with the public, city employees, and the media. Communications also fields and manages media requests for our divisions, with the exception of police and fire. The department also has oversight for the city's open records requests from both the public and media. Oversight and management of the city's social media platforms falls under Communications, as well as Marketing campaigns for the city and its divisions. Our purpose is to improve the quality of life for all Memphians through effective communications on multiple platforms.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|----------------|---------------------|---------------------|---------------------|
| Personnel Services | 0 | 354,763 | 444,931 | 459,452 |
| Materials and Supplies | 0 | 655,706 | 582,508 | 655,706 |
| Total Expenditures | \$ 0 | \$ 1,010,469 | \$ 1,027,439 | \$ 1,115,158 |
| Program Revenues | \$ 0 | \$ 0 | \$ (10,000) | \$ 0 |
| Net Expenditures | \$ 0 | \$ 1,010,469 | \$ 1,017,439 | \$ 1,115,158 |

| | |
|------------------------------|----------|
| Authorized Complement | 4 |
|------------------------------|----------|

Office of Performance Management

The Office Of Performance Management promotes better City services through data-driven management decision-making and accountability for delivering results to citizens of the City of Memphis.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|----------------|-------------------|-------------------|-------------------|
| Personnel Services | 0 | 233,450 | 132,125 | 348,744 |
| Materials and Supplies | 0 | 10,000 | 69,425 | 412,459 |
| Total Expenditures | \$ 0 | \$ 243,450 | \$ 201,550 | \$ 761,203 |
| Net Expenditures | \$ 0 | \$ 243,450 | \$ 201,550 | \$ 761,203 |

| | |
|------------------------------|----------|
| Authorized Complement | 4 |
|------------------------------|----------|

Executive • Authorized Complement

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|--|----------------------|--|----------------------|
| MAYOR'S OFFICE | | INTERGOVERNMENTAL AFFAIRS | |
| ASST ADMINISTRATIVE | 1 | ASST EXECUTIVE | 1 |
| ASST EXECUTIVE | 3 | COORD INTERGOV | 1 |
| CHIEF STAFF MAYOR | 1 | SPECIAL COUNSEL MAYOR | 1 |
| MAYOR | 1 | Total Intergovernmental Affairs | 3 |
| Total Mayor's Office | 6 | C.L.E.R.B. | |
| CHIEF ADMINISTRATIVE OFFICE | | COORD CLERB | 1 |
| ASST ADMINISTRATIVE | 1 | INVESTIGATOR CLERB | 1 |
| ASST EXECUTIVE | 1 | Total C.L.E.R.B. | 2 |
| COORD BUDGET CONTRACT | 1 | ANIMAL SHELTER | |
| COORD GRANTS ADMIN | 1 | ADMR ANIMAL SHELTER | 1 |
| DIRECTOR COO DEPUTY | 1 | ASST BUILDING MNT | 1 |
| OFFICER ADMIN CHIEF | 1 | ASST VETERINARY | 1 |
| Total Chief Administrative Office | 6 | CLERK OFFICE SUPPORT B | 5 |
| AUDITING | | DIRECTOR VETERINARY MEDICAL | 1 |
| ASST ADMINISTRATIVE | 1 | MGR OPERATIONS ANIMAL SVCS | 1 |
| AUDITOR ASSOCIATE B | 1 | OFFICER ANIMAL SERVICES | 20 |
| AUDITOR CITY | 1 | OFFICER ANIMAL SERVICES SR | 1 |
| AUDITOR INTERNAL | 2 | SPEC COMMUNITY ENGAGEMENT | 1 |
| MGR INTERNAL AUDIT | 1 | SPEC SUPPORT SVCS | 1 |
| Total Auditing | 6 | SPEC VOLUNTEER & OUTREACH | 1 |
| 311 CALL CENTER | | SUPER ADMINISTRATIVE AS | 1 |
| AGENT BILINGUAL OUTREACH | 1 | SUPER FIELD AS | 1 |
| AGENT CALL CENTER | 7 | SUPER SHELTER | 1 |
| AGENT CALL CENTER LD | 1 | TECH ANIMAL CARE | 12 |
| SUPER CALL CENTER | 1 | TECH ANIMAL CARE SR | 1 |
| Total 311 Call Center | 10 | VETERINARIAN ANIMAL SHELTER | 1 |
| OFFICE OF YOUTH SERVICES | | Total Animal Shelter | 51 |
| ANALYST DATA | 1 | COMMUNITY AFFAIRS | |
| ASSIST ADMIN | 1 | ASST ADMINISTRATIVE | 2 |
| COORD MAP SUPPORT | 1 | COORD COMMUNITY RESOURCES | 1 |
| DEVELOPER JOB | 1 | DIRECTOR EXECUTIVE | 1 |
| MGR MAP PROGRAM | 1 | MGR PROGRAM RE-ENTRY | 1 |
| MGR YOUTH SVCS | 1 | SPEC COMMUNITY OUTREACH | 1 |
| SPECIAL ASST MAYOR YOUTH COMMUNITY | 1 | SPEC CUST SVC ADMIN | 1 |
| Total Office of Youth Services | 7 | SPEC WORKFORCE | 2 |
| | | SPECIAL ASST MAYOR COMMUNITY AFFAIRS | 1 |
| | | Total Community Affairs | 10 |



FINANCE

Mission Statement

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

Services

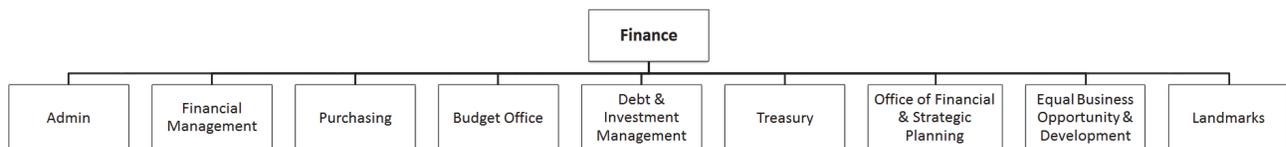
The City's financial responsibilities include timely, accurate and cost-effective preparation and maintenance of accounting records and financial reports; disbursement of payments to employees/retirees, vendors, contractors and others; procurement of materials, products and construction services in a fair, unbiased and equitable manner; 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; and effective management of tax and other revenue collections.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Personnel Services | 4,132,365 | 5,555,156 | 5,098,391 | 5,957,417 |
| Materials and Supplies | 1,207,472 | 1,310,324 | 1,631,992 | 1,521,629 |
| Capital Outlay | 0 | 1,000 | 0 | 1,000 |
| Grants and Subsidies | 2,149,447 | 1,980,000 | 2,475,000 | 3,489,300 |
| Transfers Out | 0 | 0 | 0 | 5,000 |
| Total Expenditures | \$ 7,489,284 | \$ 8,846,480 | \$ 9,205,383 | \$ 10,974,346 |
| Program Revenues | \$ (1,975,418) | \$ (2,010,000) | \$ (2,547,785) | \$ (2,010,000) |
| Net Expenditures | \$ 5,513,867 | \$ 6,836,480 | \$ 6,657,598 | \$ 8,964,346 |

| | |
|------------------------------|-----------|
| Authorized Complement | 91 |
|------------------------------|-----------|

Organization Structure



Performance Highlights

- Increased the percentage of contracts going to certified minority and female contractors to 21.1%- a 68% increase from 2016
- Refunded 2011 outstanding Tourism Development Zone (TDZ) bonds removing certain restrictions and generating an \$8.7M present value savings
- Awarded the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the 40th straight year
- Earned the GFOA Distinguished Budget Presentation Award for the 19th consecutive year
- Maintained AA bond rating and earned improved “outlook” from Moody’s and S&P
- Earned the National Procurement Institute’s (NPI) Achievement of Excellence in Procurement Award for the 4th consecutive year

Issues & Trends

The Office of Business Diversity and Compliance, which is housed in the Finance Division, is committed to aggressively facilitating the City's goal of public and private sector business procurement opportunities that reflect this diverse community. This is part of a broader data-driven approach to city government. The Division continues to pursue bond refinancing opportunities and use of the commercial paper program to minimize the City's cost of Debt. The Division also continues to encourage a culture of excellence by refining the internal division processes that will lead to effective, efficient and responsive services. The Information Technology Division reports into the Finance Division, which is designed to enhance efficiency, effectiveness and reporting across the enterprise.

Key Performance Indicators

| FINANCIAL MANAGEMENT | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|--|------------------------|------------------|-------------------------|------------------|-----------------|
| Unassigned balance of 10% of General Fund Expenditures | 100% | 100% | 100% | 100% | Government |
| % of time monthly financial reporting completed by the 10th day of the following month | 92% | 92% | 92% | 100% | Government |
| % of all accurately submitted vendor payments processed within 5 business days | 97% | 95% | 98% | 98% | Government |

| PURCHASING | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|--|------------------------|------------------|-------------------------|------------------|-----------------|
| % of regular purchase orders completed within 30 days | 90% | 95% | 93% | 95% | Government |
| % of construction requisitions completed within 120 days | 93% | 95% | 98% | 95% | Government |

| BUDGET OFFICE | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---|------------------------|------------------|-------------------------|------------------|-----------------|
| % of budget to actual variance reports completed within 10 business days after period closing | 100% | 100% | 100% | 100% | Government |
| Complete 1st and 2nd quarter Actuals within 45 days of quarterly closing | 100% | 100% | 100% | 100% | Government |

| DEBT MANAGEMENT | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|--|------------------------|---------------------|-------------------------|---------------------|-----------------|
| Maintain the City's Bond rating at or above Moody: Aa2, S&P: AA | Moody: Aa2, S&P: AA | Moody: Aa2, S&P: AA | Moody: Aa2, S&P: AA | Moody: Aa2, S&P: AA | Government |
| Annual rate of return on investments (Exceed 3 month Treasury Bill rate) | 100% | 100% | 100% | 100% | Government |

| EQUAL BUSINESS OPPORTUNITY AND DEVELOPMENT | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---|------------------------|------------------|-------------------------|------------------|-----------------|
| % of contracts monitored for compliance | New measure | Tracking | 1050 | 1500 | Government |
| # of outreach events for MWBE vendors completed annually | New measure | Tracking | 55 | 50 | Government |
| # of certified MWBE vendors registered with the City of Memphis | 278 | 400 | 353 | 400 | Government |
| % of City of Memphis spending with MWBE vendors | 13.18% | 16.50% | 21.30% | 22.50% | Government |

* Some figures are approximate. In these cases, the reporting for FY17 was not complete before production of the budget book.

Finance Division Detail

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| PERSONNEL SERVICES | | | | |
| Full-Time Salaries | 3,183,090 | 4,623,340 | 3,760,951 | 5,170,494 |
| Holiday Salary Full Time | 173,060 | 0 | 198,775 | 0 |
| Vacation Leave | 167,741 | 0 | 219,546 | 0 |
| Bonus Leave | 29,447 | 0 | 27,420 | 0 |
| Sick Leave | 101,912 | 0 | 112,549 | 0 |
| Overtime | 9,333 | 11,500 | 22,159 | 11,500 |
| Out of Rank Pay | 6,519 | 0 | 2,504 | 0 |
| Longevity Pay | 48 | 0 | 48 | 0 |
| Retirement Benefits | 59,981 | 150,000 | 40,254 | 0 |
| Pension | 213,224 | 236,222 | 237,184 | 275,725 |
| Social Security | 13,544 | 0 | 12,197 | 0 |
| Pension ARC Funding | 337,080 | 453,467 | 453,467 | 433,180 |
| Group Life Insurance | 10,114 | 13,411 | 11,902 | 16,391 |
| Unemployment | 7,370 | 5,840 | 5,840 | 6,560 |
| Medicare | 53,568 | 63,420 | 64,603 | 71,923 |
| Long Term Disability | 10,490 | 12,535 | 11,969 | 14,358 |
| Health Insurance - Basic | 19,282 | 26,433 | 18,736 | 0 |
| Health Insurance - Value PPO | 0 | 0 | 20,505 | 30,933 |
| Health Insurance - Premier | 384,394 | 455,724 | 353,984 | 333,036 |
| Other Post Employment Benefits | 0 | 20,262 | 0 | 0 |
| Benefits Adjustments | 0 | (20,260) | 0 | 82,844 |
| Health Insurance-Local Plus Plan | 0 | 0 | 71,050 | 131,296 |
| Salaries - Part Time/Temporary | 218,449 | 432,335 | 217,267 | 267,856 |
| On the Job Injury | 3,805 | 4,260 | 11,350 | 4,260 |
| Payroll Reserve | 22,673 | 0 | 0 | 0 |
| Attrition | 0 | (85,263) | 0 | (44,870) |
| Bonus Pay | 0 | 0 | 72,200 | 0 |
| Expense Recovery - Personnel | (892,757) | (848,069) | (848,069) | (848,069) |
| Total Personnel Services | \$ 4,132,365 | \$ 5,555,156 | \$ 5,098,391 | \$ 5,957,417 |
| MATERIALS AND SUPPLIES | | | | |
| City Shop Charges | 0 | 1,430 | 0 | 1,430 |
| City Shop Fuel | 0 | 344 | 0 | 344 |
| Outside Computer Services | 0 | 0 | 0 | 1,395 |
| City Computer Svc Equipment | 2,072 | 21,750 | 23,360 | 38,250 |
| Data/Word Processing Equipment | 0 | 200 | 0 | 200 |
| Data/Word Process Software | 13,810 | 0 | 0 | 0 |
| Pers Computer Software | 386 | 2,500 | 2,000 | 2,500 |

Finance Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|
| City Telephone/Communications | 12,314 | 19,280 | 15,235 | 23,280 |
| Printing - Outside | 86,971 | 135,275 | 215,346 | 133,075 |
| Supplies - Outside | 60,529 | 69,620 | 78,446 | 80,433 |
| Food Expense | 286 | 0 | 561 | 0 |
| Document Reproduction - Outside | 0 | 0 | 0 | 558 |
| Clothing | 260 | 0 | 0 | 0 |
| Drafting/Photo Supplies | 0 | 250 | 150 | 250 |
| Outside Postage | 141,082 | 136,188 | 134,590 | 137,188 |
| Asphalt Products | 7,923 | 0 | 0 | 0 |
| Materials and Supplies | 2,730 | 21,993 | 3,900 | 21,993 |
| Miscellaneous Expense | 4,696 | 6,575 | 20,950 | 6,575 |
| Outside Equipment Repair/Maintenance | 2,582 | 3,250 | 1,250 | 3,250 |
| Internal Repairs and Maintenance | 0 | 0 | 0 | 930 |
| Advertising/Publication | 59,859 | 64,300 | 61,000 | 66,677 |
| Outside Phone/Communications | 0 | 0 | 0 | 1,860 |
| Janitorial Services | 0 | 0 | 0 | 9,114 |
| Security | 962 | 4,000 | 4,000 | 26,785 |
| Photography | 0 | 150 | 0 | 150 |
| Seminars/Training/Education | 17,410 | 57,800 | 50,150 | 63,800 |
| Fixed Charges | 0 | 0 | 84 | 0 |
| Misc Professional Services | 818,900 | 797,800 | 1,107,465 | 843,660 |
| Rewards and Recognition | 442 | 0 | 0 | 0 |
| Travel Expense | 15,521 | 33,000 | 30,100 | 44,390 |
| Unreported Travel | 403 | 800 | 186 | 800 |
| Mileage | 0 | 1,000 | 1,000 | 1,000 |
| Utilities | 0 | 0 | 0 | 20,692 |
| Insurance | 0 | 11,994 | 11,494 | 34,345 |
| Claims | 0 | 0 | 24,000 | 20,000 |
| Lawsuits | 0 | 1,000 | 0 | 1,000 |
| Dues/Memberships/Periodicals | 9,264 | 8,500 | 6,650 | 16,010 |
| Misc Services and Charges | 4,083 | 3,325 | 7,074 | 11,695 |
| Expense Recovery - M & S | (55,013) | (92,000) | (167,000) | (92,000) |
| Total Materials and Supplies | \$ 1,207,472 | \$ 1,310,324 | \$ 1,631,992 | \$ 1,521,629 |
| CAPITAL OUTLAY | | | | |
| Furniture/Furnishings | 0 | 1,000 | 0 | 1,000 |
| Total Capital Outlay | \$ 0 | \$ 1,000 | \$ 0 | \$ 1,000 |
| GRANTS AND SUBSIDIES | | | | |
| Planning & Development | 0 | 0 | 0 | 1,500,000 |

Finance Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| RBC Training/Certification Program | 79 | 0 | 0 | 4,650 |
| EDGE | 2,149,368 | 1,980,000 | 2,475,000 | 1,980,000 |
| Contr Assist Prog/Bonding | 0 | 0 | 0 | 4,650 |
| Total Grants and Subsidies | \$ 2,149,447 | \$ 1,980,000 | \$ 2,475,000 | \$ 3,489,300 |
| TRANSFERS OUT | | | | |
| Oper Tfr Out - Misc Grants Fund | 0 | 0 | 0 | 5,000 |
| Total Transfers Out | \$ 0 | \$ 0 | \$ 0 | \$ 5,000 |
| TOTAL PROGRAM EXPENDITURES | \$ 7,489,284 | \$ 8,846,480 | \$ 9,205,383 | \$ 10,974,346 |
| LOCAL TAXES | | | | |
| Tourism Development Zone Local Sales | 1,960,398 | 1,980,000 | 2,500,000 | 1,980,000 |
| Total Local Taxes | \$ 1,960,398 | \$ 1,980,000 | \$ 2,500,000 | \$ 1,980,000 |
| OTHER REVENUES | | | | |
| Rezoning Ordinance Publication Fees | 4,650 | 10,000 | 4,600 | 10,000 |
| Miscellaneous Income | 0 | 0 | 2,685 | 0 |
| Donated Revenue | 0 | 0 | 22,500 | 0 |
| Vendor Rebates | 10,369 | 0 | 18,000 | 0 |
| Commissions | 0 | 20,000 | 0 | 20,000 |
| Total Other Revenues | \$ 15,019 | \$ 30,000 | \$ 47,785 | \$ 30,000 |
| TOTAL PROGRAM REVENUES | \$ (1,975,418) | \$ (2,010,000) | \$ (2,547,785) | \$ (2,010,000) |
| NET EXPENDITURES | \$ 5,513,867 | \$ 6,836,480 | \$ 6,657,598 | \$ 8,964,346 |

Administration

To provide leadership and direction to all Finance Division service centers and to coordinate all financial functions of the City. Also, to ensure all contracts and/or subcontractors awarded City-funded projects are in compliance with and adhering to the Prevailing Wage Ordinance adopted by the City.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| Personnel Services | 453,500 | 473,030 | 498,909 | 470,708 |
| Materials and Supplies | 33,146 | 39,843 | 31,288 | 62,694 |
| Capital Outlay | 0 | 1,000 | 0 | 1,000 |
| Total Expenditures | \$ 486,646 | \$ 513,873 | \$ 530,197 | \$ 534,402 |
| Net Expenditures | \$ 486,646 | \$ 513,873 | \$ 530,197 | \$ 534,402 |

| | |
|------------------------------|----------|
| Authorized Complement | 5 |
|------------------------------|----------|

Financial Management

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 Division's management and staff, and preparing the Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting principles and legal requirements. Additionally, Records Management ensures that agendas and minutes of Council meetings are prepared and retained, and ordinances are published in accordance with legal requirements. This legal level includes Financial Accounting-Governmental Activities, Financial Accounting- Business Type Activities, Accounts Payable, Payroll and Records Management service centers.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | 1,517,391 | 1,831,215 | 1,710,272 | 1,964,129 |
| Materials and Supplies | 395,607 | 299,550 | 272,206 | 276,350 |
| Grants and Subsidies | 79 | 0 | 0 | 0 |
| Total Expenditures | \$ 1,913,077 | \$ 2,130,765 | \$ 1,982,478 | \$ 2,240,479 |
| Program Revenues | \$ (4,650) | \$ (10,000) | \$ (4,600) | \$ (10,000) |
| Net Expenditures | \$ 1,908,427 | \$ 2,120,765 | \$ 1,977,878 | \$ 2,230,479 |

| | |
|------------------------------|-----------|
| Authorized Complement | 31 |
|------------------------------|-----------|

Purchasing

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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|--------------------|-------------------|--------------------|-------------------|
| Personnel Services | 626,207 | 649,283 | 546,671 | 659,305 |
| Materials and Supplies | 189,539 | 161,975 | 151,222 | 161,975 |
| Total Expenditures | \$ 815,746 | \$ 811,258 | \$ 697,894 | \$ 821,280 |
| Program Revenues | \$ (10,369) | \$ 0 | \$ (18,000) | \$ 0 |
| Net Expenditures | \$ 805,377 | \$ 811,258 | \$ 679,894 | \$ 821,280 |

| | |
|------------------------------|-----------|
| Authorized Complement | 10 |
|------------------------------|-----------|

Budget Office

The Budget Office seeks to maximize City resources by identifying cost-saving measures, monitoring financial trends, assisting the divisions in developing their budgets and evaluating budget performance throughout the year. In addition, the Budget Office publishes 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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-------------------|--------------------|---------------------|--------------------|
| Personnel Services | 419,401 | 524,346 | 519,031 | 566,185 |
| Materials and Supplies | 91,544 | 74,100 | 106,350 | 77,900 |
| Total Expenditures | \$ 510,944 | \$ 598,446 | \$ 625,381 | \$ 644,085 |
| Net Expenditures | \$ 510,944 | \$ 598,446 | \$ 625,381 | \$ 644,085 |

| | |
|------------------------------|----------|
| Authorized Complement | 7 |
|------------------------------|----------|

Debt & Investment Management

Debt Management manages relationships with bond rating agencies and other bond market participants, manages the issuance of the City's bonds and debt related instruments, prepares and monitors scheduled debt payments, administers compliance with federal arbitrage rules and continual disclosure requirements, prepares and distributes financial reports and statistical data for use by internal and external customers, and prepares invoices relating to loan agreements with other agencies, authorities, and divisions.

Investment Management is responsible for actively managing the City's cash to obtain the maximum return possible within the parameters of the City's investment policy. Investment Management is also responsible for overseeing investment of the City's defined benefit plan assets, defined contribution assets, and Other Post-Employment Benefits (OPEB) assets.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|-------------------|-------------------|-------------------|-------------------|
| Personnel Services | 140,105 | 215,234 | 198,624 | 187,992 |
| Materials and Supplies | 11,902 | 16,775 | 37,800 | 36,775 |
| Total Expenditures | \$ 152,008 | \$ 232,009 | \$ 236,424 | \$ 224,767 |
| Net Expenditures | \$ 152,008 | \$ 232,009 | \$ 236,424 | \$ 224,767 |
| Authorized Complement | | | | 4 |

City Treasurer

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.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Personnel Services | 880,069 | 932,523 | 874,382 | 958,954 |
| Materials and Supplies | 385,274 | 352,000 | 355,346 | 351,500 |
| Grants and Subsidies | 2,149,368 | 1,980,000 | 2,475,000 | 1,980,000 |
| Total Expenditures | \$ 3,414,710 | \$ 3,264,523 | \$ 3,704,728 | \$ 3,290,454 |
| Program Revenues | \$ (1,960,398) | \$ (2,000,000) | \$ (2,500,000) | \$ (2,000,000) |
| Net Expenditures | \$ 1,454,312 | \$ 1,264,523 | \$ 1,204,728 | \$ 1,290,454 |

| | |
|------------------------------|-----------|
| Authorized Complement | 17 |
|------------------------------|-----------|

Office of Financial & Strategic Planning

To monitor and evaluate existing revenue trends and the development of new revenue enhancement opportunities, while supporting the development of strategic financial goals.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| Personnel Services | 95,692 | 97,214 | 100,831 | 172,773 |
| Materials and Supplies | 98,637 | 100,500 | 105,053 | 100,500 |
| Total Expenditures | \$ 194,329 | \$ 197,714 | \$ 205,884 | \$ 273,273 |
| Net Expenditures | \$ 194,329 | \$ 197,714 | \$ 205,884 | \$ 273,273 |

| | |
|------------------------------|----------|
| Authorized Complement | 2 |
|------------------------------|----------|

Equal Business Opportunity & Development Program

The Office of Business Opportunity & Compliance (BOC) 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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|-----------------|-------------------|---------------------|---------------------|
| Personnel Services | 0 | 637,617 | 493,527 | 772,626 |
| Materials and Supplies | 1,600 | 258,031 | 566,526 | 446,385 |
| Grants and Subsidies | 0 | 0 | 0 | 9,300 |
| Total Expenditures | \$ 1,600 | \$ 895,648 | \$ 1,060,053 | \$ 1,228,311 |
| Program Revenues | \$ 0 | \$ 0 | \$ (22,500) | \$ 0 |
| Net Expenditures | \$ 1,600 | \$ 895,648 | \$ 1,037,553 | \$ 1,228,311 |
| Authorized Complement | | | | 12 |

Landmarks

The Landmarks Commission was established to ensure preservation of structures that are of historic value to Memphis. The purpose is to preserve significant resources, enhance community pride and foster civic beauty, and ensure compatibility within designated historic districts.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|----------------|-------------------|-------------------|---------------------|
| Personnel Services | 0 | 194,695 | 156,144 | 204,744 |
| Materials and Supplies | 224 | 7,550 | 6,200 | 7,550 |
| Grants and Subsidies | 0 | 0 | 0 | 1,500,000 |
| Transfers Out | 0 | 0 | 0 | 5,000 |
| Total Expenditures | \$ 224 | \$ 202,245 | \$ 162,344 | \$ 1,717,295 |
| Program Revenues | \$ 0 | \$ 0 | \$ (2,685) | \$ 0 |
| Net Expenditures | \$ 224 | \$ 202,245 | \$ 159,659 | \$ 1,717,295 |

| | |
|------------------------------|----------|
| Authorized Complement | 3 |
|------------------------------|----------|

Finance • Authorized Complement

FINANCE • AUTHORIZED COMPLEMENT

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|--------------------------------------|----------------------|---|----------------------|
| ADMINISTRATION | | SPEC CUST SVC ADMIN | 1 |
| ASST EXECUTIVE | 1 | SUPER BUDGET | 1 |
| ASST OFFICE | 1 | Total Budget Office | 7 |
| CHIEF FINANCIAL OFFICER | 1 | DEBT MANAGEMENT | |
| DIRECTOR FINANCE DEPUTY | 1 | ANALYST INVESTMENT SR | 1 |
| MGR PREVAILING WAGE PROJECT | 1 | COORD DEBT | 1 |
| Total Administration | 5 | DIRECTOR FINANCE DEPUTY | 1 |
| FINANCIAL MANAGEMENT | | MGR INVESTMENT | 1 |
| ACCOUNTANT | 8 | Total Debt Management | 4 |
| ACCOUNTANT ASSOCIATE A | 4 | CITY TREASURER | |
| ANALYST FINANCIAL ACCOUNTING | 3 | ANALYST APPLICATION | 1 |
| ANALYST GRANT ACCOUNTING | 1 | ANALYST RNT | 1 |
| ANALYST PAYROLL | 1 | SPEC TAXPAYER SVCS | 7 |
| ASST COUNCIL RECORDS | 2 | SPEC TAXPAYER SVCS SR | 3 |
| COMPTRROLLER | 1 | SUPER TREASURY TAX SVCS | 3 |
| COMPTRROLLER ACCOUNTING DEPUTY | 2 | TREASURER | 1 |
| COMPTRROLLER ACCOUNTS PAYABLE DEPUTY | 1 | TREASURER ASST | 1 |
| COMPTRROLLER PAYROLL DEPUTY | 1 | Total City Treasurer | 17 |
| COMPTRROLLER RECORDS MGMT DEPUTY | 1 | OFFICE OF FINANCIAL & STRATEGIC PLANNING | |
| COORD PENSION PAYROLL | 1 | MGR REVENUE | 1 |
| SPEC PAYROLL | 2 | MGR PLNG STRATEGIC INT | 1 |
| SUPER ACCOUNTS PAYABLE | 1 | Total Office of Financial & Strategic Planning | 2 |
| SUPER PAYROLL | 1 | EQUAL BUSINESS OPPORTUNITY & DEVELOPMENT PROGRAM | |
| TECH DOCUMENT | 1 | ANALYST CONTRACT COMPLIANCE | 2 |
| Total Financial Management | 31 | ANALYST, BUSINESS DEV CERIFICATION | 1 |
| PURCHASING | | ANALYST BUSINESS DEV CERTIFICATION | 1 |
| AGENT PURCHASING | 1 | ASST ADMINISTRATIVE MORE | 1 |
| AGENT PURCHASING ADMIN ASST | 1 | ASST EXECUTIVE | 1 |
| AGENT PURCHASING ASST | 1 | COORD BUSINESS SERVICES | 1 |
| ANALYST CONTRACT | 4 | COORD BUSINESS SVCS | 1 |
| ANALYST CONTRACT SR | 1 | COORD BUSINESS SVCS SR | 1 |
| COORD FIXED ASSET | 1 | COORD BUSINESS DEV LENDING | 1 |
| SPEC PURCHASING SR | 1 | DIRECTOR MWBE DEPUTY | 1 |
| Total Purchasing | 10 | SPECIALIST COMPLIANCE (RESTRUCTURE) | 1 |
| BUDGET OFFICE | | Total Equal Business Opportunity & Development Program | 12 |
| ANALYST FINANCIAL CIP SR | 1 | | |
| ANALYST FINANCIAL SR | 3 | | |
| MGR RES MGMT BUDGET | 1 | | |

Finance • Authorized Complement

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|-----------------------------|----------------------|----------------|----------------------|
| LANDMARKS | | | |
| PLANNER MUNICIPAL | 2 | | |
| PLANNER PRINCIPAL | 1 | | |
| Total Landmarks | 3 | | |
| <u>TOTAL Finance</u> | <u>91</u> | | |

FIRE SERVICES

Mission Statement

Teamwork, with commitment to excellence, compassion, and immediate community protection.

Services

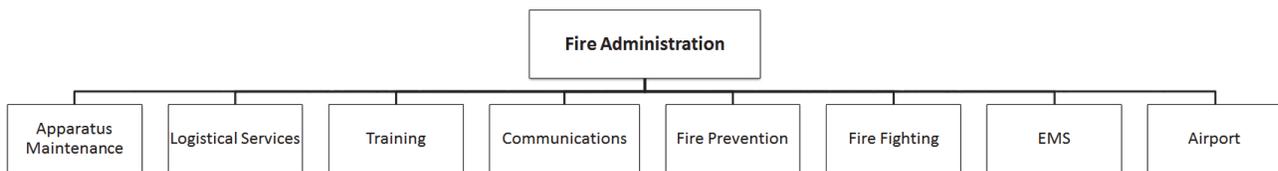
The City of Memphis Division of Fire Services continues to be one of the finest in the country. Playing a key role in addressing a critical public safety function of the City, Fire Services pursues excellence through quality geographical coverage, equipment and staffing levels. The main priorities of 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.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|------------------------|------------------------|------------------------|------------------------|
| Personnel Services | 149,201,504 | 156,143,760 | 153,832,576 | 157,982,176 |
| Materials and Supplies | 15,838,103 | 15,960,419 | 20,224,598 | 15,311,842 |
| Capital Outlay | 106,332 | 155,500 | 196,090 | 131,600 |
| Grants and Subsidies | 157,328 | 0 | 10,000 | 0 |
| Transfers Out | 200,000 | 0 | 0 | 0 |
| Total Expenditures | \$ 165,503,264 | \$ 172,259,680 | \$ 174,263,264 | \$ 173,425,616 |
| Program Revenues | \$ (26,122,844) | \$ (24,429,376) | \$ (26,111,894) | \$ (24,823,148) |
| Net Expenditures | \$ 139,380,420 | \$ 147,830,304 | \$ 148,151,370 | \$ 148,602,468 |

| | |
|------------------------------|-------------|
| Authorized Complement | 1784 |
|------------------------------|-------------|

Organization Structure



Performance Highlights

- Fire Administration received five Federal, State, and private grants. The most notable was the Assistance to Firefighters for an Exhaust System to bring every station in compliance with NFPA 1,500. The grant funded the repair and installation of a direct source capture vehicle exhaust equipment to prevent exposure and contamination to firefighters which has been linked to cancer in firefighters.
- Firefighting installed 2584 residential smoke alarms and 1225 replacement batteries. Of the smoke alarms installed 1,213 were ten-year smoke alarms provided by the State Fire Marshal’s Community Risk reduction Office.
- Firefighting placed in-service four more Alternative Response Vehicles (ARV) in high volume call areas for quicker and more cost effective response.
- Fire Apparatus Maintenance completed the annual National Fire Protection Agency (NFPA) 1911 and 1914, standard for testing all Fire Department Pumps and Aerial Devices that are an integral and vital part of the Fire Departments apparatus safety and maintenance program.
- EMS this year achieved a Silver rating from AHA based on measures in the treatment of STEMI.
- Fire Communications answered approximately 126,000 911 Emergency calls. Communications has improved our call answer times within 10 seconds (National Emergency Number Association Standard

90% w/i 10sec.) by 11%, from answering 70% of calls within 10 sec. to 81% calls answered within 10 sec.

Issues & Trends

The Memphis Fire Department continues to provide exceptional Fire and Emergency Medical Services (EMS) that promote our core values: Focus, Integrity, Respect and Excellence. Reported structure fires, from 2011-2016 have decreased by 20.6%. In Tennessee there has been a 27.5% reduction in fire mortality from 17.7 to 12.8 deaths per million. This change is the largest reduction in the fire mortality rate in our state's recorded history which is directly related to the aggressive focus home inspections and smoke alarm installations.

EMS has been working on several initiatives to reduce the impact of non-emergency calls on our system: We currently have personnel, Healthcare Navigators, reaching out to high utilizers to direct them to more appropriate resources. We have a pilot program called RADAR- Rapid Assessment, Decision, and Redirection. This program pairs one of our paramedics with a doctor from a local clinic who respond to non-emergent calls, instead of MFD ambulances or first responders. In the near future, we will add nurses to our dispatch center that will further triage non-emergent calls. We are working with community partners to set up transportation and primary care options for these callers.

While we know that there is no “quick fix” to lessening the impact of non-emergent calls on our system, we will continue to look for, test, and implement new and innovative measures. Our goal is to ensure that any time a citizen calls 911 for a true emergency; we will have ambulances available to respond.

Currently, the Fire Services is in the midst of a transitional period where large numbers of personnel are reaching retirement age resulting in the loss of seasoned personnel. In order to maintain the levels of public safety protection expected by the citizens of Memphis, the Division has developed measures concentrated on long and short term recruitment and retention programs. These dynamics require that efforts towards strategic recruitment, officer development and succession planning have become paramount to the future of the Fire Service. Our department has partnered with Memphis City Schools to provide a fire science curriculum for high school students to recruit applicants who are representative of the community we serve. In addition, professional development courses for leadership and development have been implemented for officers to fine tune strategic planning and decision- making skills. The Memphis Fire Department is committed to remaining the number one public safety service provider.

Key Performance Indicators

| ADMINISTRATION | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---|-------------|-----------|--------------|-----------|---------------|
| Citizen Complaints - Field Oper. - Make initial follow-up contact within 1 business day | 100% | 90% | 100% | 90% | Government |
| Citizen Complaints - Field Oper. - Resolve complaints within 10 business days | 99% | 90% | 100% | 90% | Government |
| Citizen Complaints - Fire Prevention - Complete safety investigations of life-threatening conditions on same business day | 100% | 90% | 100% | 90% | Public Safety |
| Citizen Complaints - Fire Prevention - Complete safety investigations of non-life-threatening conditions within 2 business days | 100% | 90% | 100% | 90% | Public Safety |

| SUPPORT SERVICES | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---|-------------|-----------|--------------|-----------|---------------|
| Fire Hydrant - Critical service, maintenance or repair complete within 1 business day | 100% | 100% | 100% | 100% | Public Safety |
| Fire Hydrant - Non-critical service, maintenance or repair complete within 1 business day | 100% | 90% | 100% | 90% | Public Safety |

| COMMUNICATIONS | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|--|-------------|-----------|--------------|-----------|---------------|
| Answer all fire and emergency medical service calls within 45 seconds of receipt | 100% | 99% | TBA | 99% | Public Safety |
| Achieve EMD call-handling accuracy rates of 99% or greater | 100% | 99% | 99% | 99% | Public Safety |

| FIRE PREVENTION | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---|-------------|-----------|--------------|-----------|---------------|
| Complete annual fire and life-safety code inspections for occupancies that require fire department approval for state licensing | 91% | 100% | 94% | 100% | Public Safety |
| Investigate the cause and origin of all fires | 100% | 100% | 100% | 100% | Public Safety |
| Determine the cause and origin of all fires | 88% | 90% | 85% | 90% | Public Safety |
| # of public education contacts through community risk reduction and Fire Museum of Memphis | 200,000 | 200,000 | 137,139 | 200,000 | Public Safety |

| FIRE FIGHTING | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---|-------------|-------------|--------------|-------------|---------------|
| Average response time from time of dispatch for first arriving company on the scene of a structure fire | 56% | 320 seconds | 57% | 320 seconds | Public Safety |
| # of smoke alarms and/or batteries installed in qualifying residences annually | 2,595 | 2,500 | 3,797 | 2,500 | Public Safety |

| EMERGENCY MEDICAL SERVICES | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|--|------------------------|------------------|-------------------------|------------------|-----------------|
| # of Advanced Life Support (ALS) companies staffed daily | 57% | 44 companies | 27% | 34 companies | Public Safety |
| Average response time from time of dispatch for ambulance to arrive on the scene of emergent calls | 49% | 540 seconds | 47% | 540 seconds | Public Safety |

| AIRPORT | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---|------------------------|------------------|-------------------------|------------------|-----------------|
| Achieve zero runway incursions or surface incidents | 0 | 0 | 0 | 0 | Public Safety |

* Some figures are approximate. In these cases, the reporting for FY17 was not complete before production of the budget book.

Fire Services Division Detail

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| PERSONNEL SERVICES | | | | |
| Full-Time Salaries | 77,760,112 | 99,985,368 | 97,610,856 | 102,391,816 |
| Holiday Salary Full Time | 518,682 | 0 | 0 | 0 |
| Vacation Leave | 8,830,856 | 0 | 0 | 0 |
| Bonus Leave | 165,395 | 0 | 0 | 0 |
| Sick Leave | 6,753,372 | 0 | 0 | 0 |
| Overtime | 10,918,548 | 8,437,000 | 9,689,555 | 6,130,327 |
| Holiday Fire/Police | 4,112,137 | 4,144,100 | 4,357,605 | 4,368,200 |
| Out of Rank Pay | 1,246,717 | 1,035,000 | 1,567,593 | 1,305,000 |
| Hazardous Duty Pay | 118,288 | 128,000 | 118,039 | 128,600 |
| College Incentive Pay | 2,063,498 | 2,064,588 | 2,174,944 | 2,204,428 |
| Longevity Pay | 786,767 | 759,120 | 781,907 | 764,340 |
| Shift Differential | 33,436 | 34,000 | 35,596 | 36,500 |
| Bonus Days | 1,390,438 | 1,949,000 | 2,206,700 | 2,214,700 |
| Retirement Benefits | 1,075,259 | 249,161 | 483,944 | 1,014,404 |
| Job Incentive | 951,511 | 987,500 | 979,135 | 988,500 |
| Pension | 5,699,191 | 5,243,146 | 6,180,368 | 6,044,677 |
| Supplemental Pension | 4,344 | 3,872 | 5,359 | 5,502 |
| Social Security | 15,112 | 14,161 | 18,519 | 14,161 |
| Pension ARC Funding | 8,375,520 | 9,774,112 | 9,774,112 | 9,011,097 |
| Group Life Insurance | 247,404 | 284,364 | 266,259 | 334,283 |
| Unemployment | 176,990 | 126,960 | 126,960 | 137,760 |
| Medicare | 1,542,701 | 1,469,095 | 1,693,134 | 1,476,463 |
| Long Term Disability | 255,488 | 273,021 | 272,026 | 296,981 |
| Health Insurance - Basic | 584,088 | 470,051 | 233,610 | 0 |
| Health Insurance - Value PPO | 0 | 0 | 117,597 | 153,820 |
| Health Insurance - Premier | 13,848,382 | 13,109,381 | 10,230,976 | 10,981,701 |
| Other Post Employment Benefits | 0 | 446,598 | 0 | 0 |
| Benefits Adjustments | 0 | 4,262,160 | 0 | 1,996,234 |
| Health Insurance-Local Plus Plan | 0 | 0 | 2,577,697 | 4,037,340 |
| Salaries - Part Time/Temporary | 60,043 | 5,000 | 0 | 0 |
| On the Job Injury | 1,148,523 | 1,369,000 | 1,659,025 | 1,259,000 |
| Payroll Reserve | 735,092 | 0 | 0 | 0 |
| Attrition | 0 | (280,000) | 0 | 886,345 |
| Bonus Pay | 26,000 | 0 | 946,373 | 0 |
| Expense Recovery - Personnel | (242,388) | (200,000) | (275,300) | (200,000) |
| Total Personnel Services | \$ 149,201,504 | \$ 156,143,760 | \$ 153,832,576 | \$ 157,982,176 |

Fire Services Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------------------|-------------------|--------------------|---------------------|--------------------|
| MATERIALS AND SUPPLIES | | | | |
| City Storeroom Supplies | 356 | 0 | 82 | 0 |
| Facility Repair & Carpentry | 52,980 | 57,500 | 56,500 | 53,500 |
| City Shop Charges | 300,497 | 185,280 | 484,850 | 494,532 |
| City Shop Fuel | 1,023,904 | 1,560,258 | 1,162,650 | 1,453,269 |
| Outside Computer Services | 282 | 4,000 | 37,438 | 37,000 |
| City Computer Svc Equipment | 46,942 | 45,300 | 81,848 | 53,300 |
| Data/Word Process Software | 332,204 | 10,000 | 7,620 | 10,000 |
| City Telephone/Communications | 156,530 | 210,000 | 151,973 | 245,000 |
| Printing - Outside | 338 | 4,500 | 3,560 | 2,000 |
| Supplies - Outside | 324,462 | 220,230 | 226,905 | 205,300 |
| Hand Tools | 14,809 | 34,980 | 33,500 | 34,480 |
| Clothing | 629,847 | 768,610 | 762,110 | 670,306 |
| Household Supplies | 176,099 | 300,600 | 340,600 | 340,600 |
| Ammunition & Explosives | 0 | 500 | 985 | 500 |
| Safety Equipment | 207,350 | 168,500 | 168,500 | 168,000 |
| Drafting/Photo Supplies | 4,321 | 9,500 | 9,500 | 9,500 |
| Medical Supplies | 2,221,168 | 2,310,566 | 2,315,886 | 2,269,325 |
| Athletic/Recreational Supplies | 1,000 | 1,000 | 1,000 | 1,000 |
| Outside Postage | 2,253 | 5,150 | 2,895 | 2,725 |
| Lumber & Wood Products | 501 | 8,500 | 8,500 | 8,500 |
| Paints Oils & Glass | 2,790 | 16,000 | 16,000 | 11,000 |
| Steel & Iron Products | 0 | 1,700 | 1,700 | 1,700 |
| Pipe Fittings & Castings | 98,233 | 234,000 | 330,595 | 223,738 |
| Lime Cement & Gravel | 0 | 6,000 | 8,000 | 6,000 |
| Chemicals | 0 | 0 | 20 | 0 |
| Materials and Supplies | 223,433 | 176,807 | 187,637 | 183,275 |
| Miscellaneous Expense | 412 | 0 | 0 | 0 |
| Operation Police Aircraft | 131 | 0 | 0 | 0 |
| Outside Vehicle Repair | 3,524,109 | 2,950,000 | 3,556,454 | 2,890,720 |
| Outside Equipment Repair/Maintenance | 937,369 | 864,500 | 1,004,500 | 1,084,690 |
| Facilities Structure Repair - Outside | 44,059 | 10,000 | 10,000 | 10,000 |
| Internal Repairs and Maintenance | 185,371 | 226,113 | 284,591 | 186,113 |
| Medical/Dental/Veterinary | 3,171 | 5,000 | 5,000 | 5,000 |
| Security | 0 | 500 | 500 | 500 |
| Weed Control/Chemical Service | 2,500 | 0 | 0 | 0 |
| Seminars/Training/Education | 37,279 | 170,118 | 169,990 | 166,260 |
| Misc Professional Services | 3,130,003 | 1,834,540 | 5,243,929 | 1,546,865 |
| Textbooks | 52,533 | 103,000 | 98,000 | 55,400 |
| Travel Expense | 16,530 | 49,800 | 52,550 | 76,800 |

Fire Services Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Unreported Travel | 714 | 0 | 831 | 0 |
| Outside Fuel | 25,101 | 29,430 | 29,130 | 29,230 |
| Mileage | 29,081 | 42,400 | 34,460 | 34,450 |
| Utilities | 1,256,928 | 1,944,045 | 1,939,195 | 1,724,545 |
| Insurance | 427,781 | 415,029 | 415,029 | 427,506 |
| Claims | 99,588 | 13,832 | 15,375 | 13,832 |
| Lawsuits | 40,580 | 613,466 | 613,466 | 213,466 |
| Dues/Memberships/Periodicals | 39,780 | 34,465 | 32,445 | 39,215 |
| Rent | 231,967 | 249,700 | 249,700 | 249,700 |
| Misc Services and Charges | 51,643 | 33,000 | 37,600 | 28,000 |
| Minor Equipment | 18,376 | 32,000 | 31,000 | 45,000 |
| Expense Recovery - M & S | (137,202) | 0 | 0 | 0 |
| Total Materials and Supplies | \$ 15,838,103 | \$ 15,960,419 | \$ 20,224,598 | \$ 15,311,842 |
| CAPITAL OUTLAY | | | | |
| Furniture/Furnishings | 49,319 | 123,500 | 113,500 | 69,600 |
| Equipment | 57,013 | 32,000 | 82,590 | 62,000 |
| Total Capital Outlay | \$ 106,332 | \$ 155,500 | \$ 196,090 | \$ 131,600 |
| GRANTS AND SUBSIDIES | | | | |
| Death Benefits | 157,328 | 0 | 10,000 | 0 |
| Total Grants and Subsidies | \$ 157,328 | \$ 0 | \$ 10,000 | \$ 0 |
| TRANSFERS OUT | | | | |
| Oper Tfr Out - Misc Grants Fund | 200,000 | 0 | 0 | 0 |
| Total Transfers Out | \$ 200,000 | \$ 0 | \$ 0 | \$ 0 |
| TOTAL PROGRAM EXPENDITURES | \$ 165,503,264 | \$ 172,259,680 | \$ 174,263,264 | \$ 173,425,616 |
| CHARGES FOR SERVICES | | | | |
| Shelter Fees | (25) | 0 | 0 | 0 |
| Ambulance Service | 22,328,982 | 21,000,000 | 22,000,000 | 21,260,000 |
| Total Charges for Services | \$ 22,328,958 | \$ 21,000,000 | \$ 22,000,000 | \$ 21,260,000 |
| FEDERAL GRANTS | | | | |
| Federal Grants - Others | 15,656 | 0 | 578,882 | 0 |
| Total Federal Grants | \$ 15,656 | \$ 0 | \$ 578,882 | \$ 0 |

Fire Services Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---|------------------------|------------------------|------------------------|------------------------|
| INTERGOVERNMENTAL REVENUES | | | | |
| International Airport | 3,501,525 | 3,409,377 | 3,409,377 | 3,543,149 |
| Total Intergovernmental Revenues | \$ 3,501,525 | \$ 3,409,377 | \$ 3,409,377 | \$ 3,543,149 |
| OTHER REVENUES | | | | |
| Anti-Neglect Enforcement Program | 202,464 | 0 | 0 | 0 |
| Local Shared Revenue | 4,964 | 0 | 3,599 | 0 |
| Fire - Misc Collections | 69,278 | 20,000 | 120,037 | 20,000 |
| Total Other Revenues | \$ 276,706 | \$ 20,000 | \$ 123,636 | \$ 20,000 |
| TOTAL PROGRAM REVENUES | \$ (26,122,844) | \$ (24,429,376) | \$ (26,111,894) | \$ (24,823,148) |
| NET EXPENDITURES | \$ 139,380,420 | \$ 147,830,304 | \$ 148,151,370 | \$ 148,602,468 |

Administration

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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | 1,622,616 | 1,820,378 | 1,720,976 | 1,807,195 |
| Materials and Supplies | 1,305,643 | 1,079,542 | 1,577,069 | 609,384 |
| Capital Outlay | 0 | 50,000 | 50,000 | 40,000 |
| Total Expenditures | \$ 2,928,259 | \$ 2,949,920 | \$ 3,348,045 | \$ 2,456,579 |
| Program Revenues | \$ (1,693) | \$ 0 | \$ 0 | \$ 0 |
| Net Expenditures | \$ 2,926,566 | \$ 2,949,920 | \$ 3,348,045 | \$ 2,456,579 |

| | |
|------------------------------|-----------|
| Authorized Complement | 22 |
|------------------------------|-----------|

Fire Apparatus Maintenance

Apparatus Maintenance 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's Action Center complaints and work orders for areas such as Air Mask services, Hydrant repair and Logistical supplies.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | 3,060,284 | 3,251,612 | 3,183,951 | 3,224,314 |
| Materials and Supplies | 5,264,328 | 5,556,238 | 6,245,434 | 5,721,629 |
| Capital Outlay | 22,553 | 0 | 50,590 | 0 |
| Total Expenditures | \$ 8,347,165 | \$ 8,807,850 | \$ 9,479,975 | \$ 8,945,943 |
| Program Revenues | \$ (2,682) | \$ 0 | \$ 0 | \$ 0 |
| Net Expenditures | \$ 8,344,482 | \$ 8,807,850 | \$ 9,479,975 | \$ 8,945,943 |

| | |
|------------------------------|-----------|
| Authorized Complement | 40 |
|------------------------------|-----------|

FIRE APPARATUS MAINTENANCE • LEGAL LEVEL DETAIL

Logistical Services

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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | 831,635 | 896,240 | 848,940 | 925,547 |
| Materials and Supplies | 826,886 | 1,339,300 | 1,154,372 | 1,234,800 |
| Capital Outlay | 66,110 | 60,000 | 50,000 | 42,000 |
| Grants and Subsidies | 5,000 | 0 | 0 | 0 |
| Total Expenditures | \$ 1,729,631 | \$ 2,295,540 | \$ 2,053,312 | \$ 2,202,347 |
| Program Revenues | \$ (3,047) | \$ 0 | \$ (1,013) | \$ 0 |
| Net Expenditures | \$ 1,726,584 | \$ 2,295,540 | \$ 2,052,299 | \$ 2,202,347 |

| | |
|------------------------------|-----------|
| Authorized Complement | 17 |
|------------------------------|-----------|

Fire - Training Services

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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | 2,381,754 | 2,712,618 | 2,652,710 | 2,891,727 |
| Materials and Supplies | 462,987 | 663,367 | 647,715 | 750,920 |
| Capital Outlay | 0 | 13,500 | 13,500 | 17,600 |
| Total Expenditures | \$ 2,844,741 | \$ 3,389,485 | \$ 3,313,925 | \$ 3,660,247 |
| Program Revenues | \$ (4,794) | \$ 0 | \$ 0 | \$ 0 |
| Net Expenditures | \$ 2,839,947 | \$ 3,389,485 | \$ 3,313,925 | \$ 3,660,247 |

| | |
|------------------------------|-----------|
| Authorized Complement | 29 |
|------------------------------|-----------|

Communications

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.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | 4,670,398 | 5,230,043 | 4,864,382 | 5,322,597 |
| Materials and Supplies | 947,817 | 1,139,350 | 1,089,830 | 1,270,815 |
| Total Expenditures | \$ 5,618,216 | \$ 6,369,393 | \$ 5,954,212 | \$ 6,593,412 |
| Program Revenues | \$ (6,060) | \$ 0 | \$ 0 | \$ 0 |
| Net Expenditures | \$ 5,612,155 | \$ 6,369,393 | \$ 5,954,212 | \$ 6,593,412 |

| | |
|------------------------------|-----------|
| Authorized Complement | 60 |
|------------------------------|-----------|

Fire Prevention

Enforcement of fire codes 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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | 4,849,343 | 5,058,841 | 4,862,755 | 5,096,352 |
| Materials and Supplies | 167,235 | 199,823 | 171,242 | 181,435 |
| Grants and Subsidies | 9,605 | 0 | 0 | 0 |
| Total Expenditures | \$ 5,026,183 | \$ 5,258,664 | \$ 5,033,997 | \$ 5,277,787 |
| Program Revenues | \$ (222,235) | \$ (20,000) | \$ (103,575) | \$ (20,000) |
| Net Expenditures | \$ 4,803,948 | \$ 5,238,664 | \$ 4,930,422 | \$ 5,257,787 |

| | |
|------------------------------|-----------|
| Authorized Complement | 56 |
|------------------------------|-----------|

Fire Fighting

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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-----------------------|----------------------|-----------------------|-----------------------|
| Personnel Services | 97,621,832 | 96,965,000 | 100,627,680 | 102,144,920 |
| Materials and Supplies | 2,367,879 | 2,741,213 | 4,197,401 | 2,493,191 |
| Grants and Subsidies | 91,309 | 0 | 10,000 | 0 |
| Transfers Out | 200,000 | 0 | 0 | 0 |
| Total Expenditures | \$ 100,281,016 | \$ 99,706,216 | \$ 104,835,080 | \$ 104,638,112 |
| Program Revenues | \$ (27,366) | \$ 0 | \$ (584,584) | \$ 0 |
| Net Expenditures | \$ 100,253,650 | \$ 99,706,216 | \$ 104,250,497 | \$ 104,638,112 |

| | |
|------------------------------|--------------|
| Authorized Complement | 1,155 |
|------------------------------|--------------|

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.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|------------------------|------------------------|------------------------|------------------------|
| Personnel Services | 31,315,282 | 37,086,856 | 32,455,888 | 33,292,448 |
| Materials and Supplies | 4,282,181 | 2,986,377 | 4,886,327 | 2,797,459 |
| Grants and Subsidies | 51,414 | 0 | 0 | 0 |
| Total Expenditures | \$ 35,648,876 | \$ 40,073,236 | \$ 37,342,216 | \$ 36,089,908 |
| Program Revenues | \$ (22,353,442) | \$ (21,000,000) | \$ (22,013,346) | \$ (21,260,000) |
| Net Expenditures | \$ 13,295,434 | \$ 19,073,236 | \$ 15,328,870 | \$ 14,829,908 |

| | |
|------------------------------|------------|
| Authorized Complement | 373 |
|------------------------------|------------|

Airport

Airport 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 traveling to and from the City of Memphis.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Personnel Services | 2,848,360 | 3,122,168 | 2,615,301 | 3,277,076 |
| Materials and Supplies | 213,148 | 255,209 | 255,209 | 252,209 |
| Capital Outlay | 17,669 | 32,000 | 32,000 | 32,000 |
| Total Expenditures | \$ 3,079,176 | \$ 3,409,377 | \$ 2,902,510 | \$ 3,561,285 |
| Program Revenues | \$ (3,501,525) | \$ (3,409,377) | \$ (3,409,377) | \$ (3,543,149) |
| Net Expenditures | \$ (422,349) | \$ 0 | \$ (506,868) | \$ 18,136 |

| | |
|------------------------------|-----------|
| Authorized Complement | 32 |
|------------------------------|-----------|

Fire Services • Authorized Complement

FIRE SERVICES • AUTHORIZED COMPLEMENT

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|---|----------------------|---------------------------------------|----------------------|
| ADMINISTRATION | | SUPER BUILDING GRDS MNT | 1 |
| ACCOUNTANT ASSOCIATE A | 2 | SUPER LOGISTICAL SVCS | 1 |
| ADMR FIRE SVCS | 1 | Total Logistical Services | 17 |
| ANALYST DIVERSITY/CONTRACT | 1 | FIRE - TRAINING SERVICES | |
| ANALYST PERSONNEL FIRE | 1 | ANALYST DATA | 1 |
| ANALYST PERSONNEL FIRE SR | 1 | ASST EMA | 1 |
| ASST ADMINISTRATIVE | 2 | ASST OFFICE | 1 |
| ASST EXECUTIVE | 1 | CHIEF BATTALION FIRE | 2 |
| CHIEF FIRE DEPUTY | 1 | CHIEF DIVISION | 2 |
| CHIEF LOGISTICAL SVCS DEPUTY | 1 | CHIEF SPEC OPER DEPUTY | 1 |
| CLERK OFFICE SUPPORT A | 1 | LIEUTENANT FIRE | 15 |
| CLERK OFFICE SUPPORT B | 1 | MGR, OFFICE EMERGENCY MGMT | 1 |
| DIRECTOR FIRE DEPUTY | 1 | OFFICER EMA OPER | 4 |
| DIRECTOR FIRE SVCS | 1 | SPEC AUDIO VISUAL PROD | 1 |
| LIEUTENANT FIRE | 2 | Total Fire - Training Services | 29 |
| MGR ENG PROJECT | 1 | COMMUNICATIONS | |
| SPEC FIRE PAYROLL | 3 | COMMANDER WATCH | 5 |
| SUPER ADMIN SUPPORT | 1 | COORD GIS TECH FIRE | 1 |
| Total Administration | 22 | COORD INFO SYS CAD | 1 |
| FIRE APPARATUS MAINTENANCE | | MGR COMMUNICATIONS FIRE | 1 |
| ASST OFFICE | 1 | OPER FIRE ALARM I | 9 |
| CHIEF BATTALION FIRE | 1 | OPER FIRE ALARM II | 1 |
| CLERK INVENT CONTROL SR | 2 | OPER FIRE ALARM III | 31 |
| COORD OSHA FIRE | 2 | OPER FIRE ALARM SR | 7 |
| ELECT MNT FIRE | 1 | PARAMEDIC QUALITY ASSURANCE | 2 |
| MECH AIRMASK MAINT | 3 | SPEC COMM DATA | 2 |
| MECH MNT FIRE | 21 | Total Communications | 60 |
| MECH MNT FIRE LO | 1 | FIRE PREVENTION | |
| MGR APPR MASK | 1 | ANALYST DATABASE | 1 |
| REPAIRER FIRE HYDRT | 4 | ASST FIRE PREVENTION | 3 |
| REPAIRER FIRE HYDRT LO | 1 | ASST OFFICE | 3 |
| SUPER APPARATUS MAINT | 2 | CHIEF FIRE INVESTIGATOR | 1 |
| Total Fire Apparatus Maintenance | 40 | CLERK ACCOUNTING B | 1 |
| LOGISTICAL SERVICES | | INSP FIRE | 27 |
| ACCOUNTANT ASSOCIATE A | 1 | INVESTIGATOR FIRE | 10 |
| CREWPERSON | 7 | MARSHAL FIRE | 1 |
| MGR LOGISTICAL SVCS | 1 | MARSHAL FIRE ASST | 1 |
| SPEC MATERIAL FIRE | 6 | MGR FIRE PREVENTION | 4 |
| | | MGR INVEST SVCS | 1 |

Fire Services • Authorized Complement

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|---|----------------------|----------------|----------------------|
| SPEC FIRE EDUCATION | 2 | | |
| SPEC INVESTIGATIVE PROC B | 1 | | |
| Total Fire Prevention | <u>56</u> | | |
| FIRE FIGHTING | | | |
| CHIEF BATTALION FIRE | 33 | | |
| CHIEF DIVISION | 6 | | |
| DRIVER FIRE | 257 | | |
| LIEUTENANT FIRE | 237 | | |
| PRIVATE FIRE II | 516 | | |
| RECRUIT FIRE | 106 | | |
| Total Fire Fighting | <u>1155</u> | | |
| EMERGENCY MEDICAL SERVICES | | | |
| ASST OFFICE | 2 | | |
| CHIEF BATTALION EMS | 5 | | |
| CHIEF DIVISION EMS | 1 | | |
| CHIEF FIRE EMS DEPUTY | 1 | | |
| CLERK ACCOUNTING B | 1 | | |
| CLERK OFFICE SUPPORT A | 1 | | |
| CLERK OFFICE SUPPORT B | 1 | | |
| LIEUTENANT EMS | 25 | | |
| PARAMEDIC FIREFIGHTER | 327 | | |
| PARAMEDIC FIREFIGHTER PROB | 9 | | |
| Total Emergency Medical Services | <u>373</u> | | |
| AIRPORT | | | |
| CHIEF AIR RESCUE | 3 | | |
| CHIEF DIVISION | 1 | | |
| DRIVER FIRE | 8 | | |
| LIEUTENANT FIRE | 6 | | |
| PARAMEDIC FIREFIGHTER | 3 | | |
| PRIVATE FIRE II | 11 | | |
| Total Airport | <u>32</u> | | |
| <u>TOTAL Fire Services</u> | <u>1784</u> | | |

GENERAL SERVICES

Mission Statement

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.

Services

The Division of General Services works in a number of ways to support the other divisions that make up the City's service and administrative system. General Services ensures that the 300+ city owned facilities and 400+ structures that include Civil Defense sirens, Police and Fire drill towers, Tiger Lane, golf irrigation, etc. function properly and meet the Americans with Disabilities Act (ADA) accessibility requirements. The Division provides maintenance for the City's vehicle fleet, handles the sale and acquisition of real property, as well as maintains 16 libraries, police precincts and training academy and provide horticulture services and tree maintenance / removal.

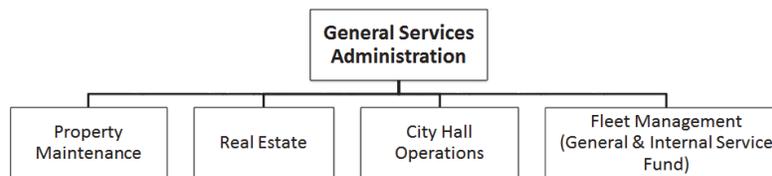
Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Personnel Services | 13,356,971 | 15,171,841 | 11,261,074 | 12,727,848 |
| Materials and Supplies | 8,399,071 | 10,416,398 | 10,893,370 | 9,905,074 |
| Capital Outlay | 0 | 50,000 | 350,000 | 50,000 |
| Grants and Subsidies | 17,568 | 0 | 0 | 0 |
| Total Expenditures | \$ 21,773,610 | \$ 25,638,240 | \$ 22,504,444 | \$ 22,682,922 |
| Program Revenues | \$ (1,787,885) | \$ (1,793,972) | \$ (2,024,948) | \$ (1,712,588) |
| Net Expenditures | \$ 19,985,725 | \$ 23,844,268 | \$ 20,479,496 | \$ 20,970,334 |

Authorized Complement

267

Organization Structure



Performance Highlights

Property Maintenance:

- Completed several contracts to enhance facilities:
 - Contracted new Lumenpulse LED lighting install around the base of the Pyramid (\$280,000).
 - Contracted to have the exterior panels cleaned at Bass Pro.
 - Contracted for 6 libraries to be painted.
 - Contracted for 10 Communities Centers to be painted.
- Completed surplus property sales equaling approximately \$1,997,905.00.
- Completed over 70 Easement and Encroachment agreements.
- Completed major mechanical equipment replacement at the Public Safety Building, (2) new chillers, cooling tower overhaul, new cooling pumps replacement, and (6) new VFD's.
- Successfully completed over 2000 worker orders for City Hall and the Public Safety Building.
- Renovated over 14,000 square footage of office space, wall reconfiguration, relocate electrical equipment, carpet installation, wall prep and painting, relocate HVAC controls.

- Processed approximately 1,000,000 pieces for FY17.
- Implemented a performance based tracking process for staff assigned to, parts, fuel, admin, heavy fleet repair and light vehicle repair sections.
- Implemented a quarterly recognition program recognizing the top performers of each section as well as the top producing repair shops within General Services Fleet Management.

Issues & Trends

The General Services Division focuses on internal support functions that contribute to the overall appearance and functionality of City-owned facilities, property, vehicles and equipment, facilitate 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 procure, maintain, and repair City vehicles and equipment as well as provide landscaping. We actively pursue partnerships with other Division and governmental organizations to centralize common services and to enter contracts that benefit city businesses.

Key Performance Indicators

| PROPERTY MAINTENANCE | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL * | FY18 GOAL | CATEGORY |
|--|-------------|-----------|---------------|-----------|------------|
| Property Maintenance: Total number of jobs completed annually | 12,449 | Tracking | 11126 | Tracking | Government |
| Property Maintenance: The # of preventative maintenance work orders completed annually | 673 | 2,350 | 566 | 2400 | Government |
| Property Maintenance: The Percentage of priority 1 jobs completed in 24 hours | 85.00% | 84.00% | 86% | 86% | Government |

| REAL ESTATE | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL * | FY18 GOAL | CATEGORY |
|--|-------------|-----------|---------------|-----------|------------|
| # of surplus properties sold annually | 2 | 5 | 4 | 4 | Government |
| # of easement and encroachment agreements completed annually | 57 | 80 | 56 | 60 | Government |
| Revenue generated annually | \$693,403 | \$661,734 | \$791,386 | \$712,588 | Government |

| OPERATION CITY HALL | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL * | FY18 GOAL | CATEGORY |
|---|-------------|-----------|---------------|-----------|------------|
| # of City Hall work orders completed annually | 1,235 | Tracking | 1,127 | Tracking | Government |
| % of 168-180 boiler and chiller system checks performed on time | 100% | 100% | 100% | 100% | Government |
| % of repairs completed at or under 3 days monthly | 100% | 100% | 100% | 100% | Government |
| % of emergency work orders completed within 1 day | 100% | 100% | 100% | 100% | Government |
| # of preventative maintenance work orders completed | 1171 | Tracking | 1222 | Tracking | Government |

| PRINTING/MAIL SERVICES | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL * | FY18 GOAL | CATEGORY |
|---|-------------|-----------|---------------|-----------|------------|
| # of certified mailings processed | 33,556 | Tracking | 23,045 | Tracking | Government |
| # of pieces of regular and presorted mail processed | 240,610 | Tracking | 202,238 | Tracking | Government |
| # of print jobs completed annually | 1,128 | 1,000 | 735 | 1,000 | Government |

| PARK OPERATIONS | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL * | FY18 GOAL† | CATEGORY |
|--|-------------|-----------|---------------|------------|---------------|
| % of City's total parks (162) mowed in 18 days or less | 100% | 100% | 100% | N/A† | Neighborhoods |
| % of safety repairs completed within 2 days | 100% | 100% | 100% | N/A† | Neighborhoods |

| FLEET MANAGEMENT | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---------------------------------------|------------------------|------------------|-------------------------|------------------|-----------------|
| Average vehicle repair time (in days) | 1 | 1.5 | 1.1 | 1.5 | Government |
| % of fleet available | 99% | 85% | 99% | 90% | Government |
| % of stock parts available | 71% | 70% | 69% | 70% | Government |

* Some figures are approximate. In these cases, the reporting for FY17 was not complete before production of the budget book.

**Includes total revenues from encroachments, fiber optics and land rentals.

†Park Operations will return to Parks & Neighborhoods July 1, 2017 (FY 18)

General Services Division Detail

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|
| PERSONNEL SERVICES | | | | |
| Full-Time Salaries | 11,923,759 | 16,375,898 | 11,548,999 | 14,726,898 |
| Holiday Salary Full Time | 696,247 | 0 | 647,044 | 0 |
| Vacation Leave | 870,709 | 0 | 944,943 | 0 |
| Bonus Leave | 135,038 | 0 | 144,642 | 0 |
| Sick Leave | 609,476 | 0 | 630,529 | 0 |
| Overtime | 500,722 | 801,780 | 650,345 | 861,780 |
| Out of Rank Pay | 17,715 | 0 | 4,868 | 0 |
| Hazardous Duty Pay | 2,243 | 0 | 852 | 0 |
| College Incentive Pay | 3,452 | 4,503 | 2,078 | 0 |
| Longevity Pay | 8,988 | 0 | 7,571 | 0 |
| Shift Differential | 2,951 | 3,000 | 2,989 | 3,000 |
| Retirement Benefits | 195,927 | 183,225 | 63,074 | 183,225 |
| Required Special License Pay | 56 | 20,000 | (112) | 20,000 |
| Pension | 744,202 | 740,345 | 714,006 | 736,084 |
| Supplemental Pension | 34,661 | 35,897 | 36,221 | 6,959 |
| Social Security | 139,869 | 102,019 | 152,485 | 102,019 |
| Pension ARC Funding | 1,469,340 | 1,737,442 | 1,731,600 | 1,491,900 |
| Group Life Insurance | 38,677 | 45,298 | 36,031 | 42,866 |
| Unemployment | 33,660 | 22,240 | 23,200 | 18,320 |
| Medicare | 211,662 | 236,326 | 217,838 | 192,006 |
| Long Term Disability | 42,618 | 42,713 | 39,444 | 37,650 |
| Health Insurance - Basic | 177,944 | 171,429 | 130,404 | 0 |
| Health Insurance - Value PPO | 0 | 0 | 6,016 | 20,622 |
| Health Insurance - Premier | 1,881,932 | 1,881,029 | 1,589,932 | 1,177,848 |
| Other Post Employment Benefits | 0 | 78,232 | 1,688 | 0 |
| Benefits Adjustments | 0 | (156,684) | (93,930) | 166,384 |
| Health Insurance-Local Plus Plan | 0 | 0 | 106,819 | 518,587 |
| Salaries - Part Time/Temporary | 856,889 | 1,772,055 | 1,295,531 | 652,700 |
| On the Job Injury | 203,163 | 237,000 | 333,713 | 237,000 |
| Payroll Reserve | 118,192 | 7,000 | (476,797) | 7,000 |
| Attrition | 0 | (125,000) | 0 | (225,000) |
| Bonus Pay | 72,000 | 0 | 83,642 | 0 |
| Expense Recovery - Personnel | (7,635,122) | (9,043,906) | (9,314,591) | (8,250,000) |
| Total Personnel Services | \$ 13,356,971 | \$ 15,171,841 | \$ 11,261,074 | \$ 12,727,848 |
| MATERIALS AND SUPPLIES | | | | |
| City Hall Printing | 319,890 | 350,000 | 385,000 | 350,000 |
| Document Reproduction - City | 2,500 | 2,500 | 0 | 2,500 |

General Services Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------------------|----------------|-----------------|------------------|-----------------|
| City Storeroom Supplies | 30,008 | 5,500 | 7,895 | 5,500 |
| City Shop Charges | 1,282,471 | 1,172,727 | 1,172,728 | 469,716 |
| City Shop Fuel | 239,240 | 384,172 | 250,821 | 228,170 |
| Outside Computer Services | 60,584 | 90,000 | 90,000 | 90,000 |
| City Computer Svc Equipment | 9,463 | 21,450 | 6,120 | 23,450 |
| Data/Word Process Software | 36,443 | 41,443 | 37,239 | 41,443 |
| City Telephone/Communications | 19,170 | 23,800 | 15,645 | 23,800 |
| Printing - Outside | 54,040 | 75,000 | 18,000 | 78,584 |
| Supplies - Outside | 15,471 | 16,107 | 30,774 | 25,007 |
| Hand Tools | 61,227 | 65,200 | 84,226 | 65,200 |
| Clothing | 51,746 | 53,622 | 39,050 | 49,500 |
| Household Supplies | 62,389 | 116,221 | 87,233 | 116,221 |
| Safety Equipment | 8,219 | 10,000 | 5,464 | 10,000 |
| Medical Supplies | 0 | 400 | 852 | 400 |
| Athletic/Recreational Supplies | 9,715 | 10,000 | 11,948 | 10,000 |
| Outside Postage | 449,483 | 451,200 | 451,083 | 451,200 |
| Asphalt Products | 6,940 | 3,000 | 3,000 | 3,000 |
| Lumber & Wood Products | 1,306 | 5,000 | 5,000 | 5,000 |
| Steel & Iron Products | 13,630 | 20,000 | 30,000 | 1,000 |
| Lime Cement & Gravel | 1,643 | 4,000 | 4,000 | 4,000 |
| Chemicals | 46,894 | 51,424 | 51,886 | 51,000 |
| Materials and Supplies | 1,790,733 | 1,539,218 | 1,451,072 | 1,564,218 |
| Miscellaneous Expense | 15,069 | 5,000 | 10,137 | 10,000 |
| Outside Vehicle Repair | 21,836 | 20,000 | 5,596 | 20,000 |
| Outside Equipment Repair/Maintenance | 243,809 | 263,846 | 320,882 | 299,229 |
| Facilities Structure Repair - Outside | 86,800 | 500,000 | 500,000 | 500,000 |
| Horticulture | 9,846 | 10,000 | 9,802 | 0 |
| Legal Services/Court Cost | 10 | 0 | 0 | 0 |
| Advertising/Publication | 0 | 1,000 | 1,000 | 10,000 |
| Janitorial Services | 270,312 | 413,862 | 566,361 | 413,862 |
| Security | 7,747 | 25,000 | 8,874 | 25,000 |
| Total Quality Management | 83 | 0 | 0 | 0 |
| Seminars/Training/Education | 10,922 | 26,300 | 15,668 | 27,300 |
| Misc Professional Services | 1,357,149 | 1,493,772 | 1,729,707 | 1,710,411 |
| Travel Expense | 1,704 | 2,000 | 2,147 | 2,000 |
| Unreported Travel | (1,039) | 0 | 0 | 0 |
| Relocation Expense | 0 | 300,000 | 1,063,055 | 200,000 |
| Utilities | 1,096,851 | 1,540,245 | 1,331,315 | 1,471,545 |
| Insurance | 194,015 | 284,130 | 334,435 | 327,559 |
| Claims | 1,176 | 52,759 | 40,759 | 52,759 |

General Services Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Lawsuits | 0 | 50,000 | 50,000 | 50,000 |
| Dues/Memberships/Periodicals | 965 | 4,500 | 2,500 | 4,500 |
| Misc Services and Charges | 11,747 | 12,000 | 10,131 | 162,000 |
| Equipment Rental | 955,209 | 1,050,000 | 863,044 | 1,080,000 |
| Expense Recovery - M & S | (458,345) | (150,000) | (211,079) | (130,000) |
| Total Materials and Supplies | \$ 8,399,071 | \$ 10,416,398 | \$ 10,893,370 | \$ 9,905,074 |
| CAPITAL OUTLAY | | | | |
| Equipment | 0 | 50,000 | 350,000 | 50,000 |
| Total Capital Outlay | \$ 0 | \$ 50,000 | \$ 350,000 | \$ 50,000 |
| GRANTS AND SUBSIDIES | | | | |
| Death Benefits | 17,568 | 0 | 0 | 0 |
| Total Grants and Subsidies | \$ 17,568 | \$ 0 | \$ 0 | \$ 0 |
| TOTAL PROGRAM EXPENDITURES | \$ 21,773,610 | \$ 25,638,240 | \$ 22,504,444 | \$ 22,682,922 |
| LOCAL TAXES | | | | |
| Fiber Optic Franchise Fees | 533,476 | 544,842 | 600,000 | 600,000 |
| Total Local Taxes | \$ 533,476 | \$ 544,842 | \$ 600,000 | \$ 600,000 |
| CHARGES FOR SERVICES | | | | |
| Rental Fees | 997,996 | 1,131,000 | 1,131,000 | 1,000,000 |
| Rent Of Land | 128,611 | 43,130 | 198,583 | 31,738 |
| Outside Revenue | 0 | 0 | 4,351 | 0 |
| P & S Printing | 16,684 | 0 | 10,800 | 0 |
| Easements & Encroachments | 110,181 | 75,000 | 75,000 | 75,000 |
| Total Charges for Services | \$ 1,253,473 | \$ 1,249,130 | \$ 1,419,734 | \$ 1,106,738 |
| OTHER REVENUES | | | | |
| Miscellaneous Revenue | 936 | 0 | 985 | 0 |
| Mow to Own Program - Program Fees | 0 | 0 | 4,229 | 5,850 |
| Total Other Revenues | \$ 936 | \$ 0 | \$ 5,214 | \$ 5,850 |
| TOTAL PROGRAM REVENUES | \$ (1,787,885) | \$ (1,793,972) | \$ (2,024,948) | \$ (1,712,588) |
| NET EXPENDITURES | \$ 19,985,725 | \$ 23,844,268 | \$ 20,479,496 | \$ 20,970,334 |

Administration

General Services Administration provides management, direction and administrative support to the General Services various 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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-------------------|--------------------|---------------------|---------------------|
| Personnel Services | 651,171 | 672,116 | 675,445 | 794,227 |
| Materials and Supplies | 81,725 | 237,846 | 229,988 | 470,323 |
| Total Expenditures | \$ 732,896 | \$ 909,962 | \$ 905,433 | \$ 1,264,550 |
| Net Expenditures | \$ 732,896 | \$ 909,962 | \$ 905,433 | \$ 1,264,550 |

| | |
|------------------------------|----------|
| Authorized Complement | 8 |
|------------------------------|----------|

Property Maintenance

Property Maintenance provides customers with cost-effective maintenance and repair; administers warranties for City facilities; 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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|----------------------|-----------------------|-----------------------|-----------------------|
| Personnel Services | 6,464,185 | 11,422,364 | 10,561,958 | 8,529,263 |
| Materials and Supplies | 3,562,954 | 5,763,311 | 4,956,899 | 4,970,718 |
| Capital Outlay | 0 | 50,000 | 49,000 | 50,000 |
| Grants and Subsidies | 5,000 | 0 | 0 | 0 |
| Total Expenditures | \$ 10,032,138 | \$ 17,235,674 | \$ 15,567,857 | \$ 13,549,981 |
| Program Revenues | \$ (998,933) | \$ (1,131,000) | \$ (1,300,072) | \$ (1,000,000) |
| Net Expenditures | \$ 9,033,206 | \$ 16,104,674 | \$ 14,267,785 | \$ 12,549,981 |

| | |
|------------------------------|------------|
| Authorized Complement | 107 |
|------------------------------|------------|

Real Estate

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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | 375,255 | 459,505 | 394,092 | 529,170 |
| Materials and Supplies | 106,911 | 186,996 | 191,126 | 201,120 |
| Total Expenditures | \$ 482,166 | \$ 646,501 | \$ 585,218 | \$ 730,290 |
| Program Revenues | \$ (693,403) | \$ (662,972) | \$ (709,725) | \$ (712,588) |
| Net Expenditures | \$ (211,236) | \$ (16,471) | \$ (124,507) | \$ 17,702 |

| | |
|------------------------------|----------|
| Authorized Complement | 7 |
|------------------------------|----------|

Operation City Hall

The Operation of City Hall provides a safe, clean and comfortable environment for employees and visitors to City Hall, and provides timely, efficient, and quality service to employees inside City Hall. Printing/Mail Services provides quality services to all City Government centers and is responsible for city print jobs, inter-office and postal delivery of mail, the administration of the copier contracts, and handles the purchasing of all paper for the city in the most cost-efficient and expeditious manner to meet the needs of the customers.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | 1,423,821 | 1,782,608 | 1,708,976 | 2,141,357 |
| Materials and Supplies | 2,807,513 | 4,228,245 | 5,462,230 | 4,262,913 |
| Capital Outlay | 0 | 0 | 267,000 | 0 |
| Total Expenditures | \$ 4,231,334 | \$ 6,010,853 | \$ 7,438,205 | \$ 6,404,270 |
| Program Revenues | \$ (13,435) | \$ 0 | \$ (15,151) | \$ 0 |
| Net Expenditures | \$ 4,217,899 | \$ 6,010,853 | \$ 7,423,054 | \$ 6,404,270 |

Authorized Complement

29

General Services - Printing

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|-------------------|-----------------|------------------|-----------------|
| Materials and Supplies | (5,177) | 0 | 0 | 0 |
| Total Expenditures | \$ (5,177) | \$ 0 | \$ 0 | \$ 0 |
| Program Revenues | \$ (3,250) | \$ 0 | \$ 0 | \$ 0 |
| Net Expenditures | \$ (8,427) | \$ 0 | \$ 0 | \$ 0 |
| Authorized Complement | | | | 0 |

GENERAL SERVICES - PRINTING • LEGAL LEVEL DETAIL

Park Operations

Park Operations performs maintenance support for Memphis Park facilities and services.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|---------------------|-----------------|-------------------|-----------------|
| Personnel Services | 3,604,843 | 0 | (93,930) | 0 |
| Materials and Supplies | 1,839,794 | 0 | 53,128 | 0 |
| Capital Outlay | 0 | 0 | 34,000 | 0 |
| Grants and Subsidies | 12,568 | 0 | 0 | 0 |
| Total Expenditures | \$ 5,457,205 | \$ 0 | \$ (6,802) | \$ 0 |
| Program Revenues | \$ (78,866) | \$ 0 | \$ 0 | \$ 0 |
| Net Expenditures | \$ 5,378,339 | \$ 0 | \$ (6,802) | \$ 0 |
| Authorized Complement | | | | 0 |

Fleet Management

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-------------------|-------------------|-----------------------|-------------------|
| Personnel Services | 837,696 | 835,248 | (1,985,466) | 733,831 |
| Materials and Supplies | 5,352 | 0 | 0 | 0 |
| Total Expenditures | \$ 843,048 | \$ 835,248 | \$ (1,985,466) | \$ 733,831 |
| Net Expenditures | \$ 843,048 | \$ 835,248 | \$ (1,985,466) | \$ 733,831 |

| | |
|------------------------------|------------|
| Authorized Complement | 116 |
|------------------------------|------------|

FLEET MANAGEMENT • LEGAL LEVEL DETAIL

General Services • Authorized Complement

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|-----------------------------------|----------------------|------------------------------------|----------------------|
| ADMINISTRATION | | ANALYST ACCOUNTING | 1 |
| ANALYST DIVERSITY/CONTRACT | 1 | SUPER REAL ESTATE | 1 |
| ASST EXECUTIVE | 1 | WELDER MASTER | 1 |
| COORD HR GEN SVCS | 1 | Total Real Estate | 7 |
| COORD SAFETY & COMPLIANCE | 1 | OPERATION CITY HALL | |
| DIRECTOR GENERAL SVCS | 1 | ADMR OPERATION CITY HALL | 1 |
| DIRECTOR GENERAL SVCS DEPUTY | 1 | ASST CRAFTS | 1 |
| MECH MASTER | 1 | ASST CRAFTS | 1 |
| MGR BUDGET CONTRACT | 1 | CLERK MAIL DISTRIBUTION BINDERY | 3 |
| Total Administration | 8 | CLERK MAIL DISTRIBUTION BINDERY LD | 1 |
| PROPERTY MAINTENANCE | | CREWPERSON | 1 |
| ACCOUNTANT ASSOCIATE A | 3 | MECH BUILDING MNT CH | 5 |
| ADMR PROPERTY & GROUNDS MAINT | 1 | OPER 1ST CL STEAM REF | 6 |
| ASST CRAFTS | 6 | PRINTER | 2 |
| CARPENTER MNT | 13 | SPEC CUST SVC ADMIN | 1 |
| CREWCHIEF | 2 | SPEC GRAPHIC DESIGN | 1 |
| CREWPERSON SEMISKILLED | 1 | SUPER BLDG MNT CITY HALL | 2 |
| DRIVER TRUCK | 6 | SUPER PRINTING MAIL | 1 |
| DRIVER, TRUCK | 1 | SUPER SUPPORT SVCS | 1 |
| DRIVER TRUCK | 9 | WATCHMAN | 2 |
| ELECT MNT | 10 | Total Operation City Hall | 29 |
| FINISHER CONCRETE | 2 | | |
| FOREMAN GEN PROPERTY MNT | 3 | | |
| FOREMAN ZONE MNT | 1 | | |
| MASON BRICK | 2 | | |
| MECH AUTO CAD MNT | 1 | | |
| MECH BUILDING MNT | 6 | | |
| OPER HEAVY EQUIP | 3 | | |
| PAINTER | 5 | | |
| PLUMBER MNT | 13 | | |
| ROOFER | 3 | | |
| SUPER BUSINESS AFFAIRS | 1 | | |
| SUPER CRAFT PROP MAINT | 4 | | |
| SUPER HEAVY EQUIP | 1 | | |
| TECH AC REF SVC | 10 | | |
| Total Property Maintenance | 107 | | |
| REAL ESTATE | | | |
| ADMR REAL ESTATE | 1 | | |
| AGENT RIGHT OF WAY | 1 | | |
| AGENT RIGHT OF WAY SR | 2 | | |

General Services • Authorized Complement

GENERAL SERVICES • AUTHORIZED COMPLEMENT

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|--------------------------------------|----------------------|----------------|----------------------|
| FLEET MANAGEMENT | | | |
| ACCOUNTANT ASSOCIATE A | 5 | | |
| ADMR FLEET SVCS | 1 | | |
| CLERK INVENT CONTROL | 3 | | |
| CLERK INVENT CONTROL SR | 3 | | |
| CREWPERSON | 2 | | |
| DRIVER FUEL TRUCK | 2 | | |
| FOREMAN AUTO MECHANICS | 7 | | |
| MECH HEAVY EQUIP | 1 | | |
| MECH MASTER | 28 | | |
| MECH MASTER LO | 13 | | |
| MECHANIC | 23 | | |
| MGR FINANCE FLEET | 1 | | |
| MGR FLEET SVCS | 2 | | |
| SUPER BUSINESS AFFAIRS | 1 | | |
| SUPER FUEL SUPPLIES & INV | 1 | | |
| TECH AUTOMOTIVE | 11 | | |
| TECH AUTOMOTIVE RESTORATION | 8 | | |
| WELDER MASTER | 4 | | |
| Total Fleet Management | <u>116</u> | | |
| <u>TOTAL General Services</u> | <u>267</u> | | |



GRANTS & AGENCIES

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Personnel Services | 139,894 | 0 | 0 | 0 |
| Materials and Supplies | 6,321 | 0 | 0 | 0 |
| Grants and Subsidies | 60,281,704 | 52,992,848 | 59,151,680 | 54,202,024 |
| Expense Recovery | (6,537,133) | 0 | (5,031,700) | (5,031,700) |
| Transfers Out | 3,058,180 | 4,739,130 | 2,739,130 | 2,739,130 |
| Total Expenditures | \$ 56,948,968 | \$ 57,731,976 | \$ 56,859,108 | \$ 51,909,452 |
| Program Revenues | \$ (3,825,550) | \$ (3,200,000) | \$ (3,200,000) | \$ (3,200,000) |
| Net Expenditures | \$ 53,123,418 | \$ 54,531,976 | \$ 53,659,108 | \$ 48,709,452 |
| Authorized Complement | | | | 0 |

Grants & Agencies Division Detail

GRANTS & AGENCIES - DIVISION DETAIL

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--|-------------------|-----------------|------------------|-----------------|
| PERSONNEL SERVICES | | | | |
| Full-Time Salaries | 80,736 | 0 | 0 | 0 |
| Holiday Salary Full Time | 4,893 | 0 | 0 | 0 |
| Vacation Leave | 6,960 | 0 | 0 | 0 |
| Bonus Leave | 120 | 0 | 0 | 0 |
| Sick Leave | 8,335 | 0 | 0 | 0 |
| Retirement Benefits | 6,516 | 0 | 0 | 0 |
| Pension | 6,063 | 0 | 0 | 0 |
| Pension ARC Funding | 14,046 | 0 | 0 | 0 |
| Group Life Insurance | 145 | 0 | 0 | 0 |
| Unemployment | 330 | 0 | 0 | 0 |
| Medicare | 1,475 | 0 | 0 | 0 |
| Long Term Disability | 291 | 0 | 0 | 0 |
| Health Insurance - Basic | 4,424 | 0 | 0 | 0 |
| Health Insurance - Premier | 5,507 | 0 | 0 | 0 |
| On the Job Injury | 842 | 0 | 0 | 0 |
| Payroll Reserve | (786) | 0 | 0 | 0 |
| Total Personnel Services | \$ 139,894 | \$ 0 | \$ 0 | \$ 0 |
| MATERIALS AND SUPPLIES | | | | |
| Printing - Outside | 952 | 0 | 0 | 0 |
| Supplies - Outside | 324 | 0 | 0 | 0 |
| Outside Postage | 1,399 | 0 | 0 | 0 |
| Advertising/Publication | 555 | 0 | 0 | 0 |
| Seminars/Training/Education | 904 | 0 | 0 | 0 |
| Misc Professional Services | 251 | 0 | 0 | 0 |
| Travel Expense | 1,916 | 0 | 0 | 0 |
| Dues/Memberships/Periodicals | 20 | 0 | 0 | 0 |
| Total Materials and Supplies | \$ 6,321 | \$ 0 | \$ 0 | \$ 0 |
| GRANTS AND SUBSIDIES | | | | |
| Aging Commisison of the Mid-South | 143,906 | 143,906 | 143,906 | 143,906 |
| Elections | 998,897 | 0 | 0 | 0 |
| Africa In April | 50,000 | 70,000 | 70,000 | 0 |
| Shelby County Assessor | 0 | 600,000 | 600,000 | 2,400,000 |
| Community Initiatives Grants for Non-Profits | 0 | 1,272,700 | 1,272,700 | 2,701,147 |
| Economic Development | 105,168 | 0 | 343,832 | 0 |
| Start Co. | 25,000 | 25,000 | 25,000 | 75,000 |
| Memphis Film & Tape Commission | 175,000 | 175,000 | 175,000 | 175,000 |

Grants & Agencies Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--|-----------------------|----------------------|-----------------------|-----------------------|
| Homeless Initiative | 100,000 | 150,000 | 150,000 | 0 |
| Pensioners Insurance | 13,828,968 | 11,016,550 | 11,016,550 | 11,016,550 |
| Disaster Recovery Relief | 250,000 | 0 | 0 | 0 |
| Planning & Development | 1,500,000 | 1,500,000 | 1,500,000 | 0 |
| Riverfront Development | 2,974,000 | 2,974,000 | 2,974,000 | 2,974,003 |
| Memphis Area Transit Authority | 29,420,040 | 25,920,040 | 30,920,040 | 25,920,040 |
| MLGW Citizen's Assistance - Grants | 957,444 | 1,000,000 | 1,000,000 | 1,000,000 |
| Family Safety Center of Memphis and Shelby County | 200,000 | 200,000 | 200,000 | 200,000 |
| EDGE | 362,000 | 0 | 0 | 0 |
| Urban Art | 130,000 | 150,000 | 150,000 | 150,000 |
| Sickle Cell Center Foundation | 50,000 | 0 | 50,000 | 0 |
| Juvenile Intervention and Faith-Based Follow Up (JIFF) | 150,000 | 150,000 | 150,000 | 150,000 |
| Black Business Association | 200,000 | 200,000 | 200,000 | 200,000 |
| MapSouth Inc. | 46,300 | 41,750 | 41,750 | 0 |
| Convention Center | 2,053,566 | 2,053,566 | 2,053,566 | 2,051,041 |
| WIN Operational | 106,644 | 55,000 | 95,000 | 50,000 |
| Innovate Memphis | 387,000 | 387,000 | 1,112,000 | 387,000 |
| Exchange Club | 50,000 | 50,000 | 50,000 | 75,000 |
| Life Line to Success | 100,000 | 200,000 | 200,000 | 0 |
| Shelby County School Mixed Drink Proceeds | 4,084,437 | 3,200,000 | 3,200,000 | 3,200,000 |
| 2015 Shelby County School Settlement | 1,333,335 | 1,333,335 | 1,333,335 | 1,333,335 |
| Memphis Health Center | 375,000 | 0 | 0 | 0 |
| Serenity Recovery Centers | 125,000 | 125,000 | 125,000 | 0 |
| Total Grants and Subsidies | \$ 60,281,704 | \$ 52,992,848 | \$ 59,151,680 | \$ 54,202,024 |
| EXPENSE RECOVERY | | | | |
| Expense Recovery - State Street Aid | (6,537,133) | 0 | (5,031,700) | (5,031,700) |
| Total Expense Recovery | \$ (6,537,133) | \$ 0 | \$ (5,031,700) | \$ (5,031,700) |
| TRANSFERS OUT | | | | |
| Oper Tfr Out - Misc Grants Fund | 23,800 | 0 | 0 | 0 |
| Oper Tfr Out - CRA Program | 2,351,054 | 2,739,130 | 2,739,130 | 2,739,130 |
| Oper Tfr Out - Debt Service Fund | (147,358) | 0 | 0 | 0 |
| Oper Tfr Out - Capital Projects Fund | 830,685 | 0 | 0 | 0 |
| Oper Tfr Out - OPEB Fund | 0 | 2,000,000 | 0 | 0 |
| Total Transfers Out | \$ 3,058,180 | \$ 4,739,130 | \$ 2,739,130 | \$ 2,739,130 |
| TOTAL PROGRAM EXPENDITURES | \$ 56,948,968 | \$ 57,731,976 | \$ 56,859,108 | \$ 51,909,452 |

Grants & Agencies Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| LOCAL TAXES | | | | |
| Mixed Drink Tax | 3,809,174 | 3,200,000 | 3,200,000 | 3,200,000 |
| Total Local Taxes | \$ 3,809,174 | \$ 3,200,000 | \$ 3,200,000 | \$ 3,200,000 |
| OTHER REVENUES | | | | |
| Miscellaneous Income | 8,395 | 0 | 0 | 0 |
| Total Other Revenues | \$ 8,395 | \$ 0 | \$ 0 | \$ 0 |
| TRANSFERS IN | | | | |
| Oper Tfr In - Misc Grants Fund | 7,981 | 0 | 0 | 0 |
| Total Transfers In | \$ 7,981 | \$ 0 | \$ 0 | \$ 0 |
| TOTAL PROGRAM REVENUES | \$ (3,825,550) | \$ (3,200,000) | \$ (3,200,000) | \$ (3,200,000) |
| NET EXPENDITURES | \$ 53,123,418 | \$ 54,531,976 | \$ 53,659,108 | \$ 48,709,452 |



HOUSING & COMMUNITY DEVELOPMENT

Mission Statement

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

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.

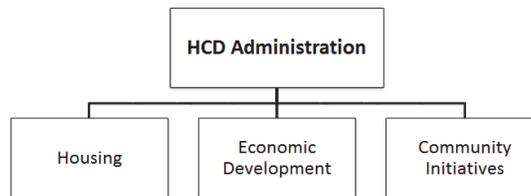
Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | 240,009 | 472,386 | 273,515 | 302,000 |
| Materials and Supplies | 107,830 | 297,268 | 271,966 | 186,047 |
| Grants and Subsidies | 3,546,101 | 3,553,548 | 4,229,193 | 4,059,041 |
| Misc Expense | 35,211 | 0 | 0 | 0 |
| Total Expenditures | \$ 3,929,151 | \$ 4,323,202 | \$ 4,774,675 | \$ 4,547,088 |
| Program Revenues | \$ (113,112) | \$ 0 | \$ (543,546) | \$ (129,704) |
| Net Expenditures | \$ 3,816,039 | \$ 4,323,202 | \$ 4,231,129 | \$ 4,417,384 |

Authorized Complement

2

Organization Structure



Performance Highlights

- Provided down payment assistance to 37 low-to-moderate income families buying homes within the City limits
- Provided financial assistance to 10 teachers, 13 safety workers, and 22 middle income homebuyers who purchased a home within the City limits through the Down Payment Assistance Program
- Business Development Center assisted 3,810 clients and conducted 175 workshops

Key Performance Indicators

| HOUSING | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---|-------------|-----------|--------------|-----------|---------------|
| Units of housing constructed or rehabilitated | 50 | 100 | 9 | 50 | Neighborhoods |

| COMMUNITY INITIATIVES | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---|-------------|-----------|--------------|-----------|---------------|
| # of people re-housed (Rapidly Re-Housed) | 223 | 35 | 27 | 50 | Neighborhoods |
| People served through tenant based rental assistance | 65 | 157 | 38 | 100 | Neighborhoods |
| People served through public/supportive services for the homeless | 1,449 | 680 | 944 | 800 | Neighborhoods |
| Supportive Services for Persons with Special Needs (STRMU) | 240 | 200 | 268 | 200 | Neighborhoods |
| Emergency shelter for homeless - persons served | 1,412 | 2,000 | 697 | 1,000 | Neighborhoods |

| RENAISSANCE BUSINESS CENTER | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|-----------------------------|-------------|-----------|--------------|-----------|----------|
| # of jobs created | 40 | 60 | 21 | N/A** | Economy |
| # of jobs retained | 295 | 75 | 218 | N/A** | Economy |

* Some figures are approximate. In these cases, the reporting for FY17 was not complete before production of the budget book.

**Department moved to Office of Business Diversity and Compliance

Housing & Community Development Division Detail

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| PERSONNEL SERVICES | | | | |
| Full-Time Salaries | 131,811 | 234,961 | 152,649 | 129,666 |
| Holiday Salary Full Time | 7,477 | 0 | 4,043 | 0 |
| Vacation Leave | 7,801 | 0 | 3,093 | 0 |
| Bonus Leave | 1,336 | 0 | 495 | 0 |
| Sick Leave | 4,426 | 0 | 409 | 0 |
| Retirement Benefits | 1,353 | 0 | 0 | 0 |
| Pension | 9,171 | 10,754 | 11,736 | 5,246 |
| Social Security | 923 | 0 | 0 | 0 |
| Pension ARC Funding | 23,406 | 27,317 | 27,317 | 11,633 |
| Group Life Insurance | 391 | 481 | 378 | 0 |
| Unemployment | 550 | 320 | 320 | 80 |
| Medicare | 2,213 | 2,868 | 3,010 | 1,311 |
| Long Term Disability | 319 | 538 | 464 | 262 |
| Health Insurance - Basic | 1,290 | 0 | 553 | 0 |
| Health Insurance - Premier | 32,376 | 42,352 | 25,523 | 0 |
| Other Post Employment Benefits | 0 | 1,126 | 0 | 0 |
| Benefits Adjustments | 0 | (1,126) | 0 | 1,005 |
| Salaries - Part Time/Temporary | 14,884 | 152,796 | 42,796 | 152,796 |
| On the Job Injury | 615 | 0 | 0 | 0 |
| Payroll Reserve | (332) | 0 | (3,144) | 0 |
| Bonus Pay | 0 | 0 | 3,874 | 0 |
| Total Personnel Services | \$ 240,009 | \$ 472,386 | \$ 273,515 | \$ 302,000 |
| MATERIALS AND SUPPLIES | | | | |
| City Storeroom Supplies | 0 | 13 | 0 | 0 |
| City Shop Fuel | 0 | 76 | 0 | 0 |
| Outside Computer Services | 1,336 | 1,395 | 3,924 | 0 |
| City Computer Svc Equipment | 95 | 119 | 0 | 0 |
| City Telephone/Communications | 526 | 930 | 1,470 | 0 |
| Printing - Outside | 53 | 81 | 0 | 0 |
| Supplies - Outside | 3,189 | 4,708 | 1,791 | 895 |
| Document Reproduction - Outside | 280 | 558 | 1,065 | 0 |
| Medical Supplies | 0 | 94 | 334 | 0 |
| Outside Postage | 481 | 930 | 0 | 0 |
| Internal Repairs and Maintenance | 874 | 930 | 0 | 0 |
| Advertising/Publication | 2,300 | 2,546 | 3,000 | 169 |
| Outside Phone/Communications | 1,641 | 1,860 | 3,926 | 0 |
| Janitorial Services | 8,534 | 9,114 | 9,200 | 0 |

Housing & Community Development Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--|---------------------|---------------------|---------------------|---------------------|
| Security | 24,060 | 22,785 | 18,167 | 0 |
| Weed Control/Chemical Service | 5,591 | 6,242 | 9,447 | 0 |
| Seminars/Training/Education | 300 | 2,325 | 0 | 2,325 |
| Misc Professional Services | 5,584 | 951 | 2,329 | 0 |
| Travel Expense | 0 | 6,590 | (662) | 0 |
| Auto Allowance | 0 | 837 | 0 | 0 |
| Utilities | 18,373 | 20,692 | 29,480 | 0 |
| Insurance | 19,002 | 142,585 | 142,585 | 125,806 |
| Claims | 0 | 3,539 | 3,707 | 3,539 |
| Lawsuits | 0 | 34,523 | 0 | 34,523 |
| Dues/Memberships/Periodicals | 5,473 | 7,248 | 20,385 | 738 |
| Misc Services and Charges | 10,138 | 25,597 | 21,819 | 18,052 |
| Total Materials and Supplies | \$ 107,830 | \$ 297,268 | \$ 271,966 | \$ 186,047 |
| GRANTS AND SUBSIDIES | | | | |
| Payment To Subgrantees | 537,483 | 75,475 | 99,601 | 75,475 |
| Section 108 - Court Square | 754,065 | 1,455,720 | 1,387,890 | 1,851,487 |
| Business & Economic Development Grants | 41,670 | 61,377 | 559,445 | 0 |
| Community Initiatives Grants for Non-Profits | 36,639 | 42,467 | 28,800 | 0 |
| Community Development Grants | 61,227 | 269,531 | 277,122 | 300,000 |
| Homeless Initiative | 147,501 | 232,500 | 289,957 | 232,500 |
| Downpayment Assist/City | 169,707 | 192,930 | 248,543 | 192,930 |
| RBC Training/Certification Program | 2,593 | 4,650 | 4,650 | 0 |
| Social Services Administration | 23,603 | 89,537 | 125,629 | 89,537 |
| MHA/HCD Community Development Projects | 575,296 | 157,000 | 239,185 | 157,000 |
| Target Area Small Business Loan Fund | 0 | 23,250 | 19,260 | 0 |
| Misc Expense - Investments | 35,211 | 0 | 0 | 0 |
| Middle Income Housing | 0 | 300,000 | 300,000 | 500,000 |
| Contr Assist Prog/Bonding | 4,948 | 4,650 | 4,650 | 0 |
| Pyramid - Section 108 | 0 | 644,461 | 644,461 | 660,112 |
| Peabody Place - Section 108 | 1,191,371 | 0 | 0 | 0 |
| Total Grants and Subsidies | \$ 3,546,101 | \$ 3,553,548 | \$ 4,229,193 | \$ 4,059,041 |
| MISC EXPENSE | | | | |
| Misc Expense | 35,211 | 0 | 0 | 0 |
| Total Misc Expense | \$ 35,211 | \$ 0 | \$ 0 | \$ 0 |
| TOTAL PROGRAM EXPENDITURES | \$ 3,929,151 | \$ 4,323,202 | \$ 4,774,675 | \$ 4,547,088 |

Housing & Community Development Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|
| LOCAL TAXES | | | | |
| Bankruptcy Interest & Penalty | 0 | 0 | 16,012 | 0 |
| Total Local Taxes | \$ 0 | \$ 0 | \$ 16,012 | \$ 0 |
| CHARGES FOR SERVICES | | | | |
| Rental Fees | 0 | 0 | 222,223 | 0 |
| Parking Lots | 0 | 0 | 77,450 | 0 |
| Outside Revenue | 0 | 0 | 20,668 | 0 |
| Total Charges for Services | \$ 0 | \$ 0 | \$ 320,341 | \$ 0 |
| OTHER REVENUES | | | | |
| Miscellaneous Income | 112,000 | 0 | 206,373 | 129,704 |
| FNMA Service Fees | 1,112 | 0 | 820 | 0 |
| Total Other Revenues | \$ 113,112 | \$ 0 | \$ 207,193 | \$ 129,704 |
| TOTAL PROGRAM REVENUES | \$ (113,112) | \$ 0 | \$ (543,546) | \$ (129,704) |
| NET EXPENDITURES | \$ 3,816,039 | \$ 4,323,202 | \$ 4,231,129 | \$ 4,417,384 |

Housing

Housing creates 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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|-------------------|---------------------|---------------------|
| Personnel Services | 73,102 | 258,638 | 115,018 | 302,000 |
| Materials and Supplies | 19,790 | 51,733 | 15,053 | 50,296 |
| Grants and Subsidies | 647,310 | 568,405 | 648,144 | 768,405 |
| Misc Expense | 35,211 | 0 | 0 | 0 |
| Total Expenditures | \$ 775,414 | \$ 878,776 | \$ 778,215 | \$ 1,120,701 |
| Program Revenues | \$ (113,112) | \$ 0 | \$ (223,205) | \$ (129,704) |
| Net Expenditures | \$ 662,302 | \$ 878,776 | \$ 555,010 | \$ 990,997 |

| | |
|------------------------------|----------|
| Authorized Complement | 2 |
|------------------------------|----------|

Economic Development

Economic Development provides financing opportunities for emerging and existing small business for job creation and retention through public-private partnerships.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|------------------|------------------|------------------|------------------|
| Materials and Supplies | 5,626 | 0 | 349 | 825 |
| Grants and Subsidies | 2,046,985 | 2,161,558 | 2,591,796 | 2,511,599 |
| Total Expenditures | 2,052,611 | 2,161,558 | 2,592,145 | 2,512,424 |
| Program Revenues | 0 | 0 | (320,341) | 0 |
| Net Expenditures | 2,052,611 | 2,161,558 | 2,271,804 | 2,512,424 |
| Authorized Complement | | | | 0 |

Community Initiatives

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

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|----------------|-----------------|------------------|-----------------|
| Materials and Supplies | 327 | 149,896 | 149,896 | 134,926 |
| Grants and Subsidies | 844,266 | 814,285 | 979,953 | 779,037 |
| Total Expenditures | 844,593 | 964,181 | 1,129,849 | 913,963 |
| Net Expenditures | 844,593 | 964,181 | 1,129,849 | 913,963 |
| Authorized Complement | | | | 0 |

Renaissance Business Center

The Center connects the community and private institutions to help persons and organizations grow successful businesses.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|-------------------|-------------------|-------------------|-----------------|
| Personnel Services | 166,906 | 213,748 | 158,497 | 0 |
| Materials and Supplies | 82,086 | 95,639 | 106,889 | 0 |
| Grants and Subsidies | 7,541 | 9,300 | 9,300 | 0 |
| Total Expenditures | \$ 256,533 | \$ 318,688 | \$ 274,686 | \$ 0 |
| Net Expenditures | \$ 256,533 | \$ 318,688 | \$ 274,686 | \$ 0 |
| Authorized Complement | | | | 0 |

Housing & Community Development • Authorized Complement

HOUSING & COMMUNITY DEVELOPMENT • AUTHORIZED COMPLEMENT

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|-----------------------------|----------------------|----------------|----------------------|
| HOUSING | | | |
| ADMR COMPREHENSIVE PLANNING | 1 | | |
| ANALYST. LOAN | 1 | | |
| Total Administration | 2 | | |



HUMAN RESOURCES

Mission Statement

The mission of the Human Resources Division is to attract, develop, equip, and retain talent for the City of Memphis for the purpose of building an engaged workforce to make life better for all Memphians.

Services

The Human Resources Division consists of seven (7) strategic service areas: talent management; employee services; workplace wellness, safety and compliance; equity, diversity and inclusion; compensation; HR information systems; and HR analytics and performance.

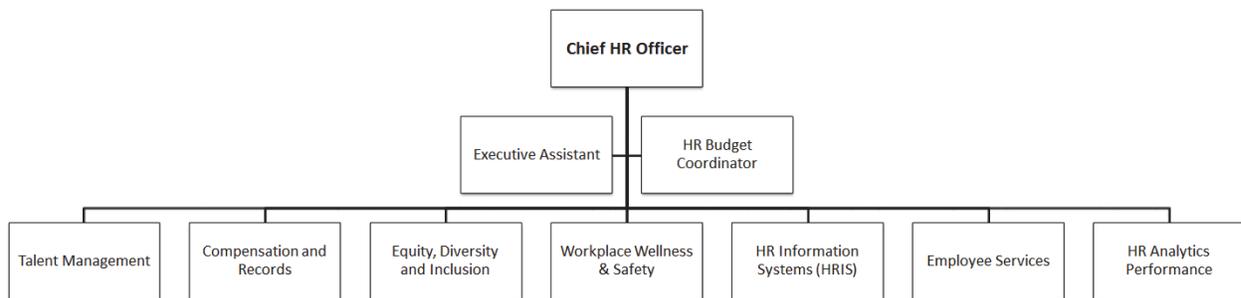
Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | 5,831,797 | 6,731,455 | 5,219,949 | 5,128,207 |
| Materials and Supplies | 1,510,703 | 965,546 | 3,026,736 | 2,029,499 |
| Capital Outlay | 0 | 10,000 | 41,108 | 48,000 |
| Total Expenditures | \$ 7,342,499 | \$ 7,707,002 | \$ 8,287,794 | \$ 7,205,706 |
| Program Revenues | \$ (86) | \$ 0 | \$ (46,612) | \$ (155,300) |
| Net Expenditures | \$ 7,342,413 | \$ 7,707,002 | \$ 8,241,181 | \$ 7,050,406 |

Authorized Complement

49

Organization Structure



Performance Highlights

- Launch of Professional Development Institute
- Launch of new Performance Management program
- Enhanced EAP Services
- Completed over 70 compensation projects
- Launched online applications for Police, Dispatchers, and PST recruitment
- Launched the Best in Blue campaign (Police recruitment)
- Launched the Blue Path program (PST)
- Enhanced tuition reimbursement program, from \$2,000 to \$3,000
- Implemented 4-tier active health care system

Issues & Trends

For FY18, the HR Division faces numerous challenges:

- Recruiting and retention of public safety
- Strong competition for talent
- Slow, difficult, and manual processes that prevent us from realizing operational efficiency
- Financial pressure from health care costs and pension obligations
- Low employee morale/engagement

To combat these challenges, the HR division restructured in order to bring an enhanced focus on building an engaged workforce for the City of Memphis. The division's FY18 strategy focuses on attracting and retaining talent, initiating culture change, containing active and retiree health care costs, and building a high-performing HR team.

Key Performance Indicators

| ADMINISTRATION | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|--|----------------|-----------|-----------------|-----------|------------|
| Overall engagement | 60.3% | 70.0% | 74.0% | 75.0% | Government |
| Turnover: Resignation rate of Full Time employees (%) | 4.2% | 3.8% | 3.1% | 3.8% | Government |
| Police: Resignation rate of commissioned personnel (%) | 5.7% | 5.2% | 2.4% | 3.0% | Government |
| Fire: Resignation rate of commissioned personnel (%) | 3.1% | 2.7% | 3.1% | 3.0% | Government |

| HEALTHCARE | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|-------------------------------|----------------|--------------|-----------------|--------------|------------|
| Health care fund expenditures | \$68,492,229 | \$76,071,861 | \$68,084,335 | \$83,693,635 | Government |
| Clinic utilization | New Measure | New Measure | New Measure | Tracking | Government |

| TALENT MANAGEMENT | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|--|----------------|-----------|-----------------|-----------|------------|
| Average time to fill active open positions (days) | 94.35 | 90.9 | 121 | 90.9 | Government |
| % of employees participating in professional development institute (PDI) | 287/4.41% | 344/5.29% | 1600 | 2000 | Government |

| EQUITY, DIVERSITY, AND INCLUSION | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|--|----------------|-----------|-----------------|-----------|------------|
| # of employees participating in Diversity & Inclusion events | New Measure | Tracking | 468 | Tracking | Government |

| WORKPLACE WELLNESS AND SAFETY | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---|----------------|-------------|-----------------|-----------|------------|
| Health engagement score | 23.00% | 26.50% | 39.00% | 26.50% | Government |
| # of employees participating in Wellness events | 90 | 650 | 293 | 650 | Government |
| OJI incident rate | New Measure | New Measure | New Measure | Tracking | Government |

| RETIREMENT | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|--|----------------|--------------|-----------------|--------------|------------|
| Time from eligible retirement notification to first pension check (days) | 90 | 75 | 75 | 75 | Government |
| Avg employee contribution to 457b plan (\$) | \$83.84 | \$92.22 | \$92.88 | \$92.22 | Government |
| OPEB fund expenditures (\$) | \$30,528,349 | \$26,276,256 | \$24,931,299 | \$19,915,580 | Government |

| HR INFORMATION SYSTEMS | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|--|-------------|-------------|--------------|-----------|------------|
| Total number of HR self-service transactions | New Measure | New Measure | New Measure | Tracking | Government |

| HR ANALYTICS | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---|-------------|-------------|--------------|-----------|------------|
| Percentage of eligible employees receiving performance rating | New Measure | New Measure | New Measure | Tracking | Government |
| Percentage of appraisers trained (goal setting/appraising) | New Measure | New Measure | New Measure | Tracking | Government |
| Average sick leave utilization | New Measure | New Measure | New Measure | Tracking | Government |

* Some figures are approximate. In these cases, the reporting for FY17 was not complete before production of the budget book.

Human Resources Division Detail

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---|---------------------|---------------------|---------------------|---------------------|
| PERSONNEL SERVICES | | | | |
| Full-Time Salaries | 2,308,364 | 2,872,569 | 2,396,371 | 3,052,075 |
| Holiday Salary Full Time | 131,102 | 0 | 136,744 | 0 |
| Vacation Leave | 131,986 | 0 | 99,773 | 0 |
| Bonus Leave | 26,325 | 0 | 39,304 | 0 |
| Sick Leave | 43,203 | 0 | 21,189 | 0 |
| Overtime | 920 | 6,736 | 2,179 | 0 |
| Out of Rank Pay | 4,576 | 4,400 | 14,016 | 0 |
| Retirement Benefits | 13,554 | 15,500 | 86,890 | 30,000 |
| Pension | 159,174 | 165,685 | 168,010 | 178,594 |
| Social Security | 28,479 | 0 | 26,208 | 0 |
| Pension ARC Funding | 205,992 | 240,392 | 240,392 | 209,615 |
| Group Life Insurance | 7,694 | 9,669 | 7,346 | 10,507 |
| Unemployment | 4,620 | 3,440 | 3,440 | 3,040 |
| Medicare | 42,496 | 44,199 | 40,389 | 40,721 |
| Long Term Disability | 7,424 | 8,412 | 6,108 | 8,270 |
| Health Insurance - Retiree Supplemental | 1,961,588 | 2,080,240 | 1,128,159 | 0 |
| Health Insurance - Basic | 4,977 | 0 | 2,671 | 0 |
| Health Insurance - Value PPO | 0 | 0 | 4,726 | 5,156 |
| Health Insurance - Premier | 301,155 | 330,356 | 235,532 | 155,628 |
| Other Post Employment Benefits | 0 | 12,101 | 0 | 0 |
| Benefits Adjustments | 0 | (12,101) | 0 | 34,230 |
| Health Insurance-Local Plus Plan | 0 | 0 | 44,954 | 106,750 |
| Salaries - Part Time/Temporary | 458,454 | 655,381 | 422,709 | 1,328,424 |
| On the Job Injury | 1,697 | 4,000 | 2,147 | 5,000 |
| Book Reimbursement - Old | 108 | 0 | 0 | 0 |
| Tuition Reimbursement - New | 154,173 | 490,000 | 308,777 | 200,000 |
| Book Reimbursement - New | 2,997 | 5,000 | 10,000 | 10,000 |
| Student Loan Repayment | 0 | 0 | 0 | 200,000 |
| Payroll Reserve | 24,875 | 0 | 0 | 0 |
| Attrition | 0 | 0 | 0 | (124,808) |
| Bonus Pay | 28,650 | 0 | 46,912 | 0 |
| Expense Recovery - Personnel | (222,783) | (204,523) | (274,996) | (324,996) |
| Total Personnel Services | \$ 5,831,797 | \$ 6,731,455 | \$ 5,219,949 | \$ 5,128,207 |
| MATERIALS AND SUPPLIES | | | | |
| City Shop Charges | 2,529 | 3,744 | 3,744 | 6,230 |
| City Shop Fuel | 586 | 688 | 688 | 539 |
| Outside Computer Services | 4,834 | 4,834 | 5,197 | 6,000 |

Human Resources Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|
| City Computer Svc Equipment | 12,990 | 25,000 | 60,471 | 54,017 |
| Data/Word Process Software | 8,248 | 0 | 0 | 0 |
| City Telephone/Communications | 22,340 | 27,300 | 23,003 | 25,910 |
| Printing - Outside | 0 | 0 | 0 | 1,834 |
| Supplies - Outside | 36,158 | 45,250 | 46,808 | 61,000 |
| Clothing | 0 | 1,000 | 0 | 5,000 |
| Safety Equipment | 0 | 2,500 | 0 | 0 |
| Outside Postage | 153 | 500 | 531 | 300 |
| Materials and Supplies | 4,878 | 4,500 | 6,027 | 5,000 |
| Miscellaneous Expense | 7,961 | 9,300 | 11,401 | 12,000 |
| Medical/Dental/Veterinary | 176,925 | 130,420 | 181,217 | 172,800 |
| Advertising/Publication | 0 | 3,600 | 0 | 50,000 |
| Outside Phone/Communications | 0 | 0 | 0 | 3,000 |
| Seminars/Training/Education | 42,013 | 30,900 | 21,400 | 80,765 |
| Misc Professional Services | 1,719,512 | 1,131,593 | 3,117,373 | 1,881,572 |
| Rewards and Recognition | 2,536 | 57,500 | 77,205 | 109,450 |
| Travel Expense | 10,423 | 22,500 | 12,875 | 36,000 |
| Unreported Travel | 690 | 0 | (839) | 0 |
| Mileage | 606 | 3,500 | 2,133 | 7,600 |
| Insurance | 6,865 | 9,586 | 9,586 | 33,508 |
| Claims | 0 | 3,000 | 7,000 | 3,000 |
| Lawsuits | 0 | 7,276 | 0 | 7,276 |
| Dues/Memberships/Periodicals | 10,006 | 6,290 | 7,739 | 13,297 |
| Rent | 105,970 | 93,414 | 93,415 | 95,237 |
| Misc Services and Charges | 5,626 | 7,000 | 4,100 | 4,000 |
| Hotel | 459 | 0 | 0 | 0 |
| Expense Recovery - M & S | (684,948) | (685,648) | (684,336) | (680,836) |
| Catering | 13,344 | 20,000 | 20,000 | 35,000 |
| Total Materials and Supplies | \$ 1,510,703 | \$ 965,546 | \$ 3,026,736 | \$ 2,029,499 |
| CAPITAL OUTLAY | | | | |
| Furniture/Furnishings | 0 | 10,000 | 41,108 | 48,000 |
| Total Capital Outlay | \$ 0 | \$ 10,000 | \$ 41,108 | \$ 48,000 |
| TOTAL PROGRAM EXPENDITURES | \$ 7,342,499 | \$ 7,707,002 | \$ 8,287,794 | \$ 7,205,706 |
| FEDERAL GRANTS | | | | |
| Federal Grants - Others | 0 | 0 | 0 | 28,800 |
| Total Federal Grants | \$ 0 | \$ 0 | \$ 0 | \$ 28,800 |

Human Resources Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|
| OTHER REVENUES | | | | |
| Miscellaneous Income | 86 | 0 | 1,242 | 0 |
| Donated Revenue | 0 | 0 | 0 | 126,500 |
| Miscellaneous Revenue | 0 | 0 | 45,000 | 0 |
| Recovery Of Prior Year Expense | 0 | 0 | 370 | 0 |
| Total Other Revenues | \$ 86 | \$ 0 | \$ 46,612 | \$ 126,500 |
| TOTAL PROGRAM REVENUES | \$ (86) | \$ 0 | \$ (46,612) | \$ (155,300) |
| NET EXPENDITURES | \$ 7,342,413 | \$ 7,707,002 | \$ 8,241,181 | \$ 7,050,406 |

Administration/Employee Assistance Program

Spearheads strategic human capital initiatives for the City with a focus on attracting, developing, equipping and retaining an engaged workforce. Develops and administers division budget and HR team to execute on enterprise-wide HR initiatives.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| Personnel Services | 348,444 | 227,164 | 240,158 | 234,041 |
| Materials and Supplies | 135,468 | 150,727 | 141,222 | 203,553 |
| Total Expenditures | \$ 483,913 | \$ 377,891 | \$ 381,379 | \$ 437,594 |
| Program Revenues | \$ (86) | \$ 0 | \$ (370) | \$ 0 |
| Net Expenditures | \$ 483,826 | \$ 377,891 | \$ 381,009 | \$ 437,594 |

| | |
|------------------------------|----------|
| Authorized Complement | 3 |
|------------------------------|----------|

Talent Management

Focuses on acquiring, developing and retaining talent across the city. Key services include talent acquisition, training and development, and selection programs.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | 1,325,838 | 2,293,673 | 1,858,439 | 2,619,937 |
| Materials and Supplies | 833,034 | 705,243 | 2,046,257 | 1,347,092 |
| Capital Outlay | 0 | 0 | 0 | 20,000 |
| Total Expenditures | \$ 2,158,872 | \$ 2,998,916 | \$ 3,904,696 | \$ 3,987,029 |
| Program Revenues | \$ 0 | \$ 0 | \$ (109) | \$ 0 |
| Net Expenditures | \$ 2,158,872 | \$ 2,998,916 | \$ 3,904,587 | \$ 3,987,029 |

Authorized Complement

21

Compensation

Develops and administers effective compensation strategies and programs to support the City's recruiting and retention efforts.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| Personnel Services | 916,095 | 828,090 | 838,478 | 453,904 |
| Materials and Supplies | 17,249 | 23,520 | 22,652 | 32,010 |
| Total Expenditures | \$ 933,345 | \$ 851,610 | \$ 861,130 | \$ 485,914 |
| Net Expenditures | \$ 933,345 | \$ 851,610 | \$ 861,130 | \$ 485,914 |

| | |
|------------------------------|----------|
| Authorized Complement | 5 |
|------------------------------|----------|

Equity, Diversity and Inclusion

Provides strategy and training for HR Business Partner and Liaison teams to ensure consistent application of HR policies and practices across all city divisions. This team will also be responsible for the HR technology strategy and implementation for the City of Memphis, with a particular focus on HR ERP platform, Applicant Tracking, Learning Management and Time and Attendance systems. Benefits plan design and administration of the City's healthcare and retirement programs are also managed by this office.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-------------------|--------------------|---------------------|---------------------|
| Personnel Services | 286,962 | 431,398 | 398,328 | 548,822 |
| Materials and Supplies | 33,802 | 37,750 | 220,410 | 243,950 |
| Capital Outlay | 0 | 0 | 0 | 3,000 |
| Total Expenditures | \$ 320,764 | \$ 469,148 | \$ 618,738 | \$ 795,772 |
| Program Revenues | \$ 0 | \$ 0 | \$ (42,536) | \$ (155,300) |
| Net Expenditures | \$ 320,764 | \$ 469,148 | \$ 576,202 | \$ 640,472 |

Authorized Complement

6

Academy of Learning and Development

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|-------------------|-----------------|------------------|-----------------|
| Personnel Services | 530,142 | 0 | 0 | 0 |
| Materials and Supplies | 212,935 | 0 | 4,396 | 0 |
| Total Expenditures | \$ 743,077 | \$ 0 | \$ 4,396 | \$ 0 |
| Net Expenditures | \$ 743,077 | \$ 0 | \$ 4,396 | \$ 0 |
| Authorized Complement | | | | 0 |

ACADEMY OF LEARNING AND DEVELOPMENT • LEGAL LEVEL DETAIL

Health Insurance Fund

The City's portion of Post 65 retiree supplemental health care plan.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|---------------------|---------------------|---------------------|-----------------|
| Personnel Services | 1,961,588 | 2,080,240 | 1,128,159 | 0 |
| Materials and Supplies | 251 | 0 | 0 | 0 |
| Total Expenditures | \$ 1,961,839 | \$ 2,080,240 | \$ 1,128,159 | \$ 0 |
| Net Expenditures | \$ 1,961,839 | \$ 2,080,240 | \$ 1,128,159 | \$ 0 |
| Authorized Complement | | | | 0 |

Workplace, Wellness, Safety and Compliance

Provides safety and wellness resources to employees and managers to eliminate the occurrence of occupational injuries and hazardous exposure. Responsible for developing, designing, implementing and administering OJI, drug-testing and wellness programs to promote employee health and productivity.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| Personnel Services | 462,727 | 456,759 | 478,571 | 440,189 |
| Materials and Supplies | 277,777 | (16,493) | 484,931 | (250,064) |
| Capital Outlay | 0 | 10,000 | 0 | 25,000 |
| Total Expenditures | \$ 740,505 | \$ 450,265 | \$ 963,502 | \$ 215,124 |
| Program Revenues | \$ 0 | \$ 0 | \$ (3,597) | \$ 0 |
| Net Expenditures | \$ 740,505 | \$ 450,265 | \$ 959,905 | \$ 215,124 |

| | |
|------------------------------|----------|
| Authorized Complement | 5 |
|------------------------------|----------|

HR Information Systems

HR Information Systems (HRIS) is responsible for the HR technology strategy and implementation for the City of Memphis, with a particular focus on HR ERP platform, Applicant Tracking, Learning Management and Time and Attendance systems.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|-------------------|--------------------|---------------------|--------------------|
| Personnel Services | 0 | 261,779 | 161,692 | 0 |
| Materials and Supplies | 0 | 34,600 | 52,000 | 0 |
| Capital Outlay | 0 | 0 | 41,108 | 0 |
| Total Expenditures | \$ 0 | \$ 296,379 | \$ 254,800 | \$ 0 |
| Net Expenditures | \$ 0 | \$ 296,379 | \$ 254,800 | \$ 0 |
| Authorized Complement | | | | 0 |

HR Business Partners

Provides strategy and training for HR Business Partner and Liaison teams to ensure consistent application of HR policies and practices across all city divisions. This team will also be responsible for the HR technology strategy and implementation for the City of Memphis, with a particular focus on HR ERP platform, Applicant Tracking, Learning Management and Time and Attendance systems. Benefits plan design and administration of the City's healthcare and retirement programs are also managed by this office.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|----------------|-------------------|-------------------|-------------------|
| Personnel Services | 0 | 152,353 | 116,124 | 605,165 |
| Materials and Supplies | 185 | 30,200 | 54,869 | 254,579 |
| Total Expenditures | \$ 185 | \$ 182,553 | \$ 170,993 | \$ 859,744 |
| Net Expenditures | \$ 185 | \$ 182,553 | \$ 170,993 | \$ 859,744 |

| | |
|------------------------------|----------|
| Authorized Complement | 7 |
|------------------------------|----------|

HR Analytics and Performance

HR Analytics and Performance is responsible for maximizing workforce efficiency and decision making through workforce planning, metrics and performance management.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|----------------|-----------------|------------------|-------------------|
| Personnel Services | 0 | 0 | 0 | 226,149 |
| Materials and Supplies | 0 | 0 | 0 | 198,380 |
| Total Expenditures | \$ 0 | \$ 0 | \$ 0 | \$ 424,529 |
| Net Expenditures | \$ 0 | \$ 0 | \$ 0 | \$ 424,529 |

| | |
|------------------------------|----------|
| Authorized Complement | 2 |
|------------------------------|----------|

Human Resources • Authorized Complement

HUMAN RESOURCES • AUTHORIZED COMPLEMENT

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|---|----------------------|---|----------------------|
| ADMINISTRATION/EMPLOYEE ASSISTANCE PROGRAM | | WORKPLACE, WELLNESS, SAFETY AND COMPLIANCE | |
| ASST EXECUTIVE | 1 | COORD DRUGFREE WORKPLACE | 1 |
| CHIEF HUMAN RESOURCES OFFICER | 1 | COORD OJI | 1 |
| COORD BUDGET CONTRACT | 1 | COORD SAFETY | 2 |
| Total Administration/Employee Assistance Program | 3 | MGR WORKPLACE WELLNESS AND SAFETY SR | 1 |
| | | Total Workplace, Wellness, Safety and Compliance | 5 |
| TALENT MANAGEMENT | | HR BUSINESS PARTNERS | |
| COORD BLUE PATH PROG | 1 | ANALYST HRIS SR | 1 |
| COORD LEARNING | 1 | MGR HRIS | 1 |
| COORD PUBLIC SAFETY RECRUITMENT | 3 | OFFICER EMPLOYEE SERVICES | 1 |
| COORD PUBLIC SAFETY TESTIG | 1 | SPEC DATA MGMT | 1 |
| COORD RECRUIT & SELECTION | 2 | SPEC DATA MGMT SR | 1 |
| COORD RED PATH PROG | 1 | SPEC HRIS SUPPORT | 1 |
| COORD SOCIAL MEDIA RECRUIT | 1 | SUPER DATA MGMT | 1 |
| COORD TESTING RECRUIT | 3 | Total HR Business Partners | 7 |
| MGR PUBLIC SAFETY TALENT | 1 | | |
| OFFICER TALENT MANAGEMENT | 1 | HR ANALYTICS AND PERFORMANCE | |
| SPEC CONTINGENT HIRING ADMIN | 1 | COORD PERFORMANCE REVIEW | 1 |
| SPEC LEARNING | 1 | MGR COMPENSATION REC ADMIN SR | 1 |
| SPEC PUBLIC SAFETY RECRUITMENT | 1 | Total HR Analytics and Performance | 2 |
| SUPER LEARNING TALENT MGMT | 1 | | |
| SUPER RECRUITMENT TALENT MGMT | 1 | TOTAL Human Resources | 49 |
| SUPER TESTING TALENT MGMT | 1 | | |
| Total Talent Management | 21 | | |
| COMPENSATION | | | |
| ANALYST COMPENSATION A | 2 | | |
| ANALYST COMPENSATION SR | 1 | | |
| COORD COMPENSATION | 1 | | |
| MGR COMPENSATION | 1 | | |
| Total Compensation | 5 | | |
| EQUITY, DIVERSITY AND INCLUSION | | | |
| COORD DIVERSITY & INCLUSION | 1 | | |
| COORD EEO LABOR RELATIONS | 2 | | |
| COORD VISTA | 1 | | |
| MGR EQUITY DIVERSITY & INCLUSION SR | 1 | | |
| SPEC EEO LABOR RELATIONS | 1 | | |
| Total Equity, Diversity and Inclusion | 6 | | |



INFORMATION SERVICES

Mission Statement

Collaborate with City Divisions in leveraging technology which provides responsive and cost effective services.

Services

The Office of Information Services provides information technology services and consulting in support of the City's business goals. Information Services implements the City's short and long-term information technology needs through business strategic planning, budget planning, business process, and re-engineering technology recommendations to resolve 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.

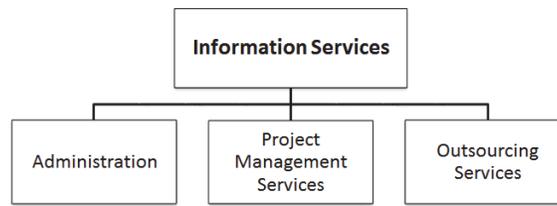
Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|----------------------|----------------------|----------------------|----------------------|
| Personnel Services | 1,644,920 | 1,951,973 | 1,663,170 | 1,925,646 |
| Materials and Supplies | 14,417,073 | 19,536,956 | 22,798,832 | 19,932,092 |
| Total Expenditures | \$ 16,061,993 | \$ 21,488,928 | \$ 24,462,000 | \$ 21,857,738 |
| Program Revenues | \$ (59,170) | \$ (70,000) | \$ (99,653) | \$ (50,000) |
| Net Expenditures | \$ 16,002,823 | \$ 21,418,928 | \$ 24,362,347 | \$ 21,807,738 |

Authorized Complement

21

Organization Structure



Performance Highlights

- Received Special Recognition Award for Environmental Systems Research Institute (ESRI) work
- Implemented ESRI/CRM work order management system, which resulted in a reduction in Public Works service request closure times.
- Implemented enhanced disaster recovery and business continuity features, through our adoption of hosted e-mail.
- Completed 170 N Main relocation of over 300 computers and telephones
- 95% of users migrated from Exchange to O365
- Fire CAD disaster recovery project completed

Issues & Trends

- Moving Systems to Cloud
- Updating to Office 365

Key Performance Indicators

| ADMINISTRATION | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL * | FY18 GOAL | CATEGORY |
|---|-------------|-----------|---------------|-----------|------------|
| Submit accurate invoices to ensure payment within 30 days of receipt** | New Measure | 85% | 97% | 90% | Government |
| Adhere to Contract Compliance Minority Women Business Enterprise (MWBE) goal for information technology spend | 57% | 40% | 41% | 40% | Government |
| Uptime for GIS system | 97% | 95% | 97% | 95% | Government |
| GIS Applications Availability | 97% | 95% | 97% | 95% | Government |
| Address application maintenance - severity 1 problems within 5 calendar days | 100% | 100% | 100% | 100% | Government |
| Address telephone system outage severity 1 problems within 3 calendar days | 100% | 100% | 100% | 100% | Government |
| Enterprise Oracle E-Business Suite Availability | 99% | 99% | 99% | 99% | Government |
| Critical Applications Availability | 99% | 99% | 99% | 99% | Government |
| Internet Circuit Availability | 99% | 99% | 99% | 99% | Government |

* Some figures are approximate. In these cases, the reporting for FY17 was not complete before production of the budget book.

**Excludes SAIC invoices.

Information Services Division Detail

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| PERSONNEL SERVICES | | | | |
| Full-Time Salaries | 1,154,558 | 1,353,303 | 1,158,805 | 1,640,090 |
| Holiday Salary Full Time | 62,001 | 0 | 24,554 | 0 |
| Vacation Leave | 62,929 | 0 | 43,787 | 0 |
| Bonus Leave | 13,354 | 0 | 7,934 | 0 |
| Sick Leave | 39,519 | 0 | 18,806 | 0 |
| Retirement Benefits | 1,700 | 0 | 0 | 0 |
| Pension | 79,942 | 81,198 | 81,198 | 84,316 |
| Pension ARC Funding | 79,590 | 92,879 | 92,879 | 59,153 |
| Group Life Insurance | 2,471 | 2,889 | 2,889 | 4,737 |
| Unemployment | 1,870 | 1,360 | 1,360 | 1,440 |
| Medicare | 18,271 | 21,653 | 21,653 | 22,759 |
| Long Term Disability | 3,632 | 4,060 | 4,060 | 4,322 |
| Health Insurance - Premier | 110,823 | 112,376 | 112,376 | 81,309 |
| Other Post Employment Benefits | 0 | 4,784 | 0 | 0 |
| Benefits Adjustments | 0 | (4,784) | 0 | 16,161 |
| Health Insurance-Local Plus Plan | 0 | 0 | 473 | 11,360 |
| Salaries - Part Time/Temporary | 0 | 282,256 | 72,256 | 0 |
| On the Job Injury | 4,151 | 0 | 0 | 0 |
| Payroll Reserve | 10,108 | 0 | 0 | 0 |
| Bonus Pay | 0 | 0 | 20,139 | 0 |
| Total Personnel Services | \$ 1,644,920 | \$ 1,951,973 | \$ 1,663,170 | \$ 1,925,646 |
| MATERIALS AND SUPPLIES | | | | |
| City Shop Charges | 312 | 9,384 | 1,000 | 314 |
| City Shop Fuel | 177 | 477 | 477 | 542 |
| City Computer Svc Equipment | 7,697 | 1,900,000 | 2,919,331 | 1,900,000 |
| Data/Word Process Software | 29,170 | 860,852 | 1,866,857 | 0 |
| Pers Computer Software | 0 | 0 | 0 | 1,658,585 |
| Supplies - Outside | 12,284 | 16,000 | 24,384 | 16,000 |
| Outside Postage | 69 | 500 | 500 | 500 |
| Materials and Supplies | 46 | 0 | 0 | 0 |
| Advertising/Publication | 0 | 0 | 510 | 0 |
| Outside Phone/Communications | 2,696,871 | 2,375,131 | 2,399,929 | 2,500,000 |
| Seminars/Training/Education | 3,727 | 86,000 | 106,000 | 136,000 |
| Misc Professional Services | 14,177,296 | 15,207,827 | 16,371,769 | 14,623,702 |
| Travel Expense | 9,074 | 7,500 | 7,500 | 10,000 |
| Utilities | 38 | 0 | 0 | 0 |
| Insurance | 13,316 | 35,854 | 35,854 | 30,483 |

Information Services Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---|----------------------|----------------------|----------------------|----------------------|
| Dues/Memberships/Periodicals | 570 | 1,000 | 1,000 | 1,000 |
| Rent | 262,831 | 326,431 | 352,562 | 344,966 |
| Misc Services and Charges | 10,605 | 10,000 | 11,158 | 10,000 |
| Expense Recovery - Telephones | (856,013) | (700,000) | (700,000) | (700,000) |
| Expense Recovery - M & S | (1,950,997) | (600,000) | (600,000) | (600,000) |
| Total Materials and Supplies | \$ 14,417,073 | \$ 19,536,956 | \$ 22,798,832 | \$ 19,932,092 |
| TOTAL PROGRAM EXPENDITURES | \$ 16,061,993 | \$ 21,488,928 | \$ 24,462,000 | \$ 21,857,738 |
| INTERGOVERNMENTAL REVENUES | | | | |
| MHA | 3,200 | 0 | 0 | 0 |
| Total Intergovernmental Revenues | \$ 3,200 | \$ 0 | \$ 0 | \$ 0 |
| OTHER REVENUES | | | | |
| Local Shared Revenue | 52,820 | 70,000 | 100,000 | 50,000 |
| Recovery Of Prior Year Expense | 3,151 | 0 | (347) | 0 |
| Total Other Revenues | \$ 55,970 | \$ 70,000 | \$ 99,653 | \$ 50,000 |
| TOTAL PROGRAM REVENUES | \$ (59,170) | \$ (70,000) | \$ (99,653) | \$ (50,000) |
| NET EXPENDITURES | \$ 16,002,823 | \$ 21,418,928 | \$ 24,362,347 | \$ 21,807,738 |

Information Services

Effectively manages City's contracts with third party organizations and supports City divisions' information technology funding needs by providing capital budget planning and procurement assistance.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|----------------------|----------------------|----------------------|----------------------|
| Personnel Services | 1,644,920 | 1,951,973 | 1,663,170 | 1,925,646 |
| Materials and Supplies | 14,417,073 | 19,536,956 | 22,798,832 | 19,932,092 |
| Total Expenditures | \$ 16,061,993 | \$ 21,488,928 | \$ 24,462,000 | \$ 21,857,738 |
| Program Revenues | \$ (59,170) | \$ (70,000) | \$ (99,653) | \$ (50,000) |
| Net Expenditures | \$ 16,002,823 | \$ 21,418,928 | \$ 24,362,347 | \$ 21,807,738 |

| | |
|------------------------------|-----------|
| Authorized Complement | 21 |
|------------------------------|-----------|

Information Services • Authorized Complement

INFORMATION SERVICES • AUTHORIZED COMPLEMENT

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|---|----------------------|----------------|----------------------|
| INFORMATION SERVICES | | | |
| ANALYST INFO SECURITY | 2 | | |
| ANALYST PROCUREMENT IT | 4 | | |
| ANALYST TELECOMMUNICATIONS | 1 | | |
| ANALYST TELECOMMUNICATIONS SR | 1 | | |
| ASST EXECUTIVE | 1 | | |
| COORD GIS TECHNICAL | 1 | | |
| COORD INFORMATION TECH | 1 | | |
| COORD TECHNOLOGY SVCS | 1 | | |
| MGR BUDGET CONTRACT | 1 | | |
| MGR GIS PROGRAM | 1 | | |
| OFFICER CHIEF INFO | 1 | | |
| OFFICER CHIEF INFO DEPUTY | 1 | | |
| OFFICER INFO SECURITY | 1 | | |
| OFFICER INFORMATION TECH | 3 | | |
| SPEC COMPLIANCE IT | 1 | | |
| Total Information Services | <u>21</u> | | |
| <u>TOTAL Information Systems</u> | <u>21</u> | | |



LIBRARY SERVICES

Mission Statement

We satisfy the customer's need to know.

Services

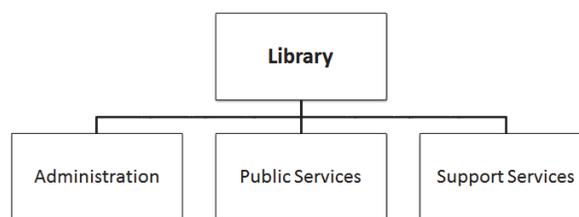
The library system provides general administrative support for all library agencies including regional branch management, adult services coordination and youth services coordination. Services include computer training and services, story time programs, summer reading programs and meeting places for the citizens of Memphis and Shelby County.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|-----------------------|-----------------------|-----------------------|
| Personnel Services | 0 | 14,214,713 | 13,106,324 | 14,630,224 |
| Materials and Supplies | 109 | 5,142,909 | 5,076,473 | 5,210,634 |
| Service Charges | 0 | 12,500 | 7,992 | 12,500 |
| Transfers Out | 0 | 0 | 700,000 | 800,000 |
| Total Expenditures | \$ 109 | \$ 19,370,122 | \$ 18,890,788 | \$ 20,653,358 |
| Program Revenues | \$ (244,744) | \$ (1,851,000) | \$ (1,883,034) | \$ (1,826,000) |
| Net Expenditures | \$ (244,634) | \$ 17,519,122 | \$ 17,007,754 | \$ 18,827,358 |

| | |
|------------------------------|------------|
| Authorized Complement | 280 |
|------------------------------|------------|

Organization Structure



Performance Highlights

- Increased hours of operation ensuring that all branches in Memphis are open at least six days per week- opening 10 branches that have been closed on Fridays for many years across the city where there is tremendous need for safe and productive activities.
- Participation of over 11, 000 youth in programs for school aged children and teens on Science, Technology, Engineering, Arts, and Math (STEAM).
- Participation of over 20,000 youth (children 0-5; children 6-12; teens) in programs that support literacy skill development such as Babies & Books Toddler Story Time, International Story Time and Comic Book Club..
- Activated three early literacy centers “DiscoverREAD: An Interactive Literacy Space for Families” at Cornelia Crenshaw, Hollywood and Benjamin L. Hooks Central Libraries.
- Distributed 4, 500 student library cards pre-k to 3rd grade in partnerships established with Shelby County Schools and charter schools.
- Hosted four naturalization ceremonies at the Benjamin L. Hooks Central Library, where over 400 candidates became U.S. citizens and over 1,500 people attended the ceremonies.

Issues & Trends

The Library system offers 3,600 programs annually focusing on workforce development, STEAM (Science, Technology, Engineering, Arts, Mathematics), economic development, job/career, and grade-level reading through the summer with Explore Memphis. The Library ensures that all residents have access to technology to build 21st century skills, increase knowledge in human capital development, and provides a range of literacy education in areas such as, music and personal finance.

Key Performance Indicators

| LIBRARY SERVICES | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---|-------------|-----------|--------------|-----------|---------------|
| # of customers who access library services in person and remotely | 2,478,173 | 2,869,198 | 2,300,369 | 3,000,000 | Neighborhoods |
| # of customers who use LINC/2-1-1 to connect with information and services | 57,189 | 61,854 | 55,833 | 70,000 | Government |
| # of customers who attend programs that support job searching, career development, and entrepreneurship | 6,633 | 7,774 | 8,338 | 10,000 | Economy |
| # of customers who attend other types of cultural and life-long learning programs | 35,475 | 38,779 | 22,867 | 30,000 | Neighborhoods |
| # of community outreach events that support literacy, educational growth, and job/career/business development | 351 | 376 | 220 | 400 | Economy |
| # of youth participating in programs that support literacy skill development | 18,917 | 16,712 | 20,605 | 25,000 | Youth |
| # of youth participating in programs that support STEAM skill development | 6,112 | 4,268 | 11,123 | 15,000 | Youth |
| # of youth participating in the summer Explore Memphis Program | 8,462 | 8,462 | 25,122 | 30,000 | Youth |

* Some figures are approximate. In these cases, the reporting for FY17 was not complete before production of the budget book.

Library Services Division Detail

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|----------------------------------|-------------------|----------------------|----------------------|----------------------|
| PERSONNEL SERVICES | | | | |
| Full-Time Salaries | 0 | 9,836,483 | 8,169,681 | 9,983,073 |
| Holiday Salary Full Time | 0 | 0 | 385,782 | 0 |
| Vacation Leave | 0 | 0 | 543,807 | 0 |
| Bonus Leave | 0 | 0 | 62,758 | 0 |
| Sick Leave | 0 | 0 | 259,534 | 0 |
| Overtime | 0 | 0 | 264 | 0 |
| Out of Rank Pay | 0 | 0 | 1,835 | 0 |
| Retirement Benefits | 0 | 150,000 | 231,352 | 150,000 |
| Pension | 0 | 518,642 | 353,021 | 568,749 |
| Social Security | 0 | 0 | 21,398 | 0 |
| Pension ARC Funding | 0 | 2,251,619 | 1,551,619 | 1,794,266 |
| Group Life Insurance | 0 | 16,206 | 13,146 | 23,263 |
| Unemployment | 0 | 20,080 | 20,080 | 20,960 |
| Medicare | 0 | 131,322 | 120,400 | 135,129 |
| Long Term Disability | 0 | 25,932 | 22,151 | 28,001 |
| Health Insurance - Basic | 0 | 132,601 | 61,295 | 0 |
| Health Insurance - Value PPO | 0 | 0 | 15,272 | 87,645 |
| Health Insurance - Premier | 0 | 1,206,828 | 1,039,466 | 940,702 |
| Other Post Employment Benefits | 0 | 70,634 | 0 | 0 |
| Benefits Adjustments | 0 | (70,634) | 0 | 109,456 |
| Health Insurance-Local Plus Plan | 0 | 0 | 222,079 | 398,980 |
| Salaries - Part Time/Temporary | 0 | 400,000 | 520,000 | 875,000 |
| On the Job Injury | 0 | 0 | 17,931 | 15,000 |
| Payroll Reserve | 0 | 0 | (178,067) | 0 |
| Attrition | 0 | (475,000) | (500,000) | (500,000) |
| Bonus Pay | 0 | 0 | 151,520 | 0 |
| Total Personnel Services | \$ 0 | \$ 14,214,713 | \$ 13,106,324 | \$ 14,630,224 |
| MATERIALS AND SUPPLIES | | | | |
| City Shop Charges | 0 | 28,276 | 28,960 | 29,540 |
| City Shop Fuel | 0 | 22,117 | 14,471 | 18,088 |
| City Computer Svc Equipment | 0 | 4,900 | 2,717 | 4,900 |
| City Telephone/Communications | 0 | 15,000 | 14,058 | 15,000 |
| Printing - Outside | 0 | 2,270 | 0 | 2,270 |
| Supplies - Outside | 0 | 164,346 | 105,049 | 164,346 |
| Household Supplies | 0 | 49,000 | 33,304 | 49,000 |
| Outside Postage | 0 | 15,000 | 20,000 | 15,000 |
| Materials and Supplies | 0 | 0 | 3,154 | 50,000 |

Library Services Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--|---------------------|-----------------------|-----------------------|-----------------------|
| Library Books | 0 | 1,289,290 | 1,290,501 | 1,290,501 |
| Tower Lease Expense - Library | 109 | 46,208 | 46,208 | 46,208 |
| WYPL Arkansas Tower Expense - Library | 0 | 30,000 | 30,000 | 30,000 |
| Outside Equipment Repair/Maintenance | 0 | 47,828 | 65,157 | 47,828 |
| Facilities Structure Repair - Outside | 0 | 242,043 | 259,333 | 242,043 |
| Janitorial Services | 0 | 700,010 | 691,767 | 700,010 |
| Security | 0 | 902,371 | 705,376 | 900,000 |
| Seminars/Training/Education | 0 | 2,500 | 0 | 2,500 |
| Misc Professional Services | 0 | 95,263 | 95,263 | 95,263 |
| Travel Expense | 0 | 2,500 | 5,000 | 5,000 |
| Mileage | 0 | 12,000 | 4,854 | 12,000 |
| Utilities | 0 | 1,305,792 | 1,305,792 | 1,305,792 |
| Insurance | 0 | 139,195 | 137,510 | 158,345 |
| Dues/Memberships/Periodicals | 0 | 14,500 | 18,000 | 14,500 |
| Misc Services and Charges | 0 | 12,500 | 200,000 | 12,500 |
| Total Materials and Supplies | \$ 109 | \$ 5,142,909 | \$ 5,076,473 | \$ 5,210,634 |
| SERVICE CHARGES | | | | |
| Credit Card Fees - Expense | 0 | 12,500 | 7,992 | 12,500 |
| Total Service Charges | 0 | 12,500 | 7,992 | 12,500 |
| TRANSFERS OUT | | | | |
| Oper Tfr Out - Library Retirement Fund | 0 | 0 | 700,000 | 800,000 |
| Total Transfers Out | 0 | 0 | 700,000 | 800,000 |
| TOTAL PROGRAM EXPENDITURES | \$ 109 | \$ 19,370,122 | \$ 18,890,788 | \$ 20,653,358 |
| FINES AND FORFEITURES | | | | |
| Library Fines & Fees | 0 | 425,000 | 421,075 | 400,000 |
| Total Fines and Forfeitures | \$ 0 | \$ 425,000 | \$ 421,075 | \$ 400,000 |
| OTHER REVENUES | | | | |
| Local Shared Revenue | 0 | 375,000 | 375,000 | 375,000 |
| City of Bartlett | 244,744 | 1,034,000 | 1,034,000 | 1,034,000 |
| Grant Revenue - Library | 0 | 17,000 | 52,959 | 17,000 |
| Total Other Revenues | \$ 244,744 | \$ 1,426,000 | \$ 1,461,959 | \$ 1,426,000 |
| TOTAL PROGRAM REVENUES | \$ (244,744) | \$ (1,851,000) | \$ (1,883,034) | \$ (1,826,000) |
| NET EXPENDITURES | \$ (244,634) | \$ 17,519,122 | \$ 17,007,754 | \$ 18,827,358 |

Library Services

The library system provides general administrative support for all library agencies including regional branch management, adult services coordination and youth services coordination. Services include computer training and services, story time programs, summer reading programs and meeting places for the citizens of Memphis and Shelby County.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|-----------------------|-----------------------|-----------------------|
| Personnel Services | 0 | 14,214,713 | 13,106,324 | 14,630,224 |
| Materials and Supplies | 109 | 5,142,909 | 5,076,473 | 5,210,634 |
| Service Charges | 0 | 12,500 | 7,992 | 12,500 |
| Transfers Out | 0 | 0 | 700,000 | 800,000 |
| Total Expenditures | \$ 109 | \$ 19,370,122 | \$ 18,890,788 | \$ 20,653,358 |
| Program Revenues | \$ (244,744) | \$ (1,851,000) | \$ (1,883,034) | \$ (1,826,000) |
| Net Expenditures | \$ (244,634) | \$ 17,519,122 | \$ 17,007,754 | \$ 18,827,358 |

Authorized Complement

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Library Services • Authorized Complement

LIBRARY SERVICES • AUTHORIZED COMPLEMENT

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|---------------------------------------|----------------------|-------------------------------|----------------------|
| LIBRARY SERVICES | | MGR BARTLETT BRANCH SR | 1 |
| ADMR LIBRARY SUPPORT SVCS | 1 | MGR BROADCAST | 1 |
| ANALYST HR | 1 | MGR CATALOGUING | 1 |
| ARTIST LIBRARY GRAPHICS | 1 | MGR CIRC SVCS | 1 |
| ASST CIRCULATION | 46 | MGR COLLECTION DEV | 1 |
| ASST EVENT SCHEDULING | 1 | MGR DIGITAL PROJECTS | 1 |
| ASST EXECUTIVE | 1 | MGR FACILITIES | 1 |
| ASST LIBRARY CATALOGUING | 2 | MGR FINANCE LIBRARY | 1 |
| ASST LIBRARY CUSTOMER SVC | 55 | MGR IT SUPPORT | 1 |
| ASST LIBRARY IR | 4 | MGR LIBRARY AGENCY I | 5 |
| CLERK ACCOUNTING A LIBRARY | 1 | MGR LIBRARY AGENCY II | 3 |
| CLERK ACQUISITION SR | 3 | MGR LIBRARY AGENCY III | 5 |
| CLERK DELIVERY & DIST | 14 | MGR LIBRARY AGENCY IV | 6 |
| CLERK ITEM CONTROL SR | 4 | MGR LIBRARY MATERIAL SVC | 1 |
| CLERK LIBRARY DELIVERY | 5 | MGR LINC 211 DEPARTMENT | 1 |
| CLERK LIBRARY DEPT | 3 | MGR PUBLIC SVCS CENTRAL | 1 |
| CLERK SERIALS SR | 1 | MGR REGIONAL LIBRARY | 2 |
| CLERK SORTING ROOM | 1 | MGR STAFF DEVELOPMENT | 1 |
| CLERK STANDING ORDER | 1 | MGR TEEN LAB DEPARTMENT | 1 |
| COORD BROADCAST ENG | 1 | MGR VIRTUAL DIGITAL BRANCH | 1 |
| COORD BROADCAST PROGRAM | 1 | PROCESSOR LIBRARY MATERIAL | 4 |
| COORD COMMUNITY ENGAGEMENT | 1 | PRODUCER EDITING GRAPHICS | 2 |
| COORD EDUCATIONAL LIAISON | 1 | SPEC CATALOGING | 1 |
| COORD HR LIBRARY | 1 | SPEC CUST SVC ADMIN | 1 |
| COORD INTEGRATED LIBRARY SYS | 1 | SUPER CIRC ILL II | 1 |
| COORD LIBRARY ADULT SVCS | 1 | SUPER CIRCULATION | 13 |
| COORD LIBRARY TEEN SVC | 1 | SUPER PAGE OPERATIONS | 2 |
| COORD LIBRARY WEBSITE | 1 | SUPER PUBLIC RELATIONS | 1 |
| COORD LIBRARY YOUTH SVCS | 1 | SUPER PUBLIC SVCS | 6 |
| COORD RECRUITMENT & SELECTION | 1 | TECH BROADCAST PRODUCTION | 2 |
| COORD VOLUNTEER | 1 | TECH COPIER | 1 |
| DIRECTOR COMM OUTREACH-SPEC PROJ ASST | 1 | TECH LIBRARY BUILDING MNT | 3 |
| DIRECTOR LIBRARY | 1 | Total Library Services | 280 |
| DIRECTOR LIBRARY DEPUTY | 1 | TOTAL Library Services | 280 |
| DIRECTOR STRATEGIC PARTNERSHIPS ASST | 1 | | |
| HELPER BUILDING MNT | 1 | | |
| KEEPER LIBRARY STOREROOM | 1 | | |
| LIBRARIAN | 29 | | |
| LIBRARIAN COLLECTION DEV | 2 | | |
| LIBRARIAN CUSTOMER SVC | 12 | | |
| MGR ACQUISITIONS | 1 | | |



PARKS

Mission Statement

To initiate strategically sound, positive programming and policies that will meet and exceed citizen expectations. To improve the overall quality of service delivered to our citizens. To promote a healthy community and youth character development by providing diverse leisure activities and protecting community resources.

Services

The Parks Division supports an active civic culture reflective of the diversity of the community's voices. The Division provides an array of services for people of all ages, supporting their engagement in health and wellness, lifelong learning, leisure and recreational activities through its system of parks, green spaces, community and recreation centers, museums, entertainment venues, and sports facilities.

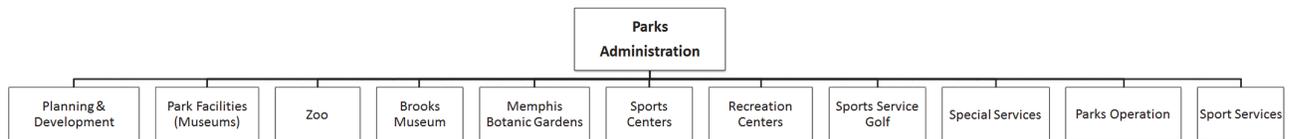
Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Personnel Services | 29,228,590 | 13,233,385 | 13,041,174 | 17,380,982 |
| Materials and Supplies | 18,950,118 | 14,410,044 | 15,074,177 | 17,913,186 |
| Capital Outlay | 21,478 | 0 | 12,000 | 12,000 |
| Grants and Subsidies | 750,690 | 250,000 | 250,000 | 0 |
| Inventory | 334,523 | 285,687 | 359,343 | 379,591 |
| Service Charges | 77,887 | 40,700 | 38,387 | 55,716 |
| Transfers Out | 359,343 | 359,343 | 359,343 | 360,730 |
| Total Expenditures | \$ 49,722,628 | \$ 28,579,160 | \$ 29,134,424 | \$ 36,102,204 |
| Program Revenues | \$ (9,747,301) | \$ (7,031,752) | \$ (6,577,452) | \$ (7,822,723) |
| Net Expenditures | \$ 39,975,327 | \$ 21,547,408 | \$ 22,556,973 | \$ 28,279,481 |

Authorized Complement

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Organization Structure



Performance Highlights

- Provided over 100K Title One school students with free educational programs at the Pink Palace Family of Museums.
- Provided Spring Camp at all Community Centers with 1,017 participants.
- Redesigned summer camp curriculum and enrolled 2100 youth for Summer Camp 2017 at 25 community center locations.
- Piloted an after-school online reading program using Lexia software at seven community center sites.

Issues & Trends

The Division of Parks and Neighborhoods continue to focus on meeting citizens' expectations for service delivery, quality customer service, diverse programming and well maintained facilities. Issues impacting the performance of the Division include deferred maintenance and aging infrastructure; lack of comprehensive technology solutions to facilitate the distribution of information to the public and streamline processes such as registration; and concerns about public safety in neighborhood facilities. The Division continues to focus its efforts to expand quality programmatic opportunities for young people. There is additionally increased demand for expanded hours of operations at community and senior centers, to serve both youth and senior citizens.

Key Performance Indicators

| PARK FACILITIES | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---|-------------|-----------|--------------|-----------|---------------|
| Ticketed museum experiences (#) | 455,596 | 446,664 | 426,464 | 471,330 | Neighborhoods |
| Youth who visit the museum through ticketed school groups (#) | 164,277 | 150,000 | 178,674 | 166,541 | Youth |
| Customer satisfaction for Planetarium, Guest Services, and Nature Center (Scale of 0-5) | 4.92 | 4.91 | 4.9 | 4.91 | Neighborhoods |
| Customer satisfaction of teachers (Scale of 0-5) | 4.79 | 4.85 | 4.88 | 4.88 | Youth |

| ZOO | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|--|-------------|---------------|--------------|---------------|---------------|
| Maintain accreditation from the American Zoo Association | Accredited | Accreditation | Accredited | Accreditation | Government |
| Visitors - total (#) | 1,135,073 | 1,030,300 | 1,200,000 | 1,096,650 | Neighborhoods |
| Visitors - complimentary (#) | 137,943 | 131,300 | 142,000 | 132,100 | Neighborhoods |
| Visitors - school groups | 82,813 | 79,700 | 90,000 | 79,100 | Neighborhoods |

| BROOKS MUSEUM | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---|-------------|-----------|--------------|-----------|---------------|
| Total visits (#) | 66,500 | 85,000 | 68,000 | 75,000 | Neighborhoods |
| Ticketed visits (#) | 19,500 | 25,000 | 19,750 | 20,000 | Neighborhoods |
| Complimentary visits (#) | 36,500 | 46,000 | 38,000 | 45,000 | Neighborhoods |
| Youth who visit the museum as part of complementary school groups (#) | 10,500 | 14,000 | 10,250 | 12,000 | Youth |

| RECREATION | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|--|-------------|-----------|--------------|-----------|---------------|
| Community center attendance (#) | 1,705,070 | 1,917,570 | 1,676,957 | 1,900,600 | Neighborhoods |
| Swim lessons provided (#) | N/A | 700 | 716 | 880 | Youth |
| Youth participation in summer camp (#) | 2,653 | 2,700 | 2,019 | 2,000 | Youth |
| Youth participation in athletics (#) | 42,004 | 41,286 | 38,805 | 43,000 | Youth |
| Skinner Center attendance (#) | 36,323 | 42,606 | 38,979 | 42,000 | Neighborhoods |
| Senior center attendance (#) | 136,341 | 183,966 | 152,892 | 184,000 | Neighborhoods |

| GOLF | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|--------------------------|-------------|-----------|--------------|-----------|---------------|
| Starts by Memphians (#) | 141,855 | 152,000 | 141,927 | 145,000 | Neighborhoods |
| Complimentary starts (#) | 3,359 | 3,000 | 3,582 | 4,000 | Neighborhoods |

* Some figures are approximate. In these cases, the reporting for FY17 was not complete before production of the budget book.

Parks Division Detail

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|
| PERSONNEL SERVICES | | | | |
| Full-Time Salaries | 14,593,197 | 6,932,835 | 5,626,268 | 8,773,529 |
| Holiday Salary Full Time | 845,092 | 0 | 223,504 | 0 |
| Vacation Leave | 968,949 | 0 | 313,356 | 0 |
| Bonus Leave | 137,661 | 0 | 36,197 | 0 |
| Sick Leave | 599,047 | 0 | 184,839 | 0 |
| Overtime | 150,569 | 3,710 | 11,943 | 175,710 |
| Out of Rank Pay | 51,819 | 15,800 | 29,500 | 26,300 |
| Hazardous Duty Pay | 57,450 | 0 | 0 | 0 |
| Longevity Pay | 1,938 | 0 | 2,431 | 0 |
| Shift Differential | 5,697 | 1,700 | 1,700 | 1,700 |
| Retirement Benefits | 387,785 | 83,149 | 76,512 | 67,149 |
| Pension | 823,265 | 297,565 | 209,734 | 331,809 |
| Supplemental Pension | 24,311 | 25,197 | 23,637 | 52,031 |
| Social Security | 353,814 | 66,725 | 323,546 | 67,514 |
| Pension ARC Funding | 2,364,252 | 906,932 | 906,662 | 1,423,574 |
| Group Life Insurance | 32,722 | 17,277 | 11,013 | 25,264 |
| Unemployment | 52,250 | 11,920 | 12,200 | 15,040 |
| Medicare | 298,163 | 156,554 | 113,954 | 179,508 |
| Long Term Disability | 53,233 | 18,792 | 16,134 | 23,448 |
| Health Insurance - Basic | 254,975 | 83,722 | 67,009 | 0 |
| Health Insurance - Value PPO | 0 | 0 | 3,898 | 36,089 |
| Health Insurance - Premier | 2,323,460 | 873,041 | 542,825 | 761,853 |
| Other Post Employment Benefits | 0 | 41,930 | 0 | 0 |
| Benefits Adjustments | 0 | (41,931) | 0 | 69,230 |
| Health Insurance-Local Plus Plan | 0 | 0 | 45,588 | 526,972 |
| Salaries - Part Time/Temporary | 4,727,301 | 3,914,650 | 4,069,932 | 4,904,446 |
| On the Job Injury | 119,771 | 13,000 | 102,327 | 98,000 |
| Payroll Reserve | 108,368 | 0 | 0 | 0 |
| Attrition | 0 | (132,873) | 0 | (121,873) |
| Bonus Pay | 8,500 | 0 | 86,466 | 0 |
| Expense Recovery - Personnel | (115,000) | (56,310) | 0 | (56,310) |
| Total Personnel Services | \$ 29,228,590 | \$ 13,233,385 | \$ 13,041,174 | \$ 17,380,982 |
| MATERIALS AND SUPPLIES | | | | |
| City Storeroom Supplies | 1,220 | 0 | 259 | 7,150 |
| Facility Repair & Carpentry | 71,907 | 40,000 | 50,704 | 44,315 |
| City Shop Charges | 151,710 | 149,504 | 155,045 | 1,239,501 |
| City Shop Fuel | 156,252 | 180,461 | 172,373 | 327,863 |

Parks Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------------------|-------------------|--------------------|---------------------|--------------------|
| City Computer Svc Equipment | 12,077 | 12,455 | 24,093 | 23,885 |
| Data/Word Process Software | 96,669 | 0 | 0 | 0 |
| City Telephone/Communications | 51,531 | 41,669 | 38,560 | 39,151 |
| Printing - Outside | 23,925 | 33,750 | 32,950 | 26,450 |
| Supplies - Outside | 254,291 | 69,357 | 115,842 | 94,895 |
| Food Expense | 112,410 | 85,000 | 115,000 | 112,000 |
| Hand Tools | 0 | 0 | 0 | 10,200 |
| Clothing | 48,068 | 14,700 | 19,689 | 42,330 |
| Household Supplies | 138,889 | 186,600 | 159,396 | 265,698 |
| Safety Equipment | 262 | 0 | 1,441 | 7,500 |
| Drafting/Photo Supplies | 0 | 5,500 | 5,500 | 5,500 |
| Medical Supplies | 171,432 | 0 | 0 | 0 |
| Athletic/Recreational Supplies | 82,665 | 66,400 | 72,900 | 83,300 |
| Outside Postage | 6,935 | 2,300 | 2,300 | 1,800 |
| Asphalt Products | 0 | 0 | 0 | 3,000 |
| Lumber & Wood Products | 2,042 | 6,500 | 6,500 | 11,500 |
| Paints Oils & Glass | 396 | 2,000 | 2,000 | 2,000 |
| Steel & Iron Products | 0 | 0 | 0 | 30,000 |
| Lime Cement & Gravel | 0 | 0 | 0 | 4,000 |
| Chemicals | 161,074 | 172,291 | 201,746 | 241,036 |
| Materials and Supplies | 289,414 | 177,131 | 162,481 | 189,955 |
| Miscellaneous Expense | 17,244 | 26,978 | 26,976 | 33,478 |
| Library Books | 1,197,735 | 0 | 0 | 0 |
| Tower Lease Expense - Library | 26,792 | 0 | 0 | 0 |
| WYPL Arkansas Tower Expense - Library | 34,707 | 0 | 0 | 0 |
| Operation Police Traffic Unit | 0 | 0 | 1,494 | 0 |
| Operation Police Mounted | 51 | 0 | 0 | 0 |
| Outside Vehicle Repair | 0 | 0 | 180 | 20,000 |
| Outside Equipment Repair/Maintenance | 392,341 | 279,874 | 341,543 | 354,986 |
| Facilities Structure Repair - Outside | 153,118 | 0 | 1,689 | 1,000 |
| Horticulture | 0 | 0 | 0 | 10,000 |
| Medical/Dental/Vetinary | 40,891 | 0 | 0 | 0 |
| Advertising/Publication | 3,529 | 0 | 4,450 | 0 |
| Janitorial Services | 580,678 | 0 | 30,000 | 0 |
| Security | 1,169,699 | 378,491 | 488,143 | 436,416 |
| Seminars/Training/Education | 15,065 | 3,000 | 11,000 | 19,500 |
| Misc Professional Services | 4,862,613 | 3,579,748 | 3,700,205 | 5,552,065 |
| Travel Expense | 11,611 | 15,500 | 15,849 | 16,500 |
| Unreported Travel | (1,974) | 0 | 0 | 0 |
| Mileage | 11,447 | 11,800 | 4,043 | 2,250 |

Parks Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--|----------------------|----------------------|----------------------|----------------------|
| Utilities | 4,340,882 | 4,047,721 | 4,528,921 | 3,725,803 |
| Sewer Fees | 1,211,114 | 1,400,000 | 1,412,848 | 1,331,580 |
| Insurance | 917,265 | 855,400 | 884,687 | 955,550 |
| Claims | 7,484 | 30,000 | 30,000 | 45,000 |
| Lawsuits | 161,735 | 118,455 | 118,455 | 118,455 |
| Dues/Memberships/Periodicals | 35,659 | 17,403 | 22,482 | 25,153 |
| Rent | 44,567 | 38,850 | 38,850 | 38,850 |
| Misc Services and Charges | 1,316,394 | 1,289,940 | 1,289,939 | 1,312,528 |
| Minor Equipment | 6,680 | 13,000 | 10,190 | 25,800 |
| Equipment Rental | 744,624 | 1,058,266 | 773,455 | 1,075,243 |
| Expense Recovery - M & S | (185,000) | 0 | 0 | 0 |
| Total Materials and Supplies | \$ 18,950,118 | \$ 14,410,044 | \$ 15,074,177 | \$ 17,913,186 |
| CAPITAL OUTLAY | | | | |
| Equipment | 21,478 | 0 | 12,000 | 12,000 |
| Total Capital Outlay | \$ 21,478 | \$ 0 | \$ 12,000 | \$ 12,000 |
| GRANTS AND SUBSIDIES | | | | |
| MIFA General Assistance | 656,696 | 0 | 0 | 0 |
| Community Initiatives Grants for Non-Profits | 75,200 | 0 | 0 | 0 |
| Death Benefits | 18,794 | 0 | 0 | 0 |
| Botanic Gardens Foundation | 0 | 250,000 | 250,000 | 0 |
| Total Grants and Subsidies | \$ 750,690 | \$ 250,000 | \$ 250,000 | \$ 0 |
| INVENTORY | | | | |
| Inventory Purchases | 95,311 | 71,820 | 140,919 | 117,793 |
| Food Inventory | 239,212 | 213,867 | 218,425 | 261,798 |
| Total Inventory | \$ 334,523 | \$ 285,687 | \$ 359,343 | \$ 379,591 |
| SERVICE CHARGES | | | | |
| Credit Card Fees - Expense | 77,887 | 40,700 | 38,387 | 55,716 |
| Total Service Charges | \$ 77,887 | \$ 40,700 | \$ 38,387 | \$ 55,716 |
| TRANSFERS OUT | | | | |
| Oper Tfr Out - Debt Service Fund | 359,343 | 359,343 | 359,343 | 360,730 |
| Total Transfers Out | \$ 359,343 | \$ 359,343 | \$ 359,343 | \$ 360,730 |
| TOTAL PROGRAM EXPENDITURES | \$ 49,722,628 | \$ 28,579,160 | \$ 29,134,424 | \$ 36,102,204 |

Parks Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|
| LICENSES AND PERMITS | | | | |
| Dog License | 270,903 | 0 | 0 | 0 |
| County Dog License Fee | 101,346 | 0 | 0 | 0 |
| Total Licenses and Permits | \$ 372,249 | \$ 0 | \$ 0 | \$ 0 |
| FINES AND FORFEITURES | | | | |
| Library Fines & Fees | 440,187 | 0 | 0 | 0 |
| Total Fines and Forfeitures | \$ 440,187 | \$ 0 | \$ 0 | \$ 0 |
| CHARGES FOR SERVICES | | | | |
| Shelter Fees | 225,336 | 0 | 0 | 0 |
| Animal Vaccination | 35,042 | 0 | 0 | 0 |
| Admissions - Museum Workshops | 0 | 0 | 94 | 0 |
| Admissions - General | 10,457 | 0 | 306 | 0 |
| Museum Planetarium Fee | 0 | 0 | 188 | 0 |
| Parking | 605,936 | 743,000 | 696,496 | 527,497 |
| Senior Citizen's Meals | 95,859 | 82,000 | 75,000 | 75,000 |
| Concessions | 2,147,892 | 1,500,382 | 2,023,415 | 2,149,152 |
| Golf Car Fees | 1,047,958 | 1,057,500 | 917,461 | 1,149,500 |
| Pro Shop Sales | 123,260 | 135,500 | 106,199 | 137,300 |
| Green Fees | 1,438,765 | 1,565,100 | 1,150,507 | 1,702,996 |
| Softball | 85,320 | 91,000 | 27,435 | 28,000 |
| Basketball | 12,530 | 17,500 | 2,900 | 0 |
| Football | 2,250 | 1,000 | 800 | 0 |
| Ballfield Permit | 20,792 | 18,000 | 18,000 | 18,000 |
| Class Fees | 58,451 | 55,750 | 62,250 | 47,310 |
| Yearly Tennis | 20,000 | 0 | 0 | 0 |
| Rental Fees | 897,823 | 894,000 | 879,266 | 979,047 |
| Day Camp Fees | 260,671 | 320,220 | 265,200 | 260,200 |
| Food Service Revenue | (1,741) | 0 | (425) | 0 |
| After School Camp | 2,110 | 3,000 | 2,100 | 2,100 |
| Outside Revenue | 0 | 78,500 | 0 | 125,295 |
| Total Charges for Services | \$ 7,088,709 | \$ 6,562,452 | \$ 6,227,192 | \$ 7,201,397 |
| OTHER REVENUES | | | | |
| Local Shared Revenue | 453,504 | 114,800 | 55,100 | 50,000 |
| City of Bartlett | 736,940 | 0 | 0 | 0 |
| Miscellaneous Income | 500,243 | 289,500 | 225,224 | 501,326 |
| Cash Overage/Shortage | 6,944 | 0 | 4,936 | 0 |

Parks Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Donated Revenue | 4,577 | 0 | 0 | 0 |
| Corporate Sponsorship | 70,000 | 65,000 | 65,000 | 70,000 |
| Grant Revenue - Library | 70,843 | 0 | 0 | 0 |
| Misc. Library Revenue | 3,104 | 0 | 0 | 0 |
| Total Other Revenues | \$ 1,846,156 | \$ 469,300 | \$ 350,259 | \$ 621,326 |
| TOTAL PROGRAM REVENUES | \$ (9,747,301) | \$ (7,031,752) | \$ (6,577,452) | \$ (7,822,723) |
| NET EXPENDITURES | \$ 39,975,327 | \$ 21,547,408 | \$ 22,556,973 | \$ 28,279,481 |

Parks & Neighborhoods - Administration

Parks & Neighborhoods Administration maximizes and coordinates administrative support for the Division's service centers to enhance efficient and effective delivery of services.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | 923,368 | 882,086 | 915,519 | 907,066 |
| Materials and Supplies | 860,190 | 620,862 | 625,279 | 579,818 |
| Total Expenditures | \$ 1,783,557 | \$ 1,502,948 | \$ 1,540,799 | \$ 1,486,884 |
| Program Revenues | \$ (45,903) | \$ (28,000) | \$ (28,000) | \$ (28,000) |
| Net Expenditures | \$ 1,737,654 | \$ 1,474,948 | \$ 1,512,799 | \$ 1,458,884 |

Authorized Complement

11

Planning & Development

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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| Personnel Services | 217,123 | 192,008 | 257,585 | 209,112 |
| Materials and Supplies | 11,194 | 20,338 | 20,403 | 19,404 |
| Total Expenditures | \$ 228,317 | \$ 212,346 | \$ 277,988 | \$ 228,516 |
| Net Expenditures | \$ 228,317 | \$ 212,346 | \$ 277,988 | \$ 228,516 |

| | |
|------------------------------|----------|
| Authorized Complement | 3 |
|------------------------------|----------|

Bluff City Classics

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|----------------|-----------------|------------------|-----------------|
| Materials and Supplies | 357 | 0 | 1,441 | 0 |
| Total Expenditures | \$ 357 | \$ 0 | \$ 1,441 | \$ 0 |
| Net Expenditures | \$ 357 | \$ 0 | \$ 1,441 | \$ 0 |
| Authorized Complement | | | | 0 |

Park Operations

Provides maintenance and operating support for Memphis parks and green spaces, including playgrounds, walking trails and sports fields.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|-------------------|--------------------|---------------------|---------------------|
| Personnel Services | 0 | 0 | 0 | 3,808,243 |
| Materials and Supplies | 124,040 | 0 | 0 | 2,606,241 |
| Total Expenditures | \$ 124,040 | \$ 0 | \$ 0 | \$ 6,414,484 |
| Program Revenues | \$ 0 | \$ 0 | \$ 0 | \$ (131,000) |
| Net Expenditures | \$ 124,040 | \$ 0 | \$ 0 | \$ 6,283,484 |
| Authorized Complement | | | | 51 |

Park Facilities

Inspires visitors to discover human cultures, history and the humanities, the natural world, technology, and the universe at the Pink Palace, Lichterman Nature Center, Mallory-Neely House and Magevny House. Through rich collections, thought-provoking exhibits and engaging programs, the museums encourage our diverse community to reflect on the past, understand the present and influence the future. The Park Facilities are supported through public/private partnership with the Memphis Museums, Inc. (MMI).

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | 2,218,824 | 2,117,463 | 2,153,987 | 2,152,613 |
| Materials and Supplies | 1,296,667 | 1,447,134 | 1,558,111 | 1,459,677 |
| Grants and Subsidies | 3,177 | 0 | 0 | 0 |
| Inventory | 297 | 0 | 0 | 0 |
| Total Expenditures | \$ 3,518,965 | \$ 3,564,597 | \$ 3,712,098 | \$ 3,612,290 |
| Program Revenues | \$ (10,457) | \$ 0 | \$ (1,901) | \$ 0 |
| Net Expenditures | \$ 3,508,508 | \$ 3,564,597 | \$ 3,710,197 | \$ 3,612,290 |

Authorized Complement

28

Zoo

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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| Materials and Supplies | 2,891,870 | 3,551,237 | 3,569,164 | 2,984,554 |
| Total Expenditures | \$ 2,891,870 | \$ 3,551,237 | \$ 3,569,164 | \$ 2,984,554 |
| Net Expenditures | \$ 2,891,870 | \$ 3,551,237 | \$ 3,569,164 | \$ 2,984,554 |

| | |
|------------------------------|----------|
| Authorized Complement | 0 |
|------------------------------|----------|

Brooks Museum

The Memphis Brooks Museum of Art enriches the lives of our diverse community through the museum's expanding collections, 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. The Museum is operated through a public/private partnership with the Memphis Brooks Museum of Art, Inc.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| Materials and Supplies | 571,448 | 571,448 | 621,448 | 571,448 |
| Total Expenditures | \$ 571,448 | \$ 571,448 | \$ 621,448 | \$ 571,448 |
| Net Expenditures | \$ 571,448 | \$ 571,448 | \$ 621,448 | \$ 571,448 |

| | |
|------------------------------|----------|
| Authorized Complement | 0 |
|------------------------------|----------|

Memphis Botanic Garden

The Memphis Botanic Garden is dedicated to being an exemplary regional center for horticultural and environmental enrichment. The Memphis Botanic Garden is operated through a public/private partnership with the Memphis Botanic Garden Foundation, Inc.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| Personnel Services | 197,883 | 201,610 | 217,542 | 209,803 |
| Materials and Supplies | 334,680 | 344,084 | 344,525 | 342,598 |
| Grants and Subsidies | 0 | 250,000 | 250,000 | 0 |
| Total Expenditures | \$ 532,563 | \$ 795,694 | \$ 812,067 | \$ 552,401 |
| Net Expenditures | \$ 532,563 | \$ 795,694 | \$ 812,067 | \$ 552,401 |

| | |
|------------------------------|----------|
| Authorized Complement | 3 |
|------------------------------|----------|

Sports Centers

Parks Sports Centers facilitates sports and entertainment events at the Liberty Bowl Memorial Stadium and Fairgrounds for citizens of Memphis and the Mid-South.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Materials and Supplies | 3,451,474 | 2,438,738 | 2,028,756 | 3,599,715 |
| Transfers Out | 359,343 | 359,343 | 359,343 | 360,730 |
| Total Expenditures | \$ 3,810,817 | \$ 2,798,081 | \$ 2,388,099 | \$ 3,960,445 |
| Program Revenues | \$ (3,471,070) | \$ (2,900,000) | \$ (3,370,407) | \$ (3,547,991) |
| Net Expenditures | \$ 339,747 | \$ (101,919) | \$ (982,308) | \$ 412,454 |
| Authorized Complement | | | | 0 |

Recreation

Recreation Centers are to 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 through its community and senior center facilities.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|----------------------|----------------------|----------------------|---------------------|
| Personnel Services | 7,059,282 | 7,161,440 | 7,352,470 | 6,726,785 |
| Materials and Supplies | 2,976,457 | 3,310,709 | 3,500,743 | 2,690,484 |
| Capital Outlay | 21,478 | 0 | 12,000 | 12,000 |
| Total Expenditures | \$ 10,057,216 | \$ 10,472,149 | \$ 10,865,213 | \$ 9,429,269 |
| Program Revenues | \$ (887,156) | \$ (903,770) | \$ (677,465) | \$ (616,050) |
| Net Expenditures | \$ 9,170,060 | \$ 9,568,379 | \$ 10,187,749 | \$ 8,813,219 |

Authorized Complement

90

Parks - Golf

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|----------------|-----------------|------------------|-----------------|
| Materials and Supplies | 80 | 0 | 0 | 0 |
| Total Expenditures | \$ 80 | \$ 0 | \$ 0 | \$ 0 |
| Net Expenditures | \$ 80 | \$ 0 | \$ 0 | \$ 0 |

| | |
|------------------------------|----------|
| Authorized Complement | 0 |
|------------------------------|----------|

Golf

Provides quality golf facilities that will enable golfers of all levels to enhance their enjoyment of the game with as little tax burden as possible on the citizens of Memphis.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Personnel Services | 2,508,440 | 2,433,259 | 1,884,826 | 2,479,095 |
| Materials and Supplies | 1,704,218 | 2,080,574 | 1,994,746 | 2,178,003 |
| Inventory | 334,226 | 285,687 | 359,343 | 379,591 |
| Service Charges | 67,848 | 40,700 | 38,387 | 55,716 |
| Total Expenditures | \$ 4,614,733 | \$ 4,840,220 | \$ 4,277,302 | \$ 5,092,405 |
| Program Revenues | \$ (3,062,292) | \$ (3,199,982) | \$ (2,499,679) | \$ (3,440,325) |
| Net Expenditures | \$ 1,552,440 | \$ 1,640,238 | \$ 1,777,623 | \$ 1,652,080 |

| | |
|------------------------------|-----------|
| Authorized Complement | 17 |
|------------------------------|-----------|

Sports Services

Provides aquatic and other sport recreational activities that enhance the quality of life through exercise and involvement.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-------------------|--------------------|---------------------|---------------------|
| Personnel Services | 0 | 0 | 3,594 | 888,266 |
| Materials and Supplies | 0 | 0 | 478,998 | 881,244 |
| Total Expenditures | \$ 0 | \$ 0 | \$ 482,592 | \$ 1,769,510 |
| Program Revenues | \$ 0 | \$ 0 | \$ 0 | \$ (59,357) |
| Net Expenditures | \$ 0 | \$ 0 | \$ 482,592 | \$ 1,710,153 |

Authorized Complement

5

Special Services

Second Chance Programs provide training, advocacy, capacity building and technical assistance to a diverse group of citizens.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|---------------------|--------------------|---------------------|--------------------|
| Personnel Services | 584,920 | 245,520 | 255,049 | 0 |
| Materials and Supplies | 77,791 | 24,920 | 24,921 | 0 |
| Grants and Subsidies | 656,696 | 0 | 0 | 0 |
| Total Expenditures | \$ 1,319,407 | \$ 270,440 | \$ 279,970 | \$ 0 |
| Program Revenues | \$ (5,000) | \$ 0 | \$ 0 | \$ 0 |
| Net Expenditures | \$ 1,314,407 | \$ 270,440 | \$ 279,970 | \$ 0 |
| Authorized Complement | | | | 0 |

Animal Shelter

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|---------------------|-----------------|------------------|-----------------|
| Personnel Services | 3,163,285 | 0 | 0 | 0 |
| Materials and Supplies | 768,378 | 0 | 0 | 0 |
| Total Expenditures | \$ 3,931,663 | \$ 0 | \$ 0 | \$ 0 |
| Program Revenues | \$ (639,348) | \$ 0 | \$ 0 | \$ 0 |
| Net Expenditures | \$ 3,292,315 | \$ 0 | \$ 0 | \$ 0 |
| Authorized Complement | | | | 0 |

Library

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|-----------------------|--------------------|---------------------|--------------------|
| Personnel Services | 12,393,310 | 0 | 0 | 0 |
| Materials and Supplies | 4,055,026 | 0 | 305,641 | 0 |
| Grants and Subsidies | 15,617 | 0 | 0 | 0 |
| Service Charges | 10,039 | 0 | 0 | 0 |
| Total Expenditures | \$ 16,473,992 | \$ 0 | \$ 305,641 | \$ 0 |
| Program Revenues | \$ (1,626,075) | \$ 0 | \$ 0 | \$ 0 |
| Net Expenditures | \$ 14,847,917 | \$ 0 | \$ 305,641 | \$ 0 |
| Authorized Complement | | | | 0 |

Neighborhood Watch

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|-----------------|------------------|-----------------|
| Personnel Services | (39,031) | 0 | 0 | 0 |
| Materials and Supplies | (173,752) | 0 | 0 | 0 |
| Grants and Subsidies | 75,200 | 0 | 0 | 0 |
| Total Expenditures | \$ (137,583) | \$ 0 | \$ 0 | \$ 0 |
| Net Expenditures | \$ (137,583) | \$ 0 | \$ 0 | \$ 0 |

| | |
|------------------------------|----------|
| Authorized Complement | 0 |
|------------------------------|----------|

Parks • Authorized Complement

PARKS • AUTHORIZED COMPLEMENT

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|---|----------------------|-------------------------------------|----------------------|
| PARKS & NEIGHBORHOODS - ADMINISTRATION | | COORD FACILITIES | 1 |
| ASST EXECUTIVE | 1 | CREWPERSON | 3 |
| CLERK OFFICE SUPPORT A | 1 | CURATOR BACKYARD WILDLIFE CTR | 1 |
| COORD ADMIN BUDGET | 1 | DIRECTOR MUSEUM | 1 |
| DIRECTOR PARKS & NEIGHBORHOODS | 1 | FOREMAN GROUNDS MNT | 2 |
| DIRECTOR PARKS OPERATIONS DEPUTY | 1 | MGR BUSINESS AFFAIRS | 1 |
| MGR ADMIN SVCS PARKS | 1 | MGR COLLECTIONS | 1 |
| MGR PUBLIC MEDIA AFFAIRS | 1 | MGR EDUCATION | 1 |
| SPEC CUST SVC ADMIN | 1 | MGR EXHIBITS GRAPHICS | 1 |
| SPEC GRANT ADMIN | 1 | MGR HISTORIC PROPERTIES | 1 |
| SUPER HR PARKS | 1 | MGR LICHTERMAN NATURE CTR | 1 |
| SUPER PAYROLL ACCOUNTING | 1 | MGR SCHOOL TEACHER SVCS | 1 |
| Total Parks & Neighborhoods - Administration | 11 | RECEPTIONIST | 1 |
| PLANNING & DEVELOPMENT | | REGISTRAR MUSEUM | 1 |
| ADMR PLANNING DEV | 1 | SPEC EXHIBITS MEDIA | 1 |
| ANALYST PLANNING MAPPING | 1 | SUPER BOX OFFICE | 1 |
| ARCHITECT LANDSCAPE | 1 | SUPER EXHIBIT GRAPHIC SVCS | 1 |
| Total Planning & Development | 3 | SUPER OPERATIONS LNC | 1 |
| PARK OPERATIONS | | SUPER PLANETARIUM | 1 |
| CLERK ACCOUNTING A | 1 | TEACHER NATURALIST CF | 1 |
| CREWCHIEF | 7 | Total Park Facilities | 28 |
| DRIVER TRUCK | 25 | MEMPHIS BOTANIC GARDEN | |
| DRIVER TRUCK | 1 | BOTANIST BOTANICAL CTR | 1 |
| FOREMAN GROUNDS MNT | 1 | CREWCHIEF | 1 |
| FOREMAN ZONE MNT | 6 | SUPER BOTANTICAL GRDNS | 1 |
| HORICULTURIST | 1 | Total Memphis Botanic Garden | 3 |
| MECH MNT | 4 | RECREATION | |
| MGR PARK MAINTENANCE | 1 | ADMR SENIOR SVCS | 1 |
| OPER HEAVY EQUIP | 1 | ADMR YOUTH SVCS | 1 |
| SUPER BUSINESS AFFAIRS | 1 | CLERK ACCOUNTING B | 1 |
| TRIMMER TREE | 2 | COOK | 3 |
| Total Park Operations | 51 | CUSTODIAN | 27 |
| PARK FACILITIES | | DIRECTOR COMMUNITY CTR | 30 |
| ADMR PROGRAMS | 1 | DIRECTOR COMMUNITY CTR ASST | 22 |
| CLERK ACCOUNTING B | 1 | MGR RECREATION PROG | 3 |
| CLERK PAYROLL A | 1 | SPEC ATHLETIC | 1 |
| CONSERVATOR | 1 | SPEC RECREATION ADMINISTRATIVE | 1 |
| COORD EXHIBITS GRAPHIC SVCS | 1 | Total Recreation | 90 |

Parks • Authorized Complement

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|------------------------------|----------------------|----------------|----------------------|
| GOLF | | | |
| ADMR GOLF ENTERPRISE | 1 | | |
| ANALYST ACCOUNTING | 1 | | |
| FOREMAN GOLF COURSE MNT | 6 | | |
| FOREMAN TURF | 1 | | |
| MGR FACILITY GOLF I | 3 | | |
| MGR FACILITY GOLF II | 5 | | |
| Total Golf | <u>17</u> | | |
| SPORTS SERVICES | | | |
| MGR AQUATIC | 1 | | |
| MGR ATHLETICS | 1 | | |
| SPEC ATHLETIC | 2 | | |
| SUPER AQUATIC | 1 | | |
| Total Sports Services | <u>5</u> | | |
| <u>TOTAL Parks</u> | <u>208</u> | | |

POLICE SERVICES

Mission Statement

To create and maintain public safety in the City of Memphis with focused attention on preventing and reducing crime, enforcing the law, and apprehending criminals.

Services

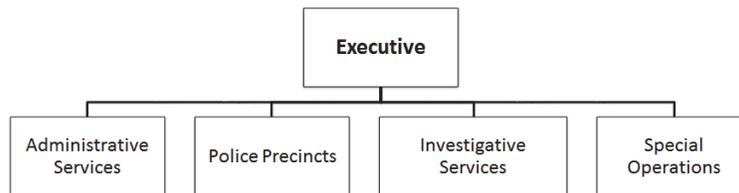
The Police Division's primary responsibility is to provide complete law enforcement services to the City of Memphis. The Division serves the citizens of the City of Memphis by performing law enforcement functions in a professional manner. The Division is ultimately responsible to the citizens. The Division's role is to enforce the law in a fair and impartial manner, recognizing both the statutory and judicial limitations of police authority and the constitutional rights of all persons. The Division's responsibilities include preventing and reducing crime, addressing illegal drug activity, solving crimes against persons and property, vigorously enforcing traffic laws by deploying specialized support units such as Community Oriented Policing Services (COPS), Vice and Narcotics Unit, Canine, Harbor, Air Support, Mounted Patrol and Tactical Units when needed in addition to its uniform patrol units.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Personnel Services | 217,491,120 | 222,543,664 | 228,743,040 | 227,905,536 |
| Materials and Supplies | 22,930,828 | 28,139,046 | 25,909,242 | 26,558,364 |
| Capital Outlay | (82,583) | 492,094 | 494,748 | 548,794 |
| Grants and Subsidies | 127,476 | 150,000 | 180,043 | 150,000 |
| Service Charges | 10,763 | 0 | 9,574 | 0 |
| Transfers Out | 4,807,161 | 4,625,588 | 4,625,588 | 4,366,095 |
| Total Expenditures | \$ 245,284,768 | \$ 255,950,400 | \$ 259,962,240 | \$ 259,528,800 |
| Program Revenues | \$ (2,861,581) | \$ (4,263,757) | \$ (5,671,632) | \$ (3,713,414) |
| Net Expenditures | \$ 242,423,187 | \$ 251,686,644 | \$ 254,290,609 | \$ 255,815,387 |

| | |
|------------------------------|--------------|
| Authorized Complement | 2,736 |
|------------------------------|--------------|

Organization Structure



Performance Highlights

Police Training Academy reports the following highlights for the fiscal year.

- Graduated 23 MPD Police Officers from the 121st Basic Recruit Session and 31 MPD Officers from the 122nd Basic Recruit Class. The 123rd Basic Recruit class began March 20, 2017 with 108 recruits. The class is scheduled to graduate in August 2017.
- Restablished the Police Service Technican (PST) program. 3 PST sessions grauated with 77 PSTs. PSTs operate out of the Traffic Division and investigate motor vehicle crashes as well as assist with traffic control at special events. PSTs eventually become police officers.
- Created the Blue Path Program to recruit recent high school graduates to join MPD as PSTs and eventually become police officers.

The Real Time Crime Center reports the following highlights for the fiscal year:

- Awarded RFP for replacement of the Countywide Radio System to Motorola.

- Completed installation of in car video system.
- Deployed Body Worn Cameras with over 1,400 cameras in use.
- Increased part time civilian video analysts to 17 to process requests for videos.
- Established a forensic computer and cell phone lab at RTCC.
- Continued project of GPS bracelets for sexual assault offenders and domestic violence offenders. 344 GPS devices are actively being monitored and over 800 people cycled through the program.
- Increased the number of cameras deployed throughout the city to over 900. This included cameras donated by several homeowner associations and 70 cameras deployed as part of the Sentinel Camera Project. The Sentinel Program put 10 cameras in each of the 7 City Council Districts in high crime areas.
- Included in the total are 46 cameras on Big River Crossing over the Mississippi River.

Grants Office reports the following accomplishments:

- Has open/active grants totaling over \$10, 500,000.
- Port Security Grant for \$775,000 funded a police/fire boat for patrolling the Mississippi River and other security systems.

Investigative Services reports the following accomplishments:

- Homicide investigators were able to clear 156 homicides during FY17. During this fiscal year, 201 homicides occurred. This brings the clearance rate to 78%, placing the bureau's clearance rate above the national average. Our investigators performed at a level which allowed us to exceed an established goal and remain above the national average for our homicide clearance rate.
- Sex Crimes bureau reports the following accomplishments for sexual assault kits: 1,978 SAKs shipped to laboratories for testing, 2,266 SAKs returned from laboratories, and 69 requests for indictments submitted.
- Created a Violent Crime Unit to assist all units with investigations including homicides, robberies, and other violent crime.

Organized Crime Unit reports the following accomplishments:

- **Operation Cocaine Cowboy**- January- April 2017, members of Organized Crime conducted an investigation (Operation Cocaine Cowboy). During this investigation, detectives identified approximately 58 individuals who engaged in the conspiracy to distribute cocaine throughout the city of Memphis.

The investigation concluded with the listed seizure results:

- \$ 183,542 (US Currency)
- 4- Kilograms of Cocaine (with a Street Value of \$128,000)
- 140.70 grams of Marijuana
- 11-vehicles
- 7 –firearms

- **Operation Wait-A-Minute Mr. Post Man** - February 2017, members of Organized Crime concluded a six-month investigation targeting (25) individuals for selling heroin, fentanyl, cocaine, marijuana, and oxycodone pills throughout the City of Memphis. The leader of this organization was identified as a high ranking member of the Grape Street Crips. A United States Postal carrier conspired with these individuals to distribute narcotics via U.S. mail. During the investigation, detectives executed (11) search warrants and identified approximately (25) individuals involved in this operation.

Following are the results of the operation:

- \$210,000 US Currency
- Recovered (42) pounds of Marijuana, (3) kilograms of Heroin, (1) kilogram of Fentanyl, (1 ½) kilo of Powder Cocaine, (7,900) Oxycodone Pills, (25) Morphine Pills
- 36 Vehicles
- 13 Handguns
- **Young MOB Gang Round-UP** - March 2017, MGU and GRT detectives participated in a joint round up with the ATF and FBI. The roundup was the culmination of two long-term investigations resulting in the arrest of 23 individuals. Several of these individuals were identified as Young MOB gang members. MGU and GRT detectives participated in the execution of approximately 19 search warrants, the seizure of felony narcotics, 11 firearms, and 2 vehicles.
- **Operation Grape Street and Peda Roll Mafia** - June 2017, MGU participated in a round up with the ATF and the DEA targeting 22 members of the Grape Street CRIPS and the Peda Roll Mafia. The three-year investigation identified gang members who shipped money and drugs between Memphis and Los Angeles, California. There were 22 indictments issued on drug, weapon and money laundering charges in connection to the drug pipeline.

Special Operations' Crime Prevention's Community Outreach Programs (COP) emphasizes Intervention and Prevention Education. Program successes include the following:

- Graduated 167 citizens from the Citizen Police Academy.
- Graduated 57 clergy from the Clergy Police Academy.
- Issued 300 coats purchased by Zach Randolph to students of Lucie E. Campbell Elementary and Geeter Middle Schools; 500 backpacks with school supplies.
- 20 teams participated in the 3rd Annual Feed the Needy Bowling tournament fundraiser at the Billy Hardwick All Stars Lanes. The funds aided with the delivery of 2,000 Thanksgiving food baskets in the Annual Feed the Needy Initiative. COP Officers delivered at least 220 of those Thanksgiving food baskets to local residents throughout the Memphis Community.
- Sponsored Youth Crime Watch Conference with at least 800 students from various Shelby County Schools. These youth returned to their respective schools, identified the crime issues and with the assistance of counselors and COP, implemented educational programs and events as possible solutions.
- Handled over 1,111 Program Requests from schools, church groups, neighborhood watch groups and other community groups to speak on public and personal safety concerns.

Uniform Patrol is the most visible portion of the Memphis Police Department and reports the following accomplishments

- Uniform Patrol provides officers for various protests to ensure safety for the protesters and the community. The protests included the I-40 Bridge, Greensward at Overton Park, \$15 Hour Wage Protests, Valero Protest, etc.
- Uniform Patrol provides services to the community such as Neighborhood Watch meetings, Business Watch meetings, Clergy Watch meetings, Apartment managers meetings, Police Ambassador's meetings and Citizens Police Academy training. We also attend Town Hall meetings involving the Mayor, City Council members and other city divisions. The precincts participate in clean ups, block parties, and other varied community special events. Approximately 1,500 Meetings/Programs/ Events total.
- Answered and self-initiated approximately 1,000,000 calls for service and investigations.
- Partnered with DAG Office and Juvenile Court to place Community Prosecutors and Juvenile Court Probation Officers in Old Allen Station and Tillman Station.

Communications reports the following accomplishments:

- Processed 2,076,000 phone calls.
- Increased staffing of dispatchers by hiring 24 full time and 4 part time employees.
- By June 2017 93% of 911 calls were answered within 20 seconds.
- \$9,000,000 renovation of secondary dispatch started; funded by 911 District.

Administrative Services reports the following accomplishments:

- Conducted Promotions at every rank (Sergeants, Lieutenants, Majors, and Lt. Colonels).
- Moved Police Headquarters to the newly renovated J Donnelly Hill City of Memphis Public Safety Building at 170 North Main after 35 years at 201 Poplar.
- Distributed over \$140,000 in Neighborhood Watch Crime Prevention Grants (NWCPG) to Neighborhood Watch Groups. This brings total grants awarded since the inception to \$237,000 to 99 Neighborhood watch groups.

Issues & Trends

The Memphis Police Department is a multidimensional agency and one of the most progressive police departments in the nation. The City of Memphis has witnessed the presence of gangs and an increase in violence. Fortunately, our community and civic leaders are assisting to solve this problem. It is the primary objective of the Memphis Police Department to work with the community to reduce crime.

Key Performance Indicators

| EXECUTIVE ADMINISTRATION | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---|-------------|-----------|--------------|-----------|---------------|
| % of police recruits who completed academy training | 83% | 75% | 89% | 75% | Public Safety |
| Turnover (% of sworn officers who voluntarily left the force) | 8% | 5% | 7% | 5% | Public Safety |
| % of exit interviews completed | New Measure | 70% | 22% | 80% | Public Safety |

| SUPPORT SERVICES | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---|-------------|-----------|--------------|-----------|---------------|
| % of incoming calls answered within 20 seconds | 54% | 80% | 79% | 90% | Public Safety |
| % of patrol officers trained as fingerprint technicians | 13% | 6% | 17% | 20% | Public Safety |
| Number of Crime Stoppers tips that result in arrests | 372 | 350 | 341 | 350 | Public Safety |

| PRECINCTS | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---|-------------|-------------|--------------|-------------|---------------|
| Part I violent crime rate (incidents per 100,000 population) | 1,340 | 1% decrease | 1,456 | 1% decrease | Public Safety |
| Part I violent crime incidents (#) | 8,773 | Tracking | 9,547 | Tracking | Public Safety |
| Part I property crime rate (incidents per 100,000 population) | 5,600 | 2% decrease | 5,983 | 1% decrease | Public Safety |
| Part I property crime incidents (#) | 36,744 | Tracking | 39,237 | Tracking | Public Safety |
| Total Part I crime incidents (#) | 45,517 | 44,593 | 48,784 | Tracking | Public Safety |
| Number of arrests of youth gun offenders (age 16-24) | 1,144 | 1,100 | 1,068 | 1,100 | Public Safety |
| Number of city-wide gun recoveries | 2,771 | 2,600 | 2,927 | 3,000 | Public Safety |

| INVESTIGATIVE SERVICES | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|--|-------------|-----------|--------------|-----------|---------------|
| Clearance rates for violent Blue Crush crimes | 38% | 33% | 37% | 35% | Public Safety |
| Clearance rates for property-related Blue Crush crimes | 11% | 9% | 11% | 10% | Public Safety |

| SPECIAL OPERATIONS | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---|-------------|-----------|--------------|-----------|---------------|
| Number of traffic and DUI saturations conducted | 290 | 153 | 350 | 360 | Public Safety |
| Number of community awareness/ education programs conducted by C.O.P. | 858 | 706 | 1,035 | 706 | Public Safety |

* Some figures are approximate. In these cases, the reporting for FY17 was not complete before production of the budget book.

Police Services Division Detail

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| PERSONNEL SERVICES | | | | |
| Full-Time Salaries | 112,219,192 | 148,414,016 | 113,396,656 | 152,851,776 |
| Holiday Salary Full Time | 576,810 | 0 | 538,196 | 0 |
| Vacation Leave | 8,478,944 | 0 | 9,615,979 | 0 |
| Bonus Leave | 1,346,527 | 0 | 1,248,523 | 0 |
| Sick Leave | 6,608,375 | 0 | 7,046,209 | 0 |
| Overtime | 19,841,344 | 16,381,553 | 27,879,712 | 19,700,548 |
| Holiday Fire/Police | 6,110,579 | 6,056,062 | 6,015,193 | 6,074,062 |
| Out of Rank Pay | 934,012 | 682,710 | 813,447 | 817,444 |
| Hazardous Duty Pay | 217,858 | 180,883 | 284,661 | 289,991 |
| College Incentive Pay | 3,933,957 | 3,933,354 | 3,990,004 | 4,070,977 |
| Longevity Pay | 1,290,960 | 1,248,212 | 1,251,698 | 1,263,687 |
| Shift Differential | 702,133 | 742,064 | 659,507 | 744,193 |
| Retirement Benefits | 3,351,013 | 3,671,237 | 2,915,064 | 2,895,548 |
| Pension | 7,614,223 | 7,587,570 | 8,746,058 | 8,202,188 |
| Supplemental Pension | 15,342 | 16,377 | 16,382 | 17,803 |
| Social Security | 151,404 | 50,589 | 177,939 | 49,043 |
| Blue M Health Insurance | 66,806 | 0 | 0 | 0 |
| Pension ARC Funding | 14,621,724 | 15,595,760 | 15,586,155 | 14,820,322 |
| Group Life Insurance | 331,927 | 401,543 | 312,191 | 431,125 |
| Unemployment | 271,370 | 196,080 | 197,200 | 188,240 |
| Medicare | 2,293,105 | 2,130,560 | 2,569,908 | 1,989,284 |
| Long Term Disability | 357,474 | 402,335 | 369,735 | 396,585 |
| Health Insurance - Basic | 2,171,240 | 769,110 | 975,022 | 0 |
| Health Insurance - Value PPO | 0 | 0 | 201,904 | 150,296 |
| Health Insurance - Premier | 18,414,830 | 18,868,842 | 15,473,616 | 15,012,822 |
| Other Post Employment Benefits | 0 | 690,017 | 52,402 | 0 |
| Benefits Adjustments | 0 | 3,374,505 | 0 | 4,710,319 |
| Health Insurance-Local Plus Plan | 0 | 0 | 2,389,349 | 3,840,436 |
| Salaries - Part Time/Temporary | 1,753,646 | 2,648,738 | 2,151,192 | 2,461,062 |
| On the Job Injury | 1,665,434 | 1,533,054 | 1,448,127 | 1,526,051 |
| Payroll Reserve | 1,170,471 | 1,054,622 | (1,525) | 100 |
| Attrition | 0 | (13,973,123) | 0 | (14,485,360) |
| Bonus Pay | 1,006,000 | 0 | 2,424,495 | 0 |
| Expense Recovery - Personnel | (25,581) | (113,000) | (1,950) | (113,000) |
| Total Personnel Services | \$ 217,491,120 | \$ 222,543,664 | \$ 228,743,040 | \$ 227,905,536 |
| MATERIALS AND SUPPLIES | | | | |
| City Storeroom Supplies | 9,169 | 2,000 | 6,138 | 2,000 |

Police Services Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------------------|----------------|-----------------|------------------|-----------------|
| Facility Repair & Carpentry | 76,756 | 112,636 | 106,996 | 72,636 |
| City Shop Charges | 4,325,695 | 4,175,842 | 4,162,631 | 4,246,986 |
| City Shop Fuel | 2,593,854 | 4,078,390 | 3,059,467 | 3,573,363 |
| Outside Computer Services | 1,095,098 | 2,189,881 | 1,624,123 | 3,433,220 |
| City Computer Svc Equipment | 9,631 | 375,789 | 384,101 | 383,789 |
| Data/Word Processing Equipment | 399,577 | 0 | 9,940 | 20,000 |
| Data/Word Process Software | 1,585,613 | 1,933,720 | 1,061,254 | 2,058,782 |
| City Telephone/Communications | 11,206 | 30,000 | 95 | 30,012 |
| Printing - Outside | 72,423 | 52,500 | 51,506 | 50,000 |
| Supplies - Outside | 453,275 | 339,551 | 343,911 | 378,291 |
| Word/Processing/Duplicate | 731 | 0 | 86 | 0 |
| Clothing | 1,031,540 | 1,375,267 | 1,219,413 | 1,104,344 |
| Ammunition & Explosives | 910,795 | 744,691 | 562,739 | 400,000 |
| Safety Equipment | 533,782 | 529,667 | 500,034 | 643,950 |
| Drafting/Photo Supplies | 12,940 | 17,012 | 17,087 | 17,012 |
| Outside Postage | 53,945 | 31,100 | 10,868 | 31,100 |
| Asphalt Products | 830 | 0 | 986 | 0 |
| Materials and Supplies | 917,500 | 567,199 | 597,664 | 591,607 |
| Operation Police Canine | 62,688 | 60,867 | 80,134 | 59,000 |
| Operation Police DUI Unit | 40,121 | 80,000 | 45,000 | 15,000 |
| Operation Police Traffic Unit | 37,853 | 80,000 | 76,099 | 70,000 |
| Operation Police Mounted | 58,404 | 69,200 | 60,538 | 63,292 |
| Operation Police TACT | 88,390 | 100,101 | 71,000 | 115,000 |
| Operation Police Aircraft | 219,462 | 671,432 | 600,000 | 565,669 |
| Outside Vehicle Repair | 64,133 | 55,000 | 153,740 | 62,780 |
| Outside Equipment Repair/Maintenance | 288,249 | 477,837 | 54,630 | 103,000 |
| Facilities Structure Repair - Outside | 24 | 0 | 0 | 0 |
| Maintenance Of Grounds | 93 | 0 | 0 | 0 |
| Special Investigations | 197,877 | 427,325 | 30,068 | 40,000 |
| Medical/Dental/Vetinary | 0 | 394,144 | 94,594 | 30,000 |
| Advertising/Publication | 131,781 | 505,000 | 430,000 | 30,000 |
| Outside Phone/Communications | 656,568 | 1,073,445 | 795,072 | 849,600 |
| Janitorial Services | 190,117 | 198,656 | 226,010 | 122,119 |
| Security | 0 | 0 | 0 | 300,000 |
| Weed Control/Chemical Service | 10,170 | 68,200 | 68,200 | 68,200 |
| Seminars/Training/Education | 66,022 | 68,500 | 67,206 | 65,000 |
| Fixed Charges | 1,127,739 | 1,250,000 | 1,053,496 | 1,250,000 |
| Misc Professional Services | 2,307,419 | 1,338,832 | 1,598,195 | 1,345,130 |
| Rewards and Recognition | 1,966 | 0 | 0 | 0 |
| Administrative Fees | 100 | 0 | (100) | 0 |

Police Services Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| Travel Expense | 272,658 | 374,808 | 216,026 | 208,808 |
| Unreported Travel | 12,993 | 1,533 | 8,997 | 0 |
| Outside Fuel | 461 | 2,400 | 1,800 | 1,264 |
| Mileage | 0 | 0 | 617 | 0 |
| Utilities | 922,570 | 1,057,064 | 1,116,985 | 1,057,064 |
| Insurance | 353,506 | 372,480 | 372,480 | 333,720 |
| Claims | 256,976 | 500,000 | 501,877 | 500,000 |
| Lawsuits | 784,295 | 1,500,000 | 3,655,000 | 1,500,000 |
| Dues/Memberships/Periodicals | 12,819 | 6,000 | 3,005 | 6,000 |
| Rent | 1,641,269 | 1,103,671 | 1,710,975 | 1,146,708 |
| Misc Services and Charges | 651,998 | 1,361,479 | 720,498 | 1,229,346 |
| Fire Loss | 0 | 0 | 4,321 | 0 |
| Expense Recovery - M & S | (1,622,252) | (1,614,172) | (1,626,258) | (1,615,427) |
| Total Materials and Supplies | \$ 22,930,828 | \$ 28,139,046 | \$ 25,909,242 | \$ 26,558,364 |
| CAPITAL OUTLAY | | | | |
| Furniture/Furnishings | 0 | 84,400 | 84,400 | 56,100 |
| Computers | 0 | 0 | 0 | 85,000 |
| Equipment | (82,583) | 407,694 | 410,348 | 407,694 |
| Total Capital Outlay | \$ (82,583) | \$ 492,094 | \$ 494,748 | \$ 548,794 |
| GRANTS AND SUBSIDIES | | | | |
| Community Initiatives Grants for Non-Profits | 0 | 150,000 | 175,043 | 150,000 |
| Death Benefits | 127,476 | 0 | 5,000 | 0 |
| Total Grants and Subsidies | \$ 127,476 | \$ 150,000 | \$ 180,043 | \$ 150,000 |
| SERVICE CHARGES | | | | |
| Credit Card Fees - Expense | 10,763 | 0 | 9,574 | 0 |
| Total Service Charges | \$ 10,763 | \$ 0 | \$ 9,574 | \$ 0 |
| TRANSFERS OUT | | | | |
| Oper Tfr Out - Debt Service Fund | 4,807,161 | 4,625,588 | 4,625,588 | 4,366,095 |
| Total Transfers Out | \$ 4,807,161 | \$ 4,625,588 | \$ 4,625,588 | \$ 4,366,095 |
| TOTAL PROGRAM EXPENDITURES | \$ 245,284,768 | \$ 255,950,400 | \$ 259,962,240 | \$ 259,528,800 |
| FINES AND FORFEITURES | | | | |
| Court Fees | 99,808 | 0 | 0 | 0 |
| Court Costs | (74) | 0 | 0 | 0 |

Police Services Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Fines & Forfeitures | 35,934 | 20,000 | 20,000 | 20,000 |
| Seizures | 108,601 | 50,000 | 91,684 | 100,000 |
| DUI BAC Fees | 2,830 | 2,400 | 1,253 | 2,400 |
| Sex Offender Registry Fees | 110,000 | 262,368 | 81,689 | 110,000 |
| Total Fines and Forfeitures | \$ 357,099 | \$ 334,768 | \$ 194,626 | \$ 232,400 |
| CHARGES FOR SERVICES | | | | |
| Wrecker & Storage Charges | 453,940 | 500,000 | 500,000 | 500,000 |
| Police Special Events | 142,444 | 700,000 | 98,610 | 250,000 |
| Tow Fees | 760,165 | 1,000,000 | 938,237 | 1,000,000 |
| Officers in the Schools | 0 | 1,475 | 0 | 0 |
| Total Charges for Services | \$ 1,356,549 | \$ 2,201,475 | \$ 1,536,848 | \$ 1,750,000 |
| FEDERAL GRANTS | | | | |
| Federal Grants - Others | 508,329 | 0 | 247,798 | 300,000 |
| Total Federal Grants | \$ 508,329 | \$ 0 | \$ 247,798 | \$ 300,000 |
| OTHER REVENUES | | | | |
| Sale Of Reports | 346,800 | 259,060 | 509,084 | 259,060 |
| Local Shared Revenue | 107,567 | 1,407,056 | 1,427,894 | 1,007,056 |
| Miscellaneous Income | 0 | 0 | 0 | 5,000 |
| Cash Overage/Shortage | (90) | 30 | 21 | 30 |
| Donations for Rape Kits | (5,000) | 0 | 0 | 0 |
| Miscellaneous Revenue | 191,938 | 61,368 | 113,989 | 59,868 |
| Recovery Of Prior Year Expense | (1,610) | 0 | 0 | 0 |
| Total Other Revenues | \$ 639,605 | \$ 1,727,514 | \$ 2,050,987 | \$ 1,331,014 |
| TRANSFERS IN | | | | |
| Oper Tfr In - Metro Alarm | 0 | 0 | 1,641,372 | 100,000 |
| Total Transfers In | \$ 0 | \$ 0 | \$ 1,641,372 | \$ 100,000 |
| TOTAL PROGRAM REVENUES | \$ (2,861,581) | \$ (4,263,757) | \$ (5,671,632) | \$ (3,713,414) |
| NET EXPENDITURES | \$ 242,423,187 | \$ 251,686,644 | \$ 254,290,609 | \$ 255,815,387 |

Executive Administration

Police Administration provides law enforcement leadership to meet the needs of the Memphis Police Department and the citizens of the City of Memphis. Administration also determines and administers the policies and procedures of the Police Services Division and ensures that the division is in compliance with the laws of the State of Tennessee and the City of Memphis.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|----------------------|----------------------|----------------------|----------------------|
| Personnel Services | 28,910,554 | 33,479,856 | 28,657,738 | 32,626,586 |
| Materials and Supplies | 4,474,269 | 5,646,298 | 7,414,650 | 4,950,409 |
| Capital Outlay | (82,583) | 0 | 0 | 0 |
| Total Expenditures | \$ 33,302,240 | \$ 39,126,156 | \$ 36,072,388 | \$ 37,576,996 |
| Program Revenues | \$ (630,283) | \$ (67,974) | \$ (351,128) | \$ (367,974) |
| Net Expenditures | \$ 32,671,957 | \$ 39,058,182 | \$ 35,721,260 | \$ 37,209,022 |

| | |
|------------------------------|------------|
| Authorized Complement | 376 |
|------------------------------|------------|

Support Services

Support Services provides professional and efficient services to meet the Fiscal and Human Resources operational needs of the Memphis Police Department.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|----------------------|-----------------------|-----------------------|-----------------------|
| Personnel Services | 20,900,226 | 23,797,656 | 22,368,324 | 24,315,410 |
| Materials and Supplies | 8,866,534 | 10,538,551 | 8,394,746 | 11,045,469 |
| Capital Outlay | 0 | 464,894 | 467,548 | 521,594 |
| Grants and Subsidies | 37,395 | 0 | 0 | 0 |
| Service Charges | 9,879 | 0 | 9,574 | 0 |
| Transfers Out | 4,807,161 | 4,625,588 | 4,625,588 | 4,366,095 |
| Total Expenditures | \$ 34,621,196 | \$ 39,426,688 | \$ 35,865,780 | \$ 40,248,568 |
| Program Revenues | \$ (655,793) | \$ (1,560,560) | \$ (1,847,064) | \$ (1,259,060) |
| Net Expenditures | \$ 33,965,403 | \$ 37,866,128 | \$ 34,018,717 | \$ 38,989,508 |

Authorized Complement

325

Precincts

To provide professional, efficient police service, to improve public safety and enhance quality of life, and to strengthen partnerships within the community.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Personnel Services | 125,813,424 | 122,341,136 | 132,304,512 | 129,186,576 |
| Materials and Supplies | 5,823,690 | 6,735,820 | 6,031,494 | 6,107,157 |
| Capital Outlay | 0 | 27,200 | 27,200 | 27,200 |
| Grants and Subsidies | 70,068 | 150,000 | 152,500 | 150,000 |
| Total Expenditures | \$ 131,707,184 | \$ 129,254,152 | \$ 138,515,712 | \$ 135,470,928 |
| Program Revenues | \$ (142,459) | \$ (702,950) | \$ (1,741,055) | \$ (357,950) |
| Net Expenditures | \$ 131,564,725 | \$ 128,551,202 | \$ 136,774,657 | \$ 135,112,978 |

| | |
|------------------------------|-------------|
| Authorized Complement | 1515 |
|------------------------------|-------------|

Investigative Services

Investigative Services provides 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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Personnel Services | 20,234,998 | 19,615,830 | 24,983,918 | 21,969,146 |
| Materials and Supplies | 2,047,504 | 2,791,763 | 1,836,453 | 2,157,009 |
| Grants and Subsidies | 0 | 0 | 5,000 | 0 |
| Service Charges | 884 | 0 | 0 | 0 |
| Total Expenditures | \$ 22,283,386 | \$ 22,407,592 | \$ 26,825,370 | \$ 24,126,156 |
| Program Revenues | \$ (1,427,542) | \$ (1,912,398) | \$ (1,711,631) | \$ (1,710,030) |
| Net Expenditures | \$ 20,855,844 | \$ 20,495,194 | \$ 25,113,739 | \$ 22,416,126 |

Authorized Complement

274

Special Operations

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, Tactical and Traffic Bureau.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|----------------------|----------------------|----------------------|----------------------|
| Personnel Services | 21,631,914 | 23,309,188 | 20,428,556 | 19,807,826 |
| Materials and Supplies | 1,718,831 | 2,426,614 | 2,231,899 | 2,298,319 |
| Grants and Subsidies | 20,013 | 0 | 22,543 | 0 |
| Total Expenditures | \$ 23,370,758 | \$ 25,735,800 | \$ 22,682,996 | \$ 22,106,146 |
| Program Revenues | \$ (5,505) | \$ (19,875) | \$ (20,753) | \$ (18,400) |
| Net Expenditures | \$ 23,365,253 | \$ 25,715,925 | \$ 22,662,243 | \$ 22,087,746 |

| | |
|------------------------------|------------|
| Authorized Complement | 246 |
|------------------------------|------------|

Police Services • Authorized Complement

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|---------------------------------------|----------------------|-------------------------------|----------------------|
| EXECUTIVE ADMINISTRATION | | ANALYST SYSTEM SOFTWARE LD | 2 |
| ANALYST CRIME | 1 | ARTIST COMPOSITE | 1 |
| ANALYST POLICE EMPLOYMENT | 1 | ATTENDANT PROPERTY ROOM | 18 |
| ASST ADMINISTRATIVE | 6 | CHIEF POLICE INFO TECH DEPUTY | 1 |
| ASST EXECUTIVE | 1 | CLERK OFFICE SUPPORT A | 5 |
| ASST OFFICE | 3 | CLERK OFFICE SUPPORT B | 14 |
| CHIEF POLICE SVCS DEPUTY | 5 | COORD RNT | 1 |
| CLERK OFFICE SUPPORT A | 6 | COORD RNT 140202 00002 | 1 |
| COLONEL LIEUTENANT | 13 | CORD RNT | 1 |
| COLONEL POLICE | 2 | DISPATCHER POLICE RADIO | 142 |
| COORD TRAINING PSYCH | 1 | INSTALLER COMM SAFETY EQUIP | 4 |
| DIRECTOR POLICE SVCS | 1 | LIEUTENANT POLICE | 8 |
| DIRECTOR POLICE SVCS DEPUTY | 1 | MAJOR | 2 |
| GUNSMITH FIREARMS INST | 1 | MGR COMMUNICATIONS POLICE | 1 |
| LEAD BLUE PATH | 1 | MGR CRIME ANALYSIS | 1 |
| LIEUTENANT POLICE | 24 | MGR POLICE INFO TECH | 1 |
| MAJOR | 5 | MGR RADIO MAINT | 1 |
| MGR GRANTS POLICE | 1 | MGR RNT | 1 |
| MGR SUPPORT SVCS POLICE | 1 | MGR EMERGENCY TECHNOLOGY | 1 |
| NURSE OCCUPATIONAL HEALTH | 1 | MGR SHIFT "A" | 1 |
| OFFICER POLICE II | 188 | MGR SHIFT "C" | 1 |
| OFFICER POLICE LEP II | 1 | MGR TECHNOLOGY | 1 |
| RECRUIT POLICE | 52 | MGR FINANCE POLICE | 1 |
| SERGEANT | 40 | OFFICER POLICE II | 29 |
| SPEC GRANT ADMIN | 2 | OPER DIGITAL PRESS | 1 |
| SUPER GRANTS | 1 | SERGEANT | 6 |
| TECH POLICE SERVICE | 15 | SPEC PERSONNEL PAYROLL | 1 |
| TRANSCRIPTIONIST | 2 | SPEC POLICE PAYROLL | 7 |
| Total Executive Administration | 376 | SPEC PROCUREMENT | 1 |
| SUPPORT SERVICES | | SPEC RNT | 2 |
| ACCOUNTANT ASSOCIATE A | 1 | SUPER CENTRAL RECORDS | 1 |
| ADMR DATABASE POLICE | 1 | SUPER FLEET MAINT | 1 |
| ADMR EMERGENCY COMMUNICATIONS | 1 | SUPER MATERIAL PUB | 1 |
| ADMR RNT | 1 | SUPER PHOTO GRAPHIC ARTS | 1 |
| ANALYST CRIME | 5 | SUPER POLICE PAYROLL | 1 |
| ANALYST CRIME SR | 4 | SUPER POLICE PERSONNEL | 1 |
| ANALYST FINANCIAL POLICE SR | 3 | SUPER PROPERTY EVID SHIFT | 6 |
| ANALYST PERSONNEL POLICE | 2 | SUPER RADIO DISPATCH | 11 |
| ANALYST PERSONNEL POLICE SR | 1 | SUPER RADIO MAINT | 3 |
| ANALYST POLICE VIDEO | 10 | TECH PHOTO LAB | 2 |
| ANALYST PROGRAMMER | 1 | TECH POLICE RADIO | 8 |

Police Services • Authorized Complement

POLICE SERVICES • AUTHORIZED COMPLEMENT

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|-------------------------------|----------------------|-------------------------------------|----------------------|
| TECH POLICE RADIO LO | 1 | REP VEHICLE STORAGE SVC | 23 |
| TECH RNT | 1 | SERGEANT | 163 |
| Total Support Services | <u>325</u> | SPEC INVESTIGATIVE PROC A | 1 |
| PRECINCTS | | SPEC INVESTIGATIVE PROC B | 1 |
| ASST OFFICE | 8 | SUPER SHIFT AUCTION LEAD | 2 |
| CLERK INVENT CONTROL | 18 | SUPER VEHICLE STORAGE SVC | 4 |
| CLERK OFFICE SUPPORT A | 18 | TRANSCRIPTIONIST | 3 |
| CLERK OFFICE SUPPORT B | 7 | Total Investigative Services | <u>274</u> |
| COLONEL LIEUTENANT | 9 | SPECIAL OPERATIONS | |
| COLONEL POLICE | 10 | ASST OFFICE | 1 |
| LIEUTENANT POLICE | 134 | CLERK OFFICE SUPPORT A | 3 |
| MAJOR | 29 | COLONEL LIEUTENANT | 1 |
| MGR NEIGHBORHOOD WATCH PROG | 1 | COLONEL POLICE | 1 |
| OFFICER POLICE II | 1129 | COORD SCHOOL CROSSING GUARD | 1 |
| OFFICER POLICE II PROB | 82 | LIEUTENANT POLICE | 25 |
| OFFICER POLICE LEP II | 1 | LIEUTENANT POLICE TACT | 3 |
| OFFICER POLICE TACT | 2 | MAJOR | 5 |
| SERGEANT | 56 | MAJOR TACT | 1 |
| SPEC CUST SVC ADMIN | 1 | MECH HELICOPTER LEAD | 1 |
| SUPER ARREST DATA ENTRY | 1 | OFFICER POLICE II | 121 |
| SUPER CLERICAL OPER | 6 | OFFICER POLICE TACT | 21 |
| TECH PARKING ENFORCEMENT | 1 | PILOT HELICOPTER | 3 |
| TRANSCRIPTIONIST | 2 | SERGEANT | 29 |
| Total Precincts | <u>1515</u> | SUPER AVIATION SHOP | 1 |
| INVESTIGATIVE SERVICES | | TECH POLICE SERVICE | 29 |
| ANALYST CRIME | 1 | Total Special Operations | <u>246</u> |
| ASST OFFICE | 2 | <u>TOTAL Police Services</u> | <u>2736</u> |
| CLERK OFFICE SUPPORT A | 4 | | |
| CLERK OFFICE SUPPORT B | 1 | | |
| COLONEL LIEUTENANT | 1 | | |
| COLONEL POLICE | 1 | | |
| COUNSELOR FAMILY TROUBLE CTR | 2 | | |
| CRIMINALIST | 1 | | |
| EXAMINER LATENT PRINT | 5 | | |
| LIEUTENANT POLICE | 26 | | |
| MAJOR | 7 | | |
| MGR FLEET SVCS | 1 | | |
| MGR VEHICLE STORAGE OPER | 1 | | |
| MGR VEHICLE SUPPORT SVCS | 1 | | |
| OFFICER POLICE II | 23 | | |



PUBLIC WORKS

Mission Statement

Our mission is to provide excellent customer service to our community and its citizens. Through innovative, efficient and sustainable best practices assuring accountability as well as transparency in all that we do. To be responsive and communicative to those we serve. To ensure and create a culture of safety that is second to none. To be recognized as an organization that represents the very best of our profession.

Services

Services provided by the Division of Public Works are instrumental in 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 including asphalt paving, pothole and cut/ patch repair, the removal of snow and ice from bridges and streets, as well as installation and care of streetlights. The Division operates and maintains the City's wastewater collection and treatment system, including two treatment plants, is responsible for protecting the City from flooding and ensuring reduction of pollution from urban runoff. The Division also works to promote cleaner and greener communities, while working to eliminate blight through education and the enforcement of codes and ordinances.

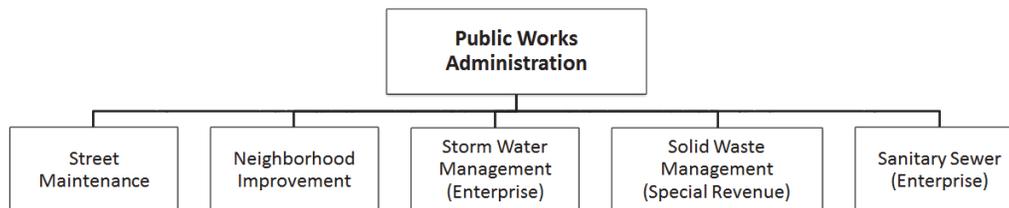
Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Personnel Services | 9,156,685 | 9,896,931 | 9,647,726 | 10,481,670 |
| Materials and Supplies | 10,652,725 | 11,099,891 | 10,928,016 | 11,028,692 |
| Capital Outlay | 245,965 | 120,000 | 120,403 | 120,000 |
| Grants and Subsidies | 363,677 | 0 | 200,000 | 0 |
| Expense Recovery | (5,743,350) | 0 | (5,800,000) | (5,800,000) |
| Total Expenditures | \$ 14,675,702 | \$ 21,116,822 | \$ 15,096,145 | \$ 15,830,362 |
| Program Revenues | \$ (1,891,460) | \$ (2,151,962) | \$ (2,208,362) | \$ (2,651,962) |
| Net Expenditures | \$ 12,784,243 | \$ 18,964,860 | \$ 12,887,783 | \$ 13,178,400 |

Authorized Complement

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Organization Structure



Performance Highlights

- Performed more than 2,288 clean-ups of 250 active dumpsites.
- Removed 7,995 signs placed illegally in public right-of-ways.
- Reduced the average days to resolve flooding incident from 7.6 days to 1.7 days.
- Treated 52 billion gallons of wastewater.
- Inspected and cleaned 375 miles of sanitary sewer mainline.

Issues & Trends

Public Works faces the challenge of providing numerous services to a constituency with constantly changing expectations. The Division must also be responsive to the increased regulatory demands as well as new technology to improve productivity and quality. The Division is committed to ensuring quality core services are delivered efficiently and effectively while looking to improve customer service in all areas. The Division has recently improved its abilities in response to blight initiatives with the transfer of Fire Anti-

Neglect to Code Enforcement. The Division is also working to implement certification requirements to increase the knowledge, skills and expertise of departmental staff responsible for enforcement efforts. The Division recently consolidated code enforcement to a single facility in order to increase productivity and efficiencies. Education and outreach are key strategies being used in the community in order to build partnerships that will create, improve, and promote the City's efforts to eradicate blight.

A key issue in FY2018 is for the Solid Waste Management Department to continue to assess customer service level expectations for curbside trash services. Currently, customers are allowed collection of unlimited volume of waste presented in compliance with City ordinance. Most municipalities prohibit curbside trash or bulky item collections, or charge customers based on volume for such collection. Recycling is a major initiative and the Division will continue to promote its single stream recycling program and develop a pilot program for composting.

The Division is upgrading the TE Maxson (South) Waste Water Treatment Plant to provide sufficient capacity in order to serve future residential and industrial growth. The upgrades will take 4 years to complete and will increase capacity to 90 MGD. Another improvement being implemented is the addition of a disinfection process to both WWTP's prior to discharge. This improvement is needed to comply with new regulatory requirements. The Division is in year 4 of the Consent Decree which requires assessment and rehabilitation of the entire sanitary sewer system in order to address overflows. The program is ahead of schedule and performing as expected. The City maintains the lowest sewer fees in the country which is advantageous to economic development as well as serving the community.

The Division has increased efforts to cut grass and address littering along public Rights-of-Ways (ROW). Litter collection is a daily challenge as is locating and enforcing illegal dumping activities. The Division in partnership with TDEC and the District Attorney's offices has been able to prosecute numerous violators using covert cameras placed in illegal dumping prone areas.

Key Performance Indicators

| STREET MAINTENANCE | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---|----------------|-----------|-----------------|-----------|---------------|
| Repaving cycle (years) | 37.5 | 35 | 34.4 | 33 | Neighborhoods |
| Street repairs performed annually (#) | 3,436 | 3,780 | 4,519 | 5,000 | Neighborhoods |
| Quantity of litter removed from right of way (yards) | 24,429 | 26,872 | 14,440 | 15,000 | Neighborhoods |
| Average time to fill potholes in response to citizen request (days) | 9 | 7.5 | 5.53 | 4.8 | Neighborhoods |

| NEIGHBORHOOD IMPROVEMENT | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|--|----------------|-----------|-----------------|-----------|---------------|
| Average time to first notice of violation | 8.3 days | 5 days | 2.1 days | 3 days | Neighborhoods |
| Average time to bring grass/weeds violations into compliance for unoccupied properties | 23.4 days | 18 days | 18.3 days | 18 days | Neighborhoods |

| SOLID WASTE | FY16 ACTUAL | FY17 GOAL | FY17 ACTUAL* | FY18 GOAL | CATEGORY |
|---|----------------|-----------|-----------------|-----------|---------------|
| % of garbage pickups completed as scheduled | 99.90% | 99.90% | 99.90% | 99.90% | Neighborhoods |
| % of recycling pickups completed as scheduled | 99.90% | 99.90% | 99.90% | 99.90% | Neighborhoods |
| Average days to pick up missed garbage in response to citizen request | 8.1 | 7 | 6.27 | 6 | Neighborhoods |
| Average days to pick up missed recycling in response to citizen request | 9.3 | 7 | 9.45 | 7 | Neighborhoods |

* Some figures are approximate. In these cases, the reporting for FY17 was not complete before production of the budget book.

Public Works Division Detail

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|----------------------------------|---------------------|---------------------|---------------------|----------------------|
| PERSONNEL SERVICES | | | | |
| Full-Time Salaries | 6,048,640 | 8,914,863 | 7,019,093 | 8,979,642 |
| Holiday Salary Full Time | 358,519 | 0 | 239,521 | 0 |
| Vacation Leave | 478,268 | 0 | 339,648 | 0 |
| Bonus Leave | 55,215 | 0 | 41,583 | 0 |
| Sick Leave | 354,157 | 0 | 265,450 | 0 |
| Overtime | 189,281 | 82,000 | 134,142 | 82,000 |
| Out of Rank Pay | 42,432 | 54,400 | 68,000 | 52,400 |
| Hazardous Duty Pay | 0 | 740 | 700 | 740 |
| College Incentive Pay | 0 | 6,802 | 2,000 | 3,504 |
| Longevity Pay | 3,733 | 1,200 | 4,845 | 0 |
| Shift Differential | 2,827 | 6,447 | 4,847 | 6,447 |
| Retirement Benefits | 169,128 | 171,845 | 116,966 | 172,679 |
| Job Incentive | 0 | 50,000 | 0 | 50,000 |
| Required Special License Pay | 2,400 | 32,950 | 3,950 | 32,950 |
| Pension | 309,035 | 307,831 | 297,754 | 334,731 |
| Supplemental Pension | 47,684 | 46,616 | 46,615 | 49,212 |
| Social Security | 174,502 | 175,160 | 186,300 | 175,160 |
| Pension ARC Funding | 955,062 | 1,120,006 | 1,120,006 | 1,429,090 |
| Group Life Insurance | 19,495 | 22,716 | 23,238 | 27,750 |
| Unemployment | 20,240 | 14,160 | 14,170 | 14,240 |
| Medicare | 114,857 | 124,618 | 124,618 | 116,351 |
| Long Term Disability | 19,992 | 21,696 | 21,696 | 22,588 |
| Health Insurance - Basic | 60,979 | 57,180 | 57,180 | 0 |
| Health Insurance - Value PPO | 0 | 0 | 1,719 | 20,622 |
| Health Insurance - Premier | 1,051,509 | 1,043,586 | 1,043,587 | 684,042 |
| Other Post Employment Benefits | 0 | 49,810 | 0 | 0 |
| Benefits Adjustments | 0 | (49,809) | 0 | 87,993 |
| Health Insurance-Local Plus Plan | 0 | 0 | 22,038 | 510,643 |
| Salaries - Part Time/Temporary | 867,671 | 786,803 | 781,804 | 787,145 |
| On the Job Injury | 134,280 | 37,000 | 56,714 | 37,000 |
| Payroll Reserve | 28,829 | 0 | 0 | 0 |
| Attrition | 0 | (742,246) | 0 | (742,246) |
| Bonus Pay | 27,750 | 0 | 48,985 | 0 |
| Expense Recovery - Personnel | (2,379,801) | (2,439,442) | (2,439,442) | (2,453,013) |
| Total Personnel Services | \$ 9,156,685 | \$ 9,896,931 | \$ 9,647,726 | \$ 10,481,670 |
| MATERIALS AND SUPPLIES | | | | |
| City Storeroom Supplies | 344 | 7,700 | 7,500 | 700 |

Public Works Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------------------|-------------------|--------------------|---------------------|--------------------|
| Facility Repair & Carpentry | 1,414 | 5,000 | 5,000 | 12,000 |
| City Shop Charges | 706,830 | 953,719 | 841,180 | 773,294 |
| City Shop Fuel | 274,399 | 539,607 | 517,330 | 348,867 |
| City Computer Svc Equipment | 82,520 | 27,272 | 27,272 | 24,272 |
| Data/Word Process Software | 38,744 | 0 | 25,000 | 0 |
| City Telephone/Communications | 164,857 | 115,360 | 166,498 | 113,360 |
| Printing - Outside | 1,444 | 8,364 | 8,364 | 8,364 |
| Supplies - Outside | 48,164 | 50,648 | 50,648 | 51,148 |
| Hand Tools | 841 | 400 | 959 | 400 |
| Clothing | 29,320 | 38,081 | 38,081 | 38,081 |
| Household Supplies | 5,755 | 23,967 | 13,967 | 23,967 |
| Safety Equipment | 56,981 | 42,500 | 52,500 | 42,500 |
| Drafting/Photo Supplies | 0 | 872 | 300 | 872 |
| Outside Postage | 140,835 | 101,560 | 40,700 | 101,465 |
| Asphalt Products | 4,094,175 | 5,056,250 | 5,056,250 | 5,056,250 |
| Lumber & Wood Products | 827 | 5,000 | 5,000 | 5,000 |
| Paints Oils & Glass | 0 | 1,000 | 1,000 | 1,000 |
| Pipe Fittings & Castings | 29,417 | 50,000 | 35,000 | 50,000 |
| Lime Cement & Gravel | 252,764 | 55,000 | 55,000 | 55,000 |
| Chemicals | 0 | 6,426 | 6,426 | 6,426 |
| Materials and Supplies | 171,928 | 204,712 | 204,712 | 204,712 |
| Outside Vehicle Repair | 147,356 | 80,000 | 80,000 | 80,000 |
| Outside Equipment Repair/Maintenance | 361,071 | 124,964 | 139,964 | 126,000 |
| Facilities Structure Repair - Outside | 49,343 | 25,000 | 25,000 | 25,000 |
| Internal Repairs and Maintenance | 117 | 0 | 0 | 0 |
| Advertising/Publication | 25,252 | 25,000 | 16,750 | 25,000 |
| Outside Phone/Communications | 0 | 50 | 0 | 50 |
| Entertainment | 0 | 0 | 182 | 0 |
| Janitorial Services | 500 | 1,050 | 1,050 | 1,050 |
| Security | 701 | 1,500 | 1,000 | 1,500 |
| Weed Control/Chemical Service | 108,167 | 116,000 | 116,000 | 116,000 |
| Total Quality Management | 0 | 300 | 0 | 300 |
| Seminars/Training/Education | 4,518 | 18,400 | 18,400 | 22,400 |
| Misc Professional Services | 5,359,236 | 4,955,868 | 5,087,281 | 5,582,868 |
| Travel Expense | 4,486 | 10,473 | 10,090 | 11,473 |
| Unreported Travel | 66 | 310 | 2,296 | 310 |
| Outside Fuel | 12,350 | 11,606 | 11,456 | 11,606 |
| Mileage | 13 | 1,500 | 1,500 | 1,000 |
| Utilities | 331,710 | 450,533 | 515,533 | 445,600 |
| Demolitions | 2,979,543 | 3,000,000 | 2,750,000 | 2,450,000 |

Public Works Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-------------------------------------|-----------------------|----------------------|-----------------------|-----------------------|
| Insurance | 54,276 | 62,429 | 62,429 | 287,387 |
| Claims | (928) | 210,122 | 227,938 | 210,122 |
| Lawsuits | 476,520 | 264,748 | 264,748 | 264,748 |
| Dues/Memberships/Periodicals | 2,804 | 6,000 | 3,500 | 6,000 |
| Rent | 28,140 | 7,200 | 0 | 7,200 |
| Misc Services and Charges | 1,097 | 2,000 | 2,000 | 4,000 |
| Minor Equipment | 20,394 | 37,650 | 38,461 | 37,650 |
| Expense Recovery - M & S | (5,415,565) | (5,606,250) | (5,606,250) | (5,606,250) |
| Total Materials and Supplies | \$ 10,652,725 | \$ 11,099,891 | \$ 10,928,016 | \$ 11,028,692 |
| CAPITAL OUTLAY | | | | |
| Furniture/Furnishings | 234,536 | 120,000 | 120,000 | 120,000 |
| Equipment | 11,429 | 0 | 403 | 0 |
| Total Capital Outlay | \$ 245,965 | \$ 120,000 | \$ 120,403 | \$ 120,000 |
| GRANTS AND SUBSIDIES | | | | |
| Death Benefits | 13,677 | 0 | 0 | 0 |
| Professional Services | 350,000 | 0 | 200,000 | 0 |
| Total Grants and Subsidies | \$ 363,677 | \$ 0 | \$ 200,000 | \$ 0 |
| EXPENSE RECOVERY | | | | |
| Expense Recovery - State Street Aid | (5,743,350) | 0 | (5,800,000) | (5,800,000) |
| Total Expense Recovery | \$ (5,743,350) | \$ 0 | \$ (5,800,000) | \$ (5,800,000) |
| TOTAL PROGRAM EXPENDITURES | \$ 14,675,702 | \$ 21,116,822 | \$ 15,096,145 | \$ 15,830,362 |
| LOCAL TAXES | | | | |
| Special Assessment Tax | 456,691 | 398,000 | 398,000 | 398,000 |
| Total Local Taxes | \$ 456,691 | \$ 398,000 | \$ 398,000 | \$ 398,000 |
| FINES AND FORFEITURES | | | | |
| Vacant Property Registration Fee | 81,750 | 18,600 | 50,000 | 18,600 |
| Total Fines and Forfeitures | \$ 81,750 | \$ 18,600 | \$ 50,000 | \$ 18,600 |
| STATE GRANTS | | | | |
| St TN Highway Maint Grant | 424,080 | 735,362 | 735,362 | 735,362 |
| St TN Interstate | 778,738 | 800,000 | 800,000 | 800,000 |
| Total State Grants | \$ 1,202,818 | \$ 1,535,362 | \$ 1,535,362 | \$ 1,535,362 |

Public Works Division Detail *(continued)*

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| OTHER REVENUES | | | | |
| Anti-Neglect Enforcement Program | 0 | 200,000 | 150,000 | 200,000 |
| Utility Warranty Program | 0 | 0 | 0 | 500,000 |
| Miscellaneous Income | 200 | 0 | 0 | 0 |
| Total Other Revenues | \$ 200 | \$ 200,000 | \$ 150,000 | \$ 700,000 |
| TRANSFERS IN | | | | |
| Oper Tfr In - Solid Waste Fund | 75,000 | 0 | 0 | 0 |
| Oper Tfr In - Storm Water | 75,000 | 0 | 75,000 | 0 |
| Total Transfers In | \$ 150,000 | \$ 0 | \$ 75,000 | \$ 0 |
| TOTAL PROGRAM REVENUES | \$ (1,891,460) | \$ (2,151,962) | \$ (2,208,362) | \$ (2,651,962) |
| NET EXPENDITURES | \$ 12,784,243 | \$ 18,964,860 | \$ 12,887,783 | \$ 13,178,400 |

Administration

Administration ensures timely and accurate administrative services to Public Works' service centers, including budget development, monitoring, purchasing and payroll/personnel activities.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|---------------------|---------------------|-----------------------|
| Personnel Services | 116,019 | 243,949 | 255,658 | 235,422 |
| Materials and Supplies | 557,622 | 635,246 | 636,998 | 856,679 |
| Total Expenditures | \$ 673,641 | \$ 879,195 | \$ 892,656 | \$ 1,092,101 |
| Program Revenues | \$ (424,080) | \$ (735,362) | \$ (735,362) | \$ (1,235,362) |
| Net Expenditures | \$ 249,561 | \$ 143,833 | \$ 157,294 | \$ (143,261) |

| | |
|------------------------------|-----------|
| Authorized Complement | 13 |
|------------------------------|-----------|

Street Maintenance

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | 4,416,296 | 4,477,362 | 4,477,575 | 4,757,688 |
| Materials and Supplies | 3,410,318 | 3,771,611 | 3,914,682 | 4,221,636 |
| Grants and Subsidies | 8,320 | 0 | 62,500 | 0 |
| Expense Recovery | (3,755,550) | 0 | (3,770,000) | (3,770,000) |
| Total Expenditures | \$ 4,079,384 | \$ 8,248,973 | \$ 4,684,756 | \$ 5,209,324 |
| Program Revenues | \$ (778,938) | \$ (800,000) | \$ (800,000) | \$ (800,000) |
| Net Expenditures | \$ 3,300,446 | \$ 7,448,973 | \$ 3,884,756 | \$ 4,409,324 |

Authorized Complement

108

Drain Maintenance

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|----------------|-----------------|------------------|-----------------|
| Materials and Supplies | 902 | 0 | 0 | 0 |
| Total Expenditures | \$ 902 | \$ 0 | \$ 0 | \$ 0 |
| Net Expenditures | \$ 902 | \$ 0 | \$ 0 | \$ 0 |
| Authorized Complement | | | | 0 |

DRAIN MAINTENANCE • LEGAL LEVEL DETAIL

Street Lighting

Street Lighting provides 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 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|-------------------|--------------------|---------------------|--------------------|
| Materials and Supplies | 10,627 | 0 | 0 | 0 |
| Expense Recovery | (5,353) | 0 | 0 | 0 |
| Total Expenditures | \$ 5,273 | \$ 0 | \$ 0 | \$ 0 |
| Net Expenditures | \$ 5,273 | \$ 0 | \$ 0 | \$ 0 |
| Authorized Complement | | | | 0 |

Neighborhood Improvements

Neighborhood Improvement focuses on improving the quality of life for the citizens of Memphis through a constant effort to beautify the city and eradicate blight. This department supports community cleanliness by providing weed control, enforcement of housing/commercial codes of ordinance and providing educational efforts while maintaining safety, health and environmental standards for the community and the citizens of Memphis.

Operating Budget

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|---------------------------|---------------------|----------------------|---------------------|---------------------|
| Personnel Services | 4,624,369 | 5,175,621 | 4,914,494 | 5,488,560 |
| Materials and Supplies | 6,673,258 | 6,693,034 | 6,376,337 | 5,950,378 |
| Capital Outlay | 245,965 | 120,000 | 120,403 | 120,000 |
| Grants and Subsidies | 355,358 | 0 | 137,500 | 0 |
| Expense Recovery | (1,982,447) | 0 | (2,030,000) | (2,030,000) |
| Total Expenditures | \$ 9,916,502 | \$ 11,988,655 | \$ 9,518,733 | \$ 9,528,937 |
| Program Revenues | \$ (688,441) | \$ (616,600) | \$ (673,000) | \$ (616,600) |
| Net Expenditures | \$ 9,228,061 | \$ 11,372,055 | \$ 8,845,733 | \$ 8,912,337 |

| | |
|------------------------------|-----------|
| Authorized Complement | 88 |
|------------------------------|-----------|

Public Works • Authorized Complement

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|------------------------------|----------------------|--|----------------------|
| ADMINISTRATION | | SUPER SHIFT PUB WKS | 3 |
| ACCOUNTANT ASSOCIATE A | 1 | TECH AUTOMOTIVE | 1 |
| ACCOUNTANT DIVISIONAL | 1 | Total Street Maintenance | 108 |
| ADMR FINANCE/PERSONNEL | 1 | NEIGHBORHOOD IMPROVEMENTS | |
| ANALYST DIVERSITY/CONTRACT | 1 | ACCOUNTANT ASSOCIATE A | 2 |
| ANALYST PERSONNEL PW | 2 | ADMR NEIGHBORHOOD IMPROV | 1 |
| ANALYST USER SUPPORT | 1 | ASST ADMINISTRATIVE | 1 |
| ASST EXECUTIVE | 1 | CLERK OFFICE SUPPORT B | 2 |
| COORD CUSTOMER MEDIA AFFAIRS | 1 | COORD ADMIN BUDGET | 1 |
| COORD QUALITY PROGRAM | 1 | COORD COURT HOUSING INSP | 1 |
| DIRECTOR PUBLIC WORKS | 1 | COORD EDUCATION | 1 |
| SPECIALIST CUST SVC ADMIN | 1 | COORD INFO TECH NI | 1 |
| SUPER PAYROLL PERSONNEL | 1 | COORD PROGRAM CB | 1 |
| Total Administration | 13 | CREWPERSON | 1 |
| STREET MAINTENANCE | | DIRECTOR NEIGHBORHOOD IMPROV DEP- UTY | 1 |
| ADMR STREET MAINT | 1 | FOREMAN GROUNDS MNT | 1 |
| ANALYST DATABASE | 1 | INSP CODE ENFORCEMENT | 41 |
| CLERK INVENT CONTROL | 1 | INSP FIELD ANTINEGLECT | 4 |
| CLERK OFFICE SUPPORT A | 1 | INVESTIGATOR CODE ENFORCEMENT | 2 |
| COORD ENG STREET MNT | 1 | MGR 25 SQ PROG | 1 |
| CREWPERSON | 8 | MGR CITY BEAUTIFUL | 1 |
| CREWPERSON SEMISKILLED | 18 | MGR CODE ENFORCEMENT | 1 |
| DISPATCHER | 1 | MGR ZONE HOUSING IMPROVE | 1 |
| FOREMAN MNT PUB WKS | 8 | OPER DATA ENTRY A | 2 |
| FOREMAN POTHOLE CREW | 1 | PARALEGAL NI | 1 |
| FOREMAN RIGHT OF WAY MAINT | 3 | SCHEDULER PLANNER | 1 |
| GREASER | 1 | SPEC COMPLIANCE | 6 |
| HELPER MECH HEAVY EQUIP | 1 | SPEC CONDEMNATION | 1 |
| MECH HEAVY EQUIP | 1 | SPEC TECH SUPPORT CB | 1 |
| MECH MNT | 1 | SUPER ANTINEGLECT | 1 |
| MGR STREET MAINT | 2 | SUPER BUSINESS AFFAIRS | 1 |
| OPER ASPHALT PLANT | 2 | SUPER CODE ENFORCEMENT | 5 |
| OPER EQUIPMENT | 25 | SUPER CONDEMNATION | 1 |
| OPER HEAVY EQUIP | 11 | SUPER DATA TRANSCRIBER | 1 |
| OPER SPECIAL EQUIP | 7 | SUPER HORTICULTURE | 1 |
| SCREWMAN ASPHALT LUTE | 6 | SUPER OFFICE CD | 1 |
| SUPER ASPHALT PLANT | 1 | Total Neighborhood Improvements | 88 |
| SUPER RECORDS INVENTORY | 1 | TOTAL Public Works | 209 |
| SUPER RIGHT OF WAY MAINT | 1 | | |

DEBT SERVICE FUND

The Debt Service Fund is used to account for resources that are restricted, committed, or assigned for payment of debt obligations and related costs.

Introduction

The Debt Service Fund is used to account for resources that are restricted, committed, or assigned for payment of certain debt obligations and related costs. Major sources of revenue for the fund include ad valorem taxes, local option sales taxes, loan repayments from other internal service centers, proceeds from the sale of delinquent ad valorem tax receivables, and Tourism Development Zone revenue.

General obligation bonds and notes are direct obligations of the City. The full faith, credit and unlimited taxing power of the City as to all property subject to ad valorem taxation within the City are pledged to the payment of the principal of and interest on the City's general obligation debt.

Although there are no statutory limitations on the amount of general obligation debt the City can issue, the City conducts its finances so that the amount of general obligation debt outstanding does not exceed twelve percent (12%) of the City's taxable assessed valuation.

The City manages its general obligation debt conservatively as it does not have any outstanding variable rate debt or derivative agreements, although both are permitted in the City's Debt Management Policy and Procedures manual. The City does, however, utilize commercial paper proceeds as a source of interim construction financing for projects contained in the City's CIP Budget. Commercial paper has proven to be a low cost source of funds for the City.

The size of the City's Commercial Paper Program is \$150 million which, if fully utilized, would represent approximately 11% of outstanding general obligation debt. Such percentage falls within generally accepted guidelines for variable rate or short term debt exposure.

Moody's Investors Service Inc., S&P Global Ratings and Fitch Ratings, Inc. have assigned ratings of "Aa2", "AA" and "AA-", respectively, to the City's general obligation bonds. Such ratings express only the views of the Rating Agencies. An explanation of the significance of such ratings may be obtained from the Rating Agencies furnishing the ratings. There is no assurance that either or all of such ratings will be maintained for any given period of time or that it will not be revised or withdrawn entirely by the Rating Agencies if, in the judgment of the respective Rating Agency, circumstances so warrant.

In addition to general obligation debt, the City issues leases and other appropriation obligations whereby the City budgets and appropriates legally available funds each fiscal year for the payment of principal of and interest on such obligations.

Debt Service Fund

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|--------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Contributed from Fund Balance | 0 | 39,881 | 7,954,123 | 0 |
| Local Taxes | 128,897,432 | 135,464,672 | 132,316,160 | 130,964,680 |
| State Taxes | 16,818,432 | 21,768,300 | 17,490,648 | 17,500,000 |
| Use of Money and Property | 348,147 | 223,000 | 223,000 | 145,000 |
| Federal Grants | 2,354,487 | 2,355,769 | 2,355,769 | 2,327,146 |
| Other Revenues | 2,530,285 | 2,323,700 | 2,023,700 | 2,002,535 |
| Transfers In | 17,918,868 | 15,261,865 | 20,522,268 | 19,646,202 |
| Proceeds from Refunded Debt | 75,379,632 | 0 | 175,640,816 | 0 |
| Total Revenues | \$ (244,247,282) | \$ (177,437,184) | \$ (358,526,496) | \$ (172,585,568) |
| Materials and Supplies | 918,934 | 1,151,500 | 1,155,945 | 1,151,500 |
| Bond Issue Costs | 687,683 | 0 | 0 | 0 |
| Redemption of Serial Bonds and Notes | 93,770,512 | 94,712,120 | 96,408,096 | 97,237,864 |
| Interest | 65,401,068 | 65,806,404 | 64,982,596 | 62,994,156 |
| Service Charges | 37,450 | 102,390 | 150,015 | 100,890 |
| Transfers Out | 0 | 500,000 | 0 | 0 |
| Retirement of Refunded Debt | 75,000,000 | 0 | 195,829,840 | 0 |
| Contributed to Fund Balance | 0 | 15,164,777 | 0 | 11,101,151 |
| Total Expenditures | \$ 235,815,648 | \$ 177,437,184 | \$ 358,526,496 | \$ 172,585,568 |
| Net Expenditures | \$ (8,431,640) | \$ 0 | \$ 0 | \$ 0 |

Authorized Complement **0**

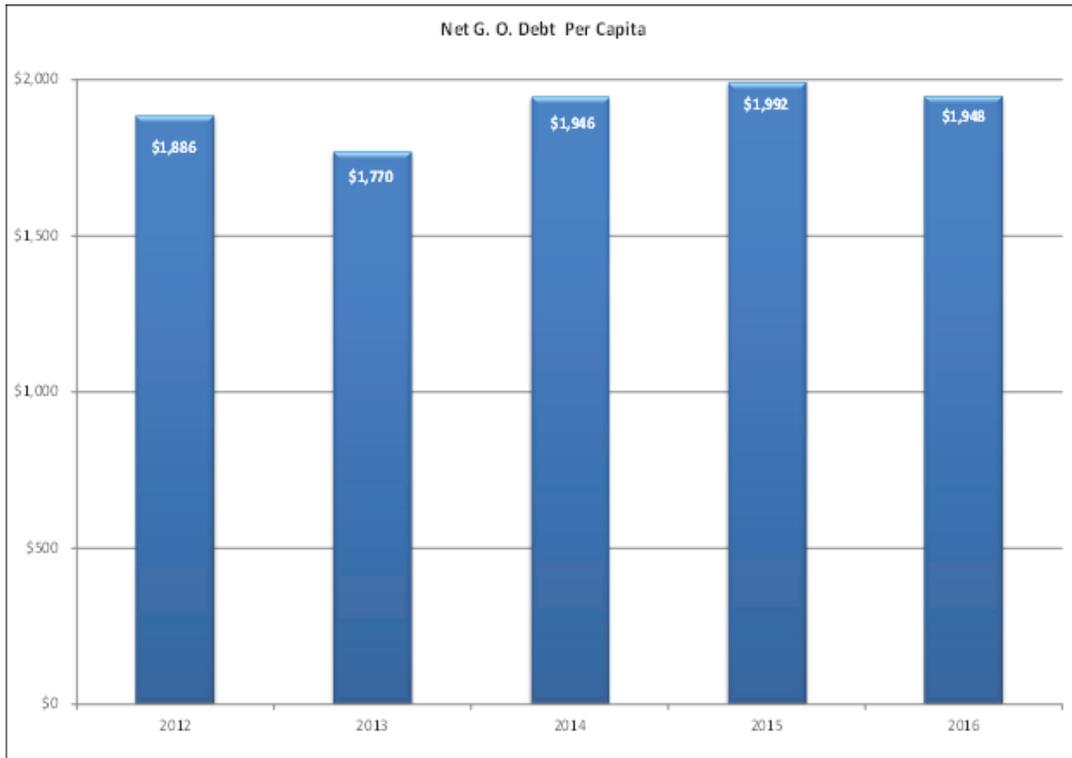
| | | | | |
|--|----------------------|----------------------|----------------------|----------------------|
| Restricted Fund Balance - Beg. of Year | 30,081,291 | 30,081,291 | 30,081,291 | 13,892,271 |
| Contribution to (Use of) Fund Balance | 0 | (39,881) | (16,189,020) | 6,700,000 |
| Restricted Fund Balance - End of Year | \$ 30,081,291 | \$ 30,041,410 | \$ 13,892,271 | \$ 20,592,271 |
| Committed Fund Balance - Beginning of Year | 22,742,401 | 31,174,041 | 31,174,041 | 39,408,938 |
| Contribution to (Use of) Fund Balance | 8,431,640 | 15,164,777 | 8,234,897 | 4,401,151 |
| Committed Fund Balance - End of Year | \$ 31,174,041 | \$ 46,338,818 | \$ 39,408,938 | \$ 43,810,089 |

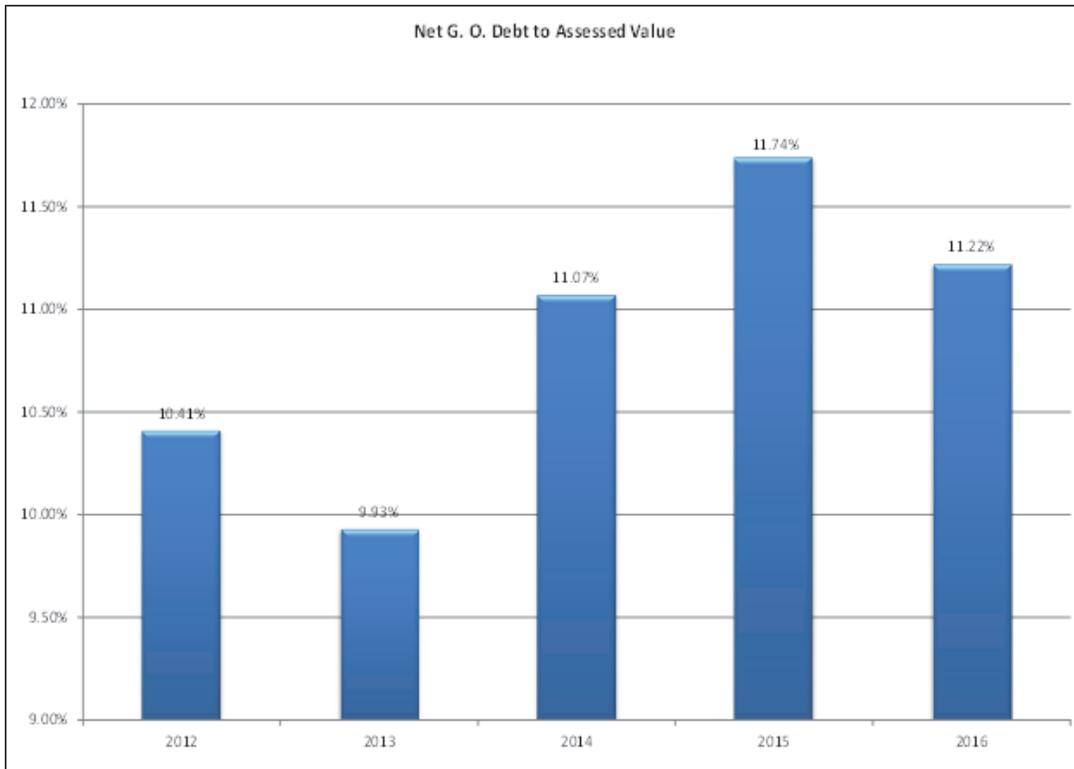
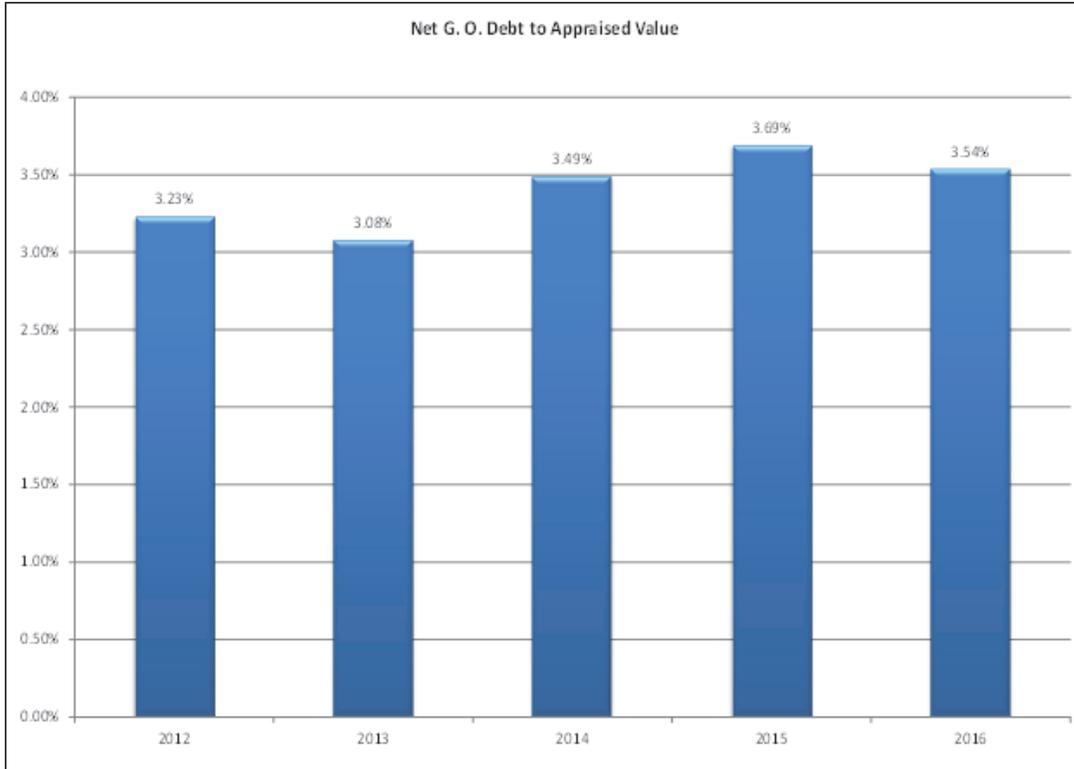
Debt Ratio Trends
LAST FIVE FISCAL YEARS

| | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|------------|------------|------------|------------|------------|
| Estimated Population | 652,050 | 657,457 | 653,450 | 656,861 | 653,450 |
| Appraised Value of Property | 38,069,899 | 37,757,901 | 36,455,804 | 35,448,458 | 35,955,987 |
| Assessed Value Valuation of Property | 11,816,478 | 11,720,563 | 11,483,484 | 11,142,251 | 11,345,981 |
| Total G. O. Debt | 1,230,060 | 1,163,755 | 1,271,320 | 1,228,825 | 1,199,950 |
| Bond Premiums | | | | 79,464 | 73,155 |
| Net Debt | 1,230,060 | 1,163,755 | 1,271,320 | 1,308,289 | 1,273,105 |
| Net G. O. Debt per Capita | | | | | |
| Total Debt | 1,886 | 1,770 | 1,946 | 1,992 | 1,948 |
| Net Debt | 1,886 | 1,770 | 1,946 | 1,992 | 1,948 |
| Net G. O. Debt to Appraised Value | | | | | |
| Total Debt | 3.23% | 3.08% | 3.49% | 3.69% | 3.54% |
| Net Debt | 3.23% | 3.08% | 3.49% | 3.69% | 3.54% |
| Net G. O. Debt to Assessed Value | | | | | |
| Total Debt | 10.41% | 9.93% | 11.07% | 11.74% | 11.22% |
| Net Debt | 10.41% | 9.93% | 11.07% | 11.74% | 11.22% |

Source: 2016 CAFR

The following table reflects the net bonded debt per capita on a net basis for the last five fiscal years, as shown earlier in the table entitled “Debt Ratio Trends.”





Outstanding Debt Obligations Serviced from the Debt Service Fund

GENERAL OBLIGATION BONDS (UNAUDITED)

AS OF JUNE 30, 2017

| General Obligation Bonds | Outstanding | Final Maturity |
|---|-------------------------|----------------|
| \$69,885,000 General Improvement Bonds, Series 2016 | \$ 67,845,000 | 5/1/2041 |
| \$67,845,000 General Improvement Bonds, Series 2015C | 67,845,000 | 4/1/2045 |
| \$54,390,000 General Improvement Refunding Bonds, Series, 2015B (Taxable) | 54,390,000 | 4/1/2025 |
| \$76,820,000 General Improvement Refunding Bonds, Series, 2015A | 76,820,000 | 4/1/2026 |
| \$208,230,000 General Improvement Refunding Bonds, Series 2014B | 190,400,000 | 4/1/2044 |
| \$103,955,000 General Improvement Refunding Bonds, Series 2014A | 102,140,000 | 11/1/2025 |
| \$5,145,000 Gen. Imp. Bonds, Series 2012B | 2,465,000 | 4/1/2024 |
| \$93,595,000 Gen. Imp. & Refg Bonds, Series 2012A | 90,290,000 | 4/1/2042 |
| \$86,190,000 Gen. Imp. Bonds, Series 2011 | 72,530,000 | 5/1/2036 |
| \$11,160,000 Gen. Imp. Bonds, Series 2010F (RZEDB) | 11,160,000 | 7/1/2034 |
| \$55,295,000 Gen. Imp. & Refg Bonds, Series 2010E (Federally Taxable) | 36,890,000 | 7/1/2018 |
| \$121,205,000 Gen. Imp. & Refg Bonds, Series 2010D | 121,205,000 | 7/1/2023 |
| \$62,550,000 General Improvement Bonds, Series 2010 C (Direct Pay BABs) | 62,550,000 | 7/1/2032 |
| \$39,950,000 General Improvement Bonds, Series 2010B (Direct Pay BABs) | 39,950,000 | 5/1/2030 |
| \$27,880,000 General Improvement Bonds, Series 2010A | 10,055,000 | 5/1/2021 |
| \$76,025,000 General Improvement Bonds, Series 2009 | 9,405,000 | 4/1/2024 |
| \$99,735,000 General Improvement Bonds, Series 2008 | 5,095,000 | 4/1/2018 |
| \$115,635,000 Gen. Imp. & Refg Bonds, Series 2005B | 54,815,000 | 10/1/2018 |
| \$166,880,000 Gen. Imp. & Refg Bonds, Series 2005 | 37,730,000 | 10/1/2019 |
| \$34,160,000 Gen. Imp. & Refg Bonds, Series 2004 | 5,455,000 | 10/1/2017 |
| Total | \$ 1,119,035,000 | |
| Commercial Paper | Outstanding | |
| \$150,00,000 Commercial Paper, 2016 | \$ 75,000,000 | |

Outstanding Debt Obligations Serviced from the Debt Service Fund
 APPROPRIATION OBLIGATIONS DEBT (UNAUDITED)
 AS OF JUNE 30, 2017

DEBT SERVICE FUND

| Appropriation Obligations Debt | Outstanding | Final Maturity |
|--|-----------------------|----------------|
| \$40,975,000 Memphis and Shelby County Port Commission Dev. Rev. Bonds, Series 2011 ⁽¹⁾ | \$ 17,407,500 | 4/1/2036 |
| \$15,416,204 Solid Waste Lease, 2014 | 7,840,932 | 12/11/2019 |
| \$2,000,000 Solid Waste Lease, 2016 | 1,610,582 | 4/22/2021 |
| \$36,215,000 TDZ Revenue Refunding Bonds, Series 2017A (Federally Taxable) | 36,215,000 | 11/1/2021 |
| \$87,725,000 TDZ Revenue Refunding Bonds, Series 2017B | 87,725,000 | 11/1/2030 |
| \$34,300,000 TDZ Revenue Refunding Bonds, Series 2017C (Federally Taxable) | 34,300,000 | 11/1/2024 |
| \$17,925,000 Sports Facility Revenue Bonds, Series 2014A (Stadium Project) | 15,775,000 | 2/1/2029 |
| \$5,720,000 Sports Facility Revenue Bonds, Series 2014B (Stadium Project) (Federally Taxable) | 4,445,000 | 2/1/2030 |
| \$1,585,450 CCRFC Convention Center Improvement Bonds, Series 2015 | 951,270 | 1/5/2020 |
| \$1,561,500 CCRFC Convention Center Improvement Bonds, Series 2016 | 1,171,125 | 1/5/2020 |
| \$8,316,000 CCRFC Qualified Energy Conservation Bonds, Series 2015A | 6,652,800 | 1/5/2025 |
| \$2,015,300 CCRFC Qualified Energy Conservation Bonds, Series 2015B | 1,612,240 | 1/5/2025 |
| \$340,700 CCRFC Qualified Energy Conservation Bonds, Series 2015C | 272,560 | 1/5/2025 |
| Total | \$ 215,979,009 | |

⁽¹⁾ The obligation of the City and the County to support the payment of debt service on the Port Commission bonds is apportioned on an equal basis (i.e. 50% by the City and 50% by the County). Such amount represents the City's portion.

General Obligation Bonds Debt Service Schedule

AS OF JUNE 30, 2017

| Period Ending | Principal | Interest | Debt Service | Percentage Retired |
|---------------|-------------------------|-----------------------|-------------------------|--------------------|
| 6/30/2018 | \$ 80,850,000 | \$ 51,138,343 | \$ 131,988,343 | |
| 6/30/2019 | 81,385,000 | 47,105,583 | 128,490,583 | |
| 6/30/2020 | 81,520,000 | 43,469,116 | 124,989,116 | |
| 6/30/2021 | 81,145,000 | 40,347,845 | 121,492,845 | |
| 6/30/2022 | 81,590,000 | 36,402,054 | 117,992,054 | 36% |
| 6/30/2023 | 82,260,000 | 32,110,457 | 114,370,457 | |
| 6/30/2024 | 82,585,000 | 28,285,438 | 110,870,438 | |
| 6/30/2025 | 83,845,000 | 25,480,930 | 109,325,930 | |
| 6/30/2026 | 82,275,000 | 21,965,788 | 104,240,788 | |
| 6/30/2027 | 22,950,000 | 18,062,661 | 41,012,661 | 68% |
| 6/30/2028 | 23,920,000 | 16,926,190 | 40,846,190 | |
| 6/30/2029 | 24,900,000 | 15,740,987 | 40,640,987 | |
| 6/30/2030 | 25,950,000 | 14,500,021 | 40,450,021 | |
| 6/30/2031 | 21,655,000 | 13,184,815 | 34,839,815 | |
| 6/30/2032 | 22,565,000 | 12,168,715 | 34,733,715 | 79% |
| 6/30/2033 | 23,545,000 | 11,070,840 | 34,615,840 | |
| 6/30/2034 | 24,215,000 | 9,963,373 | 34,178,373 | |
| 6/30/2035 | 25,240,000 | 8,793,254 | 34,033,254 | |
| 6/30/2036 | 20,455,000 | 7,725,613 | 28,180,613 | |
| 6/30/2037 | 16,620,000 | 6,788,081 | 23,408,081 | 88% |
| 6/30/2038 | 17,365,000 | 6,043,444 | 23,408,444 | |
| 6/30/2039 | 18,140,000 | 5,264,050 | 23,404,050 | |
| 6/30/2040 | 18,950,000 | 4,444,719 | 23,394,719 | |
| 6/30/2041 | 19,825,000 | 3,580,881 | 23,405,881 | |
| 6/30/2042 | 16,495,000 | 2,676,713 | 19,171,713 | 97% |
| 6/30/2043 | 16,495,000 | 1,884,338 | 18,379,338 | |
| 6/30/2044 | 17,290,000 | 1,086,513 | 18,376,513 | |
| 6/30/2045 | 5,005,000 | 250,250 | 5,255,250 | 100% |
| | \$ 1,119,035,000 | \$ 486,461,008 | \$ 1,605,496,008 | |

SPECIAL REVENUE FUNDS

Special Revenue Funds are used to budget for specific revenue sources that are legally restricted to expenditures for specific purposes. Included in special revenue funds are:

Public Works

Solid Waste Management revenues and expenditures.

Finance

Metro Alarm Fund revenues and expenditures.

Other Funds

Hotel/Motel Fund

Street Aid Fund

New Memphis Arena

Electronic Traffic Citations Fund

Parks Special Service Fund

Revenues and expenditures for the above listed funds.

Police Services

Drug Enforcement Fund revenues and expenditures.

Special Revenue Funds Summary

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-------------------------------|-------------------------|------------------------|-------------------------|-------------------------|
| Contributed from Fund Balance | 0 | 4,312,921 | 2,935,748 | 5,354,230 |
| Local Taxes | 17,245,237 | 18,693,594 | 21,433,154 | 19,291,286 |
| State Taxes | 17,841,088 | 0 | 16,400,000 | 16,400,000 |
| Licenses and Permits | 415,093 | 457,692 | 475,560 | 591,180 |
| Fines and Forfeitures | 3,452,431 | 2,333,000 | 2,573,358 | 3,091,715 |
| Charges for Services | 56,156,444 | 56,030,988 | 56,757,380 | 56,194,656 |
| Use of Money and Property | 133,382 | 4,065 | 94,372 | 4,065 |
| Federal Grants | 133,251 | 150,000 | 817,525 | 100,000 |
| State Grants | 124,192 | 155,000 | 291,785 | 267,500 |
| Other Revenues | 2,112,116 | 26,886 | 3,388,178 | 87,161 |
| Transfers In | 7,387,791 | 3,787,564 | 1,366,517 | 9,717,200 |
| Total Revenues | \$ (105,001,029) | \$ (85,951,712) | \$ (106,533,576) | \$ (111,098,992) |
| Personnel Services | 28,012,266 | 28,483,400 | 27,776,660 | 29,104,718 |
| Materials and Supplies | 27,568,725 | 14,388,878 | 26,958,914 | 27,870,356 |
| Capital Outlay | 1,658,946 | 1,071,000 | 3,204,521 | 1,584,000 |
| Grants and Subsidies | 10,488,391 | 12,496,072 | 9,998,572 | 10,512,000 |
| Service Charges | 16,205,397 | 15,250,000 | 17,730,428 | 17,311,104 |
| Transfers Out | 18,009,324 | 13,207,831 | 20,528,822 | 21,035,100 |
| Contributed to Fund Balance | 0 | 1,054,530 | 0 | 3,681,715 |
| Total Expenditures | \$ 101,943,049 | \$ 85,951,712 | \$ 106,197,920 | \$ 111,098,992 |
| Net Expenditures | \$ (3,057,980) | \$ 0 | \$ (335,656) | \$ 0 |

Authorized Complement

520

Park Special Service Fund

PARK SPECIAL SERVICE FUND

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|---------------------|---------------------|---------------------|---------------------|
| Local Taxes | 154,778 | 162,687 | 162,687 | 162,687 |
| Use of Money and Property | 11,563 | 4,065 | 0 | 4,065 |
| Total Revenues | \$ (166,341) | \$ (166,752) | \$ (162,687) | \$ (166,752) |
| Materials and Supplies | 166,341 | 166,752 | 162,687 | 166,752 |
| Total Expenditures | \$ 166,341 | \$ 166,751 | \$ 162,687 | \$ 166,752 |
| Net Expenditures | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Authorized Complement | | | | 0 |

Solid Waste Management Fund

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-------------------------------|------------------------|------------------------|------------------------|------------------------|
| Contributed from Fund Balance | 0 | 2,695,121 | 400,000 | 4,515,630 |
| Local Taxes | 170,177 | 113,789 | 150,511 | 120,000 |
| Charges for Services | 56,156,444 | 56,030,988 | 56,757,380 | 56,194,656 |
| Use of Money and Property | 60,562 | 0 | 49,537 | 0 |
| Federal Grants | 0 | 0 | 753,836 | 0 |
| State Grants | 124,192 | 155,000 | 291,785 | 267,500 |
| Other Revenues | 2,021,753 | 18,000 | 3,290,756 | 24,000 |
| Total Revenues | \$ (58,533,128) | \$ (59,012,896) | \$ (61,693,804) | \$ (61,121,784) |
| Personnel Services | 26,437,676 | 26,810,480 | 26,260,484 | 27,397,586 |
| Materials and Supplies | 9,379,466 | 11,898,668 | 10,422,506 | 10,740,095 |
| Capital Outlay | 1,593,837 | 500,000 | 2,649,137 | 1,120,000 |
| Grants and Subsidies | 52,682 | 0 | 2,500 | 0 |
| Service Charges | 16,205,397 | 15,250,000 | 17,730,428 | 17,311,104 |
| Transfers Out | 5,130,687 | 4,553,750 | 4,628,750 | 4,553,000 |
| Total Expenditures | \$ 58,799,744 | \$ 59,012,896 | \$ 61,693,804 | \$ 61,121,784 |
| Net Expenditures | \$ 266,616 | \$ 0 | \$ 0 | \$ 0 |

Authorized Complement

515

Metro Alarm Fund

METRO ALARM FUND

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-------------------------------|---------------------|---------------------|-----------------------|---------------------|
| Contributed from Fund Balance | 0 | 0 | 1,789,982 | 0 |
| Licenses and Permits | 415,093 | 457,692 | 475,560 | 591,180 |
| Use of Money and Property | 8,946 | 0 | 528 | 0 |
| Other Revenues | 16,401 | 8,886 | 2,602 | 8,886 |
| Total Revenues | \$ (440,440) | \$ (466,578) | \$ (2,268,673) | \$ (600,066) |
| Personnel Services | 272,386 | 281,920 | 214,116 | 316,132 |
| Materials and Supplies | 212,252 | 184,659 | 413,184 | 183,934 |
| Grants and Subsidies | 3,466 | 0 | 0 | 0 |
| Transfers Out | 0 | 0 | 1,641,372 | 100,000 |
| Total Expenditures | \$ 488,104 | \$ 466,578 | \$ 2,268,673 | \$ 600,066 |
| Net Expenditures | \$ 47,664 | \$ 0 | \$ 0 | \$ 0 |

| | |
|------------------------------|----------|
| Authorized Complement | 5 |
|------------------------------|----------|

Hotel/Motel Occupancy Tax Fund

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-----------------------------|------------------------|------------------------|------------------------|------------------------|
| Local Taxes | 10,726,386 | 10,996,072 | 13,761,335 | 11,650,000 |
| Transfers In | 3,693,896 | 1,366,517 | 1,366,517 | 4,858,600 |
| Total Revenues | \$ (14,420,281) | \$ (12,362,589) | \$ (15,127,852) | \$ (16,508,600) |
| Grants and Subsidies | 7,932,243 | 7,496,072 | 7,496,072 | 8,012,000 |
| Transfers Out | 3,722,546 | 4,866,517 | 7,631,780 | 4,896,600 |
| Contributed to Fund Balance | 0 | 0 | 0 | 3,600,000 |
| Total Expenditures | \$ 11,654,789 | \$ 12,362,589 | \$ 15,127,852 | \$ 16,508,600 |
| Net Expenditures | \$ (2,765,492) | \$ 0 | \$ 0 | \$ 0 |

| | |
|------------------------------|----------|
| Authorized Complement | 0 |
|------------------------------|----------|

State Street Aid Fund

STATE STREET AID FUND

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|------------------------|-----------------|------------------------|------------------------|
| State Taxes | 17,841,088 | 0 | 16,400,000 | 16,400,000 |
| Total Revenues | \$ (17,841,088) | \$ 0 | \$ (16,400,000) | \$ (16,400,000) |
| Materials and Supplies | 16,072,788 | 0 | 14,631,700 | 14,631,700 |
| Transfers Out | 1,768,300 | 0 | 1,768,300 | 1,768,300 |
| Total Expenditures | \$ 17,841,088 | \$ 0 | \$ 16,400,000 | \$ 16,400,000 |
| Net Expenditures | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Authorized Complement | | | | 0 |

New Memphis Arena Special Revenue Fund

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-----------------------------|-----------------------|-----------------------|-----------------------|------------------------|
| Local Taxes | 6,193,896 | 7,421,047 | 7,358,621 | 7,358,600 |
| Transfers In | 3,693,896 | 2,421,047 | 0 | 4,858,600 |
| Total Revenues | \$ (9,887,791) | \$ (9,842,094) | \$ (7,358,621) | \$ (12,217,200) |
| Grants and Subsidies | 2,500,000 | 5,000,000 | 2,500,000 | 2,500,000 |
| Transfers Out | 7,387,791 | 3,787,564 | 4,858,621 | 9,717,200 |
| Contributed to Fund Balance | 0 | 1,054,530 | 0 | 0 |
| Total Expenditures | \$ 9,887,791 | \$ 9,842,094 | \$ 7,358,621 | \$ 12,217,200 |
| Net Expenditures | \$ 0 | \$ 0 | \$ 0 | \$ 0 |

| | |
|------------------------------|----------|
| Authorized Complement | 0 |
|------------------------------|----------|

Drug Enforcement Fund

DRUG ENFORCEMENT FUND

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Contributed from Fund Balance | 0 | 1,617,800 | 745,766 | 838,600 |
| Fines and Forfeitures | 3,292,432 | 2,333,000 | 2,241,643 | 2,760,000 |
| Use of Money and Property | 52,310 | 0 | 44,307 | 0 |
| Federal Grants | 133,251 | 150,000 | 63,689 | 100,000 |
| Other Revenues | 73,963 | 0 | 94,819 | 54,275 |
| Total Revenues | \$ (3,551,955) | \$ (4,100,800) | \$ (3,190,224) | \$ (3,752,875) |
| Personnel Services | 1,302,204 | 1,391,000 | 1,302,058 | 1,391,000 |
| Materials and Supplies | 1,737,878 | 2,138,800 | 1,328,837 | 1,897,875 |
| Capital Outlay | 65,109 | 571,000 | 555,384 | 464,000 |
| Total Expenditures | \$ 3,105,191 | \$ 4,100,800 | \$ 3,186,279 | \$ 3,752,875 |
| Net Expenditures | \$ (446,764) | \$ 0 | \$ (3,945) | \$ 0 |
| Authorized Complement | | | | 0 |

Electronic Traffic Citations Fund

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-----------------------------|---------------------|-----------------|---------------------|---------------------|
| Fines and Forfeitures | 160,000 | 0 | 331,715 | 331,715 |
| Total Revenues | \$ (160,000) | \$ 0 | \$ (331,715) | \$ (331,715) |
| Materials and Supplies | 0 | 0 | 0 | 250,000 |
| Contributed to Fund Balance | 0 | 0 | 0 | 81,715 |
| Total Expenditures | \$ 0 | \$ 0 | \$ 0 | \$ 331,715 |
| Net Expenditures | \$ (160,000) | \$ 0 | \$ (331,715) | \$ 0 |

| | |
|------------------------------|----------|
| Authorized Complement | 0 |
|------------------------------|----------|

Special Revenue Funds • Authorized Complement

SPECIAL REVENUE FUNDS • AUTHORIZED COMPLEMENT

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|-------------------------------|----------------------|-------------------------------------|----------------------|
| ZOO GRANT | | SUPER COLLECTION SW | 15 |
| CURATOR ZOO ASST | 1 | SUPER DISPOSAL SP WASTE | 1 |
| ZOOKEEPER | 3 | SUPER HEAVY EQUIP | 1 |
| ZOOKEEPER CAT COUNTRY | 1 | SUPER NIGHT COLLECTION SW | 1 |
| Total Zoo Grant | 5 | SUPER TRANSFER STATION | 1 |
| SOLID WASTE MANAGEMENT | | SUPER ZONE SANITATION | 1 |
| ACCOUNTANT ASSOCIATE A | 1 | TECH DISPOSAL | 2 |
| ADMR RECYCLING | 1 | TECH TRANSFER STATION | 1 |
| ADMR SOLID WASTE OPER | 1 | Total Solid Waste Management | 515 |
| ASST ADMINISTRATIVE | 1 | CITY TREASURER | |
| CLERK ACCOUNTING B | 1 | ADMR METRO ALARM | 1 |
| CLERK OFFICE SUPPORT B | 13 | CLERK ACCOUNTING A | 1 |
| COORD FLEET MAINT | 1 | COORD METRO ALARM | 1 |
| CREWCHIEF SOLID WASTE | 127 | SPEC ALARM DATA | 1 |
| CREWPERSON SOLID WASTE | 205 | SPEC ALARM BILLING | 1 |
| DIRECTOR SOLID WASTE DEPUTY | 1 | Total City Treasurer | 5 |
| DISPATCHER | 1 | | |
| DRIVER TRACTOR TRAILER | 20 | TOTAL | 520 |
| DRIVER TRUCK SOLID WASTE | 59 | | |
| FOREMAN GROUNDS MNT | 2 | | |
| FOREMAN SOLID WASTE | 2 | | |
| INSP SERVICE FEE | 2 | | |
| INSP SERVICE FEE 170801 00005 | 1 | | |
| INSP SERVICE FEE SR | 1 | | |
| MECH HEAVY EQUIP | 3 | | |
| MECH MNT | 12 | | |
| MGR COLLECTION SW | 4 | | |
| MGR COLLECTION SW SR | 1 | | |
| MGR COMPOST | 1 | | |
| MGR COMPOST ENV PROJ | 1 | | |
| MGR HEAVY EQUIP OPER SW | 1 | | |
| MGR RECYCLING | 1 | | |
| MGR SOLID WASTE FEES | 1 | | |
| MGR SUPPORT SVCS SWM | 1 | | |
| OPER HEAVY EQUIP | 2 | | |
| OPER HEAVY EQUIP LD | 7 | | |
| OPER SPEC EQUIP II | 12 | | |
| REP RECYCLING | 1 | | |
| SPEC HEALTH SAFETY | 1 | | |
| SUPER CART CENTRAL | 1 | | |
| SUPER CLERICAL OPER | 2 | | |



ENTERPRISE FUNDS

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 wastewater collection and treatment facilities operated by the City. Memphis continues to rank as having one of the lowest residential, commercial, and industrial wastewater 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 City of Memphis Storm Water program. 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 the MLGW utility bills, and monies collected are used to fund federally mandated storm water requirements and to alleviate local flooding problems.

Enterprise Funds Summary

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Capital Contributions | 1,008,740 | 0 | 0 | 0 |
| Fines and Forfeitures | 17,800 | 30,000 | 5,050 | 511,000 |
| Charges for Services | 118,182,352 | 130,677,000 | 121,801,152 | 136,881,792 |
| Use of Money and Property | 360,887 | 0 | 1,201 | 0 |
| Federal Grants | 2,283,625 | 1,500,000 | 1,515,279 | 1,500,000 |
| State Grants | 271,492 | 0 | 0 | 0 |
| Other Revenues | 1,947,591 | 200,000 | 79,586 | 157,122 |
| Transfers In | 0 | 0 | 359,679 | 0 |
| Dividend and Interest on Investment | 60,042 | 0 | 0 | 0 |
| Gain (Loss) on Investments | 22,775 | 0 | 0 | 0 |
| Gain (Loss) on Sale of Assets | 695 | 0 | 0 | 0 |
| Total Revenues | \$ (124,155,999) | \$ (132,407,000) | \$ (123,761,944) | \$ (139,049,920) |
| Personnel Services | 29,981,842 | 31,538,216 | 33,861,608 | 32,360,798 |
| Materials and Supplies | 35,254,015 | 42,463,332 | 40,604,920 | 45,740,784 |
| Capital Outlay | 3,117,600 | 5,344,040 | 5,354,332 | 7,175,540 |
| Grants and Subsidies | 26,693 | 0 | 5,000 | 0 |
| Investment Fees | 5,071 | 0 | 1,191 | 0 |
| Interest | 3,372,526 | 5,120,000 | 3,016,717 | 5,120,000 |
| Service Charges | 21,625 | 0 | 5,600 | 0 |
| Transfers Out | 8,857,177 | 10,332,004 | 1,968,502 | 10,539,476 |
| Depreciation on Own Funds | 14,297,902 | 16,928,636 | 8,799,959 | 16,941,636 |
| Misc Expense | 2,805,550 | 0 | 0 | 0 |
| Contributed to Fund Balance | 0 | 20,680,776 | 30,144,114 | 21,171,688 |
| Total Expenditures | \$ 97,739,999 | \$ 132,407,000 | \$ 123,761,944 | \$ 139,049,920 |
| Net Expenditures | \$ (26,416,000) | \$ 0 | \$ 0 | \$ 0 |

Authorized Complement

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Sewer Treatment & Collection - Operating Fund

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-------------------------------------|------------------------|-------------------------|------------------------|-------------------------|
| Capital Contributions | 1,008,740 | 0 | 0 | 0 |
| Fines and Forfeitures | 0 | 20,000 | 50 | 501,000 |
| Charges for Services | 95,911,752 | 106,427,000 | 99,401,152 | 110,731,800 |
| Use of Money and Property | 344,440 | 0 | 0 | 0 |
| Federal Grants | 555,473 | 0 | 0 | 0 |
| Other Revenues | 1,399,081 | 200,000 | 62,310 | 157,122 |
| Dividend and Interest on Investment | 60,042 | 0 | 0 | 0 |
| Gain (Loss) on Investments | 22,775 | 0 | 0 | 0 |
| Gain (Loss) on Sale of Assets | 695 | 0 | 0 | 0 |
| Total Revenues | \$ (99,302,998) | \$ (106,647,000) | \$ (99,463,512) | \$ (111,389,920) |
| Personnel Services | 19,796,472 | 20,812,890 | 23,123,568 | 21,404,860 |
| Materials and Supplies | 30,631,880 | 36,445,748 | 34,710,348 | 39,400,736 |
| Capital Outlay | 2,279,787 | 4,421,000 | 4,147,344 | 6,131,000 |
| Grants and Subsidies | 21,864 | 0 | 0 | 0 |
| Investment Fees | 5,071 | 0 | 1,191 | 0 |
| Interest | 3,372,526 | 5,120,000 | 3,016,717 | 5,120,000 |
| Service Charges | 21,625 | 0 | 5,600 | 0 |
| Transfers Out | 6,888,675 | 6,545,000 | 0 | 6,800,000 |
| Depreciation on Own Funds | 12,028,549 | 14,537,000 | 6,316,976 | 14,537,000 |
| Misc Expense | 2,805,550 | 0 | 0 | 0 |
| Contributed to Fund Balance | 0 | 18,765,366 | 28,141,764 | 17,996,324 |
| Total Expenditures | \$ 77,851,998 | \$ 106,647,000 | \$ 99,463,512 | \$ 111,389,920 |
| Net Expenditures | \$ (21,451,000) | \$ 0 | \$ 0 | \$ 0 |

Authorized Complement

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SEWER TREATMENT & COLLECTION - OPERATING FUND

STORM WATER FUND

Storm Water Fund

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-----------------------------|------------------------|------------------------|------------------------|------------------------|
| Fines and Forfeitures | 17,800 | 10,000 | 5,000 | 10,000 |
| Charges for Services | 22,270,000 | 24,250,000 | 22,400,000 | 26,150,000 |
| Use of Money and Property | 16,447 | 0 | 1,201 | 0 |
| Federal Grants | 1,728,152 | 1,500,000 | 1,515,279 | 1,500,000 |
| State Grants | 271,492 | 0 | 0 | 0 |
| Other Revenues | 548,510 | 0 | 17,276 | 0 |
| Transfers In | 0 | 0 | 359,679 | 0 |
| Total Revenues | \$ (24,853,001) | \$ (25,760,000) | \$ (24,298,434) | \$ (27,660,000) |
| Personnel Services | 10,185,368 | 10,725,327 | 10,738,041 | 10,955,937 |
| Materials and Supplies | 4,622,135 | 6,017,585 | 5,894,570 | 6,340,048 |
| Capital Outlay | 837,813 | 923,040 | 1,206,988 | 1,044,540 |
| Grants and Subsidies | 4,829 | 0 | 5,000 | 0 |
| Transfers Out | 1,968,502 | 3,787,004 | 1,968,502 | 3,739,477 |
| Depreciation on Own Funds | 2,269,354 | 2,391,635 | 2,482,984 | 2,404,635 |
| Contributed to Fund Balance | 0 | 1,915,409 | 2,002,350 | 3,175,363 |
| Total Expenditures | \$ 19,888,001 | \$ 25,760,000 | \$ 24,298,434 | \$ 27,660,000 |
| Net Expenditures | \$ (4,965,000) | \$ 0 | \$ 0 | \$ 0 |

Authorized Complement

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Enterprise Funds • Authorized Complement

ENTERPRISE FUNDS • AUTHORIZED COMPLEMENT

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|-------------------------------|----------------------|-------------------------------|----------------------|
| SEWER FUND | | MGR WTP PROCESSING | 2 |
| ADMR ENGINEERING | 1 | OPER HEAVY EQUIP | 20 |
| ADMR ENVIRON CONST ADMIN | 3 | OPER MECHANICAL | 17 |
| ADMR WASTE COLLECT FAC | 1 | OPER STOPPAGE SEWER | 12 |
| ADMR WTP FACILITIES | 1 | OPER WASTE TREAT I | 5 |
| AIDE POLLUTION CONTROL | 12 | OPER WASTE TREAT II | 14 |
| ANALYST DATABASE | 1 | PAINTER | 3 |
| ANALYST LAB | 6 | PIPELAYER | 27 |
| ANALYST DATABASE | 1 | SCHEDULER PLANNER | 4 |
| ASST OFFICE | 2 | SPEC ENVIRONMENTAL BILLING | 2 |
| CHEMIST QUALITY CONTROL | 1 | SPREADER SLUDGE | 2 |
| CHEMIST WTP | 1 | SUPER ENVIRON PROJECT | 1 |
| CLERK INVENT CONTROL SR | 3 | SUPER OM SHIFT | 5 |
| CLERK OFFICE SUPPORT A | 5 | SUPER SEWER CONSTRUCTION | 1 |
| CLERK OFFICE SUPPORT B | 1 | SUPER SEWER INSPECTION | 1 |
| CREWPERSON SEMISKILLED | 20 | SUPER SEWER MAINT | 1 |
| CUSTODIAN | 1 | SUPER SHIFT PUB WKS | 10 |
| DISPATCHER | 7 | SUPER WTP OPERATIONS | 2 |
| DRIVER TRACTOR TRAILER | 3 | SUPER SEWER INSPECTION | 1 |
| ELECT MNT WTP | 6 | TECH CONTROL WTP | 5 |
| ENG DESIGNER ENVIRONMENTAL A | 3 | TECH INDUSTRIAL PRETREAT | 2 |
| ENG DESIGNER ENVIRONMENTAL AA | 4 | TECH CONTROL WTP 170904 0004 | 1 |
| ENGINEER ENVIRONMENTAL | 2 | TRAINEE WASTE WATER TREATMENT | 8 |
| ENGINEER STATIONARY I | 3 | WORKER CONCRETE | 5 |
| ENGINEER STATIONARY II | 1 | | |
| FOREMAN GEN STATIONARY ENG | 1 | | |
| FOREMAN GEN WTP E I | 2 | | |
| FOREMAN GEN WTP MECH | 7 | | |
| FOREMAN SEWER MNT | 7 | | |
| HELPER MAINTENANCE | 7 | | |
| INSP POLLUTION CONTROL | 17 | | |
| MECH HEAVY EQUIP | 4 | | |
| MECH MNT WTP I | 22 | | |
| MECH MNT WTP II | 12 | | |
| MECH SHOP | 2 | | |
| MGR ENVIRONMENTAL INSPECTION | 1 | | |
| MGR ENVIRONMENTAL MNT | 1 | | |
| MGR INDUSTRIAL MONITORING | 1 | | |
| MGR LIFT FLOOD MNT | 1 | | |
| MGR SUPPORT SVCS ENV | 1 | | |
| MGR WTP | 2 | | |
| MGR WTP MNT | 2 | | |
| | | Total Sewer Fund | 330 |
| | | SEWER FUND - ENG | |
| | | ASST OFFICE | 1 |
| | | ENG DESIGNER | 1 |
| | | ENG DESIGNER AA | 1 |
| | | ENGINEER DESIGN | 1 |
| | | ENGINEER DESIGN SENIOR | 1 |
| | | INSP ZONE CONSTRUCTION | 4 |
| | | TECH ENGINEERING AA | 2 |
| | | Total Sewer Fund - Eng | 11 |
| | | TOTAL SEWER FUND | 341 |

Enterprise Funds • Authorized Complement

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|-------------------------------|----------------------|---|----------------------|
| STORM WATER MANAGEMENT | | SUPER RECORDS INVENTORY | 1 |
| ADMR DRAIN MAINT | 1 | SUPER SHIFT PUB WKS | 5 |
| ADMR MAINTENANCE SR | 1 | SUPER SUPPORT SVCS MNT | 1 |
| AIDE POLLUTION CONTROL | 2 | SUPER ZONE HEAVY EQUIP | 1 |
| ANALYST DATABASE | 2 | TECH ENVIRONMENTAL | 4 |
| ASST ADMINISTRATIVE | 1 | TECH ENVIRONMENTAL | 1 |
| ASST OFFICE | 1 | WORKER CONCRETE | 8 |
| CLERK INVENT CONTROL | 2 | Total Storm Water Management | 178 |
| CLERK INVENT CONTROL SR | 1 | STORM WATER MANAGEMENT - ENG | |
| CLERK OFFICE SUPPORT A | 2 | AIDE ENGINEERING | 1 |
| COORD DRAIN MAINT ENGINEERING | 1 | CHIEF SURVEYOR PARTY | 1 |
| COORD STORMWATER PROJ | 4 | CLERK OFFICE SUPPORT B | 1 |
| CREWPERSON SEMISKILLED | 17 | ENG DESIGNER | 1 |
| DISPATCHER | 2 | ENGINEER DESIGN SENIOR | 2 |
| DRIVER TRACTOR TRAILER | 3 | INSP ZONE CONSTRUCTION | 4 |
| ENGINEER ENVIRONMENTAL | 1 | OPER SURVEY INST | 1 |
| ENGINEER STATIONARY I | 4 | TECH ENGINEERING AA | 1 |
| ENGINEER STATIONARY II | 3 | Total Storm Water Management - Eng | 12 |
| FINISHER CONCRETE | 1 | TOTAL STORMWATER MANAGEMENT | 190 |
| FOREMAN GEN STATIONARY ENG | 1 | | |
| FOREMAN HEAVY EQUIP MAINT | 1 | | |
| FOREMAN MNT PUB WKS | 11 | | |
| GREASER | 2 | | |
| HELPER MAINTENANCE | 6 | | |
| INSP POLLUTION CONTROL | 2 | | |
| INSP SAFETY | 1 | | |
| MASON BRICK | 3 | | |
| MECH HEAVY EQUIP | 6 | | |
| MECH HEAVY EQUIP LD | 1 | | |
| MECH MASTER | 3 | | |
| MECH SHOP | 1 | | |
| MGR DRAIN MAINT | 1 | | |
| MGR ENVIRON PROJECT | 1 | | |
| MGR HEAVY EQUIP MAINT | 1 | | |
| MGR HEAVY EQUIP SVCS | 1 | | |
| OPER EQUIPMENT | 14 | | |
| OPER HEAVY EQUIP | 12 | | |
| OPER STOPPAGE SEWER | 3 | | |
| OPER SWEEPER | 20 | | |
| PIPELAYER | 14 | | |
| SCHEDULER PLANNER | 2 | | |
| SUPER HEAVY EQUIP | 1 | | |

INTERNAL SERVICE FUNDS

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. The impact of rising health care across the nation has contributed to the rise of health care benefits locally. Costs for the Health Insurance Service Center traditionally increase because of rise in national health care costs.

Unemployment

This fund accounts for unemployment compensation accounts for the City's self insurance unemployment benefits, which may be due to City employees.

Fleet Management

This fund accounts for the maintenance and repair of all City vehicles and equipment, except Fire Services and Public Works Heavy equipment. Vehicle Maintenance continues to be cost effective while providing maintenance and repairs.

Internal Service Funds Summary

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-------------------------------|------------------------|-------------------------|------------------------|-------------------------|
| Contributed from Fund Balance | 0 | 0 | 0 | 6,395,416 |
| Charges for Services | 20,525,680 | 24,972,508 | 20,633,740 | 23,872,508 |
| Use of Money and Property | 145,663 | 583 | 101,121 | 583 |
| Other Revenues | 53,255,498 | 51,971,700 | 52,939,104 | 55,732,272 |
| Employee Contributions | 24,994,551 | 24,100,162 | 20,978,822 | 22,261,148 |
| Employer Contributions | 706,530 | 497,200 | 501,840 | 504,800 |
| Total Revenues | \$ (99,627,924) | \$ (101,542,152) | \$ (95,154,632) | \$ (108,766,728) |
| Personnel Services | 408,623 | 584,061 | 1,395,836 | 4,377,172 |
| Materials and Supplies | 13,928,186 | 14,256,573 | 12,459,334 | 15,698,246 |
| Capital Outlay | 0 | 2,900 | 0 | 0 |
| Grants and Subsidies | 158,687 | 96,676 | 97,149 | 98,000 |
| Inventory | 10,041,601 | 13,989,952 | 10,820,427 | 12,489,952 |
| Claims Incurred | 61,213,680 | 71,450,000 | 59,241,960 | 67,249,968 |
| Federal Tax | 32,706 | 21,483 | 334,635 | 52,051 |
| Transfers Out | 3,001,283 | 0 | 6,800,000 | 7,699,012 |
| Depreciation on Own Funds | 9,947 | 96,100 | 12,244 | 96,100 |
| Contributed to Fund Balance | 0 | 1,044,406 | 0 | 1,006,226 |
| Total Expenditures | \$ 88,794,712 | \$ 101,542,152 | \$ 91,161,584 | \$ 108,766,728 |
| Net Expenditures | \$ (10,833,210) | \$ 0 | \$ (3,993,048) | \$ 0 |

Authorized Complement

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Health Insurance Fund

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-------------------------------|------------------------|------------------------|------------------------|------------------------|
| Contributed from Fund Balance | 0 | 0 | 0 | 5,700,216 |
| Use of Money and Property | 123,223 | 0 | 81,077 | 0 |
| Other Revenues | 53,154,935 | 51,971,700 | 52,939,104 | 55,732,272 |
| Employee Contributions | 2,499,451 | 24,100,162 | 20,978,822 | 22,261,148 |
| Total Revenues | \$ (78,272,709) | \$ (76,071,864) | \$ (73,999,008) | \$ (83,693,632) |
| Personnel Services | 408,623 | 582,038 | 1,395,836 | 4,377,172 |
| Materials and Supplies | 4,043,994 | 3,371,558 | 3,366,969 | 5,417,433 |
| Capital Outlay | 0 | 2,900 | 0 | 0 |
| Grants and Subsidies | 158,687 | 96,676 | 97,149 | 98,000 |
| Claims Incurred | 60,857,104 | 71,100,000 | 59,053,960 | 67,049,968 |
| Federal Tax | 32,706 | 21,483 | 334,635 | 52,051 |
| Transfers Out | 3,001,283 | 0 | 6,800,000 | 6,699,012 |
| Contributed to Fund Balance | 0 | 897,206 | 0 | 0 |
| Total Expenditures | \$ 68,502,400 | \$ 76,071,864 | \$ 71,048,552 | \$ 83,693,632 |
| Net Expenditures | \$ (9,770,309) | \$ 0 | \$ (2,950,456) | \$ 0 |

Authorized Complement

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Unemployment Compensation Fund

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-------------------------------|---------------------|---------------------|---------------------|-----------------------|
| Contributed from Fund Balance | 0 | 0 | 0 | 695,200 |
| Use of Money and Property | 7,778 | 0 | 4,547 | 0 |
| Employer Contributions | 706,530 | 497,200 | 501,840 | 504,800 |
| Total Revenues | \$ (714,308) | \$ (497,200) | \$ (506,387) | \$ (1,200,000) |
| Claims Incurred | 356,576 | 350,000 | 188,000 | 200,000 |
| Transfers Out | 0 | 0 | 0 | 1,000,000 |
| Contributed to Fund Balance | 0 | 147,200 | 0 | 0 |
| Total Expenditures | \$ 356,576 | \$ 497,200 | \$ 188,000 | \$ 1,200,000 |
| Net Expenditures | \$ (357,732) | \$ 0 | \$ (318,387) | \$ 0 |
| Authorized Complement | | | | 0 |

Fleet Management Fund

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|------------------------------|------------------------|------------------------|------------------------|------------------------|
| Charges for Services | 20,525,680 | 24,972,508 | 20,633,740 | 23,872,508 |
| Use of Money and Property | 14,663 | 583 | 15,497 | 583 |
| Other Revenues | 100,563 | 0 | 0 | 0 |
| Total Revenues | \$ (20,640,906) | \$ (24,973,090) | \$ (20,649,236) | \$ (23,873,090) |
| Personnel Services | 0 | 2,023 | 0 | 0 |
| Materials and Supplies | 9,884,192 | 10,885,015 | 9,092,365 | 10,280,812 |
| Inventory | 10,041,601 | 13,989,952 | 10,820,427 | 12,489,952 |
| Depreciation on Own Funds | 9,947 | 96,100 | 12,244 | 96,100 |
| Contributed to Fund Balance | 0 | 0 | 0 | 1,006,226 |
| Total Expenditures | \$ 19,935,740 | \$ 24,973,090 | \$ 19,925,036 | \$ 23,873,090 |
| Net Expenditures | \$ (705,166) | \$ 0 | \$ (724,200) | \$ 0 |
| Authorized Complement | | | | 0 |

Internal Service Funds • Authorized Complement

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|-------------------------------------|----------------------|----------------|----------------------|
| HEALTH INSURANCE FUND | | | |
| ANALYST BENEFITS | 2 | | |
| ANALYST BENEFITS TECH | 1 | | |
| COORD HR BUSINESS PARTNER | 1 | | |
| COORD WELLNESS | 1 | | |
| MGR HEALTHCARE PROGRAMS | 1 | | |
| SPEC BENEFITS | 1 | | |
| SPEC CUST SVC BENEFITS 180801 00001 | 1 | | |
| Total Health Insurance Fund | <u>8</u> | | |
| | <u>TOTAL</u> | | <u>8</u> |

FIDUCIARY FUNDS

Fiduciary Funds are used to account for assets held by the City in the trustee capacity, or as an agent for individuals, private organizations, other governmental units, and/or other funds.

Other Post Employment Benefits

This fund accounts for the activity regarding retirees post-retirement major medical benefits.

Other Post Employment Benefit Trust Fund

| Category | FY 2016 Actual | FY 2017 Adopted | FY 2017 Forecast | FY 2018 Adopted |
|-------------------------------------|------------------------|------------------------|------------------------|------------------------|
| Contributed from Fund Balance | 0 | 6,103,107 | 0 | 20,035 |
| Other Revenues | 15,154,491 | 11,266,550 | 12,136,119 | 11,016,550 |
| Transfers In | 4,556,519 | 2,000,000 | 6,800,000 | 6,699,012 |
| Employee Contributions | 7,625,381 | 6,906,599 | 6,318,589 | 2,179,983 |
| Dividend and Interest on Investment | 53,849 | 0 | 29,941 | 0 |
| Gain (Loss) on Investments | (26,282) | 0 | 197,391 | 0 |
| Gain (Loss) on Sale of Assets | 11,287 | 0 | 402 | 0 |
| Total Revenues | \$ (27,375,244) | \$ (26,276,256) | \$ (25,482,442) | \$ (19,915,580) |
| Personnel Services | 314,765 | 421,475 | 1,804,193 | 7,893,294 |
| Materials and Supplies | 2,099,586 | 2,441,474 | 2,427,606 | 1,563,806 |
| Capital Outlay | 0 | 2,100 | 0 | 0 |
| Grants and Subsidies | 290,268 | 290,450 | 265,001 | 360,000 |
| Claims Incurred | 27,457,540 | 22,900,000 | 21,851,832 | 10,090,007 |
| Investment Fees | 1,342 | 0 | 393 | 0 |
| Federal Tax | 327,609 | 220,757 | 53,306 | 8,474 |
| Total Expenditures | \$ 30,491,112 | \$ 26,276,256 | \$ 26,402,330 | \$ 19,915,580 |
| Net Expenditures | \$ 3,115,866 | \$ 0 | \$ 919,888 | \$ 0 |

Authorized Complement

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Fiduciary Funds • Authorized Complement

FIDUCIARY FUNDS • AUTHORIZED COMPLEMENT

| Position Title | Authorized Positions | Position Title | Authorized Positions |
|------------------------------------|----------------------|----------------|----------------------|
| HEALTH INSURANCE FUND | | | |
| COORD HR PROJECT | 1 | | |
| COORD RETIREMENT PLANS | 1 | | |
| MGR RETIREMENT PROGRAMS | 1 | | |
| SPEC BENEFITS | 1 | | |
| SPEC BENEFITS SUPPORT SVCS | 1 | | |
| Total Health Insurance Fund | 5 | | |
| | <u>TOTAL</u> | | <u>5</u> |



STRATEGIC PLANNING

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

Five Year Projection

The administration develops this Five-Year Financial Compilation as an indication of division management's best assessment of future revenues, expenditures and operating results over the five-year forecast period. The review and assessment of this compilation provides an opportunity to put current funding decisions in context with their long-term impacts and affords the administration a realistic projection of the ongoing financial impact of policy decisions. The compilation also provides an opportunity to demonstrate to policy makers the likely impact of financing decisions on the City's long-term financial capacity.

Major goals of the Five-Year Financial Compilation 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 long-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 compilation, consideration is given to 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 include only the main revenue sources. Revenues assume that property tax and local business taxes will increase 1% each year, state sales tax will increase 1% each year, and payment in lieu of taxes (PILOTS) will increase \$1.0M each year. The state income tax rate will decrease by 1% each year through 2020, with the tax's abolishment effective January 1, 2021. Given the economic dependency of these revenue categories, especially for housing and employment, revenue projections presented are very conservative.

Most expenditures are planned at baseline amounts of the FY 2018 budget unless there are known changes on the horizon. Personnel Expenditures will increase as a result of increases given to all employees in the FY 2018 budget. Also the City will be increasing its funding of the pension annual required contribution (ARC) each year for the next five years until it achieves 100% pension ARC funding.

The above assumptions are only a few of the many variables that can be modestly anticipated. There are a number of financial decisions that cannot be projected during the development of this data, including changes in the tax rate, the impact of grant awards, the use of technology and the impact of new service delivery strategies.

Five Year Projection

FIVE YEAR BUDGET PROJECTION

| Expenditure Types | FY 2018 Adopted | FY2019 Projection | FY2020 Projection | FY2021 Projection | FY2022 Projection |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| PERSONNEL SERVICES | | | | | |
| Full-Time Salaries | 327,990,496 | 327,990,496 | 327,990,496 | 327,990,496 | 327,990,496 |
| Overtime | 27,232,564 | 27,232,564 | 27,232,564 | 27,232,564 | 27,232,564 |
| Holiday Fire/Police | 10,442,261 | 10,442,261 | 10,442,261 | 10,442,261 | 10,442,261 |
| Out of Rank Pay | 2,260,901 | 2,260,901 | 2,260,901 | 2,260,901 | 2,260,901 |
| Hazardous Duty Pay | 572,831 | 572,831 | 572,831 | 572,831 | 572,831 |
| College Incentive Pay | 6,278,909 | 6,278,909 | 6,278,909 | 6,278,909 | 6,278,909 |
| Longevity Pay | 2,028,027 | 2,028,027 | 2,028,027 | 2,028,027 | 2,028,027 |
| Shift Differential | 804,200 | 804,200 | 804,200 | 804,200 | 804,200 |
| Bonus Days | 2,214,700 | 2,214,700 | 2,214,700 | 2,214,700 | 2,214,700 |
| Retirement Benefits | 4,637,367 | 4,637,367 | 4,637,367 | 4,637,367 | 4,637,367 |
| Job Incentive | 1,038,500 | 1,038,500 | 1,038,500 | 1,038,500 | 1,038,500 |
| Required Special License Pay | 52,950 | 52,950 | 52,950 | 52,950 | 52,950 |
| Pension | 17,887,164 | 17,887,164 | 17,887,164 | 17,887,164 | 17,887,164 |
| Supplemental Pension | 131,507 | 131,507 | 131,507 | 131,507 | 131,507 |
| Social Security | 410,243 | 410,243 | 410,243 | 410,243 | 410,243 |
| Pension ARC Funding | 32,639,144 | 32,639,144 | 32,639,144 | 32,639,144 | 32,639,144 |
| Group Life Insurance | 974,059 | 974,059 | 974,059 | 974,059 | 974,059 |
| Unemployment | 432,960 | 432,960 | 432,960 | 432,960 | 432,960 |
| Medicare | 4,509,166 | 4,509,166 | 4,509,166 | 4,509,166 | 4,509,166 |
| Long Term Disability | 888,929 | 888,929 | 888,929 | 888,929 | 888,929 |
| Health Insurance - Value PPO | 541,272 | 541,272 | 541,272 | 541,272 | 541,272 |
| Health Insurance - Premier | 31,550,900 | 31,550,900 | 31,550,900 | 31,550,900 | 31,550,900 |
| Benefits Adjustments | 7,490,462 | 7,583,565 | 7,583,565 | 7,583,565 | 7,583,565 |
| Health Insurance-Local Plus Plan | 11,052,458 | 11,052,458 | 11,052,458 | 11,052,458 | 11,052,458 |
| Salaries - Part Time/Temporary | 13,105,075 | 13,105,075 | 13,105,075 | 13,105,075 | 13,105,075 |
| On the Job Injury | 3,278,311 | 3,278,311 | 3,278,311 | 3,278,311 | 3,278,311 |
| Tuition Reimbursement - New | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Book Reimbursement - New | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Student Loan Repayment | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Payroll Reserve | 7,100 | 7,100 | 7,100 | 7,100 | 7,100 |
| Attrition | (15,746,856) | (15,746,856) | (15,746,856) | (15,746,856) | (15,746,856) |
| Expense Recovery - Personnel | (13,396,960) | (13,396,960) | (13,396,960) | (13,396,960) | (13,396,960) |
| Total Personnel Services | \$481,718,624 | \$481,811,712 | \$481,811,712 | \$481,811,712 | \$481,811,712 |
| MATERIALS AND SUPPLIES | | | | | |
| City Hall Printing | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 |
| City Hall Postage | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Document Reproduction - City | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 |
| City Storeroom Supplies | 19,990 | 19,990 | 19,990 | 19,990 | 19,990 |
| Facility Repair & Carpentry | 182,451 | 182,451 | 182,451 | 182,451 | 182,451 |
| City Shop Charges | 7,438,439 | 7,438,439 | 7,438,439 | 7,438,439 | 7,438,439 |

Five Year Projection

| Expenditure Types | FY 2018 Adopted | FY2019 Projection | FY2020 Projection | FY2021 Projection | FY2022 Projection |
|---------------------------------------|-----------------|-------------------|-------------------|-------------------|-------------------|
| Info Sys Phone/Communication | 3,374 | 3,374 | 3,374 | 3,374 | 3,374 |
| City Shop Fuel | 6,099,598 | 6,099,598 | 6,099,598 | 6,099,598 | 6,099,598 |
| Outside Computer Services | 3,579,409 | 3,579,409 | 3,579,409 | 3,579,409 | 3,579,409 |
| City Computer Svc Equipment | 2,644,051 | 2,644,051 | 2,644,051 | 2,644,051 | 2,644,051 |
| Data/Word Processing Equipment | 20,200 | 20,200 | 20,200 | 20,200 | 20,200 |
| Data/Word Process Software | 2,110,225 | 2,110,225 | 2,110,225 | 2,110,225 | 2,110,225 |
| Pers Computer Software | 1,661,685 | 1,661,685 | 1,661,685 | 1,661,685 | 1,661,685 |
| City Telephone/Communications | 608,322 | 608,322 | 608,322 | 608,322 | 608,322 |
| Printing - Outside | 336,987 | 336,987 | 336,987 | 336,987 | 336,987 |
| Supplies - Outside | 1,255,508 | 1,255,508 | 1,255,508 | 1,255,508 | 1,255,508 |
| Food Expense | 112,000 | 112,000 | 112,000 | 112,000 | 112,000 |
| Hand Tools | 121,184 | 121,184 | 121,184 | 121,184 | 121,184 |
| Document Reproduction - Outside | 2,058 | 2,058 | 2,058 | 2,058 | 2,058 |
| Clothing | 1,965,594 | 1,965,594 | 1,965,594 | 1,965,594 | 1,965,594 |
| Household Supplies | 835,486 | 835,486 | 835,486 | 835,486 | 835,486 |
| Ammunition & Explosives | 400,500 | 400,500 | 400,500 | 400,500 | 400,500 |
| Safety Equipment | 885,315 | 885,315 | 885,315 | 885,315 | 885,315 |
| Drafting/Photo Supplies | 34,134 | 34,134 | 34,134 | 34,134 | 34,134 |
| Medical Supplies | 2,399,725 | 2,399,725 | 2,399,725 | 2,399,725 | 2,399,725 |
| Athletic/Recreational Supplies | 94,300 | 94,300 | 94,300 | 94,300 | 94,300 |
| Outside Postage | 751,855 | 751,855 | 751,855 | 751,855 | 751,855 |
| Asphalt Products | 5,062,250 | 5,062,250 | 5,062,250 | 5,062,250 | 5,062,250 |
| Lumber & Wood Products | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Paints Oils & Glass | 414,000 | 414,000 | 414,000 | 414,000 | 414,000 |
| Steel & Iron Products | 122,700 | 122,700 | 122,700 | 122,700 | 122,700 |
| Pipe Fittings & Castings | 276,738 | 276,738 | 276,738 | 276,738 | 276,738 |
| Lime Cement & Gravel | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 |
| Chemicals | 298,462 | 298,462 | 298,462 | 298,462 | 298,462 |
| Materials and Supplies | 3,261,021 | 3,261,021 | 3,261,021 | 3,261,021 | 3,261,021 |
| Miscellaneous Expense | 103,153 | 103,153 | 103,153 | 103,153 | 103,153 |
| Library Books | 1,290,501 | 1,290,501 | 1,290,501 | 1,290,501 | 1,290,501 |
| Tower Lease Expense - Library | 46,208 | 46,208 | 46,208 | 46,208 | 46,208 |
| WYPL Arkansas Tower Expense - Library | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Operation Police Canine | 59,000 | 59,000 | 59,000 | 59,000 | 59,000 |
| Operation Police DUI Unit | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Operation Police Traffic Unit | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 |
| Operation Police Mounted | 63,292 | 63,292 | 63,292 | 63,292 | 63,292 |
| Operation Police TACT | 115,000 | 115,000 | 115,000 | 115,000 | 115,000 |
| Maintenance Traffic Signal System | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| Operation Police Aircraft | 565,669 | 565,669 | 565,669 | 565,669 | 565,669 |
| Outside Vehicle Repair | 3,078,340 | 3,078,340 | 3,078,340 | 3,078,340 | 3,078,340 |
| Outside Equipment Repair/Maintenance | 2,090,312 | 2,090,312 | 2,090,312 | 2,090,312 | 2,090,312 |
| Facilities Structure Repair - Outside | 778,043 | 778,043 | 778,043 | 778,043 | 778,043 |

Five Year Projection

FIVE YEAR BUDGET PROJECTION

| Expenditure Types | FY 2018 Adopted | FY2019 Projection | FY2020 Projection | FY2021 Projection | FY2022 Projection |
|----------------------------------|-----------------|-------------------|-------------------|-------------------|-------------------|
| Horticulture | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Internal Repairs and Maintenance | 415,737 | 415,737 | 415,737 | 415,737 | 415,737 |
| Special Investigations | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| Legal Services/Court Cost | 3,287,272 | 3,287,272 | 3,287,272 | 3,287,272 | 3,287,272 |
| Medical/Dental/Veterinary | 237,800 | 237,800 | 237,800 | 237,800 | 237,800 |
| Legal Contingency | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| Accounting/Auditing/Cons | 379,150 | 379,150 | 379,150 | 379,150 | 379,150 |
| Advertising/Publication | 494,406 | 494,406 | 494,406 | 494,406 | 494,406 |
| Outside Phone/Communications | 3,367,355 | 3,367,355 | 3,367,355 | 3,367,355 | 3,367,355 |
| Janitorial Services | 1,314,155 | 1,314,155 | 1,314,155 | 1,314,155 | 1,314,155 |
| Security | 1,715,535 | 1,715,535 | 1,715,535 | 1,715,535 | 1,715,535 |
| Photography | 650 | 650 | 650 | 650 | 650 |
| Weed Control/Chemical Service | 184,200 | 184,200 | 184,200 | 184,200 | 184,200 |
| Total Quality Management | 300 | 300 | 300 | 300 | 300 |
| Seminars/Training/Education | 715,394 | 715,394 | 715,394 | 715,394 | 715,394 |
| Fixed Charges | 1,285,520 | 1,285,520 | 1,285,520 | 1,285,520 | 1,285,520 |
| Misc Professional Services | 40,621,432 | 40,621,432 | 40,621,432 | 40,621,432 | 40,621,432 |
| Employee Activities | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Rewards and Recognition | 109,950 | 109,950 | 109,950 | 109,950 | 109,950 |
| Staff Development | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Textbooks | 55,400 | 55,400 | 55,400 | 55,400 | 55,400 |
| Travel Expense | 610,224 | 610,224 | 610,224 | 610,224 | 610,224 |
| Unreported Travel | 3,496 | 3,496 | 3,496 | 3,496 | 3,496 |
| Relocation Expense | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Outside Fuel | 42,100 | 42,100 | 42,100 | 42,100 | 42,100 |
| Mileage | 263,851 | 263,851 | 263,851 | 263,851 | 263,851 |
| Utilities | 10,066,649 | 10,066,649 | 10,066,649 | 10,066,649 | 10,066,649 |
| Sewer Fees | 1,331,580 | 1,331,580 | 1,331,580 | 1,331,580 | 1,331,580 |
| Demolitions | 2,450,000 | 2,450,000 | 2,450,000 | 2,450,000 | 2,450,000 |
| Insurance | 6,930,663 | 6,930,663 | 6,930,663 | 6,930,663 | 6,930,663 |
| Claims | 1,175,252 | 1,175,252 | 1,175,252 | 1,175,252 | 1,175,252 |
| Lawsuits | 2,428,775 | 2,428,775 | 2,428,775 | 2,428,775 | 2,428,775 |
| Hospitality | 3,801 | 3,801 | 3,801 | 3,801 | 3,801 |
| Dues/Memberships/Periodicals | 274,567 | 274,567 | 274,567 | 274,567 | 274,567 |
| Rent | 2,077,661 | 2,077,661 | 2,077,661 | 2,077,661 | 2,077,661 |
| Radio Trunking Lease | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Misc Services and Charges | 3,213,821 | 3,213,821 | 3,213,821 | 3,213,821 | 3,213,821 |
| Urban Art Maintenance | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Minor Equipment | 108,450 | 108,450 | 108,450 | 108,450 | 108,450 |
| Equipment Rental | 2,481,343 | 2,481,343 | 2,481,343 | 2,481,343 | 2,481,343 |
| Expense Recovery - Telephones | (700,000) | (700,000) | (700,000) | (700,000) | (700,000) |
| Expense Recovery - M & S | (12,104,122) | (12,104,122) | (12,104,122) | (12,104,122) | (12,104,122) |
| Catering | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 |

Five Year Projection

| Expenditure Types | FY 2018 Adopted | FY2019 Projection | FY2020 Projection | FY2021 Projection | FY2022 Projection |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| Total Materials and Supplies | \$127,062,944 | \$127,062,944 | \$127,062,944 | \$127,062,944 | \$127,062,944 |
| CAPITAL OUTLAY | | | | | |
| Furniture/Furnishings | 294,700 | 294,700 | 294,700 | 294,700 | 294,700 |
| Computers | 85,000 | 85,000 | 85,000 | 85,000 | 85,000 |
| Prod/Constr/Maint Equipment | 44,000 | 44,000 | 44,000 | 44,000 | 44,000 |
| Equipment | 622,694 | 622,694 | 622,694 | 622,694 | 622,694 |
| Total Capital Outlay | \$1,046,394 | \$1,046,394 | \$1,046,394 | \$1,046,394 | \$1,046,394 |
| GRANTS AND SUBSIDIES | | | | | |
| Payment To Subgrantees | 75,475 | 75,475 | 75,475 | 75,475 | 75,475 |
| Aging Commisison of the Mid-South | 143,906 | 143,906 | 143,906 | 143,906 | 143,906 |
| Elections | 0 | 1,000,000 | 0 | 0 | 0 |
| MIFA General Assistance | 669,218 | 669,218 | 669,218 | 669,218 | 669,218 |
| Section 108 - Court Square | 1,851,487 | 1,851,487 | 1,851,487 | 1,851,487 | 1,851,487 |
| Shelby County Assessor | 2,400,000 | 0 | 0 | 0 | 2,400,000 |
| Community Initiatives Grants for Non-Profits | 2,851,147 | 2,851,147 | 2,851,147 | 2,851,147 | 2,851,147 |
| Community Development Grants | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 |
| Start Co. | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| Memphis Film & Tape Commission | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 |
| Homeless Initiative | 232,500 | 232,500 | 232,500 | 232,500 | 232,500 |
| Pensioners Insurance | 11,016,550 | 11,016,550 | 11,016,550 | 11,016,550 | 11,016,550 |
| Downpayment Assist/City | 192,930 | 192,930 | 192,930 | 192,930 | 192,930 |
| Planning & Development | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| Riverfront Development | 2,974,003 | 2,974,003 | 2,974,003 | 2,974,003 | 2,974,003 |
| Memphis Area Transit Authority | 25,920,040 | 25,920,040 | 25,920,040 | 25,920,040 | 25,920,040 |
| MLGW Citizen's Assistance - Grants | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Family Safety Center of Memphis and Shelby County | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| RBC Training/Certification Program | 4,650 | 4,650 | 4,650 | 4,650 | 4,650 |
| EDGE | 1,980,000 | 1,980,000 | 1,980,000 | 1,980,000 | 1,980,000 |
| Social Services Administration | 89,537 | 89,537 | 89,537 | 89,537 | 89,537 |
| MHA/HCD Community Development Projects | 157,000 | 157,000 | 157,000 | 157,000 | 157,000 |
| Urban Art | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| Juvenile Intervention and Faith-Based Follow Up (JIFF) | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| Middle Income Housing | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Contr Assist Prog/Bonding | 4,650 | 4,650 | 4,650 | 4,650 | 4,650 |
| Black Business Association | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Pyramid - Section 108 | 660,112 | 660,112 | 660,112 | 660,112 | 660,112 |
| Convention Center | 2,051,041 | 2,051,041 | 2,051,041 | 2,051,041 | 2,051,041 |
| WIN Operational | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Ambassador's Fellowship Pay | 2,138,740 | 2,138,740 | 2,138,740 | 2,138,740 | 2,138,740 |

Five Year Projection

| Expenditure Types | FY 2018 Adopted | FY2019 Projection | FY2020 Projection | FY2021 Projection | FY2022 Projection |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Innovate Memphis | 387,000 | 387,000 | 387,000 | 387,000 | 387,000 |
| Exchange Club | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| Shelby County School Mixed Drink Proceeds | 3,200,000 | 3,200,000 | 3,200,000 | 3,200,000 | 3,200,000 |
| 2015 Shelby County School Settlement | 1,333,335 | 1,333,335 | 1,333,335 | 1,333,335 | 1,333,335 |
| Total Grants and Subsidies | \$64,708,320 | \$63,308,320 | \$62,308,320 | \$62,308,320 | \$64,708,320 |
| INVENTORY | | | | | |
| Inventory Purchases | 117,793 | 117,793 | 117,793 | 117,793 | 117,793 |
| Food Inventory | 261,798 | 261,798 | 261,798 | 261,798 | 261,798 |
| Total Inventory | \$379,591 | \$379,591 | \$379,591 | \$379,591 | \$379,591 |
| EXPENSE RECOVERY | | | | | |
| Expense Recovery - State Street Aid | (14,631,700) | (14,631,700) | (14,631,700) | (14,631,700) | (14,631,700) |
| Total Expense Recovery | \$(14,631,700) | \$(14,631,700) | \$(14,631,700) | \$(14,631,700) | \$(14,631,700) |
| SERVICE CHARGES | | | | | |
| Credit Card Fees - Expense | 137,372 | 137,372 | 137,372 | 137,372 | 137,372 |
| Total Service Charges | \$137,372 | \$137,372 | \$137,372 | \$137,372 | \$137,372 |
| TRANSFERS OUT | | | | | |
| Oper Tfr Out - Misc Grants Fund | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Oper Tfr Out - CRA Program | 2,739,130 | 2,739,130 | 2,739,130 | 2,739,130 | 2,739,130 |
| Oper Tfr Out - Debt Service Fund | 4,726,825 | 4,726,825 | 4,726,825 | 4,726,825 | 4,726,825 |
| Oper Tfr Out - Library Retirement Fund | 800,000 | 800,000 | 800,000 | 800,000 | 800,000 |
| Total Transfers Out | \$8,270,955 | \$8,270,955 | \$8,270,955 | \$8,270,955 | \$8,270,955 |
| CONTRIBUTED TO FUND BALANCE | | | | | |
| Contribution To Fund Balance/RE | 143,748 | 143,748 | 143,748 | 143,748 | 143,748 |
| Total Contributed to Fund Balance | \$143,748 | \$143,748 | \$143,748 | \$143,748 | \$143,748 |
| TOTAL EXPENDITURES | \$668,836,224 | \$667,529,344 | \$666,529,344 | \$666,529,344 | \$668,929,344 |
| CONTRIBUTED FROM FUND BALANCE | | | | | |
| Contributed From Fund Balance | 2,400,000 | 0 | 0 | 0 | 2,400,000 |
| Total Contributed from Fund Balance | \$2,400,000 | \$0 | \$0 | \$0 | \$2,400,000 |
| LOCAL TAXES | | | | | |
| Ad Valorem Tax - Current | 250,500,000 | 253,100,000 | 255,700,000 | 258,300,000 | 261,500,000 |
| Ad Valorem Tax - Current Sale of Receivables | 7,500,000 | 7,500,000 | 7,500,000 | 7,500,000 | 7,500,000 |

Five Year Projection

| Expenditure Types | FY 2018 Adopted | FY2019 Projection | FY2020 Projection | FY2021 Projection | FY2022 Projection |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Ad Valorem Tax Prior | 5,200,000 | 5,200,000 | 5,200,000 | 5,200,000 | 5,200,000 |
| PILOT's | 3,500,000 | 3,500,000 | 3,500,000 | 3,500,000 | 3,500,000 |
| Property Taxes Interest & Penalty | 4,200,000 | 4,200,000 | 4,200,000 | 4,200,000 | 4,200,000 |
| Bankruptcy Interest & Penalty | 170,000 | 170,000 | 170,000 | 170,000 | 170,000 |
| Interest & Penalty - Sale of Tax Rec | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| Special Assessment Tax | 558,000 | 558,000 | 558,000 | 558,000 | 558,000 |
| Local Sales Tax | 113,000,000 | 114,130,000 | 115,271,296 | 116,424,016 | 117,255,256 |
| Tourism Development Zone Local Sales | 1,980,000 | 1,980,000 | 1,980,000 | 1,980,000 | 1,980,000 |
| Alcoholic Beverage Inspection Fee | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 |
| Beer Sales Tax | 17,500,000 | 17,500,000 | 17,500,000 | 17,500,000 | 17,500,000 |
| Gross Rec Business Tax | 13,500,000 | 13,500,000 | 13,500,000 | 13,500,000 | 13,500,000 |
| Interest, Penalties & Commission | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Business Tax Fees | 1,100,000 | 1,100,000 | 1,100,000 | 1,100,000 | 1,100,000 |
| Mixed Drink Tax | 7,400,000 | 7,400,000 | 7,400,000 | 7,400,000 | 7,400,000 |
| Excise Tax | 954,000 | 954,000 | 954,000 | 954,000 | 954,000 |
| State Apportionment TVA | 7,800,000 | 7,800,000 | 7,800,000 | 7,800,000 | 7,800,000 |
| Franchise Tax - Telephone | 2,200,000 | 2,200,000 | 2,200,000 | 2,200,000 | 2,200,000 |
| Cable TV Franchise Fees | 4,300,000 | 4,300,000 | 4,300,000 | 4,300,000 | 4,300,000 |
| Fiber Optic Franchise Fees | 950,000 | 950,000 | 950,000 | 950,000 | 950,000 |
| Misc Franchise Tax | 850,000 | 850,000 | 850,000 | 850,000 | 850,000 |
| Misc Tax Recoveries | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| MLGW Pipeline | 300,962 | 300,962 | 300,962 | 300,962 | 300,962 |
| Total Local Taxes | \$450,662,976 | \$454,392,960 | \$458,134,272 | \$461,886,976 | \$465,918,208 |

STATE TAXES

| | | | | | |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| State Income Tax | 11,000,000 | 8,400,000 | 5,800,000 | 3,200,000 | 0 |
| State Sales Tax | 55,000,000 | 55,550,000 | 56,105,500 | 56,666,556 | 57,233,220 |
| Telecommunication Sales Tax | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 |
| State Shared Beer Tax | 315,000 | 315,000 | 315,000 | 315,000 | 315,000 |
| Alcoholic BeverageTax | 340,000 | 340,000 | 340,000 | 340,000 | 340,000 |
| Spec Petroleum Product Tax | 1,300,000 | 1,300,000 | 1,300,000 | 1,300,000 | 1,300,000 |
| Total State Taxes | \$68,010,000 | \$65,960,000 | \$63,915,500 | \$61,876,556 | \$59,243,220 |

LICENSES AND PERMITS

| | | | | | |
|--------------------------|------------|------------|------------|------------|------------|
| Liquor By Ounce License | 215,000 | 215,000 | 215,000 | 215,000 | 215,000 |
| Taxi Drivers License | 20,500 | 20,500 | 20,500 | 20,500 | 20,500 |
| Gaming Pub Amus Perm Fee | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Wrecker Permit Fee | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 |
| Misc Permits | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 |
| Beer Application | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 |
| Auto Registration Fee | 12,500,000 | 12,500,000 | 12,500,000 | 12,500,000 | 12,500,000 |
| Dog License | 274,965 | 274,965 | 274,965 | 274,965 | 274,965 |

Five Year Projection

| Expenditure Types | FY 2018 Adopted | FY2019 Projection | FY2020 Projection | FY2021 Projection | FY2022 Projection |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| County Dog License Fee | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Beer Permit Privilege Tax | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 |
| Sidewalk Permit Fees | 88,000 | 88,000 | 88,000 | 88,000 | 88,000 |
| Total Licenses and Permits | \$13,494,465 | \$13,494,465 | \$13,494,465 | \$13,494,465 | \$13,494,465 |

FINES AND FORFEITURES

| | | | | | |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Court Fees | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 |
| Court Costs | 6,000,000 | 6,000,000 | 6,000,000 | 6,000,000 | 6,000,000 |
| Fines & Forfeitures | 3,105,000 | 3,105,000 | 3,105,000 | 3,105,000 | 3,105,000 |
| Seizures | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Beer Board Fines | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 |
| Library Fines & Fees | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 |
| Delinquent Collection Fees | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Vacant Property Registration Fee | 18,600 | 18,600 | 18,600 | 18,600 | 18,600 |
| Arrest Fees | 215,000 | 215,000 | 215,000 | 215,000 | 215,000 |
| DUI BAC Fees | 2,400 | 2,400 | 2,400 | 2,400 | 2,400 |
| Sex Offender Registry Fees | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 |
| Total Fines and Forfeitures | \$15,161,000 | \$15,161,000 | \$15,161,000 | \$15,161,000 | \$15,161,000 |

CHARGES FOR SERVICES

| | | | | | |
|---------------------------------|------------|------------|------------|------------|------------|
| Tax Sales Attorney Fees | 525,000 | 525,000 | 525,000 | 525,000 | 525,000 |
| Subdivision Plan Inspection Fee | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 |
| Street Cut Inspection Fee | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| Traffic Signals | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Parking Meters | 850,000 | 850,000 | 850,000 | 850,000 | 850,000 |
| Signs-Loading Zones | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Arc Lights | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| Wrecker & Storage Charges | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Shelter Fees | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Animal Vaccination | 32,000 | 32,000 | 32,000 | 32,000 | 32,000 |
| Ambulance Service | 21,260,000 | 21,260,000 | 21,260,000 | 21,260,000 | 21,260,000 |
| Parking | 527,497 | 527,497 | 527,497 | 527,497 | 527,497 |
| Senior Citizen's Meals | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| Concessions | 2,149,152 | 2,149,152 | 2,149,152 | 2,149,152 | 2,149,152 |
| Golf Car Fees | 1,149,500 | 1,149,500 | 1,149,500 | 1,149,500 | 1,149,500 |
| Pro Shop Sales | 137,300 | 137,300 | 137,300 | 137,300 | 137,300 |
| Green Fees | 1,702,996 | 1,702,996 | 1,702,996 | 1,702,996 | 1,702,996 |
| Softball | 28,000 | 28,000 | 28,000 | 28,000 | 28,000 |
| Ballfield Permit | 18,000 | 18,000 | 18,000 | 18,000 | 18,000 |
| Class Fees | 47,310 | 47,310 | 47,310 | 47,310 | 47,310 |
| Rental Fees | 1,979,047 | 1,979,047 | 1,979,047 | 1,979,047 | 1,979,047 |
| MLG&W Rent | 2,400 | 2,400 | 2,400 | 2,400 | 2,400 |

Five Year Projection

| Expenditure Types | FY 2018 Adopted | FY2019 Projection | FY2020 Projection | FY2021 Projection | FY2022 Projection |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Rent Of Land | 31,738 | 31,738 | 31,738 | 31,738 | 31,738 |
| Police Special Events | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| Day Camp Fees | 260,200 | 260,200 | 260,200 | 260,200 | 260,200 |
| After School Camp | 2,100 | 2,100 | 2,100 | 2,100 | 2,100 |
| Parking Lots | 315,000 | 315,000 | 315,000 | 315,000 | 315,000 |
| Outside Revenue | 125,295 | 125,295 | 125,295 | 125,295 | 125,295 |
| Tow Fees | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Easements & Encroachments | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| Total Charges for Services | \$33,801,536 | \$33,801,536 | \$33,801,536 | \$33,801,536 | \$33,801,536 |

USE OF MONEY AND PROPERTY

| | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|
| Interest on Investments | 115,000 | 115,000 | 115,000 | 115,000 | 115,000 |
| Net Income/Investors | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| State Litigation Tax Commission | 120,000 | 120,000 | 120,000 | 120,000 | 120,000 |
| Total Use of Money and Property | \$335,000 | \$335,000 | \$335,000 | \$335,000 | \$335,000 |

FEDERAL GRANTS

| | | | | | |
|-----------------------------|------------------|------------------|------------------|------------------|------------------|
| Federal Grants - Others | 328,800 | 328,800 | 328,800 | 328,800 | 328,800 |
| Total Federal Grants | \$328,800 | \$328,800 | \$328,800 | \$328,800 | \$328,800 |

STATE GRANTS

| | | | | | |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| St TN Highway Maint Grant | 830,362 | 830,362 | 830,362 | 830,362 | 830,362 |
| St TN Interstate | 800,000 | 800,000 | 800,000 | 800,000 | 800,000 |
| Total State Grants | \$1,630,362 | \$1,630,362 | \$1,630,362 | \$1,630,362 | \$1,630,362 |

INTERGOVERNMENTAL REVENUES

| | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| International Airport | 3,543,149 | 3,543,149 | 3,543,149 | 3,543,149 | 3,543,149 |
| MATA | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 |
| Total Intergovernmental Revenues | \$8,543,149 | \$8,543,149 | \$8,543,149 | \$8,543,149 | \$8,543,149 |

OTHER REVENUES

| | | | | | |
|-------------------------------------|-----------|-----------|-----------|-----------|-----------|
| Anti-Neglect Enforcement Program | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Property Insurance Recoveries | 374,221 | 374,221 | 374,221 | 374,221 | 374,221 |
| Rezoning Ordinance Publication Fees | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Sale Of Reports | 285,423 | 285,423 | 285,423 | 285,423 | 285,423 |
| Local Shared Revenue | 1,482,056 | 1,482,056 | 1,482,056 | 1,482,056 | 1,482,056 |
| City of Bartlett | 1,034,000 | 1,034,000 | 1,034,000 | 1,034,000 | 1,034,000 |
| Utility Warranty Program | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Miscellaneous Income | 736,030 | 736,030 | 736,030 | 736,030 | 736,030 |
| Sewer Fund Cost Allocation | 1,075,000 | 1,075,000 | 1,075,000 | 1,075,000 | 1,075,000 |

Five Year Projection

| Expenditure Types | FY 2018 Adopted | FY2019 Projection | FY2020 Projection | FY2021 Projection | FY2022 Projection |
|-----------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Miscellaneous Auctions | 1,600,000 | 1,600,000 | 1,600,000 | 1,600,000 | 1,600,000 |
| Fire - Misc Collections | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Cash Overage/Shortage | 30 | 30 | 30 | 30 | 30 |
| Donated Revenue | 141,500 | 141,500 | 141,500 | 141,500 | 141,500 |
| Corporate Sponsorship | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 |
| Grant Revenue - Library | 17,000 | 17,000 | 17,000 | 17,000 | 17,000 |
| Commissions | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Miscellaneous Revenue | 59,868 | 59,868 | 59,868 | 59,868 | 59,868 |
| Recovery Of Prior Year Expense | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Mow to Own Program - Program Fees | 5,850 | 5,850 | 5,850 | 5,850 | 5,850 |
| Total Other Revenues | \$7,830,978 | \$7,830,978 | \$7,830,978 | \$7,830,978 | \$7,830,978 |
| TRANSFERS IN | | | | | |
| In Lieu Of Taxes-MLGW | 58,700,000 | 58,700,000 | 58,700,000 | 58,700,000 | 58,700,000 |
| In Lieu Of Taxes-Sewer | 5,500,000 | 5,500,000 | 5,500,000 | 5,500,000 | 5,500,000 |
| Oper Tfr In - Hotel/Motel Fund | 38,000 | 38,000 | 38,000 | 38,000 | 38,000 |
| Oper Tfr In - Sewer Operating/CIP | 1,300,000 | 1,300,000 | 1,300,000 | 1,300,000 | 1,300,000 |
| Oper Tfr In - Metro Alarm | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Oper Tfr In - Unemployment Fund | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Total Transfers In | \$66,638,000 | \$66,638,000 | \$66,638,000 | \$66,638,000 | \$66,638,000 |
| TOTAL REVENUES | \$(668,836,224) | \$(668,116,224) | \$(669,813,056) | \$(671,526,848) | \$(675,324,736) |
| NET EXPENDITURES | \$0 | \$(586,880) | \$(3,283,712) | \$(4,997,504) | \$(6,395,392) |



Glossary & Acronyms

A

- AAM.** American Association of Museums
- AED.** Automatic External Defibrillator
- ADA.** American Disabilities Act
- AaLS.** Advanced Life Support
- APCO.** Association of Public Safety Communications Officials
- ACCRUAL 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.

B

- 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.

C

- 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 CBDG 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
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.

D

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

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.

F

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.

G

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.

H

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

I

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.

L

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.

M

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.

N

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.

O

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.

P

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 2017 tax rate is \$3.271481 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

\$0.8271; General Purposes of the City of Memphis \$1.9088; Debt Service of the City of Memphis \$0.6941; Capital Pay-Go \$0.0032

R

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.

S

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.

T

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.

U

UCA. Uniform Certification Agency

UNION ARTICLES OF AGREEMENT. A negotiated agreement between the City and bargaining units regarding policies and procedures.

V

VFC. Vaccines for Children

W

WIC. Women, Infants and Children

WMD. Weapons of Mass Destruction

W.O. Work Order



