



City of Memphis FY25 Adopted Budget Book



Adopted Version



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INTRODUCTION

City of Memphis

Mission

Using innovative governance to create a safer, stronger, and more investable Memphis that fosters our creative culture, promotes equity, and supports prosperity for all.

Vision

Memphis is an innovative and culturally strong city that supports a high quality of life for all our residents.

Purpose

Improving the quality of life for the people of Memphis every day.

City of Memphis Administration

Paul Young, Mayor

CHIEFS

Antonio Adams, **Chief Operating Officer**
Mairi Albertson, **Chief of Staff**
Cerelyn Davis, **Interim Chief of Police**
Fonda Fouche', **Chief Human Resources Officer**
Tannera Gibson, **Chief Legal Officer**
Penelope Houston, **Chief Communications Officer**
Eric Keane, **Chief Information Technology**
Walter Person, **Chief Financial Officer**
Gina Sweat, **Chief Fire Services**

DIRECTORS

Manny Belen, **Director, Engineering**
Ashley Cash, **Director, Housing and Community Development**
Phillip Davis, **Director, Solid Waste**
Melvin Jamerson, **Interim Director, General Services**
Keenon McCloy, **Director, Libraries**
Joy Touliatos, **Interim Director, Public Works**
Carey "Nick" Walker, **Director, Memphis Parks**
John Zeanah, **Director, Planning and Development**

COURTS

Jayne R. Chandler, **Administrative Judge (Division 3)**
Varonica R. Cooper, **City Court Judge (Division 2)**
Kenya Hooks, **City Court Judge (Division 1)**
Sukita Johnson, **City Court Clerk**

City of Memphis Council



The Finance Division Employees with contributions to the development of the Fiscal Year 2025 Annual Budget are:

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Budget Department

Anita Taylor, **Budget Manager**

Traci Kolheim, **Budget Senior Financial Analyst**

Peggy Smith-Porter, **Budget Senior Financial Analyst**

Danyell Toler, **Budget Senior Financial Analyst**

Jeffery Young, **Budget Senior Financial Analyst**

CIP Department

Tristan Gately-Sweatt, **Planning & Capital Program Manager**

Abdunnoor Karim II, **Senior Financial CIP Analyst**

Preface

This budget document presents a wholistic insight into financial stewardship of the City of Memphis. The budget book reflects 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 a focus on financial information, budget policy, capital planning, and strategic forecasting, the budget book conveys the necessary information to gain a level of understanding of the city's funding capabilities and its spending priorities.

The identifying tabs organize this book into major sections and sub-sections to easily guide readers through the information. A more detailed template on how to use the budget book follows.

The **General Fund** is the largest operational fund. The General Fund is used to account for the general operations and activities that provide services to the citizens, and it provides the resources necessary to sustain day-to-day activities, and pays for all administrative and operating expenses. The primary sources of revenues are Ad Valorem Tax (property 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 Governmental Funds” presents the Debt Fund and the Special Revenue Funds. The major section entitled “Proprietary Funds” presents the Enterprise and Internal Service Funds. The “Fiduciary Funds” major section presents the Library Retirement Fund and Other Post Employment Benefit Funds.

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

Introduction

The Introduction section includes the Mayor’s Letter, the proposed to adopted budget, followed by historical information about the City of Memphis’ Governmental Structure, and 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 describe 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 Complement, 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 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 at the legal level or program level. The City of Memphis’ General Fund Budget is approved, by ordinance, at the Legal Level (program 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 current fiscal year.

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 Program Level includes:

Comparative Financial Plan – This financial spreadsheet compares previous fiscal year expenditures and revenues against the current year 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 (or expenses), 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 monies for the payment of the City's general obligation debt and other related debt and costs.

Enterprise Funds

SEWER FUND – This fund accounts for the operations of the Sewer System and the piping in the City's infrastructure and provides services to the public on a user fee basis.

STORM WATER FUND – This fund accounts for the operations of the Storm Water system, which provides services on a user fee basis.

Fiduciary Funds

OTHER POST-EMPLOYMENT BENEFITS (OPEB) FUND – This fund accounts for the City's payment of healthcare benefits to retirees and their families.

LIBRARY RETIREMENT FUND – This fund accounts for the activity of retirement, death and disability benefits for those covered under the plan.

CITY OF MEMPHIS RETIREMENT FUND – This fund accounts for the activity of retirement, death, and disability benefits for City retirees. This fund is not included in the Budget Ordinance, and is not presented.

Internal Service Funds

These funds provide services to the other Divisions of the City on a cost reimbursement basis. Included in the funds are:

HEALTH INSURANCE FUND – Accounts for the City's self-insurance for health benefits for City employees and their dependents.

UNEMPLOYMENT FUND – Accounts for unemployment compensation deposited into the City's self-insured plan.

FLEET MANAGEMENT FUND – Accounts for the maintenance and repair of all City vehicles and equipment.

Special Revenue Funds – 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:

DRUG ENFORCEMENT FUND – Funds from seized properties that support the drug enforcement cost.

FIRE EMS FUND – Funds to support technology for Fire operations.

HOTEL/MOTEL OCCUPANCY TAX FUND – Funds to support the convention center and tourism.

HUB COMMUNITY IMPACT FUND – Funds to be used to lift people out of homelessness and into a life of self-sufficiency.

LIFE INSURANCE FUND – Accounts for the activity of life insurance benefits for those covered under the plan.

METRO ALARM FUND – Accounts for the financial resources enforcing an ordinance for the proper use of alarms and reducing false alarms.

NEW MEMPHIS ARENA – Funds to retire debt of the FedEx Forum.

PARK SPECIAL SERVICE FUND – A funding source to be used for the purchase of land to expand existing park acreage or to develop new park locations.

PRE-K FUND – Funds to account for revenues collected by the City designated to fund Pre-K needs based enrollment.

SOLID WASTE MANAGEMENT FUND – Accounts for the delivery of timely and environmentally responsible solid waste disposal services.

STATE STREET AID FUND – A funding source for proceeds of the local share of the tax on motor fuel that are restricted for use only on street and road construction and maintenance.

2019 SALES TAX REFERENDUM FUND - A funding source to account for the proceeds of the 2019 Sales Tax Referendum. These proceeds are used to fund the restoration of pension and healthcare benefits of Police and Fire personnel to 2016 levels, fund Pre-K, and provides revenues for street maintenance.

Appendix

The Appendix section provides a Glossary of terms and acronyms that are used throughout the book.

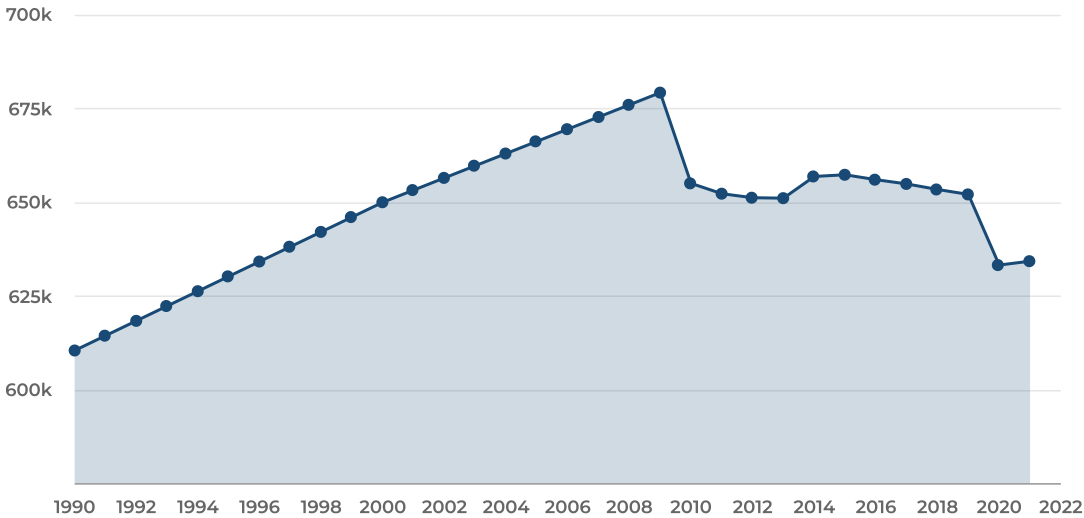
Population Overview



TOTAL POPULATION
634,139

▲ .2%
vs. 2020

GROWTH RANK
171 out of **346**
Municipalities in Tennessee



* Data Source: U.S. Census Bureau American Community Survey 5-year Data and the 2020, 2010, 2000, and 1990 Decennial Censuses

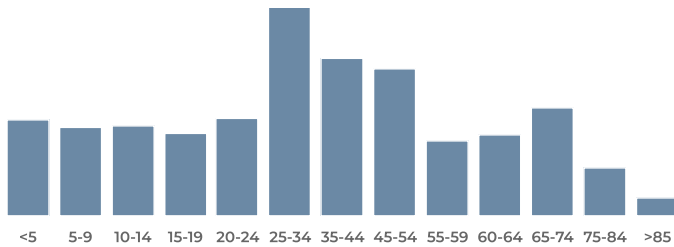


DAYTIME POPULATION
754,014

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

* Data Source: American Community Survey 5-year estimates

POPULATION BY AGE GROUP



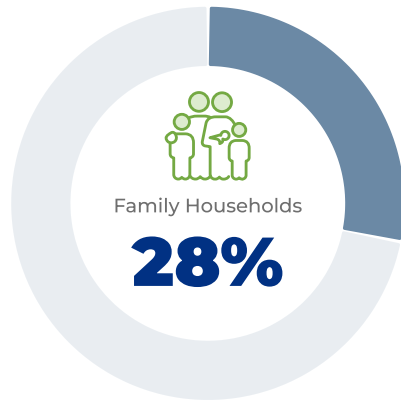
Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

* Data Source: American Community Survey 5-year estimates

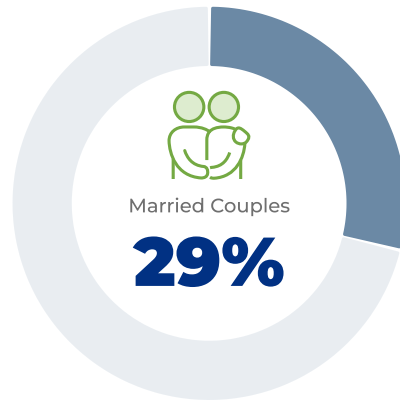
Household Analysis

TOTAL HOUSEHOLDS
249,554

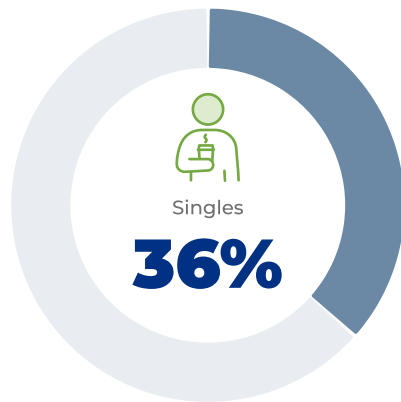
Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.



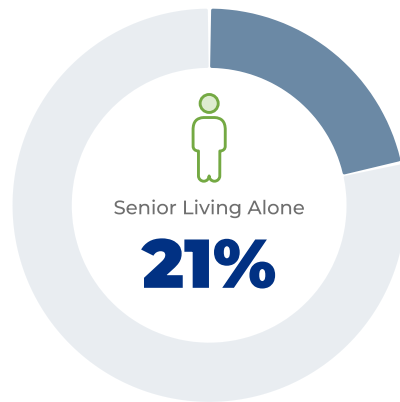
▼ **42%**
lower than state average



▼ **41%**
lower than state average



▲ **30%**
higher than state average

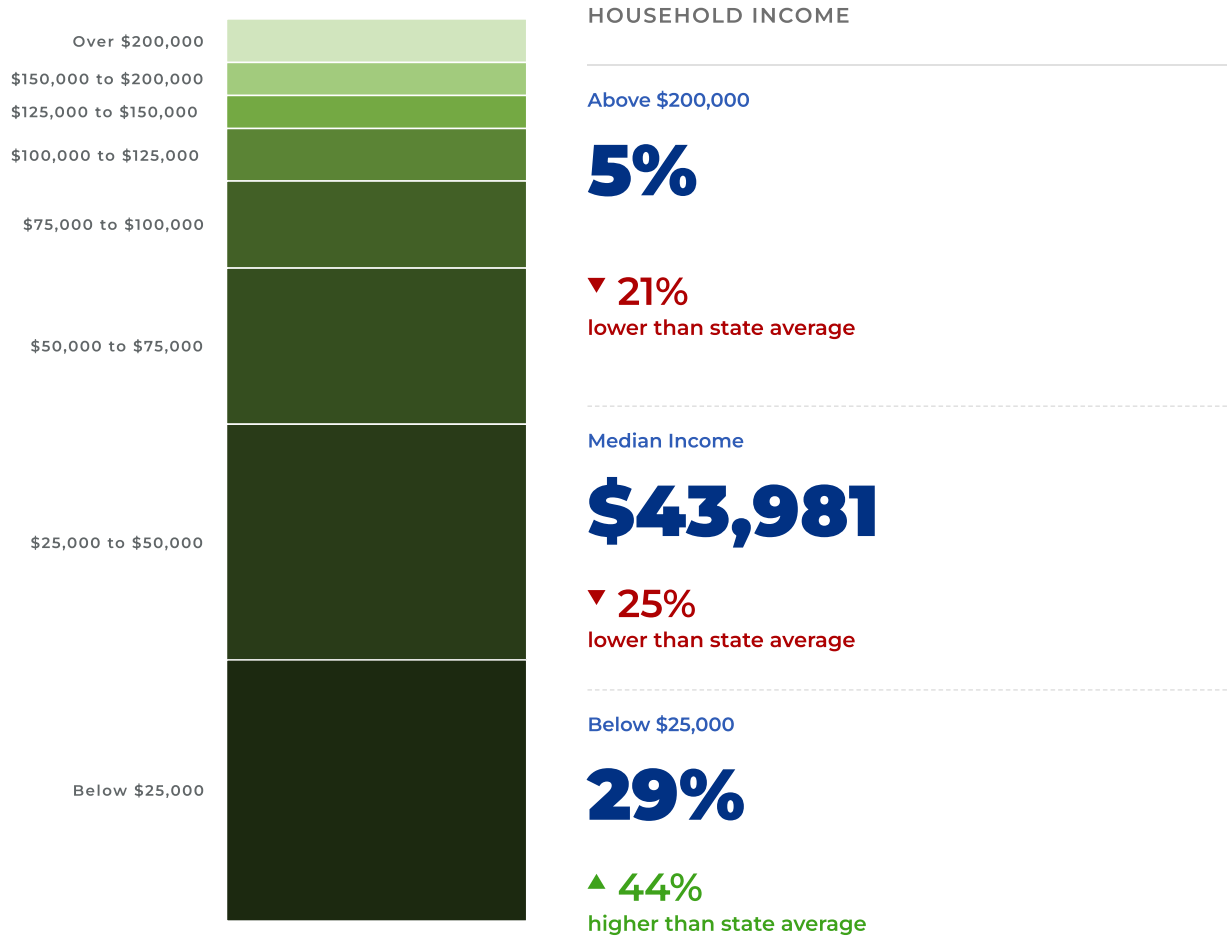


▲ **33%**
higher than state average

** Data Source: American Community Survey 5-year estimates*

Economic Analysis

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.



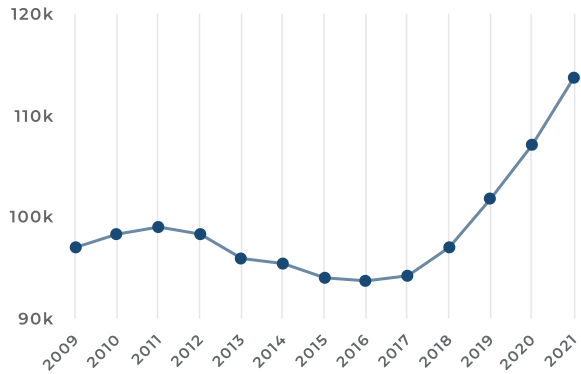
* Data Source: American Community Survey 5-year estimates

Housing Overview



2021 MEDIAN HOME VALUE

\$113,700



* Data Source: 2021 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

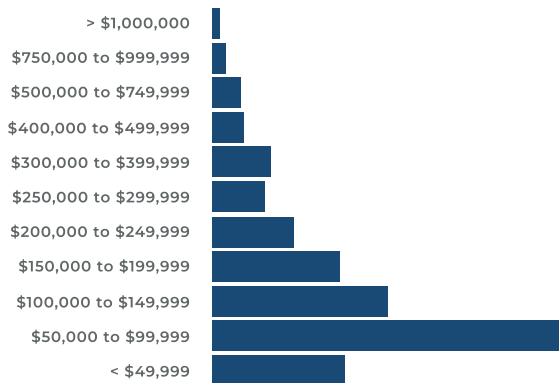
HOME OWNERS VS RENTERS

Memphis State Avg.



* Data Source: 2021 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

HOME VALUE DISTRIBUTION



* Data Source: 2021 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

City of Memphis Division Statistics

Fire

| | |
|----------------------------------|-------|
| Uniform personnel Strength | 1,803 |
| Fire stations | 56 |
| Fire divisions | 2 |
| Fire battalions | 11 |
| Engine companies | 51 |
| Quint Companies | 4 |
| Arial ladder truck companies | 21 |
| Rescue/hazardous material squads | 3 |
| Air crash apparatus | 3 |
| EMS units/ambulance | 35 |
| Alternative response vehicles | 11 |

Police

| | |
|-------------------------------|------|
| Uniform personnel Strength | 2102 |
| Number of precincts | 9 |
| Number of squad cars in fleet | 811 |

Solid Waste

| | |
|-------------------------------|---------|
| Solid waste disposed (tons) | 211,273 |
| Solid waste diverted (tons) | 79,581 |
| Homes with curbside recycling | 146,056 |

Street Maintenance

| | |
|---------------------------|--------|
| Curb & gutter (miles) | 6,306 |
| Total road lane (miles) | 6,714 |
| Asphalt produced (tons) | 35,000 |
| Street resurfaced (miles) | 100 |
| Potholes Repaired | 55,343 |

Recreation

| | |
|-------------------|-------|
| Parks | 162 |
| Acreage | 5,656 |
| Golf Courses | 7 |
| Aquatic Sites | 16 |
| Community Centers | 18 |
| Tennis Centers | 7 |
| Walking Trails | 53 |
| Playgrounds | 112 |
| Specialty Centers | 1 |
| Senior Centers | 4 |
| Splash Pads | 6 |
| Regional Centers | 7 |

Other Recreation Facilities

Memphis Museum of Science & History
 Fairground/Tiger Lane
 Memphis Zoological Society
 Memphis Botanic Garden
 Lichterman Nature Center
 Mud Island
 Tom Lee Park
 Shelby Farms Park
 Brooks Museum
 Overton Park Shell

Storm Drainage System

| | |
|---------------------------|--------|
| Curb & gutter (miles) | 6,306 |
| Roadside ditches (miles) | 512 |
| Underground pipes (miles) | 1,424 |
| Concrete channels (miles) | 248 |
| Storm water inlets | 55,611 |
| Miles of Storm Drainage | 1,672 |

Sewer System

| | |
|---------------------|-------|
| Sewer (miles) | 3,228 |
| Sewer pump stations | 96 |

Wastewater Treatment Plants

| | |
|------------------------------|---------------|
| Wastewater treated (gallons) | 55.9 billion |
| Sludge disposal (wet lbs.) | 130.5 million |

Flood Control

| | |
|-------------------------|--------|
| Pumping stations | 7 |
| Earth levees (miles) | 20 |
| Flood gates | 30 |
| Reservoirs (acres) | 643 |
| Flood wall (linear ft.) | 10,560 |

Traffic Control

| | |
|--|--------|
| Signals repaired or replaced | 15,339 |
| Traffic signal service calls addressed | 5,752 |
| Bicycle lanes (miles) | 345 |
| Traffic signals | 785 |
| Total signal devices | 1,082 |
| Total city roadways (miles) | 3,445 |

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 state assessed property (public utility and transportation companies regulated by the state).

In 2024, Memphis' assessed value of real property:

- 84.463% Residential
- 7.513% Commercial
- 1.633% Industrial
- 0.061% Farm
- 0.075% Multiple
- 0.065% Greenbelt real estate
- 6.191% Exempt

Assessment percentage of appraisal:

- 25% of Residential
- 40% of Commercial
- 40% of Industrial
- 55% of Public utility
- 25% of Farm
- 30% of Personal property

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 to fund a balanced Budget that provides services believed to be necessary and affordable. The City Treasurer generates tax bills based on the assessed value of the property and the tax rate 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 \$3.20, the calculation is:

Tax = (\$25,000/\$100) x \$3.20 per \$100 = \$250 x \$3.20 = \$798.85

Property tax bills are mailed to property owners and, if taxes are paid through an escrow account 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 performed by the Shelby County Assessor of Property, except for public utilities which are assessed by the State of Tennessee Office of State Assessed Properties. Appraised value is the estimated market value based on a point in time. Certain properties such as those held by government, religious, and charitable organizations are exempt from taxes. FY25, the new tax rate of 3.1954 was passed by City Council on June 25, 2024.

Property Tax History

| Tax Year | Fiscal Year | General Fund | Schools | Pre-K | Community Catalyst | Affordable Housing | Debt Service | Capital Pay Go | Total Rate |
|-----------------|--------------------|---------------------|----------------|--------------|---------------------------|---------------------------|---------------------|-----------------------|-------------------|
| 1985 | 1986 | 1.830000 | 1.030000 | 0.000000 | 0.000000 | 0.000000 | 0.450000 | 0.000000 | 3.310000 |
| 1986 | 1987 | 1.909800 | 1.030000 | 0.000000 | 0.000000 | 0.000000 | 0.370200 | 0.000000 | 3.310000 |
| 1987 | 1988 | 1.896660 | 1.030000 | 0.000000 | 0.000000 | 0.000000 | 0.383340 | 0.000000 | 3.310000 |
| 1988 | 1989 | 1.588270 | 1.090000 | 0.000000 | 0.000000 | 0.000000 | 0.631730 | 0.000000 | 3.310000 |
| 1989 | 1990 | 1.662870 | 1.030000 | 0.000000 | 0.000000 | 0.000000 | 0.617130 | 0.000000 | 3.310000 |
| 1990 | 1991 | 1.620490 | 1.030000 | 0.000000 | 0.000000 | 0.000000 | 0.659510 | 0.000000 | 3.310000 |
| 1991 | 1992 | 1.094100 | 0.665655 | 0.000000 | 0.000000 | 0.000000 | 0.386900 | 0.000000 | 2.146655 |
| 1992 | 1993 | 1.304296 | 0.804955 | 0.000000 | 0.000000 | 0.000000 | 0.566704 | 0.000000 | 2.675955 |
| 1993 | 1994 | 1.610611 | 0.967537 | 0.000000 | 0.000000 | 0.000000 | 0.596990 | 0.000000 | 3.175138 |
| 1994 | 1995 | 1.672400 | 0.967538 | 0.000000 | 0.000000 | 0.000000 | 0.535200 | 0.000000 | 3.175138 |
| 1995 | 1996 | 1.672400 | 0.967538 | 0.000000 | 0.000000 | 0.000000 | 0.535200 | 0.000000 | 3.175138 |
| 1996 | 1997 | 1.672400 | 0.967538 | 0.000000 | 0.000000 | 0.000000 | 0.535200 | 0.000000 | 3.175138 |
| 1997 | 1998 | 1.672400 | 0.967538 | 0.000000 | 0.000000 | 0.000000 | 0.535200 | 0.000000 | 3.175138 |
| 1998 | 1999 | 1.376300 | 0.840675 | 0.000000 | 0.000000 | 0.000000 | 0.548800 | 0.000000 | 2.765775 |
| 1999 | 2000 | 1.376300 | 0.840675 | 0.000000 | 0.000000 | 0.000000 | 0.548800 | 0.000000 | 2.765775 |
| 2000 | 2001 | 1.751000 | 0.894900 | 0.000000 | 0.000000 | 0.000000 | 0.724100 | 0.000000 | 3.370000 |
| 2001 | 2002 | 1.678500 | 0.857800 | 0.000000 | 0.000000 | 0.000000 | 0.694100 | 0.000000 | 3.230400 |
| 2002 | 2003 | 1.675300 | 0.857800 | 0.000000 | 0.000000 | 0.000000 | 0.694100 | 0.003200 | 3.230400 |
| 2003 | 2004 | 1.675300 | 0.857800 | 0.000000 | 0.000000 | 0.000000 | 0.694100 | 0.003200 | 3.230400 |
| 2004 | 2005 | 1.675300 | 0.857800 | 0.000000 | 0.000000 | 0.000000 | 0.694100 | 0.003200 | 3.230400 |
| 2005 | 2006 | 1.908800 | 0.827100 | 0.000000 | 0.000000 | 0.000000 | 0.694100 | 0.003200 | 3.433200 |
| 2006 | 2007 | 1.908800 | 0.827100 | 0.000000 | 0.000000 | 0.000000 | 0.694100 | 0.003200 | 3.433200 |
| 2007 | 2008 | 1.908800 | 0.827100 | 0.000000 | 0.000000 | 0.000000 | 0.694100 | 0.003200 | 3.433200 |
| 2008 | 2009 | 2.342700 | 0.190000 | 0.000000 | 0.000000 | 0.000000 | 0.714100 | 0.003200 | 3.250000 |
| 2009 | 2010 | 2.291700 | 0.186800 | 0.000000 | 0.000000 | 0.000000 | 0.714100 | 0.003100 | 3.195700 |
| 2010 | 2011 | 2.291700 | 0.186800 | 0.000000 | 0.000000 | 0.000000 | 0.714100 | 0.003100 | 3.195700 |
| 2011 | 2012 | 2.471700 | 0.000000 | 0.000000 | 0.000000 | 0.000000 | 0.714100 | 0.003100 | 3.188900 |
| 2012 | 2013 | 2.291700 | 0.100000 | 0.000000 | 0.000000 | 0.000000 | 0.715200 | 0.003100 | 3.110000 |
| 2013 | 2014 | 2.487400 | 0.000000 | 0.000000 | 0.000000 | 0.000000 | 0.909300 | 0.003300 | 3.400000 |
| 2014 | 2015 | 2.312500 | 0.000000 | 0.000000 | 0.000000 | 0.000000 | 1.084200 | 0.003300 | 3.400000 |
| 2015 | 2016 | 2.312500 | 0.000000 | 0.000000 | 0.000000 | 0.000000 | 1.084200 | 0.003300 | 3.400000 |
| 2016 | 2017 | 2.312500 | 0.000000 | 0.000000 | 0.000000 | 0.000000 | 1.084200 | 0.003300 | 3.400000 |
| 2017 | 2018 | 2.225088 | 0.000000 | 0.000000 | 0.000000 | 0.000000 | 1.043218 | 0.003175 | 3.271481 |
| 2018 | 2019 | 2.163984 | 0.000000 | 0.010000 | 0.000000 | 0.000000 | 1.018900 | 0.003102 | 3.195986 |
| 2019 | 2020 | 2.163984 | 0.000000 | 0.010000 | 0.006667 | 0.006667 | 0.998900 | 0.009768 | 3.195986 |
| 2020 | 2021 | 2.177318 | 0.000000 | 0.010000 | 0.000000 | 0.000000 | 0.998900 | 0.009768 | 3.195986 |
| 2021 | 2022 | 1.847277 | 0.000000 | 0.010000 | 0.000000 | 0.000000 | 0.847485 | 0.008287 | 2.713049 |
| 2022 | 2023 | 1.845868 | 0.000000 | 0.000000 | 0.000000 | 0.000000 | 0.847485 | 0.008287 | 2.701640 |
| 2023 | 2024 | 1.845868 | 0.000000 | 0.000000 | 0.000000 | 0.000000 | 0.847485 | 0.008287 | 2.701640 |
| 2024 | 2025 | 2.339628 | 0.000000 | 0.000000 | 0.000000 | 0.000000 | 0.847485 | 0.008287 | 3.195400 |

A Message From The Mayor



Paul A. Young
MEMPHIS MAYOR

In this inaugural year, our team faced challenges beyond those present for most first-term administrations. Following years of revenues inflated by ARPA and Cares Act funds, we were tasked with right sizing a municipal budget that would continue to serve our residents with the services and programs our city deserves.

While we began our budget process with an \$80 million deficit, we ended with a balanced budget that also balanced our top priority of public safety with programs and initiatives to support small business growth, housing for all, youth services, and blight remediation, all while contributing \$8 million to the fund balance, thus strengthening our city's fiscal position. While balancing the FY25 budget was partly accomplished through a 49-cent property-tax increase, it was made possible via an uncompromised commitment to our community and strong collaborative work from every division.

The adopted FY25 General Fund Budget of \$862 million represents an approximate increase of \$63 million compared to FY24. This year's General Fund budget shows our dedication to the people in service of our community, with pay increases for all employees ranging from 3% for general employees to 5%-7% for represented employees, including police, fire, and solid waste employees. The budget also included a \$3000 bonus for all retirees. The FY25 budget also reflects our holistic approach to public safety, placing emphasis on youth programming through our Parks and Libraries and expanding community initiatives through our community affairs office. It allocates \$2 million to public safety initiatives and over \$3.5 million to additional youth programming and blight remediation.

The adopted FY25 Capital Improvement Program (CIP) General Obligation Bond funding is \$96tk million, and Enterprise Funds were adopted at \$250TK million. The CIP budget provides \$2.5 million for a city-wide Camera Mesh Project, which showcases the city's enthusiasm for innovation by leveraging technology to enhance public safety and security and commits \$1 million in support for Memphis Shelby County Schools maintenance and renovation projects, which further reflects the city's dedication to our youth.

Notably, the significant allocation for the Memphis Area Transit Authority (MATA), with over \$30 million in funding, demonstrates the city's commitment to improving public transportation and accessibility, and the \$3.6 million allocation for the Affordable Housing Trust Fund highlights the city's efforts to address housing affordability and support community development.

The City of Memphis FY25 budget reflects our prioritization of community development, further economic strength, and a dedication to enhancing public safety and peace.

In partnership and progress,

A handwritten signature in blue ink that reads "Paul A. Young".

Mayor Paul A. Young
City of Memphis

FY25 Proposed to Adopted Budget

| General Fund Divisions | FY25 Proposed | FY25 Amendments | FY25 Adopted |
|---|------------------------|------------------------|------------------------|
| Total Revenue | <u>\$ 889,360,598</u> | <u>\$ (28,743,321)</u> | <u>\$ 860,617,277</u> |
| Expenditures | | | |
| City Attorney | 22,515,592 | (529,215) | 21,986,377 |
| City Council | 3,559,131 | (149,030) | 3,410,101 |
| City Court Clerk | 8,109,808 | (279,689) | 7,830,119 |
| City Court Judges | 960,593 | (4,909) | 955,684 |
| City Engineering | 12,917,899 | (1,223,470) | 11,694,429 |
| Executive | 24,878,016 | (1,096,315) | 23,781,701 |
| Finance & Administration | 16,037,916 | (175,200) | 15,862,716 |
| Fire Services | 246,744,231 | (7,105,182) | 239,639,049 |
| General Services | 27,933,067 | (482,295) | 27,450,772 |
| Grants & Subsidies | 65,876,249 | (2,650,000) | 63,226,249 |
| Housing and Community Development | 5,961,086 | 204,599 | 6,165,685 |
| Human Resources | 10,389,366 | (284,329) | 10,105,037 |
| Information Technology (Services) | 28,512,041 | (768,399) | 27,743,642 |
| Library Services | 25,552,141 | (574,931) | 24,977,210 |
| Memphis Parks | 49,394,055 | (2,096,095) | 47,297,960 |
| Police Services | 309,738,993 | (9,102,060) | 300,636,933 |
| Public Works | 21,387,381 | (1,728,445) | 19,658,936 |
| Total Expenditures | <u>880,467,565</u> | <u>(28,044,965)</u> | <u>852,422,600</u> |
| Contribution to (Use of) Fund Balance | | | |
| Restricted Fund Balance | | | |
| Assigned Fund Balance | \$ (1,975,000.00) | - | \$ (1,975,000.00) |
| Unassigned Fund Balance | \$ 10,868,033.00 | \$ (698,356.00) | \$ 10,169,677.00 |
| Total Contribution to (Use of) Fund Balance | <u>\$ 8,893,033.00</u> | <u>\$ (698,356.00)</u> | <u>\$ 8,194,677.00</u> |

Strategic Planning

Memphis 3.0 Comprehensive Plan Five-Year Update to Focus on Zoning and New Community Investments

The City of Memphis is proud to announce the launch of the five-year update for the Memphis 3.0 Comprehensive Plan. The plan aims to prioritize “building up, not out,” directing growth towards established neighborhoods throughout the city.

Beginning in August 2024, 42 community workshops will provide residents, businesses, and organizations opportunities to engage with the Memphis 3.0 Comprehensive Plan and explore ways to leverage its strategies to enhance their neighborhoods' vitality and resilience. Sessions will occur across the city's 14 planning districts and serve as platforms for dialogue, collaboration, and collective visioning. The first workshop will be held in the Jackson planning district at the Gaisman Community Center, 4221 Macon Road, on August 1 at 5:30 P.M.

To ensure that everyone in our diverse community has a chance to be heard and contribute to the Memphis 3.0 Comprehensive Plan, an online participation platform will be available for those who can't attend in-person meetings.

“We believe that by focusing on improving the heart of a neighborhood, we can improve the community all around it,” said John Zeanah, Director of Memphis and Shelby County Division of Planning and Development, “The Memphis 3.0 Comprehensive Plan has already demonstrated its effectiveness, guiding close to one billion dollars in investment in Anchor Neighborhoods in 2023 alone. Through this update, residents can play an active role in crafting the “story” of their neighborhood and help shape it for future generations.”

In 2019, the Memphis City Council adopted the Memphis 3.0 Comprehensive Plan after more than 15,000 residents contributed to its creation. The five-year update aims to realign future land use strategies with community priorities, values, and vision to direct zoning changes and new community investments. By improving the heart of each neighborhood, the plan seeks to enhance the overall health and vitality of communities across Memphis.

The Office of Comprehensive Planning within the Memphis and Shelby County Division of Planning and Development is responsible for developing comprehensive plans such as Memphis 3.0. While it doesn't directly fund these initiatives, its role is pivotal in providing decision-makers and developers with strategic direction for land use, development policy, and community investment. The office also works on implementing the plan through initiatives like Accelerate Memphis, a \$200 million bond issued by the City of Memphis. Together, we can harness the power of community-driven planning to unlock the full potential of our neighborhoods and create a Memphis that thrives for all.

For more information on the Memphis 3.0 Comprehensive Plan, the update, and upcoming workshop schedules, please go to the Memphis 3.0 Comprehensive Plan [📄](#) or contact info@memphis3point0.com (<mailto:info@memphis3point0.com>).

GOVERNMENTAL STRUCTURE

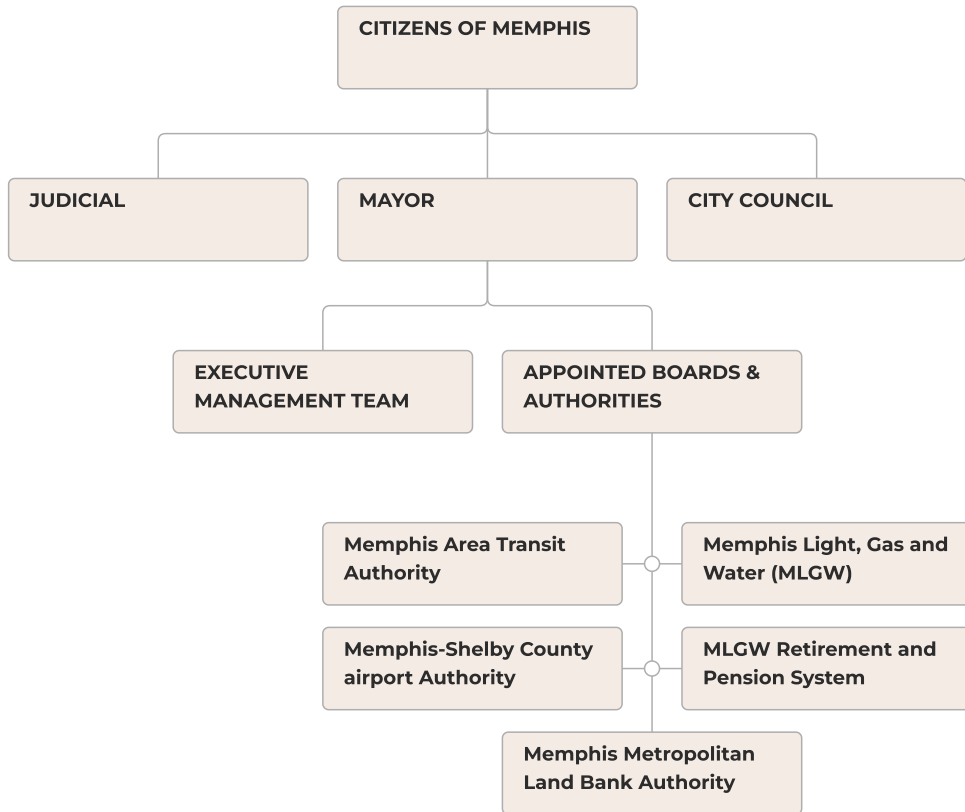
The City of Memphis was founded in 1819, and incorporated as a city in 1826. Memphis operated under a commission form of government from 1909 until January 1, 1968, when a Mayor – Council form of government was established. The City Council is comprised of thirteen representative citizens who are elected 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 (MATA); Memphis Housing Authority; Downtown Memphis Commission; Renasant Convention Center; Memphis Brooks Museum of Art; Memphis & Shelby County Building Code Advisory Board; and the Memphis & Shelby County Public Library Board. The Mayor appoints five of the seven members of the Board of the Memphis & Shelby County Airport Authority. Most of the members of these boards are private citizens giving their time to the City without compensation.

The City's Operating Divisions are organized under Division Directors who report to one of nine (9) 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 of Staff, Chief Human Resources Officer, Chief Legal Officer, Chief of Fire Services, Chief of Information Technology 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: City Engineering; Executive; Finance; Fire; General Services; Housing and Community Development; Human Resources; Information Technology; Legal; Libraries; Office of Planning and Development; Parks; Police Services; and Public Works. There are three Divisions with elected leadership: City Council; City Court Clerk and City Court Judges.

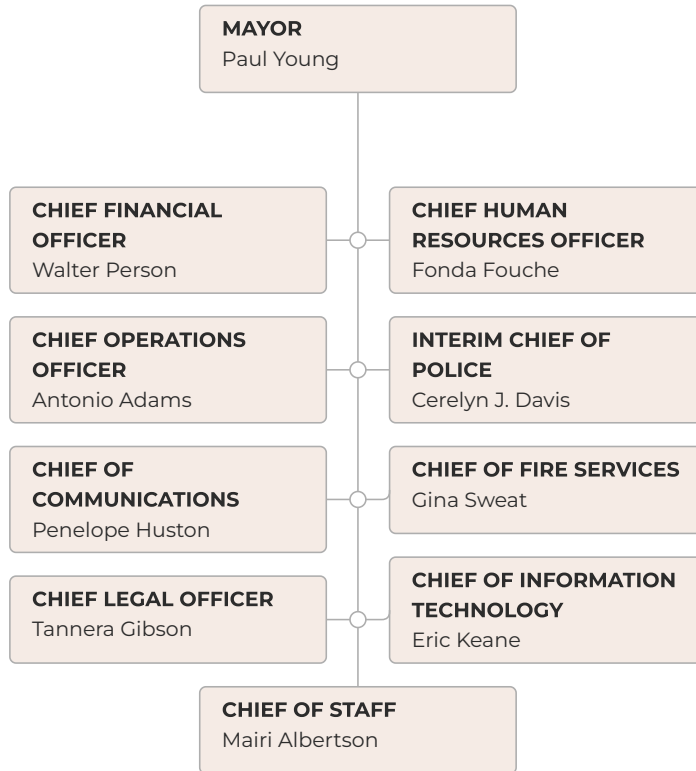
City of Memphis, Tennessee

ORGANIZATION CHART



(1) Appointed boards and authorities for Memphis Area Transit Authority and Memphis-Shelby County Airport Authority are legally separate from the primary government. These component units are discretely reported in a separate column in the combined financial statements to distinguish them from the primary government. Memphis Light, Gas and Water and Memphis Light, Gas and Water Retirement and Pension System are reported as part of the primary government. Certain other boards and commissions not listed above do not meet the definition of component units as presented in GASB Statement 61. These entities are further explained as related organizations, jointly governed organizations, and joint ventures in the Letter of Transmittal and Note 1 of the notes to the financial statements.

ORGANIZATION CHART (Cont.)



Fund Structure

GOVERNMENTAL FUNDS

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.

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

The City's **Debt Fund** is used to account for resources that are restricted, committed, or assigned for payment of certain debt obligation and related costs. Capital improvements are funded with the proceeds of bond issuances and local, state, and federal grant funds.

The Capital Improvement Program Fund has its own Budget Cycle. A separate appropriation is established after the CIP Budget is finalized.

Proprietary Funds

Enterprise Funds are self-supporting, in that each fund derives its revenue from charges and associated user fees.

Internal Service Funds are used to budget for the costs of goods or services provided by one Division or service center to another Division of the City.

Fiduciary Funds

Fiduciary Funds are held by the City in a trustee or agency capacity. They include Pension and Other Post Employment Benefits (OPEB) Funds.

BUDGET OVERVIEW

The financial data presented in this section represents the Financial Summary and a written Overview of the revenues and expenditures or expenses for all of City of Memphis Funds. Some totals may be off due to rounding.

Overview

The Fiscal Year 2025 (FY25) Budgets, across all funds, incorporate a balanced approach to service delivery and expense control based on expected revenues that reflect the current economic environment.

The Economic Impact on Budget Planning

There is generally a correlating response in the performance of our local economy with that of the national economy. When the national economy does well or performs poorly, typically so does Memphis.

Performance Accountability Plans

The City's mission is to improve the quality of life for all Memphians, every day. In support of this mission, Mayor Young has championed the improvement of core City services and a commitment to transparency and trust as part of his operating philosophy for City Government. Prioritizing the values of Innovation, Accountability, Collaboration, and Service supports this philosophy. The Office of Performance Management has the responsibility to provide performance transparency to the Citizens of Memphis by managing the City's performance review process as well as the public-facing and internal MEM Facts 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.

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. Mayor Young is committed to continuous improvement and transparency, and has promised to measure the City's results, share those results with the public, and hold the City accountable. To that end, the City of Memphis maintains a public website, data.memphistn.gov, where our citizens and others can view the City's performance goals and track its progress against those goals. In addition, the Mayor sends a weekly email update to citizens that addresses the City's challenges as well as celebrates its successes. Memphis is one of 40 cities that received the What Works Cities certification for its data driven decision making process that tracks a variety of metrics through its performance dashboard that provides statistics such as 911 response times; see [What Works Cities - Results for America \(results4america.org\)](http://What Works Cities - Results for America (results4america.org)).

Throughout this document – not including the Divisions of City Council, City Court Clerk, and City Judges - we identify each General Fund Division's key performance indicators (KPI's) and goals to measure effectiveness. These KPI's 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 to reach our goals.

General Fund Discussion

The FY25 Adopted Budget for expenditures is \$63.4M greater than the FY24 Adopted Budget. The FY25 General Fund Budget balanced at \$862.5M. The FY25 Adopted Budget required increases in personnel expenditures, which includes healthcare costs. The FY25 Adopted Budget included a 5% increase for public safety personnel and a 3% increase for general employees.

Revenues

The FY25 Adopted Budgeted revenue, without the use of fund balance, is \$860.6M compared to FY24 Adopted Budget which was \$787.4M. The category for Use of Money and Property increased by a total of \$3M for FY25. Local taxes increased by \$62M, due to the increase in the property tax rate. In addition, revenues for the Charges for Services category increased by \$6.9M.

The revenue budget was developed from management’s trend experience. Focus is given to the forecast and trends for the top ten revenue sources.

For FY25, the use of contribution from the fund balance was down approximately \$9.7M. The FY25 General Fund revenue budget is about 9% above the FY24 Adopted Budget. For FY25, just as in the previous two fiscal years, budgeted revenues included income from a local Sales Tax Referendum. The Sales Tax Referendum funding is revenue generated from the action, approved by the voters, to increase the local sales tax to restore certain benefits to public safety employees. These benefits are considered necessary for recruitment and retention of safety personnel. Local sales tax grew from \$508.7M in FY24 to \$570.6M in FY25, an increase of \$61.9M. Auto Registration fees increased by 100%, the amount for FY24 was \$13.3M and is \$26.6M for FY25.

A summary of the major revenue variances from the FY24 Adopted Budget is shown below:

Revenues

| Fund Type | FY2024 Adopted | FY2025 Adopted | Inc./ (Dec.) |
|---------------------|----------------|----------------|--------------|
| General Fund | 799,100,000 | 862,592,277 | 63,492,277 |

Notable FY24 to FY25 Budget Revenue Changes *in Millions*

| | | | |
|----------------------------|------|--|-------|
| ● Ad Valorem Tax - Current | 64.6 | ● Use of Fund Balance | (9.7) |
| ● Property Taxes | 63.4 | ● In Lieu Of Taxes-MLGW | (8.0) |
| ● Auto Registration Fee | 13.3 | ● Ad Valorem Tax - Current Sale of Receivables | (3.5) |
| ● Auto Licenses | 13.3 | ● Other - Auctions/Sale of Assets | (2.5) |
| ● Ambulance Service | 6.4 | | |
| ● Ambulance Service Fees | 6.4 | | |
| ● Interest on Investments | 3.0 | | |
| ● Interest on Investments | 3.0 | | |
| ● Smart Fiber Initiative | 2.6 | | |
| ● Ad Valorem Tax Prior | 2.0 | | |

Expenditures

Funding above the FY24 Adopted Budget included pay increases for all full-time employees. This action is reflected in the increase of full-time salaries from \$459.9M in FY24 to \$467.3M in FY25. There are also increases for expenditures that are critically required to deliver quality services to the citizens of Memphis, or outside of the administration’s control.

A summary of the major expenditure variances from the FY24 Adopted Budget is shown below:

Expenditures

| Fund Type | FY2024 Adopted | FY2025 Adopted | Inc./Dec. |
|--------------|----------------|----------------|------------|
| General Fund | 799,100,000 | 862,592,277 | 63,492,277 |

Notable FY24 to FY25 Budget Expense Changes *in Millions*

| | | | |
|----------------------------------|------|---------------------------|-------|
| ● Overtime | 15.1 | ● Advertising/Publication | 0.7 |
| ● Pension ADC Funding | 14.4 | ● City Shop Fuel | (2.9) |
| ● Full-Time Salaries | 7.5 | ● Elections | (5.9) |
| ● Health Insurance - Choice Plan | 4.8 | | |
| ● Pensioners Insurance | 6.7 | | |
| ● Sign On Bonus Pay | 2.4 | | |
| ● Pers Computer Software | 2.2 | | |
| ● Public Safety Initiatives | 2.0 | | |
| ● Insurance | 1.7 | | |
| ● Pension | 1.7 | | |
| ● Janitorial Services | 1.5 | | |
| ● Legal Services/Court Cost | 1.1 | | |
| ● Relocation Expense | 1.0 | | |

Debt Service Fund

The Debt Service Fund provides for the accumulation of resources for the payment of general long-term debt principal, interest, and related costs. This fund uses approximately 26.5% of the property tax rate and 7% of the local sales tax rate. The Debt Service Fund is budgeted to use approximately \$8.4M dollars of its restricted and committed fund balances. (See the Debt Service Fund Schedule section).

Special Revenue Funds

Special Revenue Funds provide budgets for specific revenue sources that are restricted to expenditures for specific purposes. There are 12 Special Revenue Funds with spending represented in the FY25 budget. The largest Special Revenue Fund is Solid Waste (SW). Other special revenue funds and their Budgeted FY25 expenditure changes from the FY24 Budget are identified later in this book. (See the Special Revenue Funds Schedule section of book).

Enterprise Funds

Enterprise Funds account for the acquisition, operation and maintenance of the City's Sewer and Storm Water facilities. The Sewer Fund and the Storm Water Fund are the City's Enterprise Funds. The Sewer Fund expenses for FY25 are budgeted to increase by 2.2% over the FY24 Budget. The expenses for various services and charges are the main drivers of the increase. The Storm Water Fund expenses have increased by 8.8%. The Storm Water Fund will produce a positive contribution to its fund balance for future initiatives. (See the Enterprise Fund Schedule section of book).

Internal Service Funds

Internal Service Funds (ISF) are used to budget for the costs of goods or services provided to other City Divisions. The ISF revenues are generated from Divisions using their services. Healthcare, Unemployment and Fleet represent the internal service funds in the FY25 Budget.

The City's health plan serves almost 6,500 active employees and 7,000 spouses and dependents. The Healthcare Fund expenses are expected to increase because of health claim expenditures. The Healthcare Fund is not budgeted to transfer any of its fund balance to support the OPEB fund, which pays healthcare expenditures for retirees, to offset the expected claims expenditures for retired employees that remain on the City's health plan.

The Fleet Fund is continually striving to become more efficient in the provision of repair services to other Divisions and managing gas prices with timed purchases at lower market costs. The Unemployment Fund has a healthy and accumulating fund balance. Expenditures remain flat compared to the FY24 adopted Budget. (See the Internal Service Fund Schedule section of book).

Fiduciary Funds

Other Post-Employment Benefits (OPEB) is the Fiduciary Fund that pays for the healthcare of the City's retirees. To reduce costs in the OPEB Fund, the City has assisted in the transition of many retirees to the various insurance exchanges, resulting in a significant decrease in the cost of claims. Expenses have decreased significantly since FY15.

Beginning in FY20, a referendum was passed to provide public safety retirees additional benefits. Revenues from the 2019 Sales Tax Referendum Fund will offset the increased claim cost for police and fire employers with restored benefits.

The Library Retirement System Fund is a closed pension fund that represents retirees who were not transitioned into the City's Pension plan when the Library system merged with the City.

FY24-FY25 Economic Outlook

Summary

Economic activity maintained a slight to modest pace of growth in a majority of the Twelve Districts. However, while seven Districts reported some level of increase in activity, five noted flat or declining activity—three more than in the prior reporting period. Wages continued to grow at a modest to moderate pace in most Districts, while prices were generally reported to have risen modestly. Household spending was little changed this period according to most District banks. Auto sales varied across Districts this cycle, but some Districts noted that sales were lower due in part to a cyberattack on dealerships and high interest rates. Most Districts saw soft demand for consumer and business loans. Reports on residential and commercial real estate markets varied, but most banks reported only slight changes, if any, in recent weeks. Travel and tourism grew steadily and was on par with seasonal expectations. Agricultural conditions varied in tandem with sporadic droughts across the nation. Districts also reported widely disparate trends in manufacturing activity ranging from a brisk downturn to moderate growth. Retail restocking spurred slight growth in transportation activity. Meanwhile, tight capacity in ocean shipping led to a surge in spot rates. Expectations for the future of the economy were for slower growth over the next six months due to uncertainty around the upcoming election, domestic policy, geopolitical conflict, and inflation.

(The Federal Reserve Beige Book, 2024)

Local Conditions

Labor Markets

National job growth was positive for June 2024, with an increase of 0.1%. The Greater Memphis region experienced minimal to negative across the industries with seasonally adjusted non-farm employment at -1.7% or 11,300 fewer employees in June. This is not a statistically significant change from the previous year. Professional and business services had the largest decrease in employment with a reduction of 7,600 jobs. Year-over-year, Education and Health continue to thrive, with the highest increase in employment adding 4,600 jobs.

(Greater Memphis Economic Research Group, 2024)

Table 1.

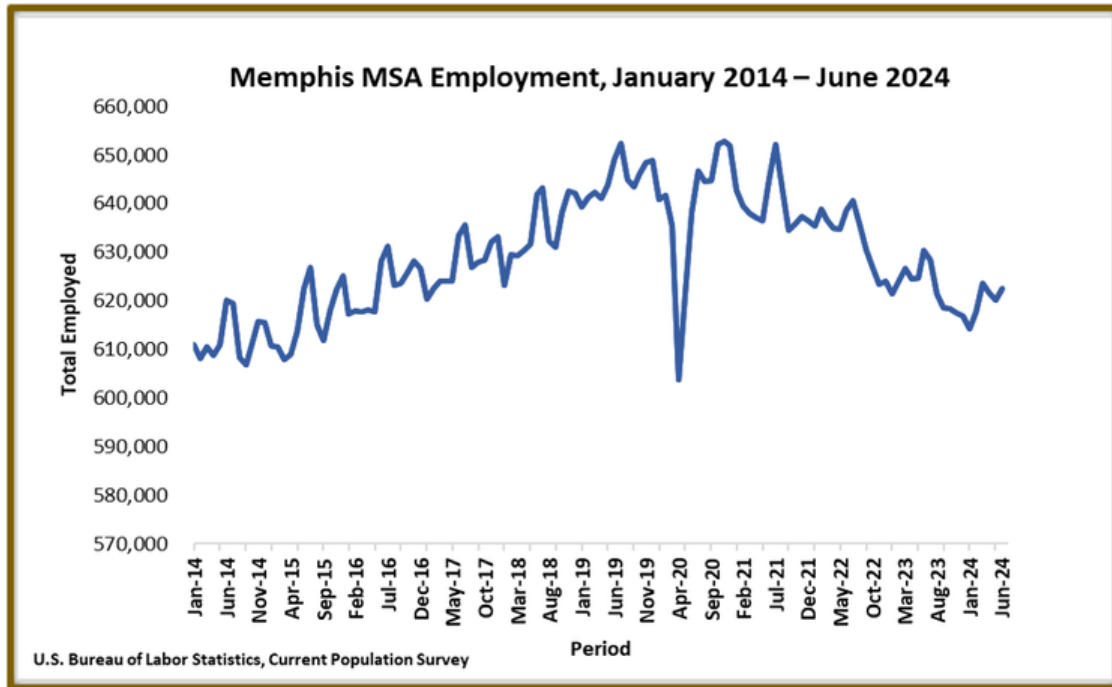
| Memphis area employment (number in thousands) | Jun. 2024 | Change from Jun. 2023 to Jun. 2024 | |
|--|-----------|---------------------------------------|---------|
| | | Number | Percent |
| Total nonfarm | 649.8 | -11.3 | -1.7 |
| Mining, logging, and construction | 24.7 | -1.2 | -4.6 |
| Manufacturing | 43.0 | -0.7 | -1.6 |
| Trade, transportation, and utilities | 185.7 | -2.5 | -1.3 |
| Information | 5.6 | -0.2 | -3.4 |
| Financial activities | 28.4 | -0.5 | -1.7 |
| Professional and business services | 86.8 | -7.6 | -8.1 |
| Education and health services | 103.5 | 4.6 | 4.7 |
| Leisure and hospitality | 63.9 | -0.8 | -1.2 |
| Other services | 28.4 | 0.4 | 1.4 |
| Government | 79.8 | -2.8 | -3.4 |

Source: U.S. BLS, Current Employment Statistics.

[Memphis Area Economic Summary \(PDF\)](#)

The Memphis Metropolitan Area has a diverse workforce, the highest concentration of African-Americans professionals in tech, manufacturing, human resources, and executive music producers of any major metro area. There has been an increase in the number of total people employed in the Greater Memphis area of approximately 8,000 since January 2024. The total number of people employed in June 2024 was 622,404, which is 18,000 more than the post-pandemic low. As highlighted in the economic outlook, the Memphis MSA remains on course for industry growth and illustrates a stable future. (Greater Memphis Economic Research Group, 2024)

Table 2.

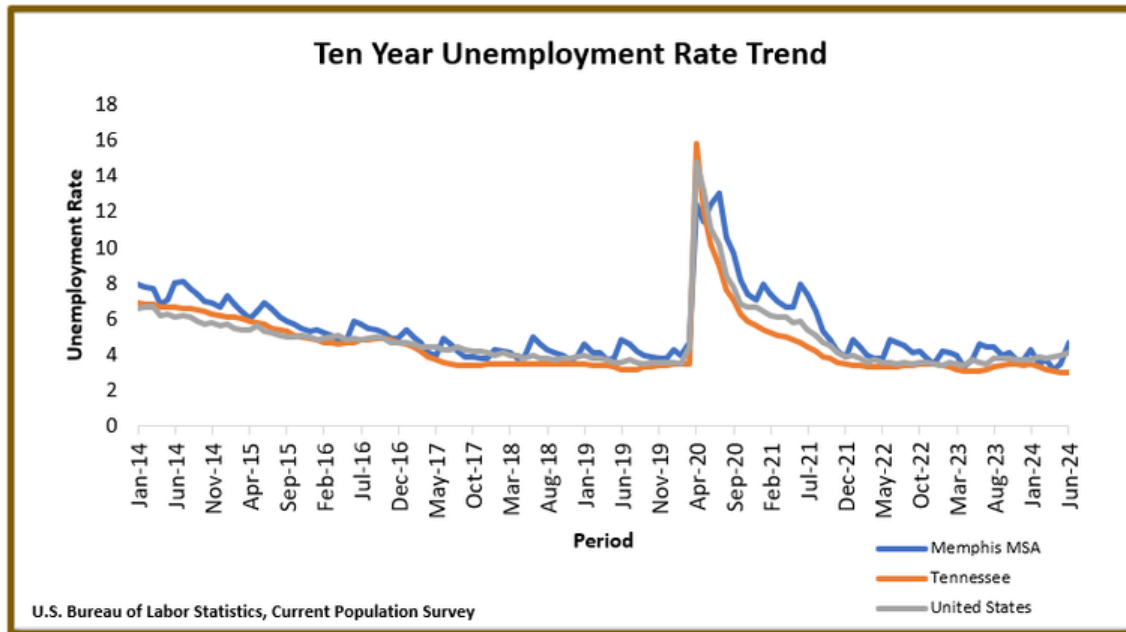


[Memphis Labor Force](#)

The seasonal adjustment unemployment rate for the Memphis MSA in July 2023 was 4.4%, and June 2024 was 4.6%. The seasonal adjustment unemployment rate for the state of Tennessee in July 2023 was 3.2%, and June 2024 was 3.0%. The United States seasonal adjustment unemployment rate in July 2023 was 3.5%; and June 2024 was 4.3%. The labor force participation rate was 62.7% in June 2024 which was a slight change since January 2024.

(Greater Memphis Economic Research Group, 2024)

Table 3.



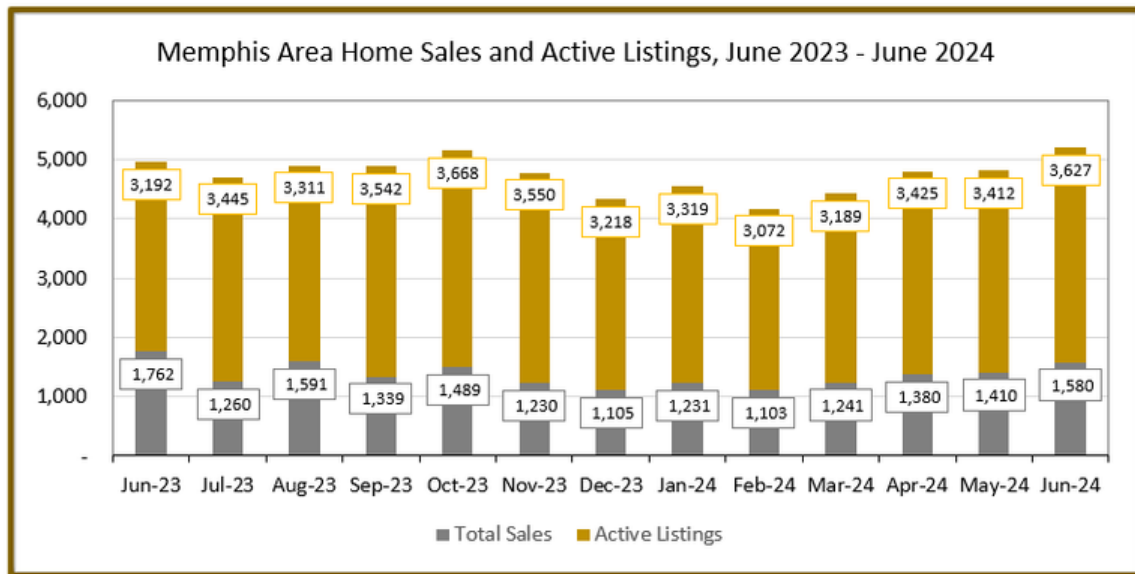
[Memphis, TN-MS-AR Metropolitan Statistical Area](#)

[Tennessee](#)

[United States](#)

Local sales of residential properties slightly decreased 11.7 percent from a year ago, with 1,580 total sales. Sales were up 12.1 percent from May, when there were 1,410 total sales and average sales price from June 2023 to June 2024 was up 2.4 percent, at \$296,816.
 (Memphis Area Association of REALTOR, 2024)

Table 4.



Source. Memphis Area Association of Realtors

[Memphis Area Association of REALTORS®](https://www.maa-realtors.com/)

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 budgets. 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 November for the following fiscal year. The information is analyzed, and Divisions are consulted with respect to noticeable Budget variances. Administrative reviews are held with each Division to further understand their budget requests and 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 conducts hearings to review the Budget. With Council's revisions and approval, the process is completed prior to the end of the current fiscal. 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 December with an evaluation of current assets (buildings and infrastructure) and an evaluation of new capital needs. Discussions are conducted by a team which is represented by a cross-section of Division leaders. CIP projects that make the final list are analyzed by the Finance Division to align projects with Capital funding capacity. After Finance Division 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 hearings to evaluate the Budget. The process is completed in June with Council's approval of the Budget. Although the Council approves a five-year plan, spending is allocated for one year.

FY25 Budget Calendar

July – August

- Preparation of final documents for the new fiscal year Budgets are completed. This includes the Adopted, Operating, and CIP Budget Book.
- 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 reported.

November

- Finance submits 1st Quarter Operating results of the new Budget to the City Council.
- 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.
- Final recommendations made and Budget documents prepared.

April

- The Mayor presents the Proposed Operating Budget and CIP Budget request to the City Council on or before 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 for the Operating Budgets and CIP Budget 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.
- Submission of Budget documents to the State Comptroller's Office.

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 Budgets, 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 established 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 necessitate an update to the Adopted Budget). When 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-Item 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). 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 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 if the transfer is within the same legal level (program) and does not exceed \$100,000 between categories or a cumulative total of \$250,000 for the year. For the personnel category, only one \$150,000 inter-category transfer can be made. Inter-category transfers exceeding the cumulative amount of \$150,000 or transfers between divisions must be approved by the City Council. 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 amending the current operating budget.

Capital Improvement Budget

The Capital Budget and Capital Improvement Program (CIP) 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 administration. 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 expenditure of construction funds.

Changes to the CIP Budget Transferring Allocations & Appropriations

Once the CIP budget 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. 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 information.

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 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 Resolution/Ordinance Routing sheet must be prepared which summarizes the Resolution and includes all governmental data, account numbers, and dollar amounts.

Routing and Handling of Transfers

The Resolution/Ordinance Routing Sheet must accompany all documentation that goes before Council. The originating Division must complete the form and have it signed by the Division Director.

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 two weeks before the Council Committee meets. The documents are forwarded as follows:

- A. Chief Financial Officer (CFO).
- B. Chief Legal Officer (CLO).
- C. Chief Operating Officer (COO).
- D. Mayor’s Office – The fully reviewed and signed Resolution package appropriating or transferring CIP funds and all other Resolution packages that have been through the review process must be received by the Mayor’s Office by 10 AM on the Monday eight (8) days prior to Council Committee on the following Tuesday.
- E. Council Committee reviews monetary transfers and makes recommendations to the full Council.
- F. The resolutions are then placed on the Council Agenda for consideration by the full Council on the following Tuesday.

Council’s approval of the resolution gives the 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 information.

Fiscal Policy

Policies for Fiscal Control

- **Basis of Budgeting.** The City Budget is 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 to adopt a balanced Budget. In accordance with 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 must remain positive and the use of fund balance for future Budgets should 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's 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 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 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 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 towards 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. Depositions 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 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. The City does not currently utilize permanent or private purpose Trust Funds.

In the governmental funds, the objective is to provide services to the public. All 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 like a private enterprise. The fiduciary funds are accounted for like proprietary 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 (GASB) 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 report funds that are classified into three general types: Governmental, Proprietary, and Fiduciary.

Budgets and Impact Upon the Accounting System

GASB, in one of its basic principles, states that:

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 bi-annual) 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 expenditures; 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. Encumbrances of governmental funds outstanding at year end can be reappropriated as deemed appropriate by the Comptroller during the subsequent fiscal year.

Financial Statements for State and Local Governments

The City of Memphis prepares an Annual Comprehensive Financial Report (ACFR) 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 expenses in the accounting period the expenses are incurred. In addition, revenues and expenses have to be measurable in order to be reported. All 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:

- General Fund
- Special Revenue Fund
- Debt Service Fund
- Capital Projects Fund

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

General Fund is the most significant Governmental 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. 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 and revenue bonds for Enterprise Funds.

Capital Projects Funds account for 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.

Proprietary Funds and Fiduciary Funds

- Enterprise Funds
- Internal Service Funds
- Pension and OPEB Trust Funds

Enterprise Funds account for activities by which the government provides goods and services which are:

1. Rendered primarily to the public
2. Financed substantially or entirely through user charges, and
3. Intended to be self-supporting.

They are usually established for public utilities, and transit systems, 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% (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 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 and more structured fund balance classifications, and by clarifying the definitions of existing governmental fund types. 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 "non-spendable" 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.

- **Non-spendable** - 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 (Chief Finance Officer).
- **Unassigned** - residual amounts that are not otherwise classified; these are available for any purpose. Balances must be in compliance with State Budgeting Laws or Regulations.

BUDGET ORDINANCE



ORDINANCE NO. 5903
AN ORDINANCE OF THE CITY OF MEMPHIS, TENNESSEE
ADOPTING THE ANNUAL BUDGET AND TAX RATE
FOR THE FISCAL YEAR BEGINNING JULY 1, 2024 AND ENDING JUNE 30, 2025

WHEREAS, Tennessee Code Annotated §9-1-116 requires that all funds of the State of Tennessee and all its political subdivisions shall first be appropriated before being expended and that only funds that are available shall be appropriated; and

WHEREAS, the Municipal Budget Law of 1982 (TCA§ 6-56-Part 2) requires that the legislative body of each municipality adopt and operate under an annual budget ordinance presenting a financial plan with at least the information required by that state statute, that no municipality may expend any money regardless of the sources except in accordance with a budget ordinance and that the legislative body shall not make any appropriation in excess of the estimated available funds; and

WHEREAS, the Legislative Body, identified interchangeably as the Memphis City Council, has published the annual operating budget and budgetary comparisons of the proposed budget with the prior year (actual) and the current year (estimated) in a newspaper of general circulation not less than ten (10) days prior to the meeting where the Memphis City Council will consider final passage of the budget.

NOW THEREFORE BE IT ORDAINED BY THE LEGISLATIVE BODY OF THE CITY OF MEMPHIS, TENNESSEE AS FOLLOWS:

SECTION 1

That the legislative body projects anticipated revenues for all sources and appropriates planned expenditures for each Fund, Division, or other agency of the municipality, herein presented together with the actual annual receipts and expenditures of the last preceding fiscal year and the estimated annual expenditures for the current fiscal year, and from those revenues and unexpended and unencumbered funds as follows for the fiscal year 2025, and including the projected ending balances for the budget year, the actual ending balances for the most recent ended fiscal year and the estimated ending balances for the current fiscal years:

| | General Fund | | |
|-------------------------------|-----------------------|-----------------------|-----------------------|
| | Actual | Estimated | |
| | FY2023 | Actual | Budget |
| | FY2023 | FY2024 | FY2025 |
| Revenue | | | |
| Local Taxes | \$ 515,925,631 | \$ 507,976,595 | \$ 570,694,485 |
| State Taxes | 79,484,573 | 82,258,311 | 79,260,000 |
| Licenses and Permits | 13,195,866 | 13,472,753 | 27,801,000 |
| Fines and Forfeitures | 10,236,379 | 12,131,877 | 12,287,000 |
| Charges for Services | 47,963,976 | 48,373,650 | 51,914,843 |
| Use of Money and Property | 9,387,725 | 16,673,977 | 9,175,000 |
| Federal Grants | 3,714,308 | 5,903,626 | 6,450,000 |
| Intergovernmental Revenues | 4,048,498 | 5,368,289 | 5,625,380 |
| Other Revenues | 14,135,572 | 32,931,172 | 5,791,570 |
| Transfers In | 103,149,798 | 96,295,513 | 91,617,999 |
| Contributed from Fund Balance | - | - | 1,975,000 |
| Total Revenue | \$ 801,242,326 | \$ 821,385,763 | \$ 862,592,277 |
| Expenditures | | | |
| Personnel Services | \$ 556,380,793 | \$ 616,676,433 | \$ 624,166,120 |
| Materials and Supplies | 156,261,846 | 174,737,146 | 167,930,809 |
| Capital Outlay | 367,622 | 1,419,882 | 988,301 |
| Grants and Subsidies | 71,619,363 | 97,429,316 | 72,666,351 |
| Inventory | 423,971 | 678,024 | 664,101 |
| Expense Recovery | -20,289,717 | -6,750,000 | -21,035,300 |
| Investment Fees | 155,582 | 149,652 | 149,652 |
| Service Charges | 200,077 | 207,602 | 296,566 |
| Transfers Out | 27,939,017 | 8,121,226 | 6,596,000 |
| Depreciation - Purchased | - | 1,500 | - |
| Misc Expense | 2,238,740 | 1,189,835 | - |
| Contributed to Fund Balance | - | - | - |
| Total Expenditures | \$ 795,297,294 | \$ 893,860,616 | \$ 852,422,600 |
| Net Revenue | \$ 5,945,032 | -\$ 72,474,853 | \$10,169,677 |

Special Revenue Funds:

Drug Enforcement Fund

| | Actual FY2023 | Estimated Actual FY2024 | Budget FY2025 |
|-------------------------------|--------------------------|--|--------------------------|
| Revenue | | | |
| Fines and Forfeitures | \$ 2,780,919 | \$ 2,370,000 | \$ 2,842,700 |
| Use of Money and Property | 185,820 | - | - |
| Federal Grants | 45,702 | 82,500 | 50,000 |
| Other Revenues | 154,848 | - | - |
| Contributed from Fund Balance | - | - | - |
| Total Revenue | \$ 3,167,289 | \$ 2,452,500 | \$ 2,892,700 |
| Expenditures | | | |
| Personnel Services | \$ 535,854 | \$ 820,000 | \$ 820,000 |
| Materials and Supplies | 1,427,226 | 2,099,605 | 1,895,692 |
| Capital Outlay | 426,729 | 1,220,965 | 495,000 |
| Total Expenditures | \$ 2,389,809 | \$ 4,140,570 | \$ 3,210,692 |
| Net Revenue | \$ 777,480 | -\$ 1,688,070 | -\$ 317,992 |

Hotel/Motel Tax Fund

| | Actual FY2023 | Estimated Actual FY2024 | Budget FY2025 |
|-------------------------------|--------------------------|--|--------------------------|
| Revenue | | | |
| Local Taxes | \$ 18,902,736 | \$ 17,944,904 | \$ 15,750,000 |
| Charges for Services | - | \$ 2,864,730 | - |
| Contributed from Fund Balance | - | - | - |
| Total Revenue | \$ 18,902,736 | \$ 20,809,634 | \$ 15,750,000 |
| Expenditures | | | |
| Grants and Subsidies | \$ 12,743,654 | \$ 9,400,000 | \$ 8,900,000 |
| Transfers Out | 6,633,050 | 6,633,050 | 6,633,050 |
| Contributed to Fund Balance | - | - | - |
| Total Expenditures | \$ 19,376,704 | \$ 16,033,050 | \$ 15,533,050 |
| Net Revenue | -\$ 473,968 | \$ 4,776,584 | \$ 216,950 |

Metro Alarm Fund

| | Actual FY2023 | Estimated Actual FY2024 | Budget FY2025 |
|-------------------------------|--------------------------|--|--------------------------|
| Revenue | | | |
| Licenses and Permits | \$ 2,743,684 | \$ 2,230,937 | \$ 2,040,000 |
| Use of Money and Property | 4053 | - | - |
| Other Revenue | 240 | 700 | 10,000 |
| Contributed from Fund Balance | - | - | - |
| Total Revenue | \$ 2,747,977 | \$ 2,231,637 | \$ 2,050,000 |
| Expenditures | | | |
| Personnel Services | \$ 310,064 | \$ 368,029 | \$ 488,482 |
| Materials and Supplies | 107,012 | 208,434 | 319,500 |
| Transfers Out | 1,625,000 | 1,625,000 | 1,625,000 |
| Miscellaneous Expense | - | 10,000 | 10,000 |
| Total Expenditures | \$ 2,042,076 | \$ 2,211,463 | \$ 2,442,982 |
| Net Revenue | \$ 705,901 | \$20,174 | -\$392,982 |

New Memphis Arena Fund

| | Actual FY2023 | Estimated Actual FY2024 | Budget FY2025 |
|---------------------------|--------------------------|--|--------------------------|
| Revenue | | | |
| Local Taxes | \$ 2,500,000 | \$ 2,500,000 | \$ 2,500,000 |
| Transfer In | - | 1,975,000 | 1,975,000 |
| Total Revenue | \$ 2,500,000 | \$ 4,475,000 | \$ 4,475,000 |
| Expenditures | | | |
| Grants and Subsidies | \$ 4,475,000 | \$ 4,475,000 | \$ 4,475,000 |
| Total Expenditures | \$ 4,475,000 | \$ 4,475,000 | \$ 4,475,000 |
| Net Revenue | -\$ 1,975,000 | \$- | \$- |

Pre-K Fund

| | Actual FY2023 | Estimated Actual FY2024 | Budget FY2025 |
|---------------------------|--------------------------|--|--------------------------|
| Revenue | | | |
| Local Taxes | \$ 11,259 | \$ 11,580 | \$- |
| Use of Money and Property | 264,648 | - | - |
| Transfer In | 6,000,000 | 7,000,000 | 7,000,000 |
| Total Revenue | \$ 6,275,907 | \$ 7,011,580 | \$ 7,000,000 |
| Expenditures | | | |
| Grants and Subsidies | \$ 6,400,000 | \$ 7,000,000 | \$ 7,000,000 |
| Total Expenditures | \$ 6,400,000 | \$ 7,000,000 | \$ 7,000,000 |
| Net Revenue | -\$ 124,093 | \$ 11,580 | \$- |

Sales Tax Referendum

| | Actual FY2023 | Estimated Actual FY2024 | Budget FY2025 |
|-------------------------------|--------------------------|--|--------------------------|
| Revenue | | | |
| Local Taxes | \$ 75,559,280 | \$ 76,200,000 | \$ 75,000,000 |
| Transfers In | - | 125,226 | - |
| Contributed from Fund Balance | - | - | - |
| Total Revenue | \$ 75,559,280 | \$ 76,325,226 | \$ 75,000,000 |
| Expenditures | | | |
| Personnel Services | \$- | \$- | \$ 11,999,037 |
| Materials and Supplies | 862,312 | 1,789,335 | - |
| Project Cost | 13,315,955 | 20,669,526 | - |
| Transfers Out | 66,535,839 | 76,846,000 | 77,465,500 |
| Contributed to Fund Balance | - | - | - |
| Total Expenditures | \$ 80,714,106 | \$ 99,304,861 | \$ 89,464,537 |
| Net Revenue | -\$ 5,154,826 | -\$ 22,979,635 | -\$ 14,464,537 |

Solid Waste Management Fund

| | Actual FY2023 | Estimated Actual FY2024 | Budget FY2025 |
|------------------------------------|--------------------------|--|--------------------------|
| Revenue | | | |
| Investment in General Fixed Assets | \$- | \$- | \$ 0 |
| Local Taxes | 72,816 | 110,366 | 100,000 |
| Charges for Services | 76,703,532 | 76,119,473 | 109,432,643 |
| Use of Money and Property | 205,588 | 53,000 | 53,000 |
| Other Revenues | 23,704 | 25,084 | 25,084 |
| Contributed from Fund Balance | - | - | - |
| Total Revenue | \$ 77,005,640 | \$ 76,307,923 | \$ 109,610,727 |
| Expenditures | | | |
| Personnel Services | \$ 30,061,596 | \$ 39,840,823 | \$ 44,046,147 |
| Materials and Supplies | 15,043,679 | 15,334,654 | 16,841,033 |
| Capital Outlay | 1,466,428 | 1,334,417 | 2,153,495 |
| Grants and Subsidies | 20,327 | - | - |
| Service Charges | 34,935,820 | 30,914,188 | 31,148,948 |
| Transfers Out | 3,394,299 | 3,394,298 | 2,512,903 |
| Misc Expense | 110 | - | 12,908,201 |
| Contributed to Fund Balance | - | - | - |
| Total Expenditures | \$ 84,922,259 | \$ 90,818,380 | \$ 109,610,727 |
| Net Revenue | -\$ 7,916,619 | -\$ 14,510,457 | \$- |

State Street Aid Fund

| | Actual FY2023 | Estimated Actual FY2024 | Budget FY2025 |
|---------------------------|--------------------------|--|--------------------------|
| Revenue | | | |
| State Taxes | \$ 21,062,321 | \$ 23,110,000 | \$ 23,110,000 |
| Total Revenue | \$ 21,062,321 | \$ 23,110,000 | \$ 23,110,000 |
| Expenditures | | | |
| Materials and Supplies | \$ 20,289,717 | \$ 21,341,700 | \$ 21,341,700 |
| Transfers Out | 1,768,300 | 1,768,300 | 1,768,300 |
| Total Expenditures | \$ 22,058,017 | \$ 23,110,000 | \$ 23,110,000 |
| Net Revenue | -\$ 995,696 | \$- | \$- |

Debt Service Fund

| | Actual FY2023 | Estimated Actual FY2024 | Budget FY2025 |
|---|--------------------------|--|--------------------------|
| Revenue | | | |
| Ad Valorem Tax - Current | \$ 124,356,372 | \$ 122,000,000 | \$ 122,600,000 |
| Ad Valorem Tax Prior | 3,312,488 | 3,100,000 | 3,100,000 |
| PILOT's | 1,991,732 | 2,201,839 | 2,201,839 |
| Local Sales Tax | 12,003,801 | 12,000,000 | 12,000,000 |
| Tourism Development Zone Local Sales | 1,951,660 | 2,869,063 | 3,000,000 |
| Tourism Development Zone State Sales | 15,326,383 | 16,157,503 | 17,300,000 |
| Use of Money and Property | 5,047,482 | 8,432,363 | 4,420,100 |
| Federal Grants | 1,931,925 | 1,759,499 | 1,639,248 |
| Other Revenues | 1,625,304 | 2,057,832 | 1,967,831 |
| Oper Tfr In - State Street Aid | 1,768,300 | 1,768,300 | 1,768,300 |
| Oper Tfr In - Solid Waste Fund | 2,644,299 | 2,644,298 | 1,762,903 |
| Oper Tfr In - Misc Grants Fund | 192,271 | 192,246 | 192,071 |
| Oper Tfr In - Hotel/Motel Fund | 6,633,050 | 6,633,050 | 6,633,050 |
| Proceeds from Refunded Debt | 150,577,021 | - | - |
| Bond Sale Proceeds | 167,555,000 | - | 150,800,000 |
| Dividend and Interest on Investment | 814 | - | - |
| Contribution from Committed Fund | - | - | - |
| Balance | - | - | - |
| Contributed From Restricted | - | - | - |
| Total Revenue | \$ 496,917,902 | \$ 181,815,993 | \$ 329,385,342 |
| Expenditures | | | |
| Miscellaneous Expense | \$ 45,295 | \$ 20,000 | \$ 20,000 |
| Misc Professional Services | 441,104 | 596,977 | 625,000 |
| Bank Charges | 775,818 | 600,000 | 600,000 |
| Investment Fees | 1,550 | 4,000 | 4,000 |
| Bond Issues Costs | 1,182,217 | 70,189 | 800,000 |
| Redemption of Serial Bonds and Notes | 106,868,773 | 113,908,652 | 114,486,562 |
| Interest | 65,670,434 | 71,621,492 | 71,129,928 |
| Service Charges | 28,475 | 77,925 | 74,925 |
| Retirement of Refunded Debt | 316,968,689 | - | 150,000,000 |
| Misc Expense - Prior Year Expense | -1,097,088 | - | - |
| Contribution to Restricted Fund Balance | - | - | - |
| Total Expenditures | \$ 490,885,267 | \$ 186,899,235 | \$ 337,740,415 |
| Net Revenue | \$ 6,032,635 | -\$ 5,083,242 | -\$ 8,355,073 |

Enterprise Funds:

Sewer Fund

| | Actual FY2023 | Estimated Actual FY2024 | Budget FY2025 |
|-------------------------------------|------------------------------|--|------------------------------|
| Revenue | | | |
| Fines and Forfeitures | \$ 602,241 | \$ 2,150,000 | \$ 1,001,000 |
| Charges for Services | 152,132,334 | 158,969,520 | 160,512,450 |
| Use of Money and Property | 843,886 | 600,000 | 600,000 |
| Federal Grants | 9880 | - | - |
| Other Revenues | 173,602 | 39,251 | 68,000 |
| Dividend and Interest on Investment | 1,864,560 | 1,935,935 | - |
| Employee Contributions | - | - | - |
| Gain (Loss) on Investments | 622,894 | - | - |
| Gain (Loss) on Sale of Assets | 4,403 | - | - |
| Contributed from Fund Balance | - | - | - |
| Capital Contributions | 711,695 | - | - |
| Total Revenue | <u>\$ 156,965,495</u> | <u>\$ 163,694,706</u> | <u>\$ 162,181,450</u> |
| Expenditures | | | |
| Personnel Services | \$ 22,130,364 | \$ 25,018,622 | \$ 29,582,365 |
| Materials and Supplies | 72,243,779 | 80,001,671 | 83,967,549 |
| Pension Expense | 4,823,000 | - | - |
| Capital Outlay | 2,753,260 | 9,121,270 | 12,000,000 |
| Investment Fees | 1,710 | - | - |
| Project Costs | - | 11,528,140 | - |
| Interest | 7,489,028 | 11,393,233 | 10,787,384 |
| Service Charges | 3,300 | 5,000 | - |
| Transfers Out | 12,225,492 | 14,001,294 | 12,033,813 |
| Depreciation on Own Funds | 15,121,841 | 14,713,663 | 15,250,800 |
| Misc Expense | 774,793 | - | - |
| Total Expenditures | <u>\$ 137,566,567</u> | <u>\$ 165,782,893</u> | <u>\$ 163,621,911</u> |
| Net Revenue | <u>\$ 19,398,928</u> | <u>-\$ 2,088,187</u> | <u>-\$ 1,440,461</u> |

Storm Water Fund

| | Actual FY2023 | Estimated Actual FY2024 | Budget FY2025 |
|-------------------------------------|--------------------------|--|--------------------------|
| Revenue | | | |
| Fines and Forfeitures | \$ 36,469 | \$ 18,000 | \$ 35,000 |
| Charges for Services | 36,366,262 | 37,000,000 | 37,000,000 |
| Use of Money and Property | 445,960 | - | - |
| Other Revenues | 32,866 | - | - |
| Dividend and Interest on Investment | 479,866 | 1,102,355 | - |
| Gain (Loss) on Investments | 77,931 | - | - |
| Gain (Loss) on Sale of Assets | 607,028 | 167,411 | - |
| Total Revenue | \$ 38,046,382 | \$ 38,287,766 | \$ 37,035,000 |
| Expenditures | | | |
| Personnel Services | \$ 10,628,434 | \$ 11,904,600 | \$ 13,637,975 |
| Materials and Supplies | 5,876,280 | 8,591,892 | 12,480,829 |
| Pension Expense | 2,646,000 | - | - |
| Capital Outlay | 10,727 | 3,188,135 | 3,246,133 |
| Grants and Subsidies | 100,000 | 430,000 | 430,000 |
| Investment Fees | 3,360 | - | - |
| Project Costs | - | 7,886,384 | - |
| Bond Issue Costs | - | 137,500 | - |
| Interest | 770,981 | 1,653,500 | 1,748,757 |
| Transfers Out | 106,000 | 106,000 | 106,000 |
| Depreciation on Own Funds | 3,230,829 | 2,416,223 | 2,416,340 |
| Contributed to Fund Balance | - | - | - |
| Total Expenditures | \$ 23,372,611 | \$ 36,314,234 | \$ 34,066,034 |
| Net Revenue | \$ 14,673,771 | \$ 1,973,532 | \$ 2,968,966 |

Internal Service Funds:

Fleet Fund

| | Actual FY2023 | Estimated Actual FY2024 | Budget FY2025 |
|-----------------------------|--------------------------|--|--------------------------|
| Revenue | | | |
| Charges for Services | \$ 34,561,741 | \$ 35,375,717 | \$ 37,614,907 |
| Use of Money and Property | 72,894 | - | - |
| Total Revenue | \$ 34,634,635 | \$ 35,375,717 | \$ 37,614,907 |
| Expenditures | | | |
| Materials and Supplies | \$ 16,464,262 | \$ 18,614,282 | \$ 18,183,128 |
| Capital Outlay | 480,045 | 364,158 | 500,000 |
| Inventory | 16,879,691 | 19,536,324 | 18,725,000 |
| Depreciation on Own Funds | - | - | 96,100 |
| Contributed to Fund Balance | - | - | - |
| Total Expenditures | \$ 33,823,998 | \$ 38,514,764 | \$ 37,504,228 |
| Net Revenue | \$ 810,637 | -\$ 3,139,047 | \$110,679 |

Healthcare Fund

| | Actual FY2023 | Estimated Actual FY2024 | Budget FY2025 |
|-----------------------------|--------------------------|--|--------------------------|
| Revenue | | | |
| Use of Money and Property | \$ 395,884 | \$- | \$- |
| Other Revenues | 71,453,346 | 79,145,785 | 79,323,000 |
| Transfers In | 2,230,000 | 1,000,000 | 949,000 |
| Employee Contributions | 15,590,816 | 12,850,531 | 14,149,000 |
| Total Revenue | \$ 89,670,046 | \$ 92,996,316 | \$ 94,421,000 |
| Expenditures | | | |
| Personnel Services | \$ 4,864,997 | \$ 7,458,765 | \$ 6,654,525 |
| Materials and Supplies | 8,165,178 | 7,268,436 | 10,423,039 |
| Grants and Subsidies | 169,068 | 149,338 | 150,000 |
| Claims Incurred | 66,702,357 | 69,502,187 | 72,185,000 |
| Federal Tax | 24,368 | 13,708 | 45,000 |
| Contributed to Fund Balance | - | - | - |
| Total Expenditures | \$ 79,925,968 | \$ 84,392,434 | \$ 89,457,564 |
| Net Revenue | \$ 9,744,078 | \$ 8,603,882 | \$4,963,436 |

Unemployment Fund

| | Actual FY2023 | Estimated Actual FY2024 | Budget FY2025 |
|-----------------------------|--------------------------|--|--------------------------|
| Revenue | | | |
| Use of Money and Property | \$ 2,112 | \$- | \$- |
| Employer Contributions | 508,560 | 503,440 | 624,400 |
| Total Revenue | \$ 510,672 | \$ 503,440 | \$ 624,400 |
| Expenditures | | | |
| Claims Incurred | \$ 133,492 | \$ 150,000 | \$ 200,000 |
| Contributed to Fund Balance | - | - | - |
| Total Expenditures | \$ 133,492 | \$ 150,000 | \$ 200,000 |
| Net Revenue | \$ 377,180 | \$353,440 | \$424,400 |

Fiduciary Funds:

Other Post-Employment Benefits Fund

| | Actual FY2023 | Estimated Actual FY2024 | Budget FY2025 |
|-------------------------------------|--------------------------|--|--------------------------|
| Revenue | | | |
| Other Revenues | \$ 17,479,032 | \$ 19,409,081 | \$ 21,036,000 |
| Transfers In | 7,273,000 | 8,000,000 | 10,058,000 |
| Dividend and Interest on Investment | 87,426 | 90,785 | - |
| Employee Contributions | 3,967,097 | 3,566,318 | 4,080,000 |
| Gain (Loss) on Investments | 304,746 | 421,077 | - |
| Total Revenue | \$ 29,111,301 | \$ 31,487,261 | \$ 35,174,000 |
| Expenditures | | | |
| Personnel Services | \$ 6,474,534 | \$ 6,701,683 | \$ 7,228,710 |
| Materials and Supplies | 1,247,445 | 1,045,051 | 1,130,789 |
| Grants and Subsidies | 937,188 | 759,616 | 750,000 |
| Claims Incurred | 15,970,460 | 15,742,268 | 19,324,000 |
| Investment Fees | 958 | 1002 | - |
| Federal Tax | 15,638 | 5,875 | 7,000 |
| Contributed to Fund Balance | - | - | - |
| Total Expenditures | \$ 24,646,223 | \$ 24,255,495 | \$ 28,440,499 |
| Net Revenue | \$ 4,465,078 | \$ 7,231,766 | \$6,733,501 |

Library Retirement System Fund

| | Actual FY2023 | Estimated Actual FY2024 | Budget FY2025 |
|-------------------------------------|--------------------------|--|--------------------------|
| Revenue | | | |
| Transfers In | \$ 939,017 | \$ 471,000 | \$ 471,000 |
| Dividend and Interest on Investment | 1,425,360 | 1,205,874 | - |
| Employee Contributions | 104,835 | 91,383 | - |
| Employer Contributions | 104,835 | 91,383 | - |
| Gain (Loss) on Investments | 2,930,311 | 1,813,284 | - |
| Gain (Loss) on Sale of Assets | 153,382 | - | - |
| Contributed from Fund Balance | - | - | - |
| Total Revenue | \$ 5,657,740 | \$ 3,672,924 | \$ 471,000 |
| Expenditures | | | |
| Materials and Supplies | \$- | \$ 52,500 | \$ 50,000 |
| Investment Fees | 98,375 | - | - |
| Pension Benefits | 4,375,255 | 4,153,162 | 4,000,000 |
| Misc Expense | 290 | 60550 | - |
| Total Expenditures | \$ 4,473,920 | \$ 4,266,212 | \$ 4,050,000 |
| Net Revenue | \$ 1,183,820 | -\$ 593,288 | -\$ 3,579,000 |

All monies subject to appropriation by all Funds and Division 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. The City 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 expenditure of any funds be incurred except in pursuance of this ordinance; provided however, that the City Council may appropriate in the current year a greater amount for the operation of any Fund or 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 any changes to said expenditures or amendments to this appropriation ordinance shall be authorized by ordinance or resolution duly adopted by the City Council. The Fiscal Year 2025 Adopted Budget contains funding for 13 paid holidays for City of Memphis Employees. Those paid holidays are: New Year's Day, Martin Luther King Day, Martin Luther King Memorial Day, Good Friday, Memorial Day, Juneteenth, Independence Day, Labor Day, Veterans Day, Thanksgiving Day, Day After Thanksgiving, Christmas Eve, and Christmas Day.

Where work is done or materials furnished by one Division and/or Service Center for another Division and/or Service Center, the City Comptroller is directed to charge the appropriation of the Division or Service Center receiving and to credit the appropriation of the Division or Service Center furnishing such labor materials with the proper cost thereof, which said charge is accepted by the Division or Service Center receiving the same. 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 respective Division Chiefs for Directors, a liability shall be construed to have been created against the appropriation of the Division affected and the respective Division Chiefs or 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 (I), hereof, of additional amounts which may hereafter be authorized by the City Council.

SECTION 2

At the end of the fiscal year 2024, the Legislative body estimates fund balances as follows:

| | | |
|-------------------------------------|----------------|--|
| General Fund | \$ 114,862,000 | |
| Drug Enforcement Fund | 8,116,000 | |
| Hotel/Motel Tax Fund | 889,400 | |
| Metro Alarm Fund | 2,981,000 | |
| New Memphis Arena Fund | | -Fund allocated to Debt Service for Bond Payment |
| Pre-K Fund | 11,000,000 | |
| Sales Tax Referendum Fund | 52,400,000 | |
| Solid Waste Management Fund | 8,100,000 | |
| State Street Aid Fund | | -Funds allocated to the General Fund at Year End |
| Debt Service Fund | 66,800,000 | |
| Sewer Fund | 547,360,000 | |
| Storm Water Fund | 162,200,000 | |
| Fleet Fund | 3,850,000 | |
| Healthcare Fund | 34,200,000 | |
| Unemployment Fund | 1,570,000 | |
| Other Post-Employment Benefits Fund | 18,200,000 | |
| Library Retirement System Fund | 50,800,000 | |

SECTION 3

That the Legislative body herein certifies that the City is compliant pursuant to its bond covenants, and recognizes that the municipality has outstanding bonded and other indebtedness as follows:

**City of Memphis Operating Budget Debt Service Payment Data
Fiscal Year 2025**

| Fund | Type of Debt | Loan Name and Description | Original Issuance Amount | Principal Authorized & Outstanding | | Budgeted Annual Debt Service | |
|--------------|--------------|--|--------------------------|------------------------------------|-------------|------------------------------|---------------|
| | | | | Unissued | at June 30 | Principal | Interest |
| Debt Service | Bonds | General Improvement Bonds, Series 2024A | | \$ -150,000,000 | \$ - | | \$ -7,550,000 |
| | | General Improvement Refunding Bonds, Series 2022A | 138,010,000 | - | 138,010,000 | - | 6,900,500 |
| | | General Improvement Refunding Bonds, 2022 | 167,555,000 | - | 167,555,000 | - | 5,192,274 |
| | | NMAPBA Local Gov't Public Improv. Bonds (City of Memphis Project), Series 2021 | 163,772,126 | - | 163,772,126 | - | - |
| | | EDGE Economic Development Bonds (City of Memphis Project), Series 2021A | 19,140,000 | - | 19,140,000 | - | 796,650 |
| | | EDGE Economic Development Bonds (City of Memphis Project) Series 2021B (Federally Taxable) | 5,115,000 | - | 4,115,000 | 1,010,000 | 59,185 |
| | | EDGE Revenue Bonds (Liberty Park Project) Series 2021 (Federally Taxable) | 69,635,000 | - | 69,135,000 | 1,675,000 | 1,802,643 |
| | | General Improvement Refunding Bonds, Series 2021 | 165,680,000 | - | 159,625,000 | 5,835,000 | 7,028,350 |
| | | General Improvement Bonds, Series 2020A | 24,470,000 | - | 18,365,000 | 2,245,000 | 862,125 |
| | | General Improvement & Refunding Bonds, Series 2020 | 214,675,000 | - | 122,205,000 | 3,660,000 | 5,090,500 |
| | | General Improvement Bonds, Series 2018 | 309,255,000 | - | 273,420,000 | 7,260,000 | 11,002,470 |
| | | General Improvement Bonds, Series 2016 | 69,885,000 | - | 53,925,000 | 2,405,000 | 1,827,681 |
| | | General Improvement Bonds, Series 2015C | 67,845,000 | - | 22,755,000 | - | 1,137,750 |
| | | General Improvement Refunding Bonds, Series, 2015B (Taxable) | 54,390,000 | - | 31,655,000 | 31,655,000 | 933,189 |
| | | General Improvement Refunding Bonds, Series, 2015A | 76,820,000 | - | 76,820,000 | 23,915,000 | 3,841,000 |
| | | General Improvement Refunding Bonds, Series 2014B | 208,230,000 | - | 52,045,000 | 2,575,000 | 2,394,900 |
| | | General Improvement Refunding Bonds, Series 2014A | 103,955,000 | - | 14,275,000 | 6,965,000 | 525,525 |
| | | General Improvement & Refunding Bonds, Series 2012A | 93,595,000 | - | 10,175,000 | 540,000 | 394,344 |
| | | General Improvement Bonds, Series 2010F (RZEDB) | 11,160,000 | - | 11,160,000 | - | 674,287 |
| | | General Improvement Bonds, Series 2010C (Direct Pay BABs) | 62,550,000 | - | 43,535,000 | 4,170,000 | 2,348,985 |
| | | General Improvement Bonds, Series 2010B (Direct Pay BABs) | 39,950,000 | - | 28,340,000 | 4,295,000 | 1,681,550 |
| | | EDGE Revenue Refunding Bond, Series 2022 (Electrolux Project) | 28,935,000 | - | 12,672,500 | 892,500 | 380,316 |
| | | TDZ Revenue Refunding Bonds, Series 2017B | 87,725,000 | - | 87,725,000 | 7,060,000 | 4,209,750 |



| | | | | | | | |
|--------------|------------|--|-------------------------|-----------------------|-------------------------|-----------------------|----------------------|
| | | TDZ Revenue Refunding Bonds, Series 2017C (Taxable) | 34,300,000 | - | 4,225,000 | 4,225,000 | 61,917 |
| | | Sports Facility Revenue Bonds, Series 2014A (Stadium Project) | 17,925,000 | - | 8,650,000 | 1,460,000 | 393,750 |
| | | Sports Facility Revenue Bonds, Series 2014B (Stadium Project) (Taxable) | 5,720,000 | - | 1,965,000 | 305,000 | 97,661 |
| | | CCRFC Qualified Energy Conservation Bonds, Series 2015A | 8,316,000 | - | 831,600 | 831,600 | 30,936 |
| | Loan | | | | | | |
| | Agreements | TMBF Loan (Solid Waste) | 6,800,000 | - | 6,158,000 | 668,000 | 246,320 |
| | Notes | Commercial Paper | 150,000,000 | - | 150,000,000 | - | 3,656,250 |
| | Leases | Solid Waste Lease, 2019 | 8,000,000 | - | 839,462 | 839,462 | 9,121 |
| Total | | | \$ 2,413,408,126 | \$ 150,000,000 | \$ 1,753,093,688 | \$ 114,486,562 | \$ 71,129,928 |
| | General | Bonds | | | | | |
| | Fund | | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Leases | Fire Services Lease 2019 | 1,183,958 | \$ - | 138,583 | 138,583 | 1,836 |
| Total | | | \$ 1,183,958 | \$ - | \$ 138,583 | \$ 138,583 | \$ 1,836 |
| | Storm | Bonds | | | | | |
| | Water | Storm Water System Revenue Bonds, Series 2019 | | | | | |
| | Fund | | \$35,830,000 | \$ - | \$ 32,640,000 | \$ 900,000 | \$ 1,609,500 |
| | Loan | WIFIA Loan | | | | | |
| | Agreements | | \$ - | 10,275,781 | \$ - | \$ - | \$ 139,257 |
| Total | | | \$35,830,000 | \$10,275,781 | \$32,640,000 | \$900,000 | \$1,748,757 |
| | Sewer | Bonds | | | | | |
| | Fund | Sanitary Sewerage System Revenue and Revenue Refunding Bonds, Series 2020B | \$ 123,535,000 | \$ - | \$ 109,325,000 | \$ 5,220,000 | \$ 5,335,750 |
| | | Sanitary Sewerage System Revenue and Revenue Refunding Bonds, Series 2018 | 69,480,000 | - | 55,690,000 | 3,630,000 | 2,373,700 |
| | | Sanitary Sewerage System Revenue Refunding Bonds, Series 2014 | 18,930,000 | - | 4,350,000 | 2,140,000 | 98,400 |
| | Loan | WIFIA Loan | | | | | |
| | Agreements | | 156,000,000 | 75,031,475 | 80,968,525 | - | 1,272,514 |
| | | State Revolving Fund Loan - SRF 13-311 | 100,000,000 | - | 80,046,688 | 4,833,252 | 646,032 |
| | | State Revolving Fund Loan - SRF 13-309 | 11,601,993 | - | 8,219,921 | 573,324 | 66,048 |
| | | State Revolving Fund Loan- SRF 06-195 | 3,988,541 | - | 2,067,821 | 204,588 | 51,144 |
| | | State Revolving Fund Loan- SRF 15-355 | 25,000,000 | - | 21,188,230 | 1,191,660 | 171,336 |
| | | State Revolving Fund Loan- SRF 18-409 | 11,000,000 | - | 9,234,375 | 528,084 | 80,040 |
| | | State Revolving Fund Loan- SRF 19-421 | 6,500,000 | - | 5,430,016 | 302,760 | 67,740 |
| | | State Revolving Fund Loan- SRF 19-434 | 48,000,000 | - | 46,854,162 | 2,299,764 | 251,904 |
| | | State Revolving Fund Loan- SRF 21-451 | 14,999,482 | | 14,536,958 | 710,628 | 98,052 |
| | Notes | State Revolving Fund Loan- SRF 24-471 | | 42,136,000 | - | - | 274,724 |
| | Leases | | | | | | |
| Total | | | \$589,035,016 | \$117,167,475 | \$437,911,696 | \$21,634,060 | \$10,787,384 |

SECTION 4

The Capital Improvement Plan (CIP) Budget for Fiscal Year 2025 (Beginning July 1, 2024) is as follows:

| City of Memphis Divisions (GO Bonds) | CIP Budget FY2025 |
|---|------------------------------|
| City Engineering | \$3,575,000 |
| Convention Center | 250,000 |
| Executive | 1,500,000 |
| Fire Services | 7,937,765 |
| General Services | 16,100,000 |
| Housing & Community Development | 5,000,000 |
| Information Technology | 2,900,000 |
| Library | 1,500,000 |
| Memphis Area Transit Authority | 12,292,231 |
| Memphis Parks | 12,300,000 |
| Memphis River Parks Partnership | 250,000 |
| Police Services | 13,815,000 |
| Public Works | 17,020,000 |
| G.O. Bonds Total | <u>\$ 94,439,996</u> |
| | |
| Enterprise Funds (Various Funding Sources) | |
| Sewer Fund | \$88,500,000 |
| Storm Water Fund | 40,270,000 |
| Enterprise Total | <u>\$ 128,770,000</u> |
| | |
| TOTAL FY25 CIP Budget | <u>\$ 223,209,996</u> |

The Capital Acquisition Budget projects needed acquisitions of vehicles and equipment and the Capital Improvement Program does project on a priority basis the anticipated Capital expenditure required to construct needed public improvements and mission-critical capital operations for the said period. The City Council has held meetings and reviewed thoroughly the recommended Capital Acquisition Budget and Capital Improvement Program. It is the intent of the Council that funds for replacement vehicles and equipment as set forth in this Budget Ordinance should be appropriated herein. It is the intent of the Council that funds for construction require appropriation by Council.

The Chief Financial Officer of the City of Memphis is authorized to bring forward into the 2025 fiscal year all unappropriated allocations for incomplete or on-going projects, or projects that have not begun and are necessary to be carried forward from the fiscal year 2024 Capital Budget as carried forward dollars. It is the intent of the Council and the Administration to affect a material reduction in future capital expenditures where possible; and to achieve this goal all prior years G. O. Bond unappropriated allocations, that have not been approved to carry forward in the fiscal year 2025 Capital Improvement Budget, shall be unallocated and removed from the Capital Improvement Program.

Provisions have been made that upon completion or deletion of any authorized project, all unused allocations or unencumbered appropriations on projects completed in fiscal year 2025, the funding will be returned to its source by the Chief Financial Officer and/or made available for transfer or reallocation, subject to further appropriation and allocation of said funds by the Council.

City Council of Memphis approves that the fiscal years 2025-2029 Capital Improvement Program be and the same is hereby approved and adopted as the City's Official Statement of Intent to construct needed public improvements subject to annual review and modification, and the Capital Acquisition Budget is hereby approved and adopted as needed replacements of vehicles and equipment. Funds approved for capital acquisition, street maintenance and asphalt/paving/resurfacing, information technology contracts, sidewalks, and traffic devices are considered approved, allocated, and appropriated as set forth in the fiscal year 2025 budget upon approval, the welfare of the City requiring it.

The General Obligation Bond Capital Improvement Program funding for fiscal year 2025 is \$94,439,996. The Enterprise Funds Capital Improvement Program funding for fiscal year 2025 is \$128,770,000. The Fiscal Year 2025 General Obligation Bond CIP Budget and the Fiscal Year 2025 Enterprise Funds CIP Budget, attached hereto details the construction projects and capital maintenance, and is made a part of this Budget Ordinance.

The fiscal year 2025 allocations in the Capital Improvement Program be and are hereby adopted as the fiscal year 2025 Capital Construction Budget and funds are appropriated for architectural/engineering services and for land options, if necessary. The Administration shall use the following procedures in moving forward with Capital Construction projects: The Administration shall present to the appropriate Council Committee the schematic design of the project(s) as defined by the standard Architectural and Engineering Agreement used by the City of Memphis, at an architectural or engineering expense not to exceed 20% of the contracted professional fee amount. Projects designed "in house" or gratuitously must also go through the process. Council approval in the next following regular session of the Council is then required before the continuation of any such project. After such Council approval, Administration will proceed with final plan preparation, final land acquisition and take bids for the project. Council shall be informed as to the time limitation designated in the professional contract. The Administration will return to the Council for approval of funds for construction expenditures.

Projects with prior years allocation in any stage of design on the date of the 2025 budget adoption, that have not followed the procedure outlined above, must be returned to the Council for approval prior to going to bid. Projects with prior years allocation, which are not yet in the design process on the date of the adoption of the 2025 CIP budget, and have been allowed for carry forward, or are funded by funds other than G. O. Bonds, must follow the same procedure outlined above for all prior approved projects. Upon the completion/bond release of any authorized project, any unencumbered balance on projects completed in fiscal year 2025 will be returned to its source of funding, and/or made available for transfer or reallocation, subject to further allocation and appropriation of said funds by the Council. The Chief Financial Officer be and is hereby authorized to un-allocate and eliminate all prior year allocations that have not been carried forward in the fiscal year 2025 Capital Construction Budget. After construction funds have been appropriated by the Council, the Chief Finance Officer is no longer authorized to approve the transfer of unencumbered funds between categories within each project or between multiple projects but must return to the Council for approval of such action. Projects which subsequently require appropriations more than the total project amount approved in the fiscal year 2025 Capital Construction Budget and the Capital Acquisition Budget be subject to further Council approval. Any land, building or facility under the jurisdiction of the City of Memphis or which has ever been funded or partially funded by the City of Memphis cannot be demolished, sold, given to, or leased to any non-municipal entity without authorization of the City Council. The authorization does not apply to routine short-term rental. Without authorization of the City Council, no assets may be received by the City.

This Budget Ordinance appropriates an amount up to \$8,000,000 for the acquisition of vehicles and equipment as set forth in the fiscal year 2025 allocation of the Capital Acquisition Budget.

SECTION 5

No appropriation listed above may be exceeded without an amendment of the budget ordinance as required by the Municipal Budget Law (Tenn. Code Ann. § 6-56-208). Executive Salaries approved by the Council as a part of this budget ordinance for the current fiscal year are subject to the requirements of this Section 5 and are listed below: Chief Operating Officer \$185,000| Chief Financial Officer \$175,000 |Chief Legal Officer \$175,000 | Chief Communications Officer \$165,000| Chief Information Officer \$165,000| Chief Human Resources Officer \$165,000| Chief of Staff \$130,000| Police Chief \$246,370.28| Fire Chief \$246,370.28|Public Works Director \$163,000|City Engineer \$145,000| General Services Director \$145,000| Library Director \$145,000| Solid Waste Director \$145,000| Parks Director \$145,000| HCD Director \$135,000| Animal Services Director \$125,000.

SECTION 6

The Mayor of the City of Memphis shall have the authority to approve transfers between all categories except the Personnel category, within the total amounts of each Program as set forth herein, however, each transfer shall have a maximum limit of \$100,000 and each Program shall have an annual cumulative limit of \$250,000 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 \$150,000 from a Personnel category to another category within each Program. An amount exceeding the annual limit of \$150,000 must be approved by the City Council. The transfer of an amount between Personnel categories within a Program that is associated with authorized and funded positions, also transfer the position to the category receiving funding. All other transfers 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.

SECTION 7

A detailed financial plan is attached to this budget and became part of this budget ordinance upon adoption. Detailed financial plan includes: General Fund Revenues by Line Item General Fund Expenditures by Division Legal Level CIP at Project Level Capital Acquisition Detail.

SECTION 8

There is hereby levied a property tax of \$3.195400 per \$100 of assessed value of each species of taxable property within the corporate limits of the City of Memphis, Tennessee, subject to the taxing power of Memphis to be apportioned as hereinafter set forth in this Budget Ordinance.

The taxes levied in this Budget Ordinance shall be due and payable to the City of Memphis City Treasurer from and after the last publication of a notice of the adoption of the Budget Ordinance. Said publication shall be made by the Council of the City of Memphis for two consecutive days in a newspaper published in the City of Memphis after the final passage of the Ordinance and shall fix a day to be determined upon receipt of official certification of the 2024 assessment of which the tax books shall be opened for the payment of taxes. All taxes levied shall be delinquent if unpaid on September 1, 2024, as provided by Sections 36-3 of the Code of Ordinances, City of Memphis, Tennessee's. Taxes levied in this Ordinance when collected shall be apportioned in the fiscal year 2024 as follows: For the General Fund \$2.339628 on each \$100 of assessed valuation. For the Capital Pay-Go (additional funding for capital acquisitions consistent with debt policy) \$0.008287 on each \$100 of assessed valuation. For the Debt Service of the City of Memphis, including interest and principal payments, sinking fund contributions, and interest and principal on temporary borrowing, \$0.847485 on each \$100 of assessed valuation.

SECTION 9

This annual operating and capital budget ordinance and supporting documents shall be submitted to the Comptroller of the Treasury or Comptroller's Designee for approval pursuant to Title 9, Chapter 21 of the Tennessee Code Annotated with fifteen (15) days of its adoption. If the Comptroller of the Treasury or Comptroller's Designee determines that the budget does not comply with the Statutes, the Legislative Body will adjust its estimates or make additional tax levies sufficient to comply with the Statutes or as directed by the Comptroller of the Treasury or Comptroller's Designee.

SECTION 10

All unencumbered balances of appropriations remaining at the end of the fiscal year shall lapse and revert to the respective fund balances. Any surplus shall become and be designated unappropriated revenue, except those as designated otherwise, and be subject to lawful 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. Such amounts are not appropriated for the use of the Division receiving same, but shall be carried as a memorandum of collections and earning for the specified Fund, except for those funds specifically designated as assigned or committed.

SECTION 11



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 repealed, and the remainder of this Ordinance shall continue in full force and effect. Pursuant to any Substitute Ordinance, any decision of the City Council, acting as arbiter only to resolve any impasse between the City and any employee association over economic items, if any, shall be effective and funded only to the extend of funds appropriated for such items in the Appropriation Ordinance, but not otherwise.

SECTION 12

This ordinance shall take effect from and after the date it shall have been passed by the City Council, signed by the Chairperson of the City Council, certified and delivered to the Office of the Mayor in writing by the City Comptroller, and become effective as otherwise provided by law.

In accordance with TCS §6-56-210, 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 year's adopted budget ordinance shall become the appropriation for the new fiscal year until the adoption of the new fiscal year budget ordinance is approved, provided sufficient revenues are being collected to support the continuing appropriations.

Ordinance No. 5903
Detailed Financial Plan

General Fund Revenues by line item

| Account Name | Actual | Estimated | Budget |
|--|-----------------------|-----------------------|-----------------------|
| | FY2023 | Actual FY2024 | FY2025 |
| Ad Valorem Tax - Current | \$ 265,596,911 | \$ 257,860,000 | \$ 326,600,000 |
| Ad Valorem Tax - Current Sale of Receivables | - | - | - |
| Ad Valorem Tax Prior | 7,245,124 | 7,250,000 | 7,000,000 |
| Special Assessment Tax | 720,078 | 835,230 | 550,000 |
| Property Taxes Interest & Penalty | 6,556,719 | 6,500,000 | 6,500,000 |
| Bankruptcy Interest & Penalty | 2,195 | 0 | 50,000 |
| Interest & Penalty - Sale of Tax Rec | - | - | - |
| PILOT's | 4,338,141 | 4,134,222 | 5,000,000 |
| State Apportionment TVA | 7,809,000 | 7,955,730 | 7,800,000 |
| Local Sales Tax | 159,479,964 | 159,581,325 | 156,600,000 |
| Tourism Development Zone | 85,354 | 113,278 | - |
| Beer Sales Tax | 14,066,266 | 13,800,000 | 15,500,000 |
| Alcoholic Beverage Inspection Fee | 7,929,582 | 8,000,000 | 8,000,000 |
| Mixed Drink Tax | 11,082,582 | 11,600,000 | 10,000,000 |
| Gross Rec Business Tax | 18,074,188 | 15,993,857 | 13,000,000 |
| Excise Tax | 3,493,033 | 2,600,000 | 2,500,000 |
| Franchise Tax - Telephone | 764,968 | 1,000,000 | 1,000,000 |
| Cable TV Franchise Fees | 2,774,100 | 4,269,944 | 4,200,000 |
| Fiber Optic Franchise Fees | 2,285,234 | 1,885,000 | 3,143,485 |
| Misc Franchise Tax | 929,619 | 1,035,009 | 756,000 |
| Interest, Penalties & Commission | 287,780 | 250,000 | 400,000 |
| Business Tax Fees | 1,847,085 | 1,700,000 | 1,500,000 |
| Misc Tax Recoveries | 281,421 | 325,000 | 325,000 |
| MLGW Pipeline | 276,287 | 270,000 | 270,000 |
| Local Taxes | \$ 515,925,631 | \$ 507,976,595 | \$ 570,694,485 |
| Sports Betting | 1,032,572 | 1,177,352 | 800,000 |
| State Income Tax | 44,629 | 45,724 | - |
| Local Occupancy Tax | 149,587 | 160,000 | 100,000 |
| State Sales Tax | 75,137,021 | 77,636,202 | 75,000,000 |
| Telecommunication Sales Tax | 1,188,414 | 1,200,000 | 1,300,000 |
| State Shared Beer Tax | 289,085 | 279,033 | 300,000 |
| Alcoholic Beverage Tax | 483,414 | 475,000 | 475,000 |
| Spec Petroleum Product Tax | 1,159,851 | 1,285,000 | 1,285,000 |
| State Taxes | \$ 79,484,573 | \$ 82,258,311 | \$ 79,260,000 |
| Auto Registration Fee | 12,057,829 | 12,300,000 | 26,600,000 |
| Dog License | 239,690 | 226,988 | 245,000 |
| County Dog License Fee | 122,508 | 64,332 | 130,000 |
| Liquor By Ounce License | 257,648 | 300,000 | 275,000 |
| Taxi Drivers License | 9,598 | 9,000 | 9,000 |
| Gaming Pub Amus Permit Fee | 10,279 | 12,000 | 12,000 |
| Wrecker Permit Fee | 19,562 | 22,433 | 17,000 |
| Misc Permits | 295,026 | 315,000 | 285,000 |
| Beer Application | 38,762 | 48,000 | 48,000 |
| Beer Permit Privilege Tax | 138,806 | 140,000 | 145,000 |
| Sidewalk Permit Fees | 6,157 | 35,000 | 35,000 |
| Licenses and Permits | \$ 13,195,865 | \$ 13,472,753 | \$ 27,801,000 |

General Fund Revenues by line item (continued)

| Account Name | Actual | Estimated | Budget |
|----------------------------------|----------------------|----------------------|----------------------|
| | FY2023 | Actual FY2024 | FY2025 |
| Court Fees | \$ 3,098,963 | \$ 3,708,062 | \$ 4,000,000 |
| Court Costs | 2,927,005 | 3,148,779 | 3,700,000 |
| Fines & Forfeitures | 3,741,061 | 4,862,835 | 4,000,000 |
| Seizures | 37,425 | 6,000 | 25,000 |
| Beer Board Fines | 88,704 | 85,441 | 70,000 |
| Arrest Fees | 91,944 | 100,360 | 100,000 |
| DUI BAC Fees | - | 0 | 2,000 |
| Sex Offender Registry Fees | 101,000 | 75,400 | 110,000 |
| Library Fines & Fees | 135,276 | 120,000 | 130,000 |
| Vacant Property Registration Fee | 15,000 | 25,000 | 150,000 |
| Fines and Forfeitures | \$ 10,236,378 | \$ 12,131,877 | \$ 12,287,000 |
| Subdivision Plan Inspection Fee | \$ 774,116 | \$ 666,653 | \$ 550,000 |
| Subdivision Development Fees | - | 5,048 | - |
| MLGW Fees | 1,673,135 | 2,151,500 | 2,000,000 |
| Parking | 519,978 | 623,883 | 675,000 |
| Senior Citizen's Meals | 95,835 | 103,872 | 85,000 |
| Concessions | 3,269,579 | 2,683,821 | 1,582,000 |
| Golf Car Fees | 1,285,819 | 1,519,924 | 2,065,000 |
| Pro Shop Sales | 238,843 | 297,959 | 348,500 |
| Green Fees | 1,656,329 | 2,199,959 | 3,212,742 |
| Softball | 45,450 | 41043 | 50,000 |
| Basketball | - | - | - |
| Ball field Permit | 54,923 | 31,290 | 60,000 |
| Class Fees | 44,986 | 43,364 | 28,500 |
| Parking Meters | 429,348 | 480,000 | 575,000 |
| Ambulance Service | 27,014,701 | 31,223,687 | 31,000,000 |
| Rental Fees | 2,018,126 | 1,919,411 | 1,086,088 |
| MLG&W Rent | 2,428 | 2,538 | 2,400 |
| Rent Of Land | 219,832 | 230,453 | 207,792 |
| Parking Lots | 315,000 | 300,000 | 600000 |
| Easements & Encroachments | 142,914 | 130,000 | 75,000 |
| Tax Sales Attorney Fees | 583,269 | 460,000 | 725,000 |
| Street Cut Inspection Fee | 1,621,153 | 580,000 | 500,000 |
| Traffic Signals | 141,326 | 204,644 | 200,000 |
| Signs-Loading Zones | 762,194 | 742,660 | 500,000 |
| Arc Lights | 4,399 | 4,000 | 4,000 |
| Wrecker & Storage Charges | 1,997,921 | 401,158 | 1,440,525 |
| Shelter Fees | 353,219 | 149,871 | 350,000 |
| Police Special Events | 463,066 | 462,306 | 500,000 |
| Outside Revenue | 741731 | 556263 | 142296 |
| Tow Fees | 892,918 | 158,342 | 750,000 |
| HCD - Docking Fees | 601,439 | - | - |
| Smart Fiber Initiative | - | - | 2,600,000 |
| Charges for Services | \$ 47,963,977 | \$ 48,373,649 | \$ 51,914,843 |
| Interest on Investments | \$ 9,316,741 | \$ 14,664,610 | \$ 9,000,000 |
| Net Income/Investors | 24,456 | 1,954,367 | 100,000 |
| State Litigation Tax Commission | 46,529 | 55,000 | 75,000 |
| Use of Money and Property | \$ 9,387,726 | \$ 16,673,977 | \$ 9,175,000 |
| Federal Grants | \$ 6,118 | \$ 0 | \$ 1,000,000 |
| Federal Grants - Others | 248,018 | 703,001 | 250,000 |

| | | | |
|-----------------------------------|----------------------------|----------------------------|----------------------------|
| FEMA Reimbursement | 3,460,171 | 5,200,625 | 5,200,000 |
| Federal Grants | <u>\$ 3,714,307</u> | <u>\$ 5,903,626</u> | <u>\$ 6,450,000</u> |
| International Airport | \$ 4,048,498 | \$ 5,368,289 | \$ 5,625,380 |
| Intergovernmental Revenues | <u>\$ 4,048,498</u> | <u>\$ 5,368,289</u> | <u>\$ 5,625,380</u> |

General Fund Revenues by line item (continued)

| Account Name | Actual | Estimated | Budget |
|--|------------------------------|------------------------------|------------------------------|
| | FY2023 | Actual FY2024 | FY2025 |
| Miscellaneous Auctions | \$ 5,144,615 | \$ 2,092,948 | \$ 2,025,000 |
| Sale Of Capital Assets | 53,766 | 43,786 | - |
| Local Shared Revenue | 598,233 | 1,453,261 | 555,000 |
| Peachtree Recovery Services | 39,110 | 150,000 | 150,000 |
| Property Insurance Recoveries | 393,392 | 110,571 | 100,000 |
| Rezoning Ordinance Publication Fees | 3,675 | 5,000 | 5,000 |
| Sale Of Reports | 10,274 | 52,472 | 100,000 |
| City of Bartlett | 1,165,868 | 1,043,564 | - |
| Utility Warranty Program | 221,826 | 241,262 | 155,000 |
| Miscellaneous Income | 680,763 | 1,883,078 | 395,695 |
| Subdivision Sidewalk Fees | 90,461 | 100,000 | 100,000 |
| Sewer Fund Cost Allocation | 1,075,000 | 1,075,000 | 1,075,000 |
| Local Other Revenue | 2,500 | - | - |
| Court Reimbursement | 19 | 92 | - |
| Fire - Misc Collections | 15,654 | 30,000 | 30,000 |
| MLGW Reimbursement | 700 | - | - |
| Cash Overage/Shortage | 22,486 | 31,474 | - |
| Employer Premiums Income | - | 55 | - |
| Donated Revenue | 1254148 | 120,050 | - |
| Coca - Cola Sponsorship | 807,827 | 797836 | - |
| Vendor Rebates | 71,200 | 183329 | 75000 |
| Grant Revenue - Library | - | 46486 | - |
| FNMA Service Fees | 256 | 277 | 875 |
| Subrogation Claims | 8016 | 237454 | 25000 |
| Miscellaneous Revenue | 1,602,851 | 1,300,845 | 1,000,000 |
| Recovery of Prior Year Expenses | 871,859 | 21,930,322 | - |
| Mow to Own Program | 1,075 | 2,010 | - |
| Other Revenues | <u>\$ 14,135,574</u> | <u>\$ 32,931,172</u> | <u>\$ 5,791,570</u> |
| Pper Tfr In - Capital Projects Fund | - | \$ 1,500,000 | - |
| In Lieu Of Taxes-MLGW | 60,543,306 | 52,677,513 | 50,500,000 |
| In Lieu Of Taxes-Sewer | 10,488,492 | 10,000,000 | 10,000,000 |
| Oper Tfr In - Solid Waste Fund | 750,000 | 750,000 | 750,000 |
| OperTfr in - Sales Tax Referendum 2019 | 27900000 | 27900000 | 26,900,000 |
| Oper Tfr In - CIP | - | - | - |
| Oper Tfr In - Debt Service | - | - | - |
| Oper Tfr In - Sewer Operating/CIP | 1,737,000 | 1,737,000 | 1,737,000 |
| Oper Tfr In - Metro Alarm | 1,625,000 | 1,625,000 | 1,624,999 |
| Oper Tfr In - Storm Water | 106,000 | 106,000 | 106,000 |
| Transfers In | <u>\$ 103,149,798</u> | <u>\$ 96,295,513</u> | <u>\$ 91,617,999</u> |
| Contributed From Assigned Fund Balance | \$- | \$- | \$1,975,000 |
| Contributed From Unassigned Fund Balance | - | - | - |
| Contributed from Fund Balance | <u>\$-</u> | <u>\$-</u> | <u>\$1,975,000</u> |
| Total Revenue | <u>\$ 801,242,327</u> | <u>\$ 821,385,762</u> | <u>\$ 862,592,277</u> |

General Fund Expenditures by Division Legal Level

| | Budget FY2025 |
|---|--------------------------|
| EXECUTIVE | |
| Mayor's Office | \$ 1,555,190 |
| Chief Administrative Office | 1,293,393 |
| Auditing | 1,115,542 |
| 311 Call Center | 560,974 |
| Office of Youth Services and Community Affairs | 4,618,578 |
| Intergovernmental Affairs | 874,314 |
| CLERB | 268,043 |
| Memphis Animal Services | 5,921,999 |
| Community Affairs | 2,002,490 |
| Communications | 2,373,706 |
| Office of Performance Mgmt. | 631,534 |
| Memphis Public Service Corp. | 1,035,228 |
| Group Violence Intervention Program | 1,530,710 |
| Executive Total | \$ 23,781,701 |
| | |
| FINANCE | |
| Administration | \$ 777,894 |
| Financial Accounting | 3,461,981 |
| Purchasing | 1,768,005 |
| Budget | 597,530 |
| Debt Management | 352,061 |
| City Treasurer | 3,627,062 |
| Financial & Strategic Planning Office | 314,005 |
| Equal Business Opportunity & Development Programs | 2,140,575 |
| Office of Comprehensive Planning | 2,823,603 |
| Finance Total | \$ 15,862,716 |
| | |
| FIRE | |
| Administration | \$ 11,196,319 |
| Apparatus Maintenance | 9,059,243 |
| Logistical Services | 3,618,867 |
| Training & Sort | 3,729,037 |
| Communications | 10,151,086 |
| Prevention | 6,829,270 |
| Firefighting | 127,599,220 |
| Emergency Medical Services (EMS) | 61,830,628 |
| Airport Services | 5,625,380 |
| Fire Services Total | \$ 239,639,050 |
| | |
| POLICE | |
| Executive Administration | \$ 36,511,628 |
| Support Services | 44,465,022 |
| Uniform Patrol/Precincts | 163,904,075 |
| Investigative Services | 31,879,770 |
| Special Operations | 23,876,438 |
| Police Services Total | \$ 300,636,933 |

General Fund Expenditures by Division Legal Level (continued)

| | Budget |
|--|----------------------|
| | FY2025 |
| MEMPHIS PARKS | |
| Administration | \$ 2,944,129 |
| Planning & Development | 600,238 |
| Parks Operations | 8,748,121 |
| Park Facilities | 3,221,436 |
| Zoo | 4,360,425 |
| Brooks Museum | 671,448 |
| Memphis Botanic Gardens | 714,438 |
| Sports Centers | 1,003,320 |
| Recreation Centers | 12,542,298 |
| Support Service Golf | 8,143,479 |
| Sports Services | 4,348,628 |
| Memphis ParksTotal | \$ 47,297,960 |
| PUBLIC WORKS | |
| Administration | \$ 981,516 |
| Street Maintenance | 5,519,957 |
| Neighborhood Improvements | 13,157,462 |
| Public Works Total | \$ 19,658,935 |
| HUMAN RESOURCES | |
| Administration | \$ 420,408 |
| Talent Management | 4,348,650 |
| Compensation | 2,446,012 |
| Equity, Diversity & Inclusion | 1,573,048 |
| HR Operations | 385,126 |
| HR Analytics & Performance | 931,792 |
| Human Resources Total | \$ 10,105,036 |
| GENERAL SERVICES | |
| Administration | \$ 2,759,537 |
| Property Maintenance | 21,926,143 |
| Gen Svcs Ops City Hall | 634,109 |
| Real Estate | 14,984 |
| Fleet Management | 2,116,000 |
| General Services Total | \$ 27,450,773 |
| HOUSING & COMMUNITY DEVELOPMENT | |
| Housing Community | \$ 2,474,983 |
| Housing Community Development Housing | 1,390,761 |
| Economic Development | 571,459 |
| Community Initiatives | 1,728,482 |
| Housing & Community Development Total | \$ 6,165,685 |
| CITY ATTORNEY | |
| City Attorney | \$ 21,986,377 |
| City Attorney Total | \$ 21,986,377 |
| ENGINEERING | |
| Planning Design & Construction | \$ 3,098,186 |
| Signs & Markings | 3,325,048 |
| Signal Maintenance | 3,589,155 |
| Prevailing Wages | 182,040 |
| Smart Fiber Initiative | 1,500,000 |
| Engineering Total | \$ 11,694,429 |

General Fund Expenditures by Division Legal Level (continued)

| | Budget |
|---|-----------------------|
| | FY2025 |
| LIBRARY | |
| Library | \$ 24,977,210 |
| Library Total | \$ 24,977,210 |
| | |
| INFORMATION SYSTEMS | |
| Information Systems Admin | \$ 18,584,252 |
| Information Systems Operations | 9,159,390 |
| Information Systems Total | \$ 27,743,642 |
| | |
| CITY COUNCIL | |
| City Council | \$ 3,410,101 |
| City Council Total | \$ 3,410,101 |
| | |
| CITY COURT JUDGES | |
| City Court | \$ 955,684 |
| City Court JudgesTotal | \$ 955,684 |
| | |
| CITY COURT CLERK | |
| City Court Clerk | \$ 4,518,986 |
| Red Light Camera | 3,311,132 |
| City Court Clerk Total | \$ 7,830,118 |
| | |
| GRANTS & AGENCIES | |
| Aging Commission of the Mid-South | \$ 144,000 |
| Community Initiatives Grants for Non-Profits | 2,600,000 |
| Election | - |
| Blight Authority of Memphis | 400,000 |
| Memphis & Shelby County Film and | 225,000 |
| Television Commissio | |
| Family Safety Center of Memphis and | 450,000 |
| Shelby County | |
| Black Business Association | 300,000 |
| Kindred Place | 110,000 |
| MLGW Citizen's Assistance Grant | 1,000,000 |
| Shelby County School Mixed Drink Proceeds | 5,000,000 |
| Shelby County School Settlement | 1,333,335 |
| Renasant Convention Center | 996,345 |
| Innovate Memphis | 300,000 |
| MATA | 30,670,000 |
| Urban Art | 150,000 |
| Pensioners Insurance | 15,073,569 |
| Memphis River Park | 3,099,000 |
| Public Safety Initiatives | 2,000,000 |
| Expense Recovery (State Street Aid) | -6,750,000 |
| Affordable Housing Trust Fund Contribution | 3,600,000 |
| New Memphis Arena Fund | 1,975,000 |
| Oper Tfr Out - HUB Community Impact | 550,000 |
| Fund | |
| Grants & Agencies Total | \$ 63,226,249 |
| | |
| Total FY2025 Expenditures by Legal Level | |
| Budget | \$ 852,422,599 |
| Unallocated | 10,169,678 |
| Total FY2025 Expenditures | \$ 862,592,277 |

CIP at Project Level

| | Budget FY2025 |
|--|--------------------------|
| G.O. Bonds: | |
| Engineering | |
| EN01067 HSIP Coverline | \$ 150,000 |
| EN24100 Traffic Signals Coverline | 1,275,000 |
| EN24200 Traffic Calming Devices Coverline | 1,250,000 |
| EN24300 Urban Arts Installation Coverline | 400,000 |
| EN24400 Traffic Safety Development Coverline | 500,000 |
| Engineering Total | \$ 3,575,000 |
| Executive | |
| GA-TBD MSCS Infrastructure Improvements Phase 1 | \$ 1,000,000 |
| GA-TBD The Memphis Metropolitan Land Bank Authority (MMLBA) | 500,000 |
| Executive Total | \$ 1,500,000 |
| Convention Center | |
| GS24300 Convention Center Coverline | \$ 250,000 |
| Convention Center Total | \$ 250,000 |
| Fire Services | |
| FS02032 EMA Sirens | \$ 150,000 |
| FS04012 Personal Protective Equipment | 1,275,000 |
| FS24100 Fire Station Improvement Coverline | 4,000,000 |
| FS-TBD FS-TBD Chester Anderson Training Center Improvements | 625,000 |
| FS-TBD FS-TBD Gender Separation | 300,000 |
| FS-TBD FS-TBD New Fire Station 28 | 1,250,000 |
| FS-TBD FS-TBD Building Resilient Infrastructure & Communities | 337,765 |
| Fire Services Total | \$ 7,937,765 |
| General Services | |
| GS01049 Coke Facility | \$ 1,500,000 |
| GS022-TBD Fleet Capital Acquisition Purchases | 11,000,000 |
| GS22201 City Hall Improvements | 500,000 |
| GS24100 Major Modifications Coverline | 3,000,000 |
| GS-TBD GS-TBD: 170 Main (MPD building) | 100,000 |
| General Services Total | \$ 16,100,000 |
| HCD | |
| CD01104 Southwest Twin | \$ 1,750,000 |
| CD18102 Pinch Infrastructure | \$ 250,000 |
| CD-TBD CD-TBD Raleigh Springs | \$ 1,000,000 |
| CD-TBD CD TBD Liberty Park Phase 2 | \$ 1,500,000 |
| CD-TBD CD TBD Fairgrounds Redev | 500,000 |
| HCD Total | \$ 5,000,000 |
| Information Technology | |
| IT01001 Desktop & Applications Infrastructure | \$ 600,000 |
| IT01002 Cyber Security Infrastructure Upgrades | 500,000 |

| | |
|---|----------------------------|
| IT01003 Operational Infrastructure Enhancements | 1,000,000 |
| IT01004 Implementation Modernization | 500,000 |
| IT01006 Technology Improvement Coverline | 300,000 |
| Information Technology Total | <u>\$ 2,900,000</u> |

Library

| | |
|-------------------------------------|----------------------------|
| LI-TBD LI-TBD Improvement Coverline | \$ 1,500,000 |
| Library Total | <u>\$ 1,500,000</u> |

MATA

| | |
|----------------------------------|-----------------------------|
| GA03028 Innovation Corridor BRT | \$ 7,041,500 |
| GA-TBD Fixed Route Buses | 4,440,000 |
| GA-TBD Paratransit Vehicles | 287,500 |
| GA-TBD Bus Facility Improvements | 523,231 |
| MATA Total | <u>\$ 12,292,231</u> |

CIP at Project Level (continued)

| | Budget |
|--|------------------------------------|
| | FY2025 |
| | <hr/> |
| Memphis Parks | |
| PK01036 New Lester Community Center | \$ 7,500,000 |
| PK04018 Douglass Splash Pad | 1,200,000 |
| PK08037 Lichterman Major Maintenance | 350,000 |
| PK08039 Botanic Garden Infrastructure | 500,000 |
| PK09002 Zoo Major Maintenance | 250,000 |
| PK24100 Park Improvements Coverline | 1,500,000 |
| PK-TBD Audubon Golf Course Clubhouse | 500,000 |
| PK-TBD Brooks Museum | 500,000 |
| Memphis Parks Total | <u>\$ 12,300,000</u> |
| | |
| Memphis River Parks Partnership | |
| GA07002 MRPP Coverline | \$ 250,000 |
| Memphis River Parks Partnership Total | <u>\$ 250,000</u> |
| | |
| Police Services | |
| PD02013 Police Academy Renovations | \$ 1,215,000 |
| PD02016 New Mount Moriah Station | 1,000,000 |
| PD04026 Helicopter Maintenance | 1,400,000 |
| PD04031 Axon Enterprise Solution | 10,000,000 |
| PD2018 Violent Crime Building | 200,000 |
| Police Services Total | <u>\$ 13,815,000</u> |
| | |
| Public Works | |
| PW01087 Holmes Road - Horn lake to RR | \$ 3,000,000 |
| PW04118 Harbor Avenue | 800,000 |
| PW24100 Asphalt Paving Coverline | 10,000,000 |
| PW24200 Sidewalks Coverline | 1,000,000 |
| PW24300 ADA Curb Ramp Coverline | 1,000,000 |
| PW24400 Bridge Repair Coverline | 800,000 |
| PW-TBD Audubon Mitigation | 70,000 |
| PW-TBD STBG Repaving | 350,000 |
| Public Works Total | <u>\$ 17,020,000</u> |
| | |
| G.O. Bonds Total | <u><u>\$ 94,439,996</u></u> |
| | |
| Enterprise Funds | |
| | |
| Storm Water Fund | |
| ST02001 Design Coverline | \$ 13,230,000 |
| ST03205 Drainage Coverline | 25,690,000 |
| ST03211 Curb & Gutter Misc. Locations | 500,000 |
| ST03214 Flood Mitigation Coverline | 350,000 |
| ST03216 Storm Water Bridge Repair Coverline | 500,000 |
| Storm Water CIP Fund | <u>\$ 40,270,000</u> |

CIP at Project Level (continued)

| | Budget FY2025 |
|---|--------------------------|
| Sewer Fund | |
| SW02033 South Plant Expansion | \$ 8,000,000 |
| SW04009 Stiles Plant Modification | 5,000,000 |
| SW04011 Stiles WWTF Biosolids Upgrades | 30,500,000 |
| SW05001 Sewer Assessment and Rehab | 20,000,000 |
| SW24100 Misc. Subdivisions Outfalls Coverline | 2,500,000 |
| SW24200 Rehab Existing System Coverline | 17,000,000 |
| SW24300 Service Unsewered Coverline | 2,000,000 |
| Sewer CIP Total | \$ 85,000,000 |
| | |
| Enterprise Total | \$ 125,270,000 |
| | |
| Total CIP Budget FY2025 | \$ 219,709,996 |

Capital Acquisition Detail

| Description | Quantity | Per Unit Projected Cost | Projected Cost |
|---|-----------|-------------------------------|----------------------|
| Police | | | |
| Patrol Marked Vehicles (Midnight Blue Interceptor) | 68 | \$ 58,313 | \$ 3,965,317 |
| Sub Total Police | 68 | | \$ 3,965,317 |
| | | | |
| Fire | | | |
| Suppression 1 Ton Crew Cab (Sort) LWB Stake Bed (for Haz Mat Foam Tender Trailer Systems) | 1 | \$ 100,000 | \$ 100,000 |
| Suppression Fire Engine | 2 | 900,000 | 1,800,000 |
| Suppression Aerial Ladder Truck | 1 | 1,622,726 | 1,622,726 |
| Suppression - Chief / Manager SUV Durango or Equal | 7 | 60,000 | 420,000 |
| Suppression - IT Cargo (Sprinter) Tech Van w. Cabinets/Storage | 1 | 65,000 | 65,000 |
| Sub Total Fire | 12 | | \$ 4,007,726 |
| | | | |
| Original FY25 Capital Acquisition | | | \$ 7,973,043 |
| City Council Added Amount (TBD) | | | 3,000,000 |
| Total FY2025 Capital Acquisition | | | \$ 10,973,043 |

Authorized Complement Discussion

The authorized complement is the total number of full-time positions approved by the City Council, for the City of Memphis Operating Divisions. The positions correlate to the number of funded salaries. During the year vacancies occur and there is a possibility the full budgeted salary may not be used. As a result, salaries are budgeted at the anticipated rate of staffing.

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

Engineering

The complement increased by Three (3) position(s):

- 1 Permits Coordinator G15
- 1 Fiber Inspector Supervisor G12
- 1 Landscape Design Reviewer

Fire

The complement increased by Thirty-One (31) position(s):

- 5 EMS Instructors
- 4 Senior Operator
- 16 EMS SRP Peak Ambulances
- 3 EMS LT 206
- 2 Tech Team
- 1 Recruitment

Parks

The complement increased by Twelve (12) position(s):

- 7 Recreation Leaders
- 2 Park Rangers
- 1 Heavy Equipment Operator
- 1 Golf Maintenance Supervisor Assistant
- 1 Athletics Specialist

Public Works – Sewer Fund

The complement increased by Thirteen (13) position(s):

- 6 Maintenance Mech. Trainee
- 6 Mechanical Operators
- 1 Data Collections & Plans/Permits Distributer

Authorized Complement Summary

Authorized Complement Summary

| Category | FY23 Adopted | FY24 Adopted | FY25 Adopted |
|----------------------------|-----------------|-----------------|-----------------|
| General Fund | | | |
| City Attorney | 57 | 57 | 57 |
| City Council | 28 | 31 | 31 |
| City Court Clerk | 58 | 58 | 58 |
| City Court Judges | 5 | 5 | 5 |
| City Engineering | 129 | 129 | 132 |
| Executive | 136 | 136 | 138 |
| Finance | 113 | 113 | 113 |
| Fire Services | 1773 | 1773 | 1860 |
| General Services | 302 | 302 | 302 |
| Housing and Community Dev. | 63 | 63 | 65 |
| Human Resources | 49 | 49 | 48 |
| Information Technology | 80 | 80 | 76 |
| Libraries | 287 | 298 | 296 |
| Parks and Neighborhoods | 224 | 245 | 270 |
| Police Services | 3127 | 3127 | 3098 |
| Public Works | 271 | 271 | 271 |
| General Fund Total | 6702 | 6737 | 6820 |
| Other Funds | | | |
| Special Revenue Funds | | | |
| Metro Alarm Fund | 6 | 6 | 6 |
| Solid Waste Fund | 515 | 515 | 648 |
| Enterprise Funds | | | |
| Sewer Fund | 338 | 338 | 351 |
| Storm Water Fund | 195 | 195 | 195 |
| Fiduciary Funds | | | |
| OPEB Fund | 3 | 3 | 4 |
| Internal Service Funds | | | |
| Healthcare Fund | 11 | 11 | 11 |
| Other Funds Total | 1068 | 1068 | 1215 |
| All Funds Total | 7770 | 7805 | 8035 |

FUND SUMMARIES





Budget Summary All Funds

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 forecaster and budget fund balances for each fund and for the collective funds are also shown in the section.

Summary

The City of Memphis is projecting \$1.8B of revenue in FY2025, which represents a 18.0% increase over the prior year.

Budgeted expenditures are projected to increase by 16.1% or \$248.41M to \$1.79B in FY2025.

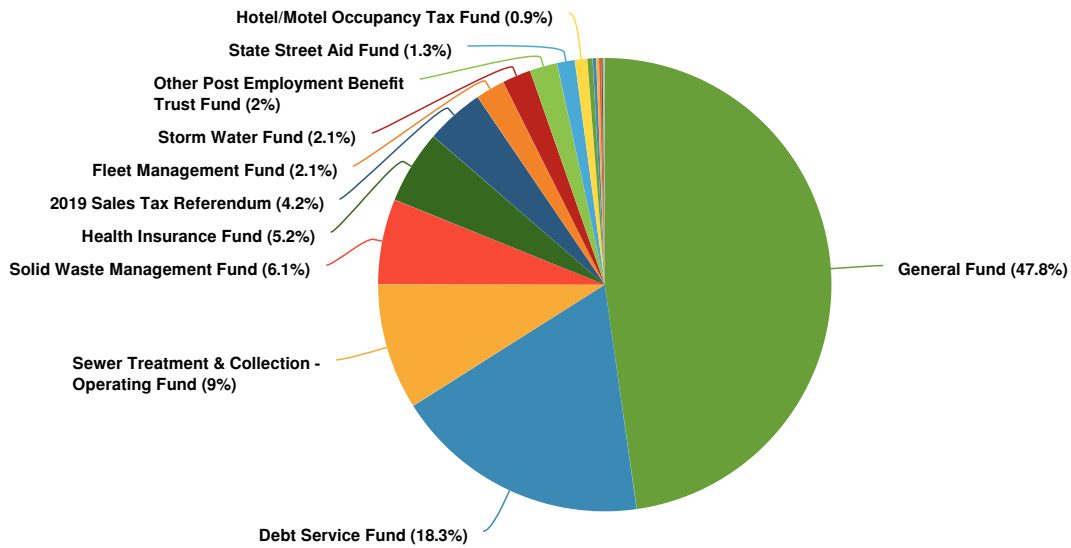
Budget Summary All Funds Comprehensive Summary

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------------------------------------|------------------------|------------------------|------------------------|------------------------|
| Beginning Fund Balance: | \$1,153,727,567 | \$1,204,343,075 | \$1,204,343,075 | \$1,115,517,210 |
| Revenues | | | | |
| Transfers In | \$131,829,734 | \$129,876,894 | \$126,654,632 | \$122,977,323 |
| Local Taxes | \$756,774,235 | \$746,844,461 | \$747,109,949 | \$807,066,324 |
| State Taxes | \$115,873,277 | \$119,050,878 | \$121,525,814 | \$119,670,000 |
| Licenses and Permits | \$15,939,550 | \$16,441,000 | \$15,703,690 | \$29,841,000 |
| Fines and and Forfeitures | \$13,656,007 | \$15,568,000 | \$16,669,877 | \$16,165,699 |
| Charges for Services | \$347,727,844 | \$349,447,313 | \$358,703,090 | \$396,474,843 |
| Use of Money and Property | \$17,260,470 | \$10,279,002 | \$26,169,340 | \$14,658,100 |
| Federal Grants | \$12,011,917 | \$10,028,838 | \$12,102,453 | \$11,576,598 |
| Intergovernmental Revenues | \$4,048,498 | \$4,500,000 | \$5,368,289 | \$5,625,380 |
| Gain (Loss) on Investments | \$3,935,882 | \$0 | \$2,234,361 | \$0 |
| Other Revenues | \$105,078,514 | \$109,130,792 | \$133,758,904 | \$108,371,485 |
| Proceeds from Bond Issue | \$167,555,000 | \$0 | \$0 | \$150,800,000 |
| Employer Contributions | \$613,395 | \$503,440 | \$594,823 | \$624,400 |
| Dividend and Interest on Investment | \$3,858,027 | \$0 | \$4,334,948 | \$0 |
| Employee Contributions | \$19,662,748 | \$15,467,000 | \$16,508,232 | \$18,229,000 |
| Proceeds from Refunded Debt | \$150,577,021 | \$0 | \$0 | \$0 |
| Gain (Loss) on Sale of Assets | \$764,813 | \$0 | \$167,411 | \$0 |
| Capital Contributions | \$711,695 | \$0 | \$0 | \$0 |
| Total Revenues: | \$1,867,878,628 | \$1,527,137,617 | \$1,587,605,814 | \$1,802,080,152 |
| Expenditures | | | | |
| Personnel Services | \$632,501,636 | \$664,405,283 | \$708,788,954 | \$738,623,364 |
| Materials and Supplies | \$301,470,722 | \$324,753,811 | \$333,807,905 | \$337,309,066 |
| Depreciation on Own Funds | \$18,352,670 | \$17,763,240 | \$17,131,386 | \$17,763,240 |
| Capital Outlay | \$7,044,856 | \$18,750,969 | \$22,087,468 | \$21,782,929 |
| Redemption of Serial Bonds and Notes | \$106,405,023 | \$113,908,652 | \$113,908,652 | \$114,486,562 |
| Retirement of Refunded Debt | \$316,968,689 | \$0 | \$0 | \$150,000,000 |
| Expense Recovery | -\$20,289,717 | -\$21,035,300 | -\$21,035,300 | -\$21,035,300 |
| Inventory | \$17,303,662 | \$18,308,326 | \$20,214,348 | \$19,389,101 |

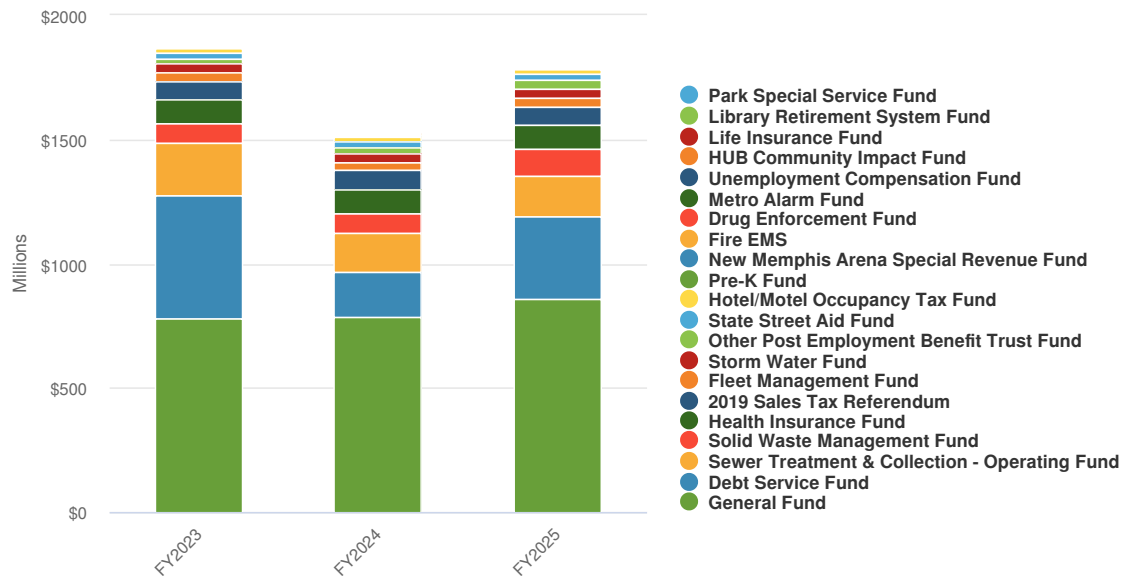
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|------------------------|------------------------|------------------------|------------------------|
| Transfers Out | \$120,226,997 | \$109,894,942 | \$114,350,168 | \$108,740,566 |
| Service Charges | \$35,167,671 | \$30,795,448 | \$31,204,715 | \$31,520,439 |
| Bond Issue Costs | \$1,182,217 | \$0 | \$207,689 | \$800,000 |
| Claims Incurred | \$82,806,309 | \$92,889,000 | \$85,394,455 | \$91,709,000 |
| Federal Tax | \$40,006 | \$50,000 | \$19,583 | \$52,000 |
| Investment Fees | \$261,535 | \$153,652 | \$154,654 | \$153,652 |
| Grants and Subsidies | \$97,464,890 | \$87,233,869 | \$120,254,785 | \$94,922,316 |
| Interest | \$73,930,443 | \$83,605,295 | \$84,668,225 | \$83,666,069 |
| Misc Expense | \$1,916,556 | \$10,000 | \$1,199,835 | \$10,000 |
| Pension Benefits | \$4,375,255 | \$4,000,000 | \$4,153,162 | \$4,000,000 |
| Pension Expense | \$7,469,000 | \$0 | \$0 | \$0 |
| Project Costs | \$13,315,955 | \$0 | \$39,920,996 | \$0 |
| Other Post Employment Benefits | -\$1,115,000 | \$0 | \$0 | \$0 |
| Payments Principal | \$463,750 | \$0 | \$0 | \$0 |
| Total Expenditures: | \$1,817,263,125 | \$1,545,487,188 | \$1,676,431,679 | \$1,793,893,003 |
| Total Revenues Less Expenditures: | \$50,615,503 | -\$18,349,571 | -\$88,825,865 | \$8,187,149 |
| Ending Fund Balance: | \$1,204,343,070 | \$1,185,993,504 | \$1,115,517,210 | \$1,123,704,359 |

Revenue by Fund

2025 Revenue by Fund



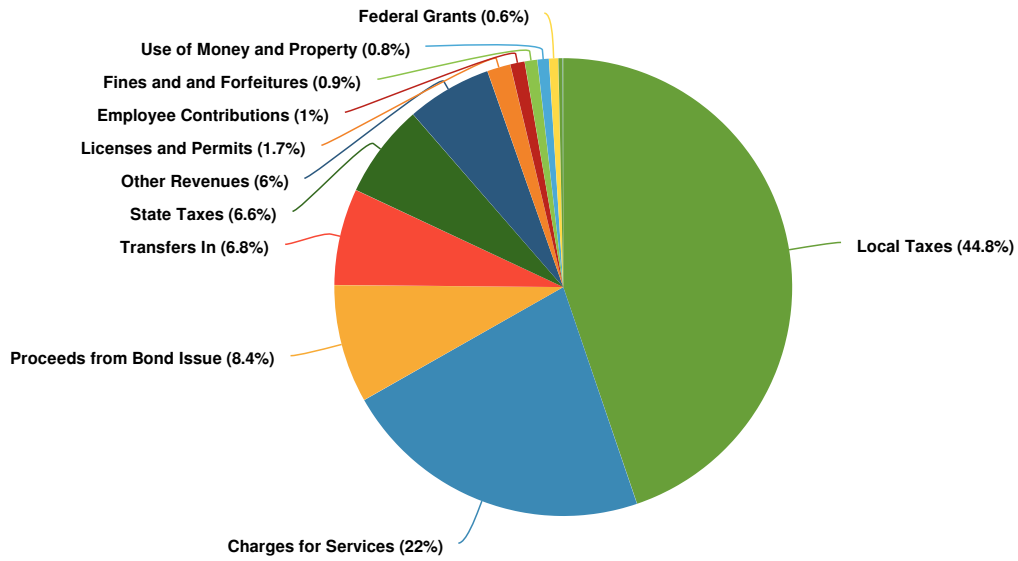
Budgeted and Historical 2025 Revenue by Fund



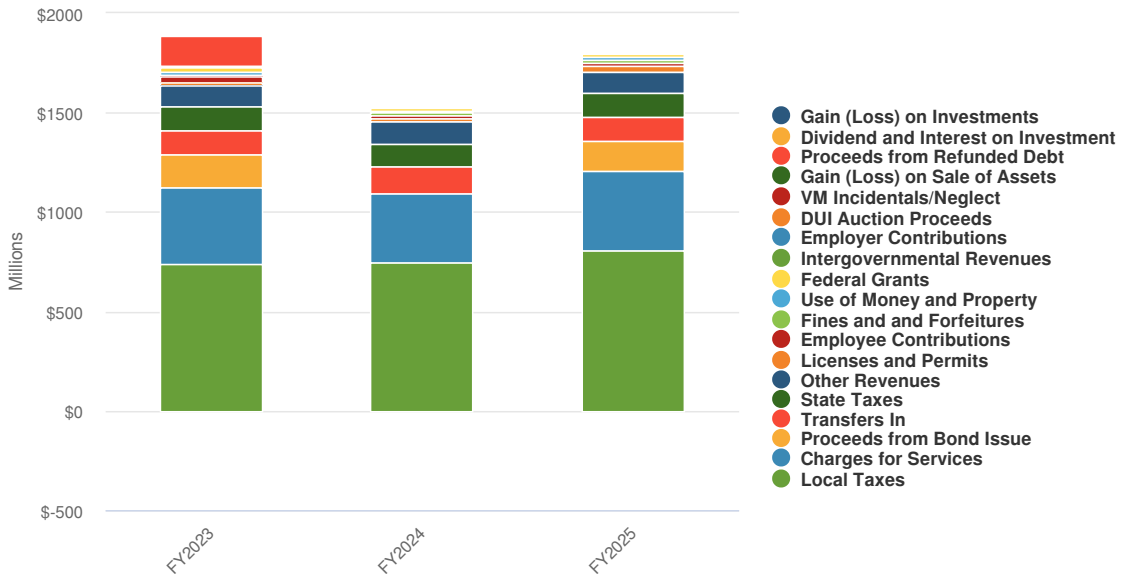
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|------------------------|------------------------|------------------------|------------------------|
| General Fund | \$801,242,327 | \$787,408,000 | \$821,385,762 | \$860,617,277 |
| Park Special Service Fund | \$242,045 | \$160,000 | \$235,602 | \$160,000 |
| Life Insurance Fund | \$348,835 | \$520,000 | \$520,000 | \$520,000 |
| State Street Aid Fund | \$21,062,321 | \$23,110,000 | \$23,110,000 | \$23,110,000 |
| Solid Waste Management Fund | \$77,005,640 | \$76,218,084 | \$76,307,923 | \$109,610,727 |
| Drug Enforcement Fund | \$3,167,288 | \$2,452,500 | \$2,452,500 | \$2,892,700 |
| Hotel/Motel Occupancy Tax Fund | \$18,902,736 | \$15,750,000 | \$20,809,634 | \$15,750,000 |
| New Memphis Arena Special Revenue Fund | \$2,500,000 | \$2,500,000 | \$4,475,000 | \$4,475,000 |
| 2019 Sales Tax Referendum | \$75,559,280 | \$76,000,000 | \$76,325,226 | \$75,000,000 |
| Fire EMS | \$6,310,103 | \$3,437,350 | \$4,356,828 | \$3,437,350 |
| Pre-K Fund | \$6,275,907 | \$6,500,000 | \$7,011,580 | \$7,000,000 |
| HUB Community Impact Fund | \$1,000,000 | \$550,000 | \$550,000 | \$550,000 |
| Metro Alarm Fund | \$2,747,977 | \$1,950,000 | \$2,231,637 | \$2,050,000 |
| Debt Service Fund | \$496,917,900 | \$178,450,054 | \$181,815,992 | \$329,385,342 |
| Sewer Treatment & Collection - Operating Fund | \$156,965,494 | \$159,712,307 | \$163,694,706 | \$162,181,450 |
| Storm Water Fund | \$38,046,381 | \$36,535,000 | \$38,287,766 | \$37,035,000 |
| Health Insurance Fund | \$89,670,046 | \$97,003,000 | \$92,996,317 | \$94,421,000 |
| Unemployment Compensation Fund | \$510,672 | \$503,440 | \$503,440 | \$624,400 |
| Fleet Management Fund | \$34,634,635 | \$33,913,882 | \$35,375,717 | \$37,614,907 |
| Library Retirement System Fund | \$5,657,740 | \$471,000 | \$3,672,924 | \$471,000 |
| Other Post Employment Benefit Trust Fund | \$29,111,301 | \$23,993,000 | \$31,487,260 | \$35,174,000 |
| Total: | \$1,867,878,628 | \$1,527,137,617 | \$1,587,605,814 | \$1,802,080,152 |

Revenues by Source

Projected 2025 Revenues by Source



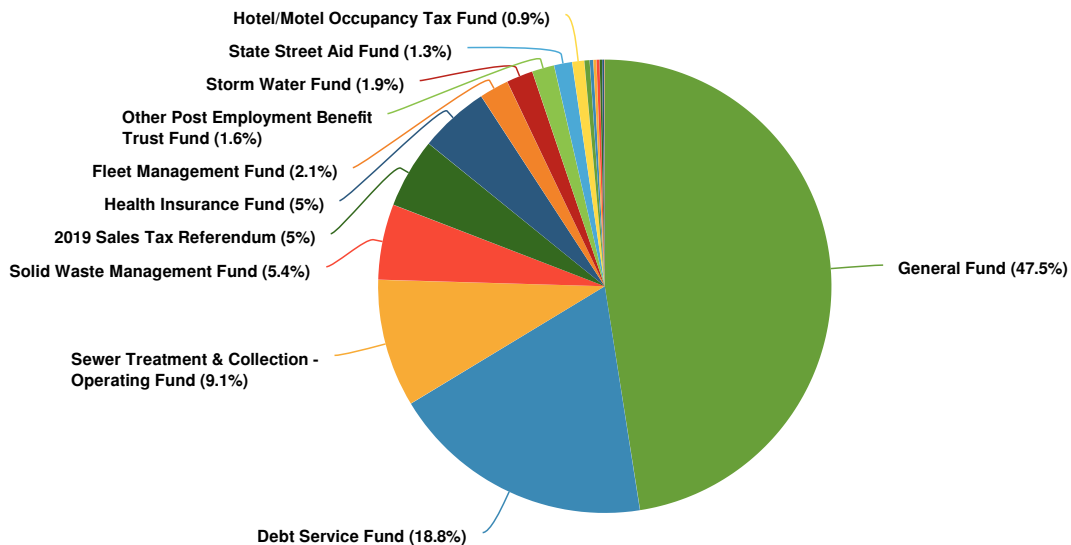
Budgeted and Historical 2025 Revenues by Source



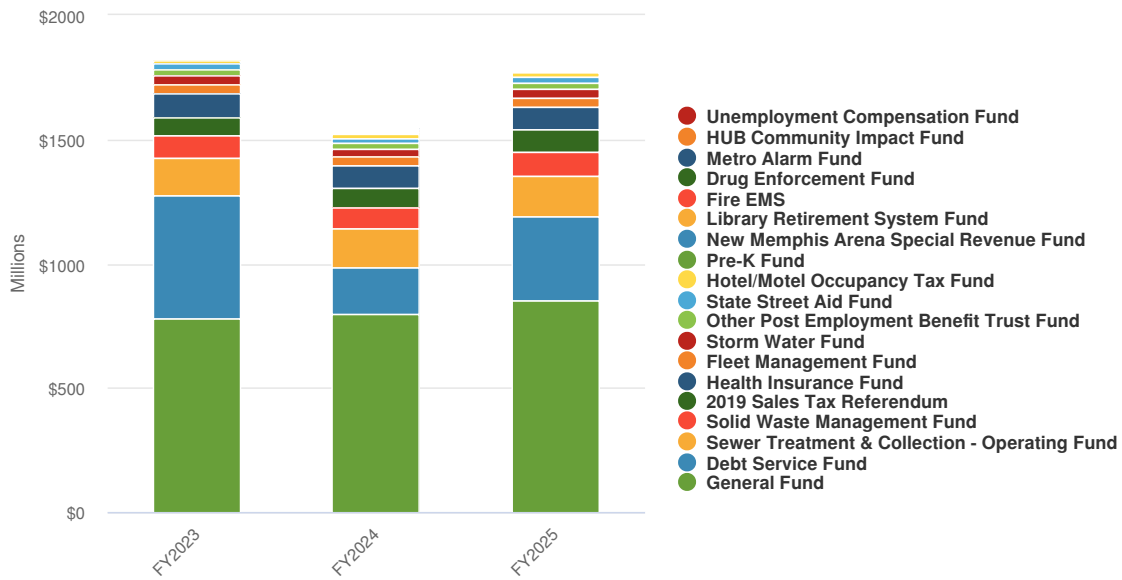
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|-------------------------------------|------------------------|------------------------|------------------------|------------------------|
| Revenue Source | | | | |
| Transfers In | \$131,829,734 | \$129,876,894 | \$126,654,632 | \$122,977,323 |
| Local Taxes | \$756,774,235 | \$746,844,461 | \$747,109,949 | \$807,066,324 |
| State Taxes | \$115,873,277 | \$119,050,878 | \$121,525,814 | \$119,670,000 |
| Licenses and Permits | \$15,939,550 | \$16,441,000 | \$15,703,690 | \$29,841,000 |
| Fines and and Forfeitures | \$13,656,007 | \$15,568,000 | \$16,669,877 | \$16,165,699 |
| Charges for Services | \$347,727,844 | \$349,447,313 | \$358,703,090 | \$396,474,843 |
| Use of Money and Property | \$17,260,470 | \$10,279,002 | \$26,169,340 | \$14,658,100 |
| Federal Grants | \$12,011,917 | \$10,028,838 | \$12,102,453 | \$11,576,598 |
| Intergovernmental Revenues | \$4,048,498 | \$4,500,000 | \$5,368,289 | \$5,625,380 |
| Gain (Loss) on Investments | \$3,935,882 | \$0 | \$2,234,361 | \$0 |
| Other Revenues | \$105,078,514 | \$109,130,792 | \$133,758,904 | \$108,371,485 |
| Proceeds from Bond Issue | \$167,555,000 | \$0 | \$0 | \$150,800,000 |
| Employer Contributions | \$613,395 | \$503,440 | \$594,823 | \$624,400 |
| Dividend and Interest on Investment | \$3,858,027 | \$0 | \$4,334,948 | \$0 |
| Employee Contributions | \$19,662,748 | \$15,467,000 | \$16,508,232 | \$18,229,000 |
| Proceeds from Refunded Debt | \$150,577,021 | \$0 | \$0 | \$0 |
| Gain (Loss) on Sale of Assets | \$764,813 | \$0 | \$167,411 | \$0 |
| Capital Contributions | \$711,695 | \$0 | \$0 | \$0 |
| Total Revenue Source: | \$1,867,878,628 | \$1,527,137,617 | \$1,587,605,814 | \$1,802,080,152 |

Expenditures by Fund

2025 Expenditures by Fund



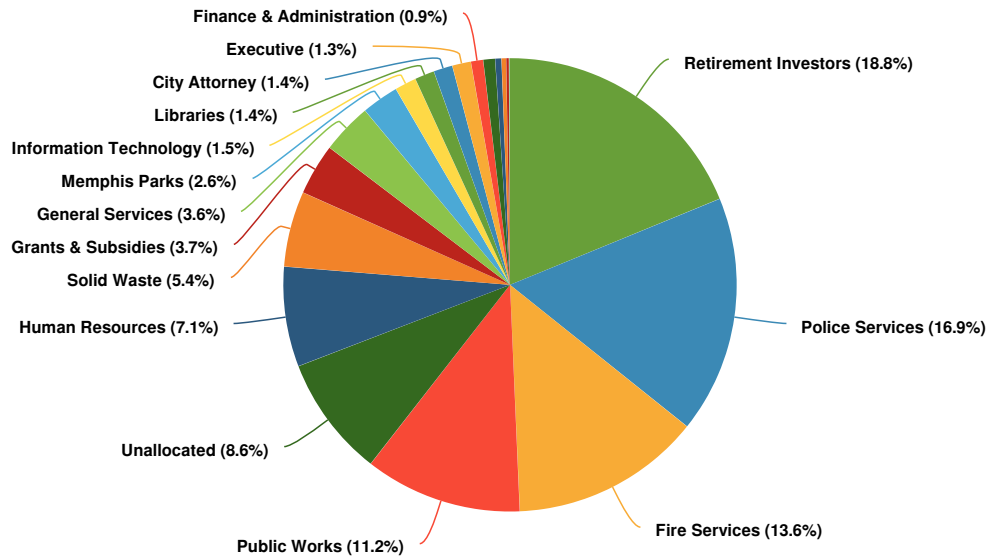
Budgeted and Historical 2025 Expenditures by Fund



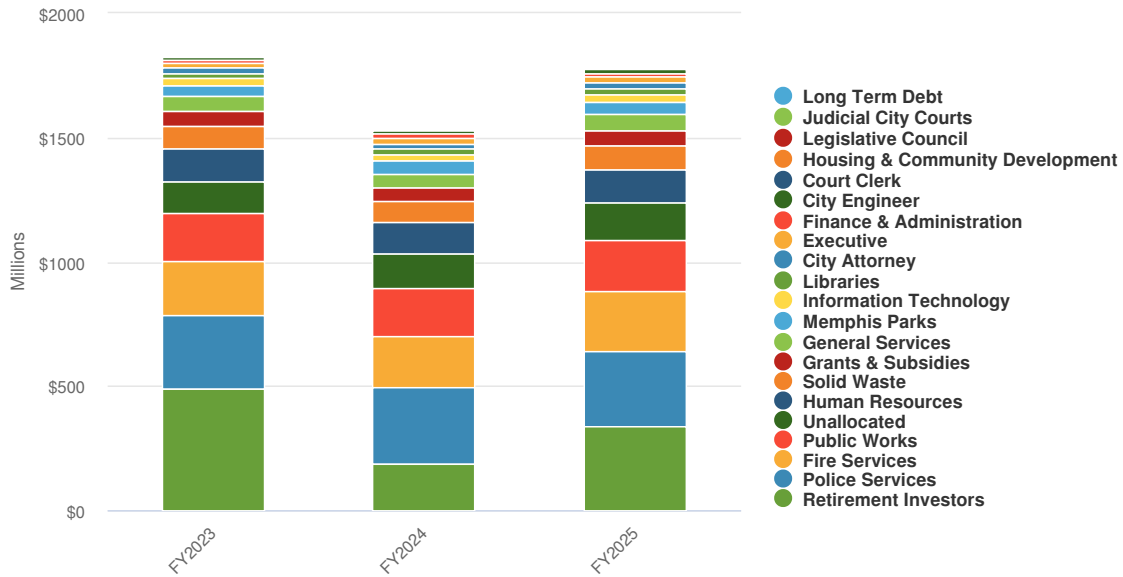
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|------------------------|------------------------|------------------------|------------------------|
| General Fund | \$795,297,294 | \$799,100,000 | \$879,581,538 | \$852,422,600 |
| Park Special Service Fund | \$0 | \$0 | \$1,855,000 | \$0 |
| State Street Aid Fund | \$22,058,017 | \$23,110,000 | \$23,110,000 | \$23,110,000 |
| Solid Waste Management Fund | \$84,922,259 | \$81,338,941 | \$90,818,380 | \$96,702,526 |
| Drug Enforcement Fund | \$2,389,809 | \$3,154,958 | \$4,140,571 | \$3,210,692 |
| Hotel/Motel Occupancy Tax Fund | \$19,376,704 | \$15,533,050 | \$16,033,050 | \$15,533,050 |
| New Memphis Arena Special Revenue Fund | \$4,475,000 | \$2,500,000 | \$4,475,000 | \$4,475,000 |
| 2019 Sales Tax Referendum | \$80,714,105 | \$76,346,000 | \$99,304,862 | \$89,464,537 |
| Fire EMS | \$3,759,815 | \$3,900,000 | \$6,938,640 | \$3,900,000 |
| Pre-K Fund | \$6,400,000 | \$6,500,000 | \$7,000,000 | \$7,000,000 |
| HUB Community Impact Fund | \$1,000,000 | \$550,965 | \$550,965 | \$550,965 |
| Metro Alarm Fund | \$2,042,076 | \$2,308,615 | \$2,211,463 | \$2,442,982 |
| Debt Service Fund | \$490,885,267 | \$185,703,514 | \$186,899,235 | \$337,740,415 |
| Sewer Treatment & Collection - Operating Fund | \$137,566,567 | \$160,065,468 | \$165,782,893 | \$163,621,912 |
| Storm Water Fund | \$23,372,610 | \$31,084,209 | \$36,151,179 | \$34,066,034 |
| Health Insurance Fund | \$79,925,968 | \$92,320,488 | \$84,392,433 | \$89,457,563 |
| Unemployment Compensation Fund | \$133,492 | \$200,000 | \$150,000 | \$200,000 |
| Fleet Management Fund | \$33,823,998 | \$34,731,381 | \$38,514,763 | \$37,504,228 |
| Library Retirement System Fund | \$4,473,920 | \$4,050,000 | \$4,266,212 | \$4,050,000 |
| Other Post Employment Benefit Trust Fund | \$24,646,223 | \$22,989,598 | \$24,255,495 | \$28,440,499 |
| Total: | \$1,817,263,125 | \$1,545,487,188 | \$1,676,431,679 | \$1,793,893,003 |

Expenditures by Function

Budgeted Expenditures by Function



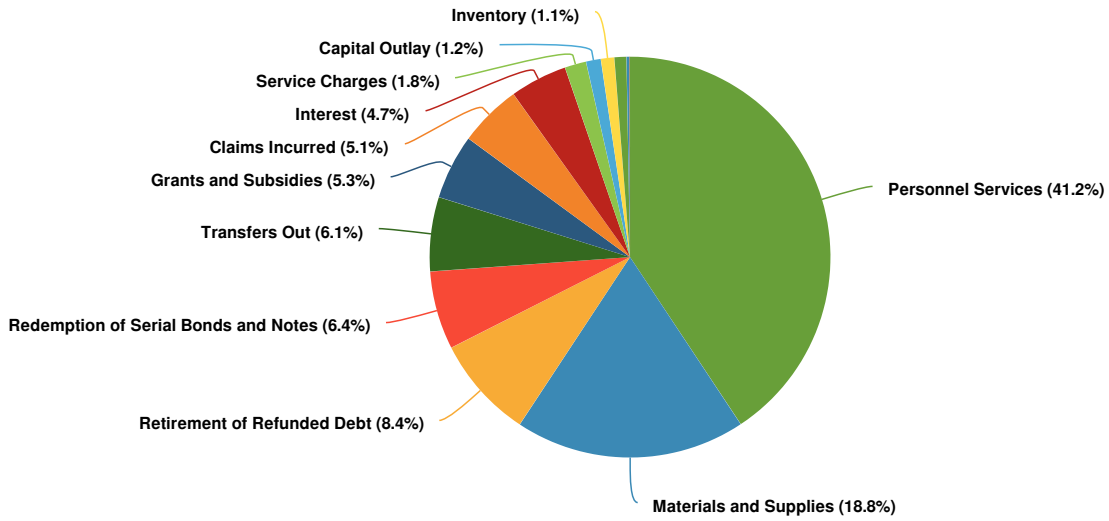
Budgeted and Historical Expenditures by Function



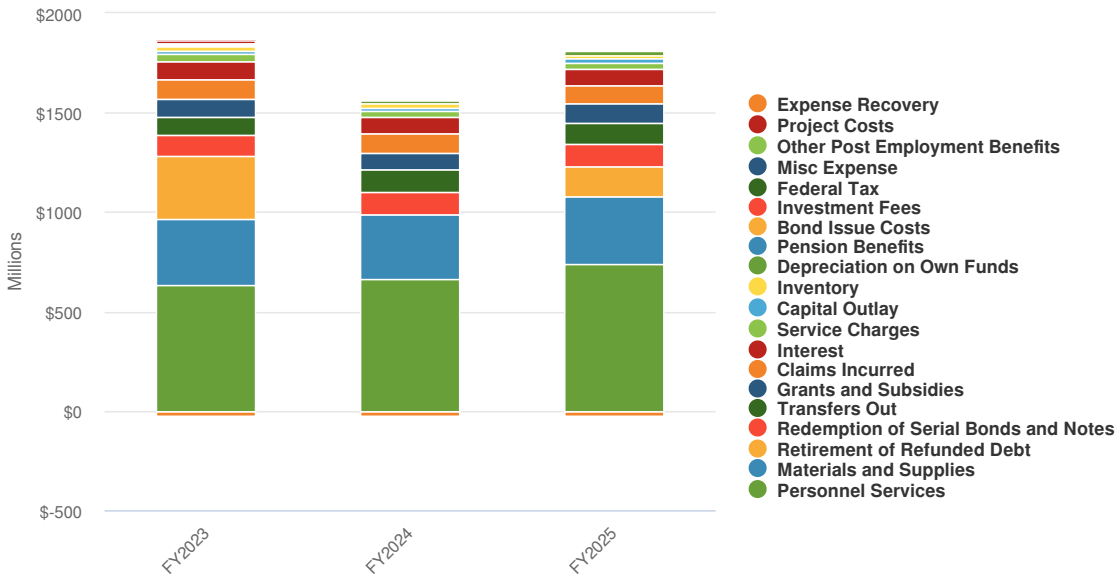
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---------------------------------|------------------------|------------------------|------------------------|------------------------|
| Expenditures | | | | |
| Retirement Investors | \$490,537,295 | \$185,283,514 | \$186,479,235 | \$337,270,415 |
| Long Term Debt | \$133,492 | \$200,000 | \$150,000 | \$200,000 |
| Executive | \$20,982,409 | \$23,514,806 | \$22,758,778 | \$23,781,701 |
| Finance & Administration | \$13,551,061 | \$15,505,364 | \$14,013,602 | \$15,862,716 |
| Fire Services | \$213,668,220 | \$205,253,923 | \$226,890,603 | \$243,539,049 |
| Police Services | \$292,723,189 | \$308,968,316 | \$323,570,554 | \$303,847,626 |
| Memphis Parks | \$45,456,423 | \$49,822,496 | \$53,533,853 | \$47,297,960 |
| Solid Waste | \$81,518,103 | \$81,338,941 | \$90,818,380 | \$96,702,526 |
| Public Works | \$168,148,732 | \$192,179,780 | \$217,378,784 | \$201,298,543 |
| Human Resources | \$112,860,872 | \$124,274,882 | \$118,731,650 | \$127,951,099 |
| General Services | \$59,330,839 | \$59,016,897 | \$67,871,163 | \$64,955,000 |
| Housing & Community Development | \$4,900,373 | \$4,756,862 | \$4,939,061 | \$6,165,685 |
| Grants & Subsidies | \$61,026,010 | \$55,290,253 | \$87,963,575 | \$65,726,249 |
| City Attorney | \$18,471,168 | \$21,137,291 | \$21,663,313 | \$24,429,359 |
| City Engineer | \$12,365,451 | \$13,234,183 | \$27,813,017 | \$15,206,627 |
| Information Technology | \$23,465,862 | \$25,036,163 | \$23,693,250 | \$27,743,642 |
| Libraries | \$21,902,780 | \$24,543,364 | \$26,421,487 | \$24,977,210 |
| Legislative Council | \$2,900,894 | \$3,361,031 | \$3,964,727 | \$3,410,101 |
| Judicial City Courts | \$820,317 | \$842,953 | \$803,839 | \$955,684 |
| Court Clerk | \$5,444,958 | \$7,369,420 | \$6,733,980 | \$7,830,119 |
| Unallocated | \$167,054,676 | \$144,556,748 | \$150,238,827 | \$154,741,693 |
| Total Expenditures: | \$1,817,263,125 | \$1,545,487,188 | \$1,676,431,679 | \$1,793,893,003 |

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------------------------------------|------------------------|------------------------|-------------------------|------------------------|
| Expense Objects | | | | |
| Personnel Services | \$632,501,636 | \$664,405,283 | \$708,788,954 | \$738,623,364 |
| Materials and Supplies | \$301,470,722 | \$324,753,811 | \$333,807,905 | \$337,309,066 |
| Depreciation on Own Funds | \$18,352,670 | \$17,763,240 | \$17,131,386 | \$17,763,240 |
| Capital Outlay | \$7,044,856 | \$18,750,969 | \$22,087,468 | \$21,782,929 |
| Redemption of Serial Bonds and Notes | \$106,405,023 | \$113,908,652 | \$113,908,652 | \$114,486,562 |
| Retirement of Refunded Debt | \$316,968,689 | \$0 | \$0 | \$150,000,000 |
| Expense Recovery | -\$20,289,717 | -\$21,035,300 | -\$21,035,300 | -\$21,035,300 |
| Inventory | \$17,303,662 | \$18,308,326 | \$20,214,348 | \$19,389,101 |
| Transfers Out | \$120,226,997 | \$109,894,942 | \$114,350,168 | \$108,740,566 |
| Service Charges | \$35,167,671 | \$30,795,448 | \$31,204,715 | \$31,520,439 |
| Bond Issue Costs | \$1,182,217 | \$0 | \$207,689 | \$800,000 |
| Claims Incurred | \$82,806,309 | \$92,889,000 | \$85,394,455 | \$91,709,000 |
| Federal Tax | \$40,006 | \$50,000 | \$19,583 | \$52,000 |
| Investment Fees | \$261,535 | \$153,652 | \$154,654 | \$153,652 |
| Grants and Subsidies | \$97,464,890 | \$87,233,869 | \$120,254,785 | \$94,922,316 |
| Interest | \$73,930,443 | \$83,605,295 | \$84,668,225 | \$83,666,069 |
| Misc Expense | \$1,916,556 | \$10,000 | \$1,199,835 | \$10,000 |
| Pension Benefits | \$4,375,255 | \$4,000,000 | \$4,153,162 | \$4,000,000 |
| Pension Expense | \$7,469,000 | \$0 | \$0 | \$0 |
| Project Costs | \$13,315,955 | \$0 | \$39,920,996 | \$0 |
| Other Post Employment Benefits | -\$1,115,000 | \$0 | \$0 | \$0 |
| Payments Principal | \$463,750 | \$0 | \$0 | \$0 |
| Total Expense Objects: | \$1,817,263,125 | \$1,545,487,188 | \$1,676,431,679 | \$1,793,893,003 |



General Fund Summary

Summary

The City of Memphis is projecting \$860.62M of revenue in FY2025, which represents a 9.3% increase over the prior year. Budgeted expenditures are projected to increase by 6.7% or \$53.32M to \$852.42M in FY2025.

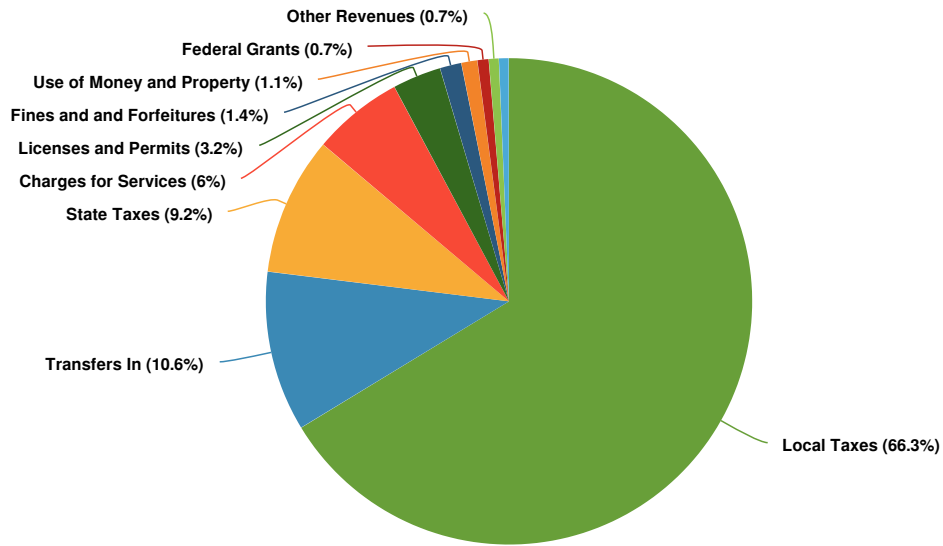
General Fund Summary Comprehensive Summary

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|----------------------|----------------------|----------------------|----------------------|
| Beginning Fund Balance: | \$181,391,849 | \$187,336,881 | \$187,336,881 | \$129,141,105 |
| Revenues | | | | |
| Transfers In | \$103,149,798 | \$102,118,000 | \$96,295,513 | \$91,617,999 |
| Local Taxes | \$515,925,631 | \$508,701,000 | \$507,976,595 | \$570,694,485 |
| State Taxes | \$79,484,573 | \$79,260,000 | \$82,258,311 | \$79,260,000 |
| Licenses and Permits | \$13,195,866 | \$14,501,000 | \$13,472,753 | \$27,801,000 |
| Fines and and Forfeitures | \$10,236,379 | \$12,162,000 | \$12,131,877 | \$12,286,999 |
| Charges for Services | \$47,963,976 | \$44,965,124 | \$48,373,650 | \$51,914,843 |
| Use of Money and Property | \$9,387,725 | \$6,175,000 | \$16,673,977 | \$9,175,000 |
| Federal Grants | \$3,714,308 | \$4,750,000 | \$5,903,626 | \$6,450,000 |
| Intergovernmental Revenues | \$4,048,498 | \$4,500,000 | \$5,368,289 | \$5,625,380 |
| Other Revenues | \$14,135,572 | \$10,275,876 | \$32,931,172 | \$5,791,570 |
| Total Revenues: | \$801,242,327 | \$787,408,000 | \$821,385,762 | \$860,617,277 |
| Expenditures | | | | |
| Personnel Services | \$556,380,793 | \$577,214,663 | \$616,676,432 | \$624,166,121 |
| Materials and Supplies | \$156,261,846 | \$167,221,340 | \$174,743,369 | \$167,930,808 |
| Depreciation on Own Funds | \$0 | \$0 | \$1,500 | \$0 |
| Capital Outlay | \$367,622 | \$1,270,413 | \$1,419,882 | \$988,301 |
| Expense Recovery | -\$20,289,717 | -\$21,035,300 | -\$21,035,300 | -\$21,035,300 |
| Inventory | \$423,971 | \$495,700 | \$678,024 | \$664,101 |
| Transfers Out | \$27,939,017 | \$6,021,000 | \$8,121,226 | \$6,596,000 |
| Service Charges | \$200,077 | \$259,627 | \$207,602 | \$296,566 |
| Investment Fees | \$155,582 | \$149,652 | \$149,652 | \$149,652 |
| Grants and Subsidies | \$71,619,363 | \$67,502,904 | \$97,429,316 | \$72,666,351 |
| Misc Expense | \$2,238,740 | \$0 | \$1,189,835 | \$0 |
| Total Expenditures: | \$795,297,294 | \$799,100,000 | \$879,581,538 | \$852,422,600 |
| Total Revenues Less Expenditures: | \$5,945,033 | -\$11,692,001 | -\$58,195,776 | \$8,194,677 |
| Ending Fund Balance: | \$187,336,882 | \$175,644,880 | \$129,141,105 | \$137,335,782 |



Revenues by Source

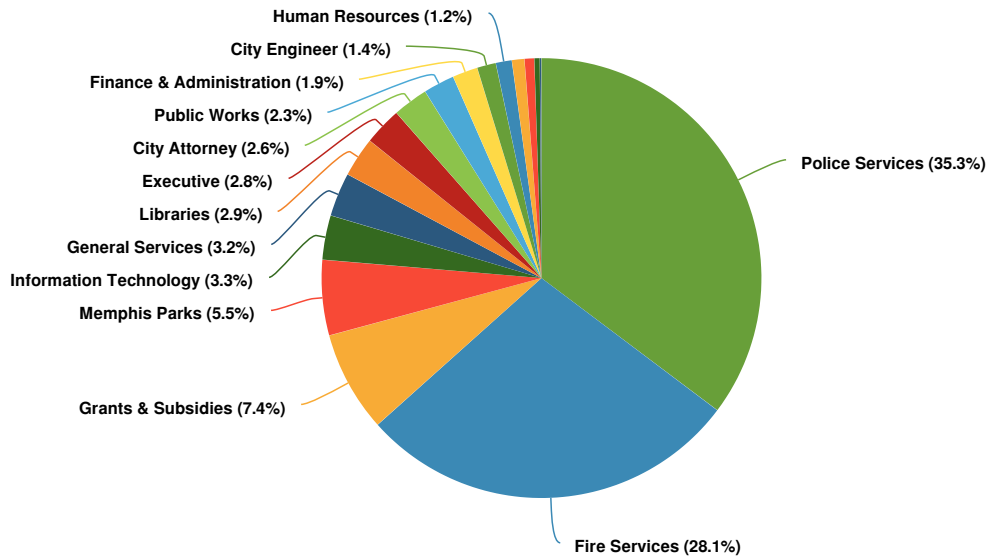
Projected 2025 Revenues by Source



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|------------------------------|----------------------|----------------------|----------------------|----------------------|
| Revenue Source | | | | |
| Transfers In | \$103,149,798 | \$102,118,000 | \$96,295,513 | \$91,617,999 |
| Local Taxes | \$515,925,631 | \$508,701,000 | \$507,976,595 | \$570,694,485 |
| State Taxes | \$79,484,573 | \$79,260,000 | \$82,258,311 | \$79,260,000 |
| Licenses and Permits | \$13,195,866 | \$14,501,000 | \$13,472,753 | \$27,801,000 |
| Fines and and Forfeitures | \$10,236,379 | \$12,162,000 | \$12,131,877 | \$12,286,999 |
| Charges for Services | \$47,963,976 | \$44,965,124 | \$48,373,650 | \$51,914,843 |
| Use of Money and Property | \$9,387,725 | \$6,175,000 | \$16,673,977 | \$9,175,000 |
| Federal Grants | \$3,714,308 | \$4,750,000 | \$5,903,626 | \$6,450,000 |
| Intergovernmental Revenues | \$4,048,498 | \$4,500,000 | \$5,368,289 | \$5,625,380 |
| Other Revenues | \$14,135,572 | \$10,275,876 | \$32,931,172 | \$5,791,570 |
| Total Revenue Source: | \$801,242,327 | \$787,408,000 | \$821,385,762 | \$860,617,277 |

Expenditures by Function

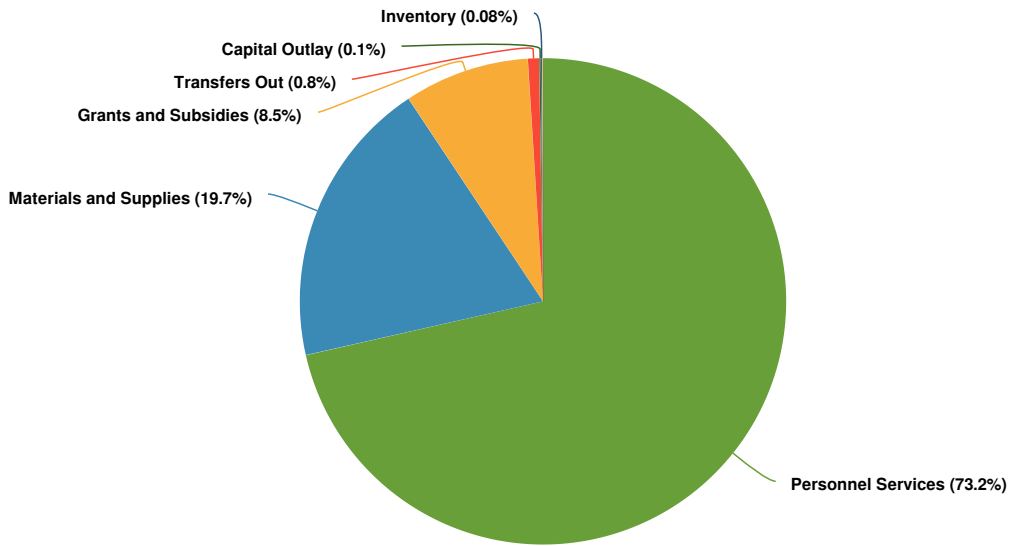
Budgeted Expenditures by Function



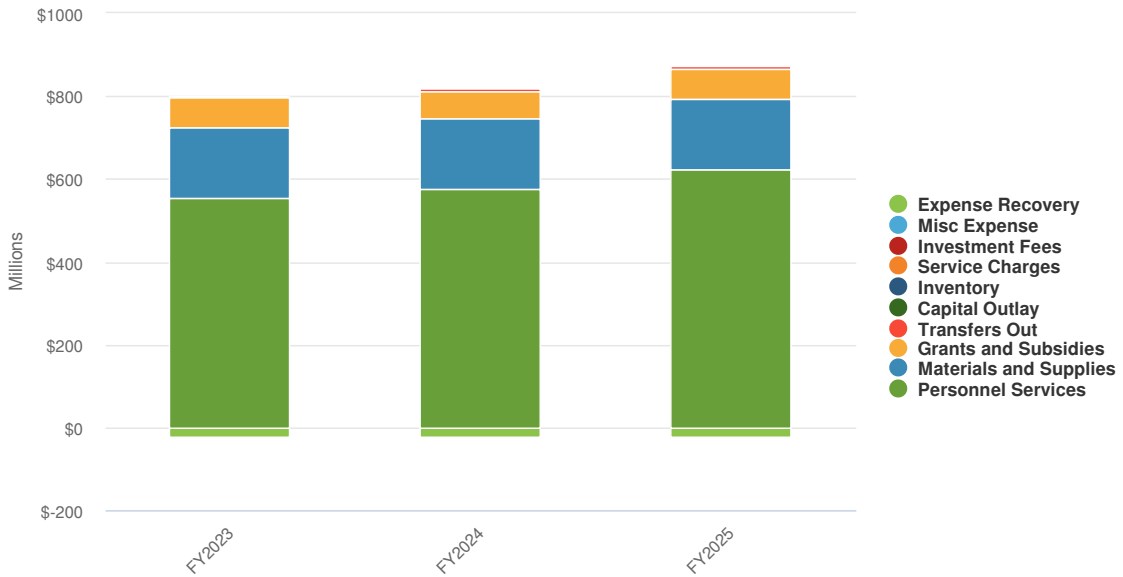
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|
| Expenditures | | | | |
| Executive | \$20,982,409 | \$23,514,806 | \$22,758,778 | \$23,781,701 |
| Finance & Administration | \$13,551,061 | \$15,505,364 | \$14,013,602 | \$15,862,716 |
| Fire Services | \$209,006,500 | \$201,353,923 | \$219,142,011 | \$239,639,049 |
| Police Services | \$290,333,380 | \$305,813,357 | \$319,429,984 | \$300,636,934 |
| Memphis Parks | \$43,829,943 | \$49,822,496 | \$49,996,715 | \$47,297,960 |
| Public Works | \$18,661,417 | \$17,444,769 | \$25,341,894 | \$19,658,936 |
| Human Resources | \$8,298,353 | \$8,964,796 | \$10,188,204 | \$10,105,037 |
| General Services | \$23,280,174 | \$24,285,516 | \$28,541,681 | \$27,450,772 |
| Housing & Community Development | \$4,900,373 | \$4,756,862 | \$4,939,061 | \$6,165,685 |
| Grants & Subsidies | \$58,526,010 | \$52,790,253 | \$85,463,575 | \$63,226,249 |
| City Attorney | \$16,429,092 | \$18,828,677 | \$19,451,850 | \$21,986,377 |
| City Engineer | \$6,963,770 | \$9,866,249 | \$13,696,900 | \$11,694,430 |
| Information Technology | \$23,465,862 | \$25,036,163 | \$23,693,250 | \$27,743,642 |
| Libraries | \$21,902,780 | \$24,543,364 | \$26,421,487 | \$24,977,210 |
| Legislative Council | \$2,900,894 | \$3,361,031 | \$3,964,727 | \$3,410,101 |
| Judicial City Courts | \$820,317 | \$842,953 | \$803,839 | \$955,684 |
| Court Clerk | \$5,444,958 | \$7,369,420 | \$6,733,980 | \$7,830,119 |
| Unallocated | \$26,000,000 | \$5,000,000 | \$5,000,000 | \$0 |
| Total Expenditures: | \$795,297,294 | \$799,100,000 | \$879,581,538 | \$852,422,600 |

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|-------------------------------|----------------------|-----------------------|-------------------------|-----------------------|
| Expense Objects | | | | |
| Personnel Services | \$556,380,793 | \$577,214,663 | \$616,676,432 | \$624,166,121 |
| Materials and Supplies | \$156,261,846 | \$167,221,340 | \$174,743,369 | \$167,930,808 |
| Depreciation on Own Funds | \$0 | \$0 | \$1,500 | \$0 |
| Capital Outlay | \$367,622 | \$1,270,413 | \$1,419,882 | \$988,301 |
| Expense Recovery | -\$20,289,717 | -\$21,035,300 | -\$21,035,300 | -\$21,035,300 |
| Inventory | \$423,971 | \$495,700 | \$678,024 | \$664,101 |
| Transfers Out | \$27,939,017 | \$6,021,000 | \$8,121,226 | \$6,596,000 |
| Service Charges | \$200,077 | \$259,627 | \$207,602 | \$296,566 |
| Investment Fees | \$155,582 | \$149,652 | \$149,652 | \$149,652 |
| Grants and Subsidies | \$71,619,363 | \$67,502,904 | \$97,429,316 | \$72,666,351 |
| Misc Expense | \$2,238,740 | \$0 | \$1,189,835 | \$0 |
| Total Expense Objects: | \$795,297,294 | \$799,100,000 | \$879,581,538 | \$852,422,600 |

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. 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 10% 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. The rating from Fitch Ratings, Inc. applies to outstanding general obligation bonds issued prior to June 2010. 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 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.

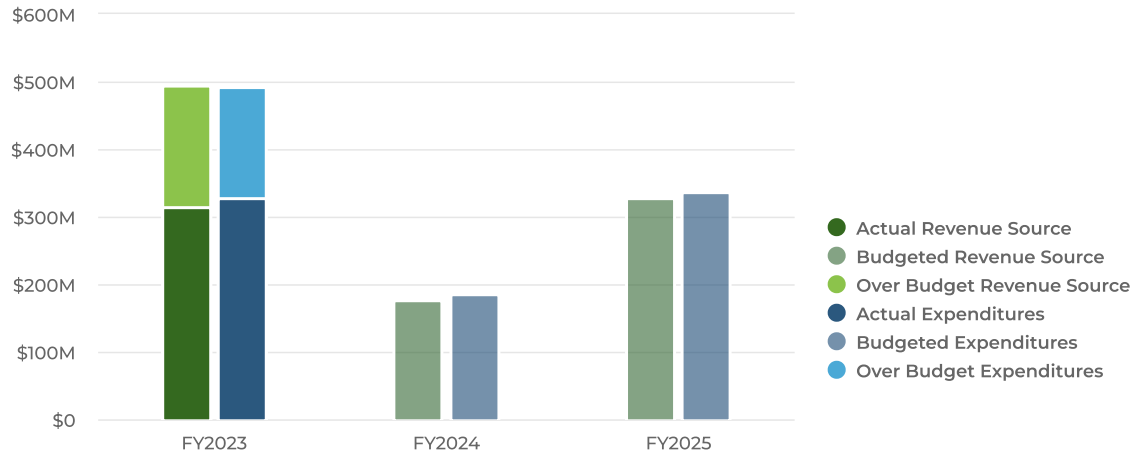
In addition to general obligation debt, the City has leases and other appropriation obligations outstanding whereby the City budgets and appropriates legally available funds each fiscal year for the payment of principal of and interest on such obligations.

Summary

The City of Memphis is projecting \$329.39M of revenue in FY2025, which represents a 84.6% increase over the prior year. Budgeted expenditures are projected to increase by 81.9% or \$152.04M to \$337.74M in FY2025.



Debt Service Fund



Debt Service Fund Comprehensive Summary

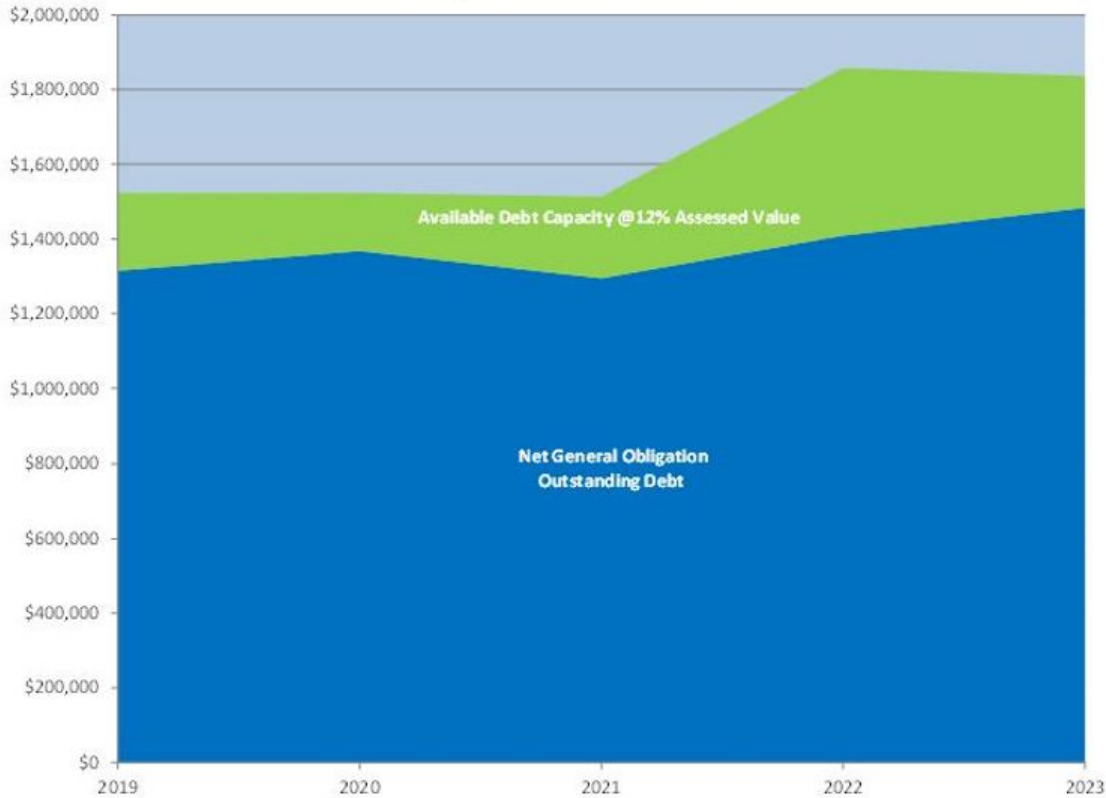
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|----------------------|----------------------|----------------------|----------------------|
| Beginning Fund Balance: | \$64,087,289 | \$70,119,923 | \$70,119,923 | \$65,036,681 |
| Revenues | | | | |
| Transfers In | \$11,237,920 | \$11,237,894 | \$11,237,894 | \$10,356,324 |
| Local Taxes | \$143,616,052 | \$143,673,461 | \$142,170,902 | \$142,901,839 |
| State Taxes | \$15,326,383 | \$16,680,878 | \$16,157,503 | \$17,300,000 |
| Use of Money and Property | \$5,047,482 | \$3,041,002 | \$8,432,363 | \$4,420,100 |
| Federal Grants | \$1,931,925 | \$1,758,988 | \$1,759,499 | \$1,639,248 |
| Other Revenues | \$1,625,304 | \$2,057,832 | \$2,057,832 | \$1,967,832 |
| Proceeds from Bond Issue | \$167,555,000 | \$0 | \$0 | \$150,800,000 |
| Dividend and Interest on Investment | \$814 | \$0 | \$0 | \$0 |
| Proceeds from Refunded Debt | \$150,577,021 | \$0 | \$0 | \$0 |
| Total Revenues: | \$496,917,900 | \$178,450,054 | \$181,815,992 | \$329,385,342 |
| Expenditures | | | | |
| Materials and Supplies | \$1,262,217 | \$1,170,000 | \$1,216,977 | \$1,245,000 |
| Redemption of Serial Bonds and Notes | \$106,405,023 | \$113,908,652 | \$113,908,652 | \$114,486,562 |
| Retirement of Refunded Debt | \$316,968,689 | \$0 | \$0 | \$150,000,000 |
| Service Charges | \$28,475 | \$62,300 | \$77,925 | \$74,925 |
| Bond Issue Costs | \$1,182,217 | \$0 | \$70,189 | \$800,000 |
| Investment Fees | \$1,550 | \$4,000 | \$4,000 | \$4,000 |
| Interest | \$65,670,434 | \$70,558,562 | \$71,621,492 | \$71,129,928 |
| Misc Expense | -\$1,097,087 | \$0 | \$0 | \$0 |
| Payments Principal | \$463,750 | \$0 | \$0 | \$0 |
| Total Expenditures: | \$490,885,267 | \$185,703,514 | \$186,899,235 | \$337,740,415 |
| Total Revenues Less Expenditures: | \$6,032,633 | -\$7,253,459 | -\$5,083,242 | -\$8,355,073 |
| Ending Fund Balance: | \$70,119,922 | \$62,866,464 | \$65,036,681 | \$56,681,608 |

DEBT SERVICE FUND OVERVIEW

DEBT SERVICE FUND OVERVIEW

It has been the City’s past practice to issue general obligation (“G.O.”) bonds periodically to support ongoing and new capital projects initiated by the City. In accordance with debt affordability targets outlined in the City’s Debt Policy, the City manages its indebtedness to ensure that the amount of net G.O. debt outstanding remains below 12% of the City’s taxable assessed valuation. The chart below demonstrates the debt capacity.

Debt Capacity Based on City Debt Policy
(In \$ Thousands)



| | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|-------------|-------------|-------------|-------------|-------------|
| Maximum Debt @ 12% - City Policy | \$1,522,544 | \$1,523,305 | \$1,513,645 | \$1,857,825 | \$1,837,475 |
| Less: Total Net Debt Outstanding ⁽¹⁾ | 1,314,548 | 1,367,735 | 1,294,434 | 1,408,773 | 1,483,252 |
| Excess Debt Capacity | \$ 207,996 | \$ 155,570 | \$ 219,211 | \$ 449,052 | \$ 354,223 |

⁽¹⁾ Total Net Debt Outstanding includes principal and unamortized premium of general obligation bonds, plus commercial paper outstanding, if any, less principal and unamortized premium of self-supporting general obligation bonds.

Source: 2023 Annual Comprehensive Financial Report

DEBT RATIO TRENDS

DEBT RATIO TRENDS

The following table and graphs present the City's ratios of general obligation debt (which includes the City's general obligation bonds, bond anticipation notes and commercial paper) to appraised and assessed values and debt per capita for Fiscal Years 2019 through 2023.

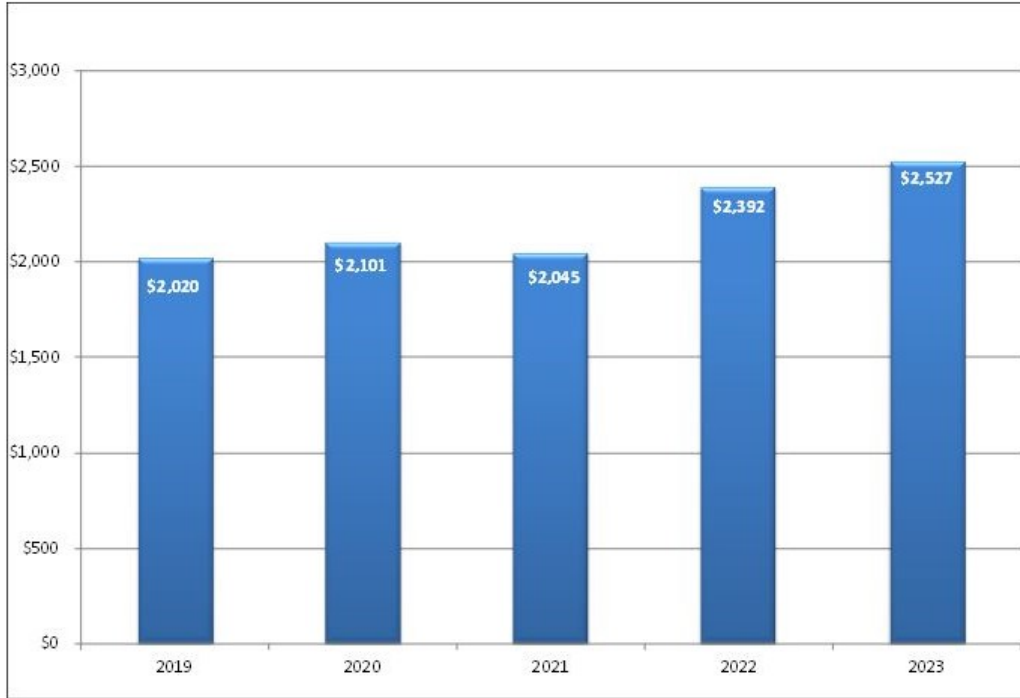
| Debt Ratio Trends | | | | | |
|---|---------------|---------------|---------------|---------------|---------------|
| LAST FIVE FISCAL YEARS | | | | | |
| | <u>2019</u> | <u>2020</u> | <u>2021</u> | <u>2022</u> | <u>2023</u> |
| Estimated Population | 650,618 | 651,073 | 633,104 | 628,127 | 621,056 |
| Appraised Value of Property ⁽¹⁾ | \$ 40,029,728 | \$ 40,073,124 | \$ 39,895,317 | \$ 49,085,642 | \$ 48,692,226 |
| Assessed Value Valuation of Property ⁽¹⁾ | 12,687,864 | 12,694,209 | 12,613,711 | 15,481,874 | 15,312,293 |
| General Obligation Bonds | \$ 1,261,655 | \$ 1,300,115 | \$ 1,237,565 | \$ 1,427,952 | \$ 1,483,252 |
| Net Bond Premiums | 52,893 | 67,620 | 56,869 | 74,601 | 85,977 |
| Net G.O. Debt | \$ 1,314,548 | \$ 1,367,735 | \$ 1,294,434 | \$ 1,502,553 | \$ 1,569,229 |
| Debt per Capita | | | | | |
| General Obligation Debt per Capita | \$ 1,939 | \$ 1,997 | \$ 1,955 | \$ 2,273 | \$ 2,388 |
| Net G. O. Debt per Capita | 2,020 | 2,101 | 2,045 | 2,392 | 2,527 |
| Debt to Appraised Value | | | | | |
| G. O. Debt to Appraised Value | 3.15% | 3.24% | 3.10% | 2.91% | 3.05% |
| Net G. O. Debt to Appraised Value | 3.28% | 3.41% | 3.24% | 3.06% | 3.22% |
| Debt to Assessed Value | | | | | |
| G. O. Debt to Assessed Value | 9.94% | 10.24% | 9.81% | 9.22% | 9.69% |
| Net G. O. Debt to Assessed Value | 10.36% | 10.77% | 10.26% | 9.71% | 10.25% |

⁽¹⁾ In thousands of dollars.

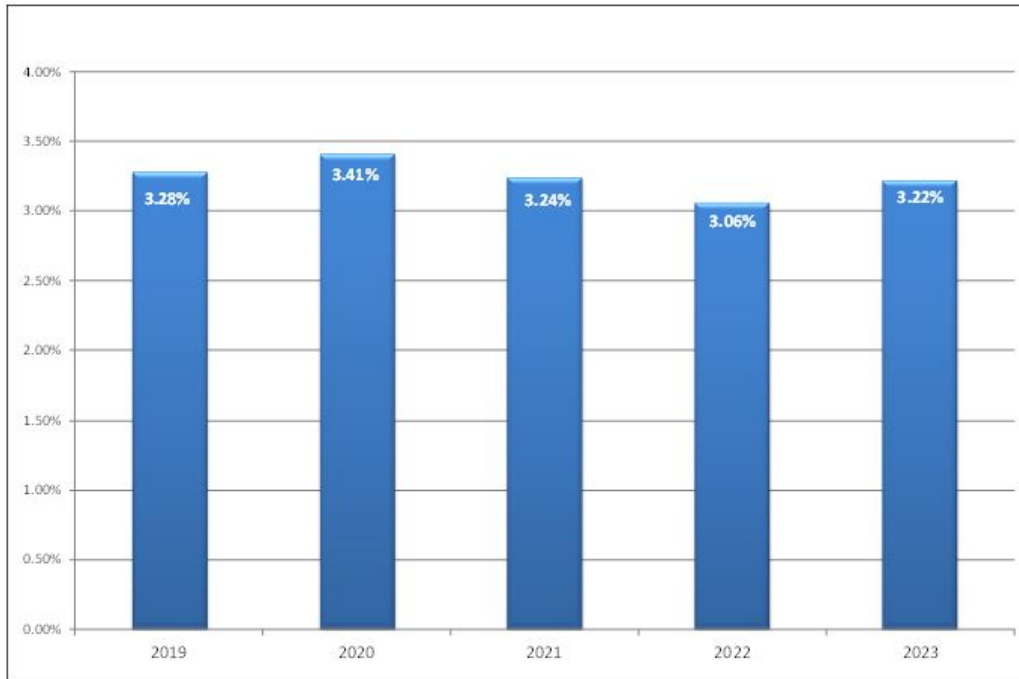
Source: 2023 Annual Comprehensive Financial Report

NET G.O. DEBT

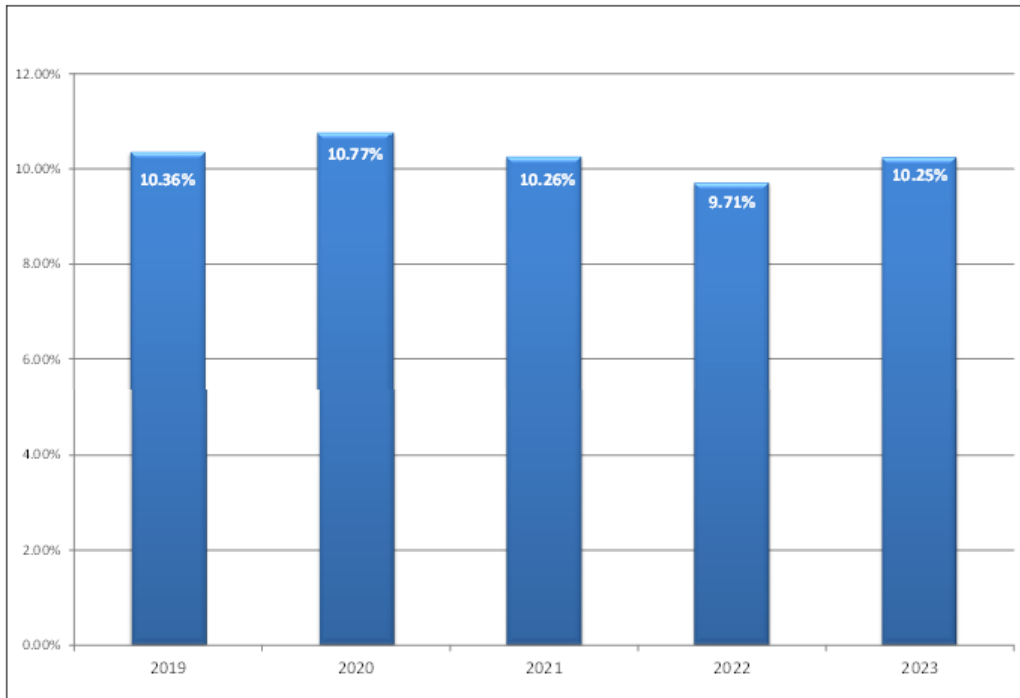
NET G.O. DEBT PER CAPITA



NET G.O. DEBT TO APPRAISED VALUE



NET G.O. DEBT TO ASSESSED VALUE



GENERAL OBLIGATION BONDS

OUTSTANDING DEBT OBLIGATIONS SERVICED FROM THE DEBT SERVICE FUND
AS OF JUNE 30, 2024
(UNAUDITED)

| General Obligation Bonds | Outstanding | Final Maturity |
|---|-------------------------|-------------------|
| \$138,010,000 General Improvement Bonds, Series 2022A | \$ 138,010,000 | 10/1/2047 |
| \$167,555,000 General Improvement Refunding Bonds, 2022 (Federally Taxable Convertible to Tax Exempt) | 167,555,000 | 4/1/2040 |
| \$165,680,000 General Improvement Refunding Bonds, Series 2021 | 159,625,000 | 5/1/2046 |
| \$163,772,126 NMAPBA Local Government Public Improvement Bonds (City of Memphis Project), Series 2021 | 163,772,126 | 4/1/2046 |
| \$24,470,000 General Improvement Bonds, Series 2020A | 18,365,000 | 12/1/2030 |
| \$214,675,000 General Improvement & Refunding Bonds, Series 2020 | 122,205,000 | 5/1/2045 |
| \$309,255,000 General Improvement Bonds, Series 2018 | 273,420,000 | 6/1/2048 |
| \$69,885,000 General Improvement Bonds, Series 2016 | 53,925,000 | 5/1/2041 |
| \$67,845,000 General Improvement Bonds, Series 2015C | 22,755,000 | 4/1/2045 |
| \$54,390,000 General Improvement Refunding Bonds, Series, 2015B (Taxable) | 31,655,000 | 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 | 52,045,000 | 4/1/2044 |
| \$103,955,000 General Improvement Refunding Bonds, Series 2014A | 14,275,000 | 11/1/2025 |
| \$93,595,000 General Improvement & Refunding Bonds, Series 2012A | 10,175,000 | 4/1/2042 |
| \$11,160,000 General Improvement Bonds, Series 2010F (RZEDB) | 11,160,000 | 7/1/2034 |
| \$62,550,000 General Improvement Bonds, Series 2010C (Direct Pay BABs) | 43,535,000 | 7/1/2032 |
| \$39,950,000 General Improvement Bonds, Series 2010B (Direct Pay BABs) | 28,340,000 | 5/1/2030 |
| Total | \$ 1,387,637,126 | |
| Other General Obligation Indebtedness | Outstanding | |
| Commercial Paper | \$ 150,000,000 | |
| \$6,800,000 Clarksville Public Building Authority (TMBF Loan Solid Waste) Series 2023 | 6,158,000 | 6/1/2032 |
| | \$ 156,158,000 | |

GENERAL OBLIGATION BONDS DEBT SERVICE SCHEDULE

AS OF JUNE 30, 2024
(UNAUDITED)

| Period Ending | Principal | Interest | Debt Service | Percentage Retired |
|------------------|-------------------------|-----------------------|-------------------------|-----------------------|
| 6/30/2025 | 96,188,000 | 52,085,754 | 148,273,754 | |
| 6/30/2026 | 99,775,000 | 47,871,263 | 147,646,263 | |
| 6/30/2027 | 55,029,547 | 46,882,724 | 101,912,271 | |
| 6/30/2028 | 57,322,523 | 44,416,116 | 101,738,639 | |
| 6/30/2029 | 59,718,070 | 41,821,389 | 101,539,459 | 26% |
| 6/30/2030 | 62,247,044 | 39,104,575 | 101,351,619 | |
| 6/30/2031 | 59,335,446 | 36,393,297 | 95,728,743 | |
| 6/30/2032 | 58,574,712 | 33,941,057 | 92,515,769 | |
| 6/30/2033 | 59,344,534 | 32,146,650 | 91,491,184 | |
| 6/30/2034 | 60,716,850 | 30,330,817 | 91,047,667 | 48% |
| 6/30/2035 | 62,389,624 | 28,508,707 | 90,898,331 | |
| 6/30/2036 | 58,216,498 | 26,836,913 | 85,053,411 | |
| 6/30/2037 | 55,183,770 | 25,267,351 | 80,451,121 | |
| 6/30/2038 | 56,647,266 | 23,806,586 | 80,453,852 | |
| 6/30/2039 | 58,262,314 | 22,194,403 | 80,456,717 | 69% |
| 6/30/2040 | 59,934,500 | 20,507,391 | 80,441,891 | |
| 6/30/2041 | 61,862,262 | 18,716,569 | 80,578,831 | |
| 6/30/2042 | 59,756,808 | 16,582,380 | 76,339,188 | |
| 6/30/2043 | 61,073,110 | 14,480,978 | 75,554,088 | |
| 6/30/2044 | 59,786,772 | 12,306,316 | 72,093,088 | 90% |
| 6/30/2045 | 48,812,676 | 10,161,324 | 58,974,000 | |
| 6/30/2046 | 36,467,800 | 8,502,675 | 44,970,475 | |
| 6/30/2047 | 23,060,000 | 1,843,950 | 24,903,950 | |
| 6/30/2048 | 24,090,000 | 815,850 | 24,905,850 | 100% |
| Total | \$ 1,393,795,126 | \$ 635,525,033 | \$ 2,029,320,159 | |

GENERAL OBLIGATION DEBT SERVICE AS A PERCENTAGE OF GENERAL FUND EXPENDITURES

FISCAL YEARS ENDED JUNE 30
(In Thousands of Dollars)
(UNAUDITED)

GENERAL OBLIGATION DEBT SERVICE

The following table presents general obligation debt service as a percentage of general fund expenditures for Fiscal Years 2020 through 2024.

| | 2020 | 2021 | 2022 | 2023 | 2024 |
|--|------------|------------|------------|------------|-------------|
| General Fund Expenditures and Other Uses ⁽¹⁾ | \$ 742,824 | \$ 754,430 | \$ 751,238 | \$ 771,245 | \$ 865,216 |
| G.O. Debt Service ⁽²⁾ | 135,954 | 136,551 | 133,120 | 138,290 | 147,071 |
| Total G.F Expenditures and G.O. Debt Service | \$ 878,778 | \$ 890,981 | \$ 884,358 | \$ 909,535 | \$1,012,287 |
| G.O. Debt Service as of Percentage of the Sum of G.F. Expenditures and G.O. Debt Service | 15.47% | 15.33% | 15.05% | 15.20% | 14.53% |

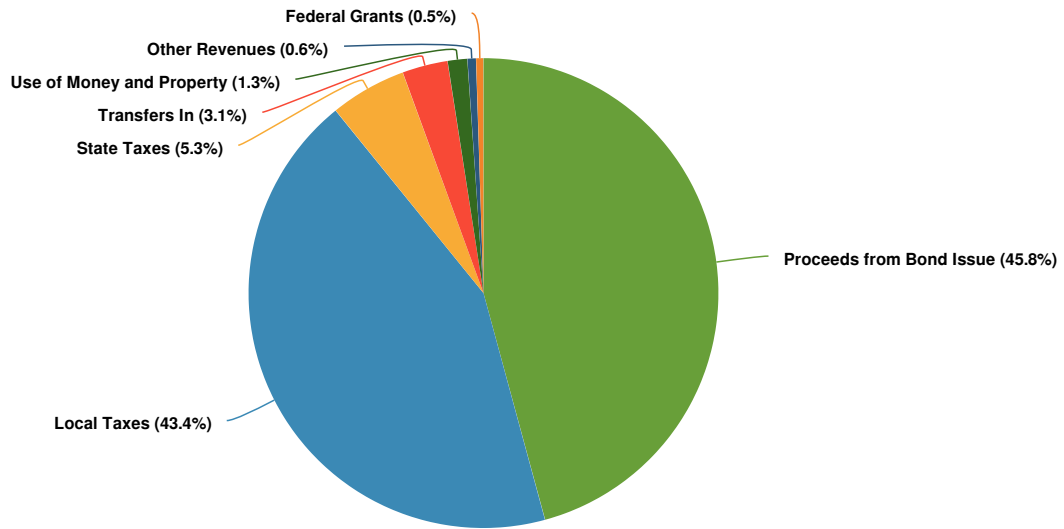
⁽¹⁾ Includes General Fund Expenditures, Transfers Out and Special Items.

⁽²⁾ Includes Debt Service on General Obligation Bonds and Interest on General Obligation Commercial Paper. Interest on General Obligation Bonds is net of subsidy payments for the General Improvement Bonds, Series 2010B (Direct Build America Bonds), General Improvement Bonds, Series 2010C (Direct Payment Build America Bonds) and General Improvement, Series 2010F (Recovery Zone Economic Development Bonds). Excludes debt service on the portion of the General Improvement Bonds, Series 2018, issued to finance improvements to the Convention Center (\$171,345,000) and debt service on the General Improvement Bonds, Series 2020A, that was paid using surplus Tourism Development Zone Revenue.

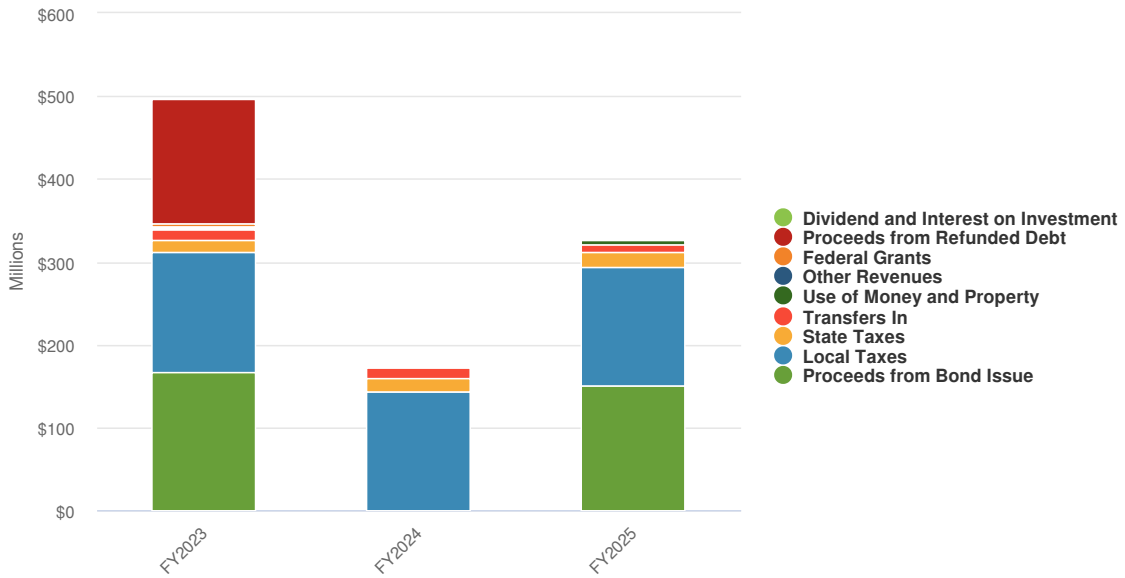
Source: City of Memphis, Tennessee.

Revenues by Source

Projected 2025 Revenues by Source



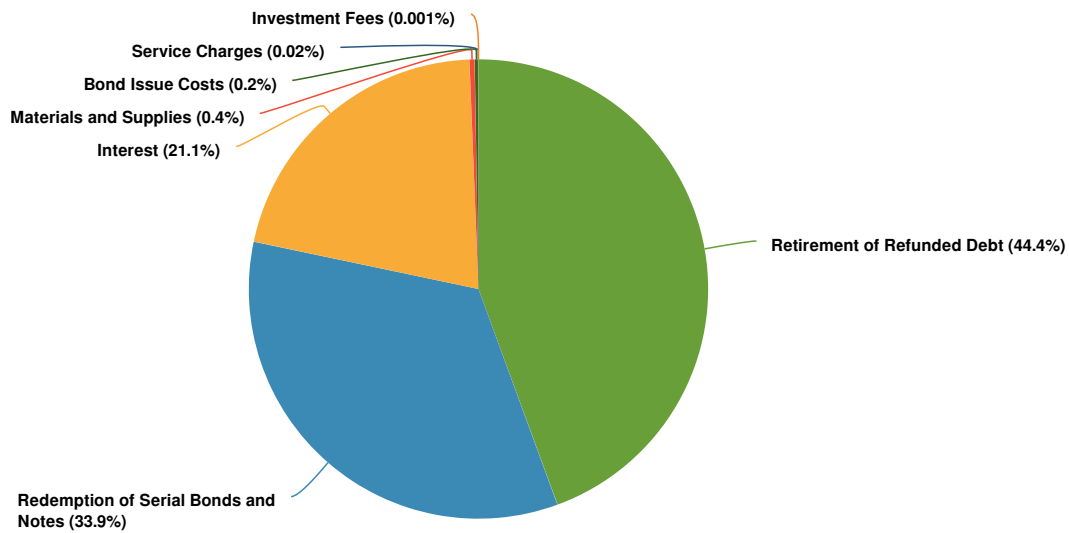
Budgeted and Historical 2025 Revenues by Source



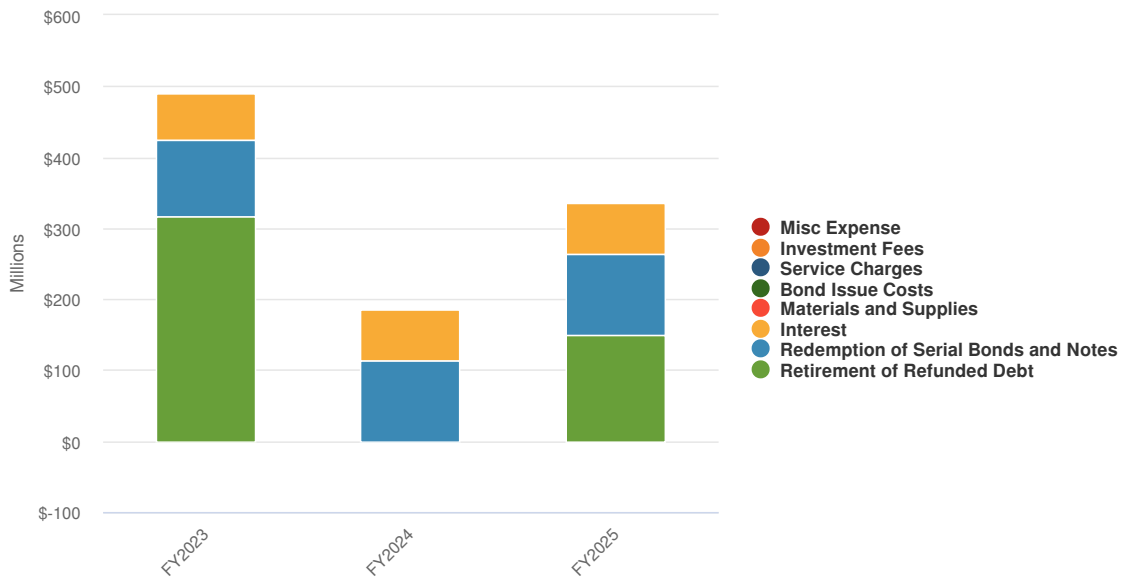
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|
| Revenue Source | | | | |
| Transfers In | \$11,237,920 | \$11,237,894 | \$11,237,894 | \$10,356,324 |
| Local Taxes | \$143,616,052 | \$143,673,461 | \$142,170,902 | \$142,901,839 |
| State Taxes | \$15,326,383 | \$16,680,878 | \$16,157,503 | \$17,300,000 |
| Use of Money and Property | \$5,047,482 | \$3,041,002 | \$8,432,363 | \$4,420,100 |
| Federal Grants | \$1,931,925 | \$1,758,988 | \$1,759,499 | \$1,639,248 |
| Other Revenues | \$1,625,304 | \$2,057,832 | \$2,057,832 | \$1,967,832 |
| Proceeds from Bond Issue | \$167,555,000 | \$0 | \$0 | \$150,800,000 |
| Dividend and Interest on Investment | \$814 | \$0 | \$0 | \$0 |
| Proceeds from Refunded Debt | \$150,577,021 | \$0 | \$0 | \$0 |
| Total Revenue Source: | \$496,917,900 | \$178,450,054 | \$181,815,992 | \$329,385,342 |

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|
| Expense Objects | | | | |
| Materials and Supplies | \$1,262,217 | \$1,170,000 | \$1,216,977 | \$1,245,000 |
| Redemption of Serial Bonds and Notes | \$106,405,023 | \$113,908,652 | \$113,908,652 | \$114,486,562 |
| Retirement of Refunded Debt | \$316,968,689 | \$0 | \$0 | \$150,000,000 |
| Service Charges | \$28,475 | \$62,300 | \$77,925 | \$74,925 |
| Bond Issue Costs | \$1,182,217 | \$0 | \$70,189 | \$800,000 |
| Investment Fees | \$1,550 | \$4,000 | \$4,000 | \$4,000 |
| Interest | \$65,670,434 | \$70,558,562 | \$71,621,492 | \$71,129,928 |
| Misc Expense | -\$1,097,087 | \$0 | \$0 | \$0 |
| Payments Principal | \$463,750 | \$0 | \$0 | \$0 |
| Total Expense Objects: | \$490,885,267 | \$185,703,514 | \$186,899,235 | \$337,740,415 |



Special Revenue Funds

Special Revenue Funds are used to budget and report for specific revenue sources that are restricted or committed to expenditures for specific purposes.

Summary

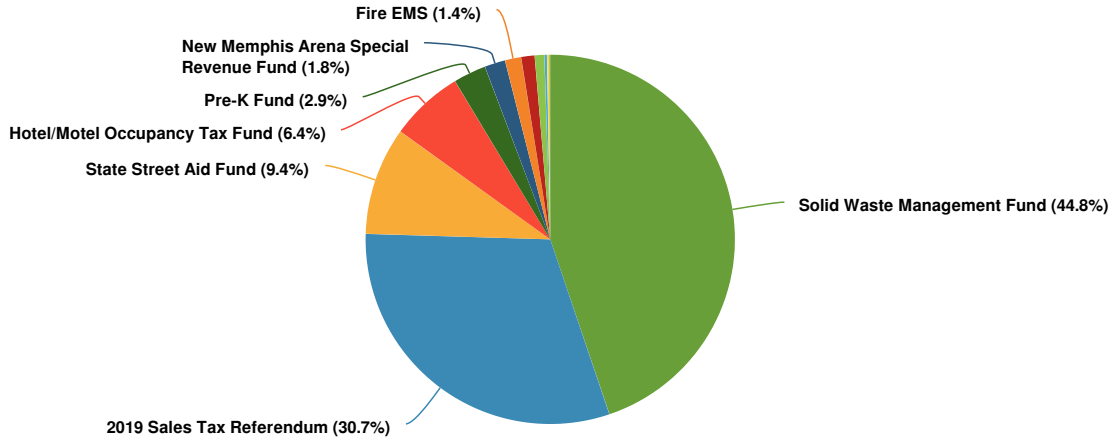
The City of Memphis is projecting \$244.56M of revenue in FY2025, which represents a 16.9% increase over the prior year. Budgeted expenditures are projected to increase by 14.5% or \$31.15M to \$246.39M in FY2025.

Special Revenue Fund Comprehensive Summary

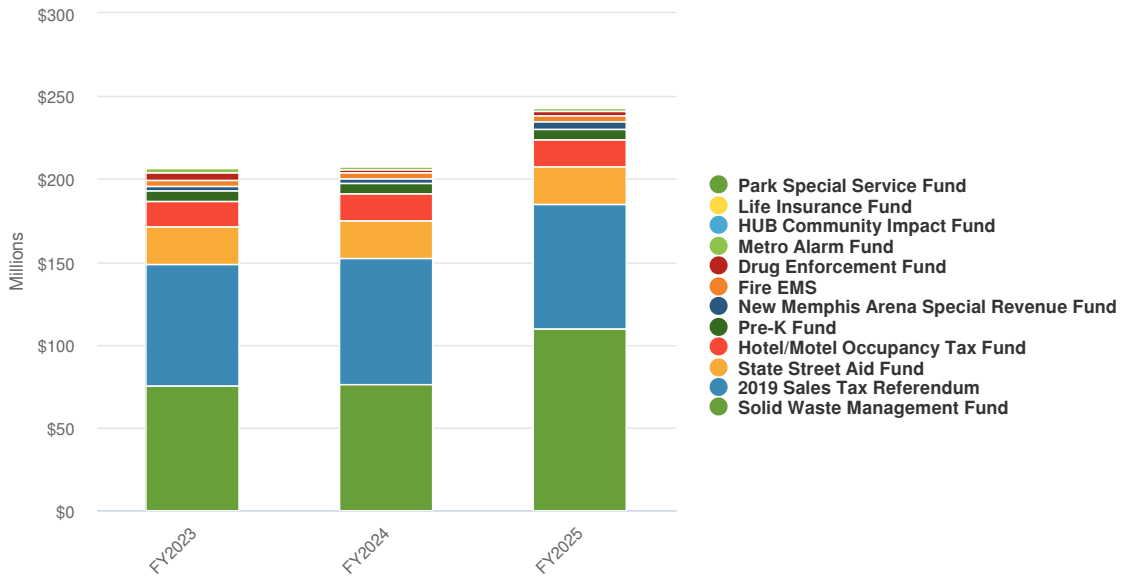
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|----------------------|----------------------|----------------------|----------------------|
| Beginning Fund Balance: | \$152,633,127 | \$140,617,476 | \$140,617,476 | \$102,565,477 |
| Revenues | | | | |
| Transfers In | \$7,000,000 | \$7,050,000 | \$9,650,226 | \$9,525,000 |
| Local Taxes | \$97,232,552 | \$94,470,000 | \$96,962,452 | \$93,470,000 |
| State Taxes | \$21,062,321 | \$23,110,000 | \$23,110,000 | \$23,110,000 |
| Licenses and Permits | \$2,743,684 | \$1,940,000 | \$2,230,937 | \$2,040,000 |
| Fines and and Forfeitures | \$2,780,919 | \$2,370,000 | \$2,370,000 | \$2,842,700 |
| Charges for Services | \$76,703,532 | \$76,040,000 | \$78,984,203 | \$109,432,643 |
| Use of Money and Property | \$1,064,528 | \$463,000 | \$463,000 | \$463,000 |
| Federal Grants | \$6,355,804 | \$3,519,850 | \$4,439,328 | \$3,487,350 |
| Other Revenues | \$178,792 | \$185,084 | \$175,784 | \$185,084 |
| Total Revenues: | \$215,122,132 | \$209,147,934 | \$218,385,930 | \$244,555,777 |
| Expenditures | | | | |
| Personnel Services | \$30,907,514 | \$32,720,263 | \$41,028,852 | \$57,353,667 |
| Materials and Supplies | \$39,949,715 | \$39,683,632 | \$42,273,728 | \$41,897,925 |
| Capital Outlay | \$3,433,203 | \$4,137,500 | \$7,994,023 | \$5,048,495 |
| Transfers Out | \$79,956,488 | \$89,766,648 | \$92,121,648 | \$90,004,753 |
| Service Charges | \$34,935,820 | \$30,473,521 | \$30,914,188 | \$31,148,948 |
| Grants and Subsidies | \$24,638,981 | \$18,450,965 | \$21,425,965 | \$20,925,965 |
| Misc Expense | \$110 | \$10,000 | \$10,000 | \$10,000 |
| Project Costs | \$13,315,955 | \$0 | \$20,669,526 | \$0 |
| Total Expenditures: | \$227,137,786 | \$215,242,529 | \$256,437,931 | \$246,389,752 |
| Total Revenues Less Expenditures: | -\$12,015,653 | -\$6,094,595 | -\$38,052,001 | -\$1,833,975 |
| Ending Fund Balance: | \$140,617,474 | \$134,522,881 | \$102,565,475 | \$100,731,502 |

Revenue by Fund

2025 Revenue by Fund



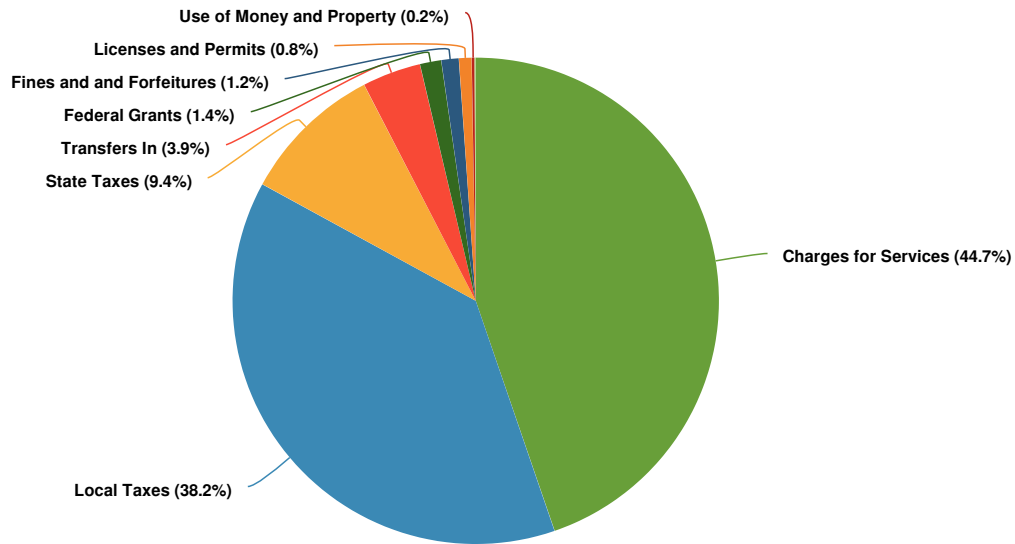
Budgeted and Historical 2025 Revenue by Fund



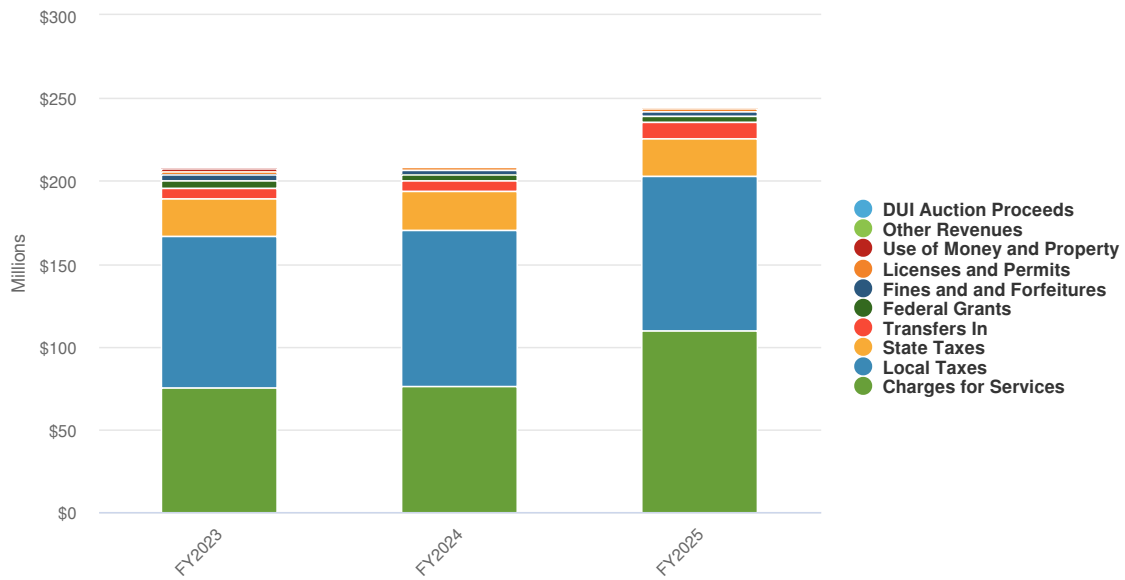
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|----------------------|----------------------|----------------------|----------------------|
| Park Special Service Fund | \$242,045 | \$160,000 | \$235,602 | \$160,000 |
| Life Insurance Fund | \$348,835 | \$520,000 | \$520,000 | \$520,000 |
| State Street Aid Fund | \$21,062,321 | \$23,110,000 | \$23,110,000 | \$23,110,000 |
| Solid Waste Management Fund | \$77,005,640 | \$76,218,084 | \$76,307,923 | \$109,610,727 |
| Drug Enforcement Fund | \$3,167,288 | \$2,452,500 | \$2,452,500 | \$2,892,700 |
| Hotel/Motel Occupancy Tax Fund | \$18,902,736 | \$15,750,000 | \$20,809,634 | \$15,750,000 |
| New Memphis Arena Special Revenue Fund | \$2,500,000 | \$2,500,000 | \$4,475,000 | \$4,475,000 |
| 2019 Sales Tax Referendum | \$75,559,280 | \$76,000,000 | \$76,325,226 | \$75,000,000 |
| Fire EMS | \$6,310,103 | \$3,437,350 | \$4,356,828 | \$3,437,350 |
| Pre-K Fund | \$6,275,907 | \$6,500,000 | \$7,011,580 | \$7,000,000 |
| HUB Community Impact Fund | \$1,000,000 | \$550,000 | \$550,000 | \$550,000 |
| Metro Alarm Fund | \$2,747,977 | \$1,950,000 | \$2,231,637 | \$2,050,000 |
| Total: | \$215,122,132 | \$209,147,934 | \$218,385,930 | \$244,555,777 |

Revenues by Source

Projected 2025 Revenues by Source



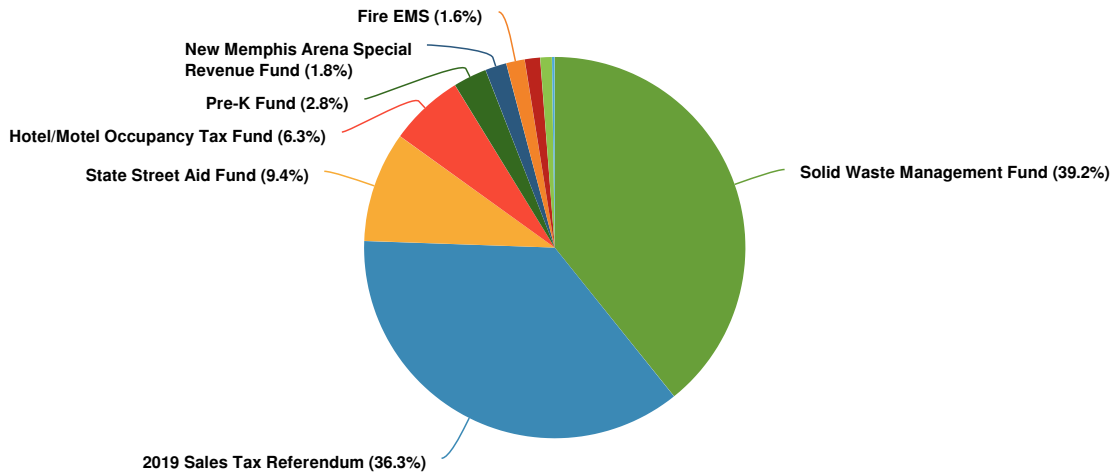
Budgeted and Historical 2025 Revenues by Source



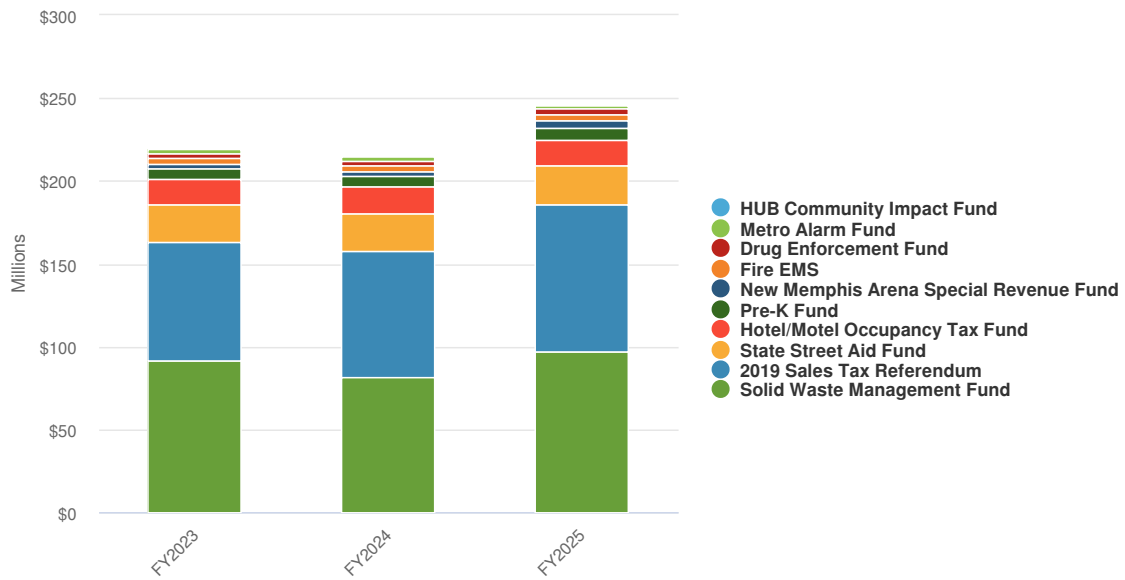
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|------------------------------|----------------------|----------------------|----------------------|----------------------|
| Revenue Source | | | | |
| Transfers In | \$7,000,000 | \$7,050,000 | \$9,650,226 | \$9,525,000 |
| Local Taxes | \$97,232,552 | \$94,470,000 | \$96,962,452 | \$93,470,000 |
| State Taxes | \$21,062,321 | \$23,110,000 | \$23,110,000 | \$23,110,000 |
| Licenses and Permits | \$2,743,684 | \$1,940,000 | \$2,230,937 | \$2,040,000 |
| Fines and and Forfeitures | \$2,780,919 | \$2,370,000 | \$2,370,000 | \$2,842,700 |
| Charges for Services | \$76,703,532 | \$76,040,000 | \$78,984,203 | \$109,432,643 |
| Use of Money and Property | \$1,064,528 | \$463,000 | \$463,000 | \$463,000 |
| Federal Grants | \$6,355,804 | \$3,519,850 | \$4,439,328 | \$3,487,350 |
| Other Revenues | \$178,792 | \$185,084 | \$175,784 | \$185,084 |
| Total Revenue Source: | \$215,122,132 | \$209,147,934 | \$218,385,930 | \$244,555,777 |

Expenditures by Fund

2025 Expenditures by Fund



Budgeted and Historical 2025 Expenditures by Fund

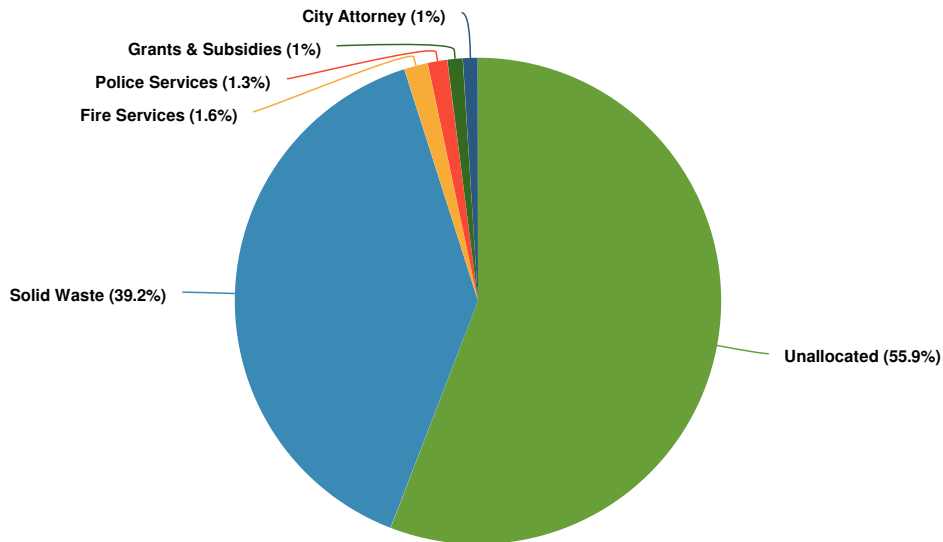


| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|---------------------|---------------------|---------------------|---------------------|
| Park Special Service Fund | | | | |
| Transfers Out | \$0 | \$0 | \$1,855,000 | \$0 |
| Total Park Special Service Fund: | \$0 | \$0 | \$1,855,000 | \$0 |
| State Street Aid Fund | | | | |
| Materials and Supplies | \$20,289,717 | \$21,341,700 | \$21,341,700 | \$21,341,700 |
| Transfers Out | \$1,768,300 | \$1,768,300 | \$1,768,300 | \$1,768,300 |
| Total State Street Aid Fund: | \$22,058,017 | \$23,110,000 | \$23,110,000 | \$23,110,000 |
| Solid Waste Management Fund | | | | |
| Personnel Services | \$30,061,596 | \$31,476,148 | \$39,840,823 | \$44,046,147 |
| Materials and Supplies | \$15,043,679 | \$14,724,974 | \$15,334,654 | \$16,841,033 |
| Capital Outlay | \$1,466,428 | \$1,270,000 | \$1,334,417 | \$2,153,495 |
| Transfers Out | \$3,394,299 | \$3,394,298 | \$3,394,298 | \$2,512,903 |
| Service Charges | \$34,935,820 | \$30,473,521 | \$30,914,188 | \$31,148,948 |
| Grants and Subsidies | \$20,327 | \$0 | \$0 | \$0 |
| Misc Expense | \$110 | \$0 | \$0 | \$0 |
| Total Solid Waste Management Fund: | \$84,922,259 | \$81,338,941 | \$90,818,380 | \$96,702,526 |
| Drug Enforcement Fund | | | | |
| Personnel Services | \$535,854 | \$820,000 | \$820,000 | \$820,000 |
| Materials and Supplies | \$1,427,226 | \$1,867,458 | \$2,099,605 | \$1,895,692 |
| Capital Outlay | \$426,729 | \$467,500 | \$1,220,965 | \$495,000 |
| Total Drug Enforcement Fund: | \$2,389,809 | \$3,154,958 | \$4,140,571 | \$3,210,692 |
| Hotel/Motel Occupancy Tax Fund | | | | |
| Transfers Out | \$6,633,050 | \$6,633,050 | \$6,633,050 | \$6,633,050 |
| Grants and Subsidies | \$12,743,654 | \$8,900,000 | \$9,400,000 | \$8,900,000 |
| Total Hotel/Motel Occupancy Tax Fund: | \$19,376,704 | \$15,533,050 | \$16,033,050 | \$15,533,050 |
| New Memphis Arena Special Revenue Fund | | | | |
| Grants and Subsidies | \$4,475,000 | \$2,500,000 | \$4,475,000 | \$4,475,000 |
| Total New Memphis Arena Special Revenue Fund: | \$4,475,000 | \$2,500,000 | \$4,475,000 | \$4,475,000 |
| 2019 Sales Tax Referendum | | | | |
| Personnel Services | \$0 | \$0 | \$0 | \$11,999,037 |
| Materials and Supplies | \$862,312 | \$0 | \$1,789,335 | \$0 |
| Transfers Out | \$66,535,839 | \$76,346,000 | \$76,846,000 | \$77,465,500 |
| Project Costs | \$13,315,955 | \$0 | \$20,669,526 | \$0 |
| Total 2019 Sales Tax Referendum: | \$80,714,105 | \$76,346,000 | \$99,304,862 | \$89,464,537 |
| Fire EMS | | | | |
| Materials and Supplies | \$2,219,769 | \$1,500,000 | \$1,500,000 | \$1,500,000 |
| Capital Outlay | \$1,540,046 | \$2,400,000 | \$5,438,640 | \$2,400,000 |

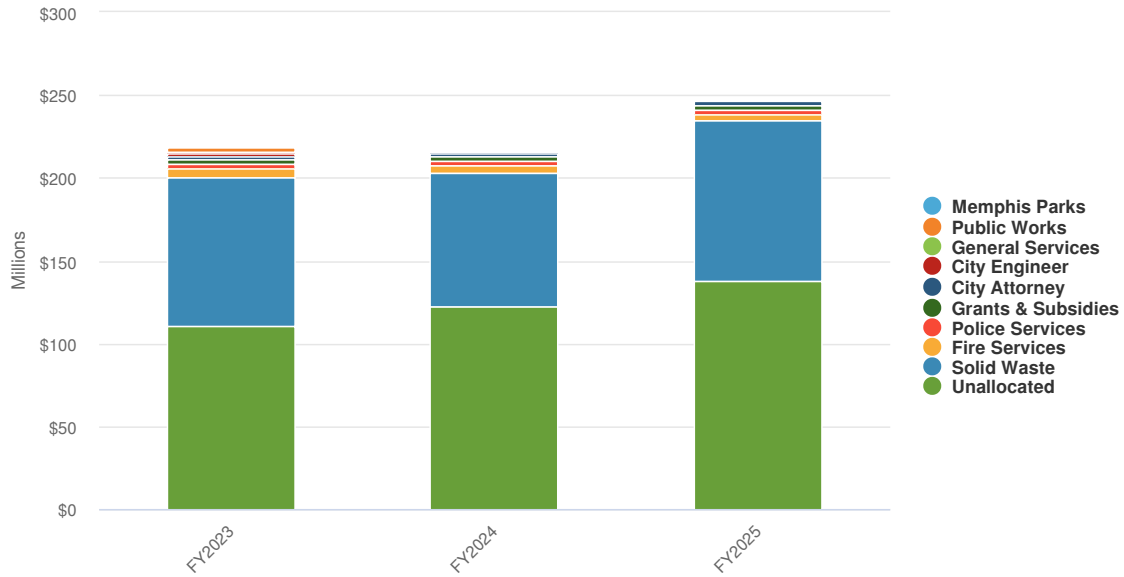
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|----------------------|----------------------|----------------------|----------------------|
| Total Fire EMS: | \$3,759,815 | \$3,900,000 | \$6,938,640 | \$3,900,000 |
| Pre-K Fund | | | | |
| Grants and Subsidies | \$6,400,000 | \$6,500,000 | \$7,000,000 | \$7,000,000 |
| Total Pre-K Fund: | \$6,400,000 | \$6,500,000 | \$7,000,000 | \$7,000,000 |
| HUB Community Impact Fund | | | | |
| Grants and Subsidies | \$1,000,000 | \$550,965 | \$550,965 | \$550,965 |
| Total HUB Community Impact Fund: | \$1,000,000 | \$550,965 | \$550,965 | \$550,965 |
| Metro Alarm Fund | | | | |
| Personnel Services | \$310,064 | \$424,115 | \$368,029 | \$488,482 |
| Materials and Supplies | \$107,012 | \$249,500 | \$208,434 | \$319,500 |
| Transfers Out | \$1,625,000 | \$1,625,000 | \$1,625,000 | \$1,625,000 |
| Misc Expense | \$0 | \$10,000 | \$10,000 | \$10,000 |
| Total Metro Alarm Fund: | \$2,042,076 | \$2,308,615 | \$2,211,463 | \$2,442,982 |
| Total: | \$227,137,786 | \$215,242,529 | \$256,437,931 | \$246,389,752 |

Expenditures by Function

Budgeted Expenditures by Function



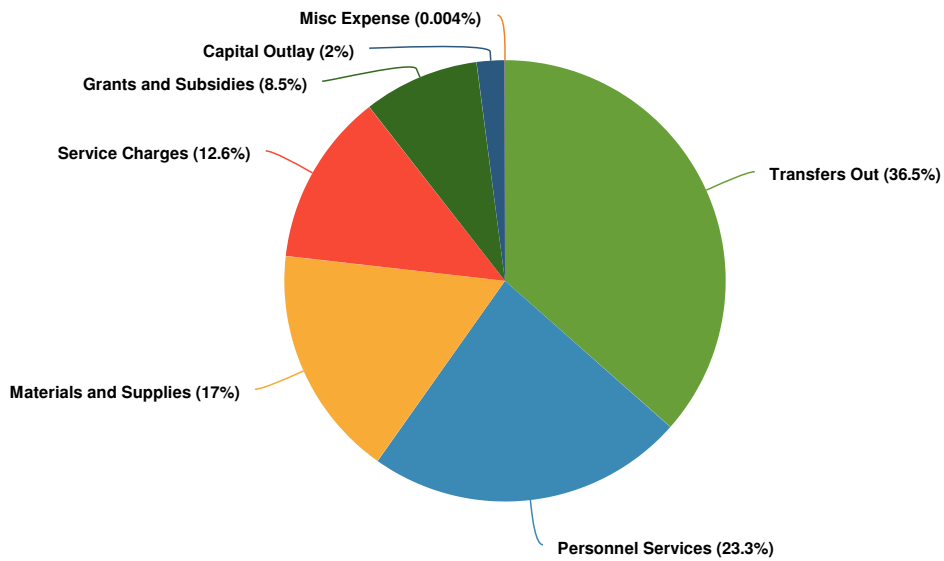
Budgeted and Historical Expenditures by Function



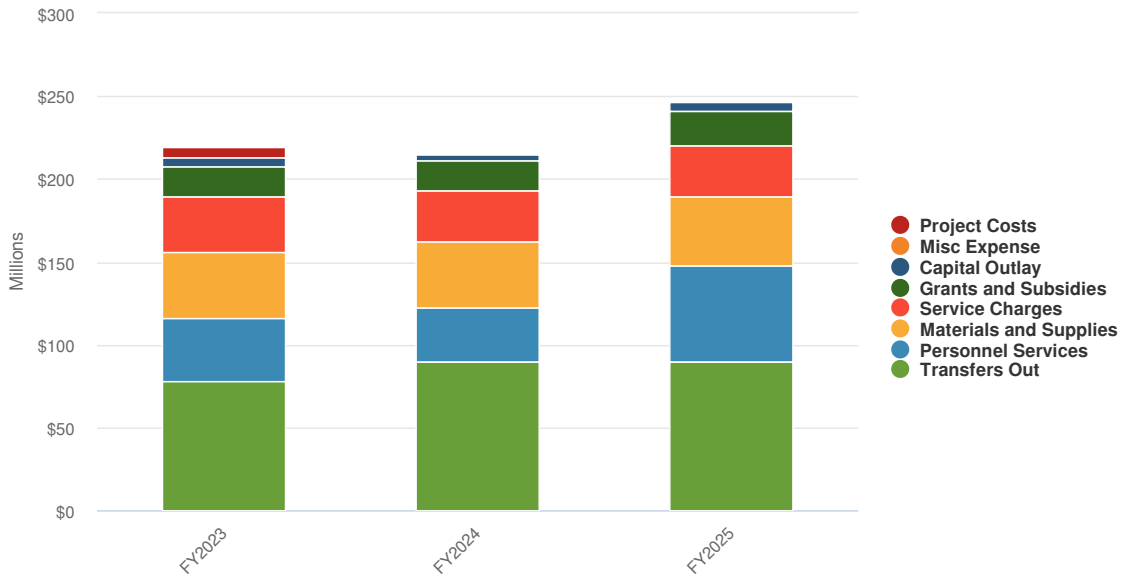
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|----------------------------|----------------------|----------------------|----------------------|----------------------|
| Expenditures | | | | |
| Fire Services | \$4,661,721 | \$3,900,000 | \$7,748,592 | \$3,900,000 |
| Police Services | \$2,389,809 | \$3,154,958 | \$4,140,571 | \$3,210,692 |
| Memphis Parks | \$1,626,480 | \$0 | \$3,537,138 | \$0 |
| Solid Waste | \$81,518,103 | \$81,338,941 | \$90,818,380 | \$96,702,526 |
| Public Works | \$6,270,497 | \$0 | \$7,137,693 | \$0 |
| General Services | \$2,226,667 | \$0 | \$815,014 | \$0 |
| Grants & Subsidies | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 |
| City Attorney | \$2,042,076 | \$2,308,615 | \$2,211,463 | \$2,442,982 |
| City Engineer | \$3,127,391 | \$0 | \$10,265,475 | \$0 |
| Unallocated | \$120,775,044 | \$122,040,015 | \$127,263,605 | \$137,633,552 |
| Total Expenditures: | \$227,137,786 | \$215,242,529 | \$256,437,931 | \$246,389,752 |

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



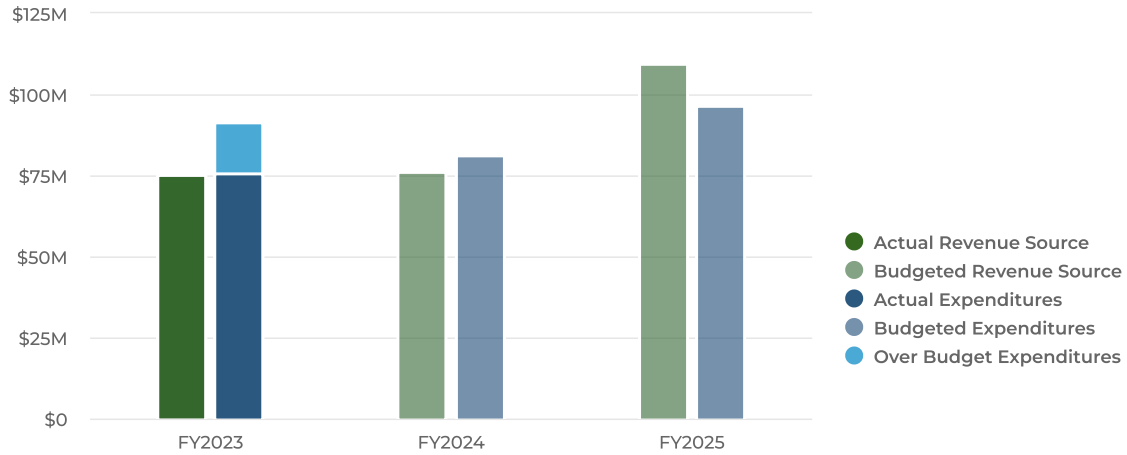
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------------------------------------|----------------------|-----------------------|-------------------------|-----------------------|
| Expense Objects | | | | |
| Personnel Services | | | | |
| MPD Retention Bonus Program OT | \$0 | \$0 | \$398 | \$0 |
| MFD Pension ADC Expense Recovery | \$0 | \$0 | \$0 | \$11,999,037 |
| Total Personnel Services: | \$30,907,514 | \$32,720,263 | \$41,028,852 | \$57,353,667 |
| Materials and Supplies | \$39,949,715 | \$39,683,632 | \$42,273,728 | \$41,897,925 |
| Total Materials and Supplies: | \$39,949,715 | \$39,683,632 | \$42,273,728 | \$41,897,925 |
| Capital Outlay | \$3,433,203 | \$4,137,500 | \$7,994,023 | \$5,048,495 |
| Total Capital Outlay: | \$3,433,203 | \$4,137,500 | \$7,994,023 | \$5,048,495 |
| Transfers Out | \$79,956,488 | \$89,766,648 | \$92,121,648 | \$90,004,753 |
| Total Transfers Out: | \$79,956,488 | \$89,766,648 | \$92,121,648 | \$90,004,753 |
| Service Charges | \$34,935,820 | \$30,473,521 | \$30,914,188 | \$31,148,948 |
| Total Service Charges: | \$34,935,820 | \$30,473,521 | \$30,914,188 | \$31,148,948 |
| Grants and Subsidies | \$24,638,981 | \$18,450,965 | \$21,425,965 | \$20,925,965 |
| Total Grants and Subsidies: | \$24,638,981 | \$18,450,965 | \$21,425,965 | \$20,925,965 |
| Misc Expense | \$110 | \$10,000 | \$10,000 | \$10,000 |
| Total Misc Expense: | \$110 | \$10,000 | \$10,000 | \$10,000 |
| Project Costs | \$13,315,955 | \$0 | \$20,669,526 | \$0 |
| Total Project Costs: | \$13,315,955 | \$0 | \$20,669,526 | \$0 |
| Total Expense Objects: | \$227,137,786 | \$215,242,529 | \$256,437,931 | \$246,389,752 |



Solid Waste Management Fund

Summary

The City of Memphis is projecting \$109.61M of revenue in FY2025, which represents a 43.8% increase over the prior year. Budgeted expenditures are projected to increase by 18.9% or \$15.36M to \$96.7M in FY2025.

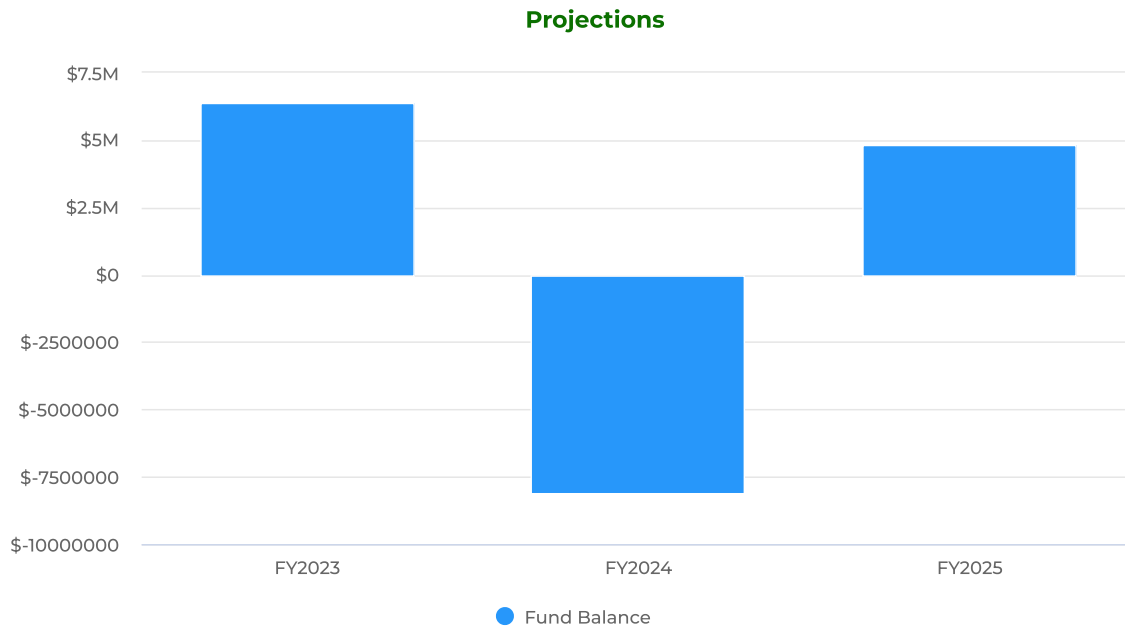


Solid Waste Management Fund Comprehensive Summary

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------------------------------------|---------------------|---------------------|---------------------|----------------------|
| Beginning Fund Balance: | \$14,318,362 | \$6,401,744 | \$6,401,744 | -\$8,108,713 |
| Revenues | | | | |
| Local Taxes | \$72,816 | \$100,000 | \$110,366 | \$100,000 |
| Charges for Services | \$76,703,532 | \$76,040,000 | \$76,119,473 | \$109,432,643 |
| Use of Money and Property | \$205,588 | \$53,000 | \$53,000 | \$53,000 |
| Other Revenues | \$23,704 | \$25,084 | \$25,084 | \$25,084 |
| Total Revenues: | \$77,005,640 | \$76,218,084 | \$76,307,923 | \$109,610,727 |
| Expenditures | | | | |
| Personnel Services | \$30,061,596 | \$31,476,148 | \$39,840,823 | \$44,046,147 |
| Total Personnel Services: | \$30,061,596 | \$31,476,148 | \$39,840,823 | \$44,046,147 |
| Materials and Supplies | \$15,043,679 | \$14,724,974 | \$15,334,654 | \$16,841,033 |
| Total Materials and Supplies: | \$15,043,679 | \$14,724,974 | \$15,334,654 | \$16,841,033 |
| Capital Outlay | \$1,466,428 | \$1,270,000 | \$1,334,417 | \$2,153,495 |
| Total Capital Outlay: | \$1,466,428 | \$1,270,000 | \$1,334,417 | \$2,153,495 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|---------------------|---------------------|----------------------|---------------------|
| Transfers Out | \$3,394,299 | \$3,394,298 | \$3,394,298 | \$2,512,903 |
| Total Transfers Out: | \$3,394,299 | \$3,394,298 | \$3,394,298 | \$2,512,903 |
| Service Charges | \$34,935,820 | \$30,473,521 | \$30,914,188 | \$31,148,948 |
| Total Service Charges: | \$34,935,820 | \$30,473,521 | \$30,914,188 | \$31,148,948 |
| Grants and Subsidies | \$20,327 | \$0 | \$0 | \$0 |
| Total Grants and Subsidies: | \$20,327 | \$0 | \$0 | \$0 |
| Misc Expense | | | | |
| Prior Year Expense | \$110 | \$0 | \$0 | \$0 |
| Total Misc Expense: | \$110 | \$0 | \$0 | \$0 |
| Total Expenditures: | \$84,922,259 | \$81,338,941 | \$90,818,380 | \$96,702,526 |
| Total Revenues Less Expenditures: | -\$7,916,619 | -\$5,120,857 | -\$14,510,457 | \$12,908,201 |
| Ending Fund Balance: | \$6,401,743 | \$1,280,887 | -\$8,108,713 | \$4,799,488 |

Fund Balance

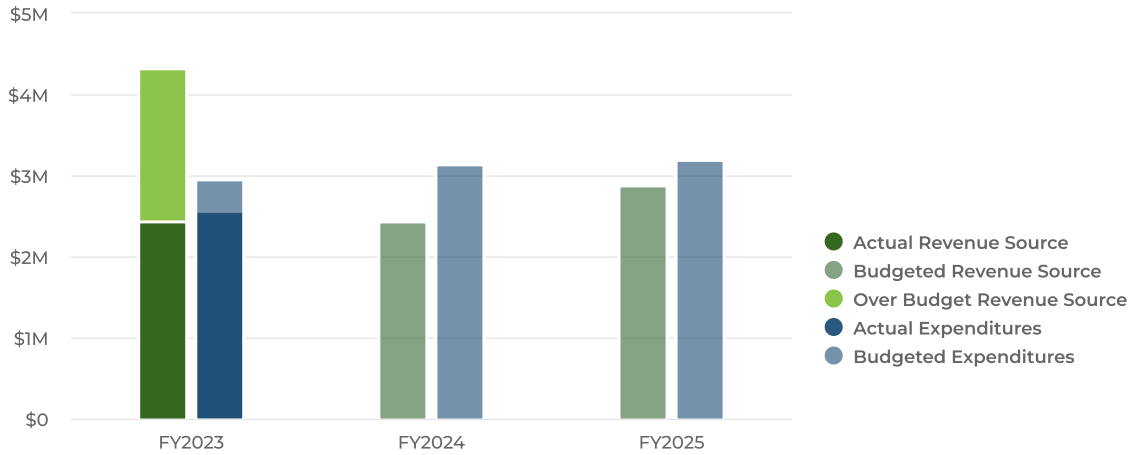




Drug Enforcement Fund

Summary

The City of Memphis is projecting \$2.89M of revenue in FY2025, which represents a 17.9% increase over the prior year. Budgeted expenditures are projected to increase by 1.8% or \$55.73K to \$3.21M in FY2025.



Drug Enforcement Fund Comprehensive Summary

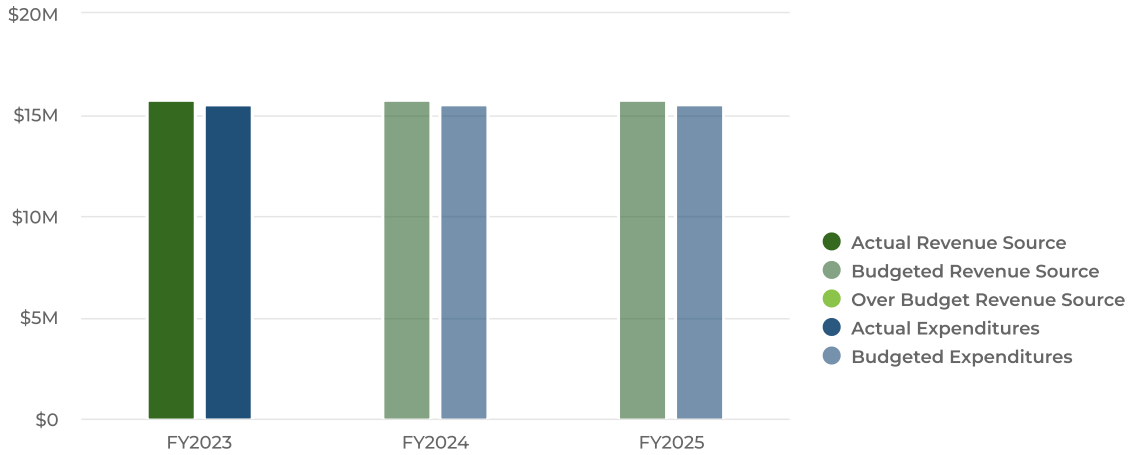
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|--------------------|--------------------|---------------------|--------------------|
| Beginning Fund Balance: | \$9,026,093 | \$9,803,573 | \$9,803,573 | \$8,115,503 |
| Revenues | | | | |
| Fines and and Forfeitures | \$2,780,919 | \$2,370,000 | \$2,370,000 | \$2,842,700 |
| Use of Money and Property | \$185,820 | \$0 | \$0 | \$0 |
| Federal Grants | \$45,702 | \$82,500 | \$82,500 | \$50,000 |
| Other Revenues | \$154,848 | \$0 | \$0 | \$0 |
| Total Revenues: | \$3,167,288 | \$2,452,500 | \$2,452,500 | \$2,892,700 |
| Expenditures | | | | |
| Personnel Services | \$535,854 | \$820,000 | \$820,000 | \$820,000 |
| Materials and Supplies | \$1,427,226 | \$1,867,458 | \$2,099,605 | \$1,895,692 |
| Capital Outlay | \$426,729 | \$467,500 | \$1,220,965 | \$495,000 |
| Total Expenditures: | \$2,389,809 | \$3,154,958 | \$4,140,571 | \$3,210,692 |
| Total Revenues Less Expenditures: | \$777,479 | -\$702,458 | -\$1,688,071 | -\$317,992 |
| Ending Fund Balance: | \$9,803,572 | \$9,101,115 | \$8,115,502 | \$7,797,511 |



Hotel/Motel Occupancy Tax Fund

Summary

The City of Memphis is projecting \$15.75M of revenue in FY2025, which represents a 0% increase over the prior year. Budgeted expenditures are projected to increase by 0% or \$0 to \$15.53M in FY2025.



Hotel/Motel Occupancy Tax Fund Comprehensive Summary

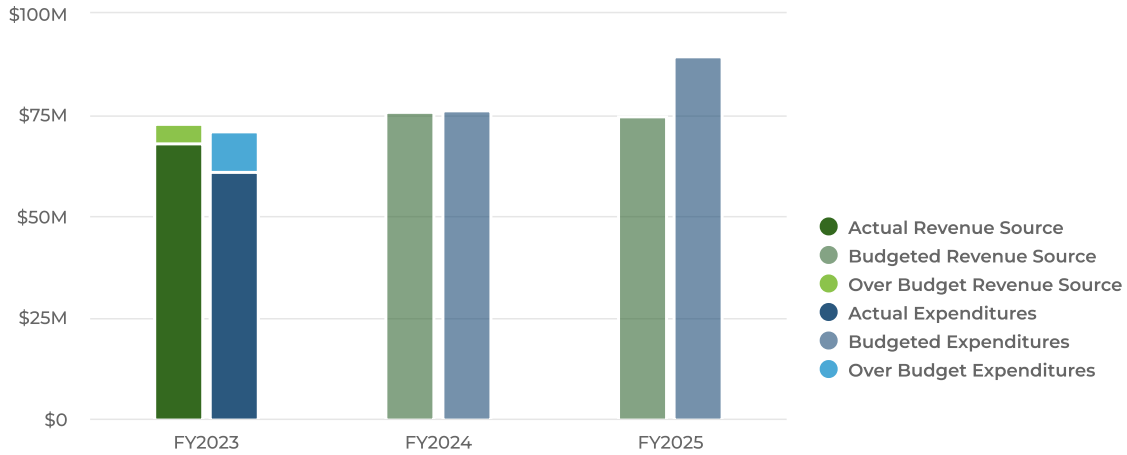
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|---------------------|---------------------|---------------------|---------------------|
| Beginning Fund Balance: | \$4,591,179 | \$4,117,212 | \$4,117,212 | \$8,893,796 |
| Revenues | | | | |
| Local Taxes | \$18,902,736 | \$15,750,000 | \$17,944,904 | \$15,750,000 |
| Charges for Services | \$0 | \$0 | \$2,864,730 | \$0 |
| Total Revenues: | \$18,902,736 | \$15,750,000 | \$20,809,634 | \$15,750,000 |
| Expenditures | | | | |
| Transfers Out | \$6,633,050 | \$6,633,050 | \$6,633,050 | \$6,633,050 |
| Grants and Subsidies | \$12,743,654 | \$8,900,000 | \$9,400,000 | \$8,900,000 |
| Total Expenditures: | \$19,376,704 | \$15,533,050 | \$16,033,050 | \$15,533,050 |
| Total Revenues Less Expenditures: | -\$473,968 | \$216,950 | \$4,776,584 | \$216,950 |
| Ending Fund Balance: | \$4,117,211 | \$4,334,162 | \$8,893,796 | \$9,110,746 |



2019 Sales Tax Referendum

Summary

The City of Memphis is projecting \$75M of revenue in FY2025, which represents a 1.3% decrease over the prior year. Budgeted expenditures are projected to increase by 17.2% or \$13.12M to \$89.46M in FY2025.



2019 Sales Tax Referendum Comprehensive Summary

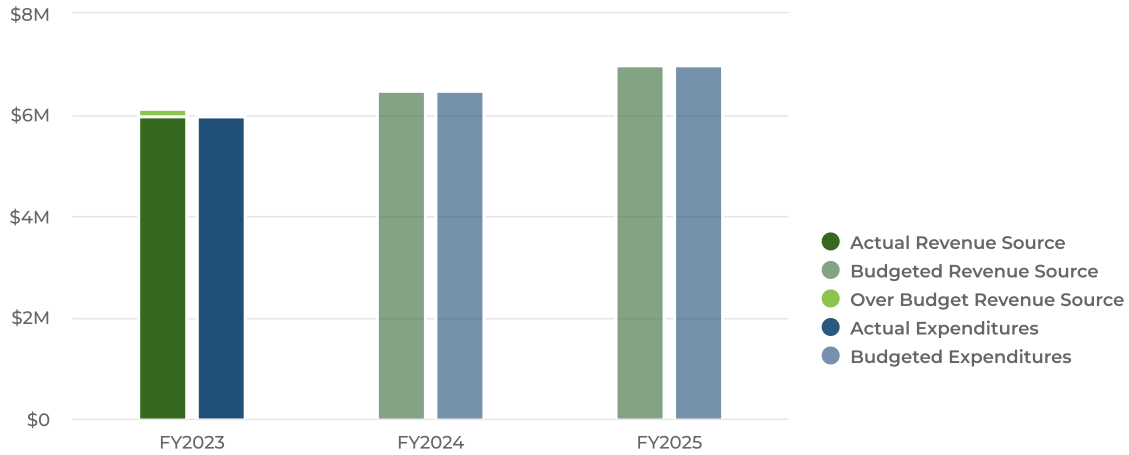
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|---------------------|---------------------|----------------------|----------------------|
| Beginning Fund Balance: | \$80,570,506 | \$75,415,681 | \$75,415,681 | \$52,436,046 |
| Revenues | | | | |
| Transfers In | \$0 | \$0 | \$125,226 | \$0 |
| Local Taxes | \$75,559,280 | \$76,000,000 | \$76,200,000 | \$75,000,000 |
| Total Revenues: | \$75,559,280 | \$76,000,000 | \$76,325,226 | \$75,000,000 |
| Expenditures | | | | |
| Personnel Services | \$0 | \$0 | \$0 | \$11,999,037 |
| Materials and Supplies | \$862,312 | \$0 | \$1,789,335 | \$0 |
| Transfers Out | \$66,535,839 | \$76,346,000 | \$76,846,000 | \$77,465,500 |
| Project Costs | \$13,315,955 | \$0 | \$20,669,526 | \$0 |
| Total Expenditures: | \$80,714,105 | \$76,346,000 | \$99,304,862 | \$89,464,537 |
| Total Revenues Less Expenditures: | -\$5,154,825 | -\$346,000 | -\$22,979,636 | -\$14,464,537 |
| Ending Fund Balance: | \$75,415,681 | \$75,069,681 | \$52,436,045 | \$37,971,509 |



Pre-K Fund

Summary

The City of Memphis is projecting \$7M of revenue in FY2025, which represents a 7.7% increase over the prior year. Budgeted expenditures are projected to increase by 7.7% or \$500K to \$7M in FY2025.



Pre-K Fund Comprehensive Summary

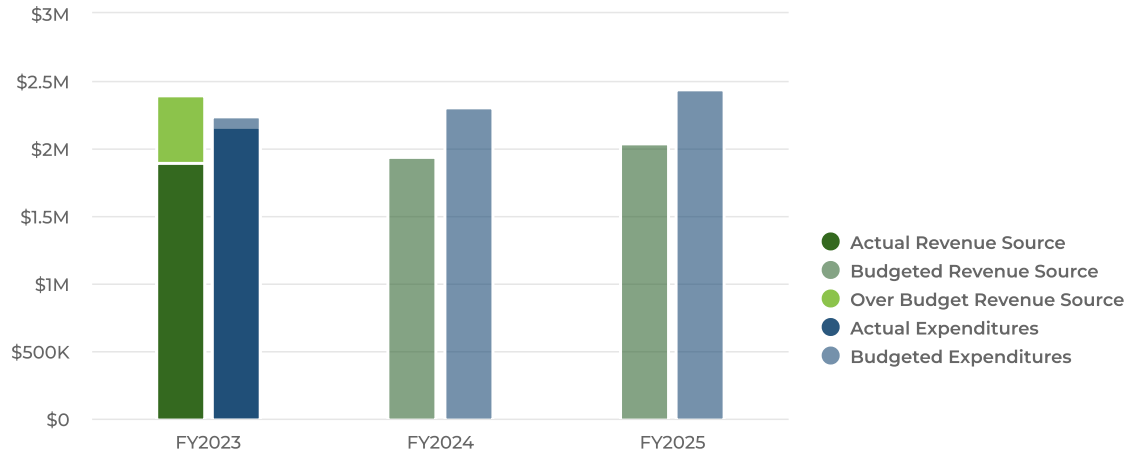
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|---------------------|---------------------|---------------------|---------------------|
| Beginning Fund Balance: | \$10,743,637 | \$10,619,543 | \$10,619,543 | \$10,631,123 |
| Revenues | | | | |
| Transfers In | \$6,000,000 | \$6,500,000 | \$7,000,000 | \$7,000,000 |
| Local Taxes | \$11,259 | \$0 | \$11,580 | \$0 |
| Use of Money and Property | \$264,648 | \$0 | \$0 | \$0 |
| Total Revenues: | \$6,275,907 | \$6,500,000 | \$7,011,580 | \$7,000,000 |
| Expenditures | | | | |
| Grants and Subsidies | \$6,400,000 | \$6,500,000 | \$7,000,000 | \$7,000,000 |
| Total Expenditures: | \$6,400,000 | \$6,500,000 | \$7,000,000 | \$7,000,000 |
| Total Revenues Less Expenditures: | -\$124,093 | \$0 | \$11,580 | \$0 |
| Ending Fund Balance: | \$10,619,544 | \$10,619,543 | \$10,631,123 | \$10,631,123 |



Metro Alarm Fund

Summary

The City of Memphis is projecting \$2.05M of revenue in FY2025, which represents a 5.1% increase over the prior year. Budgeted expenditures are projected to increase by 5.8% or \$134.37K to \$2.44M in FY2025.



Metro Alarm Fund Comprehensive Summary

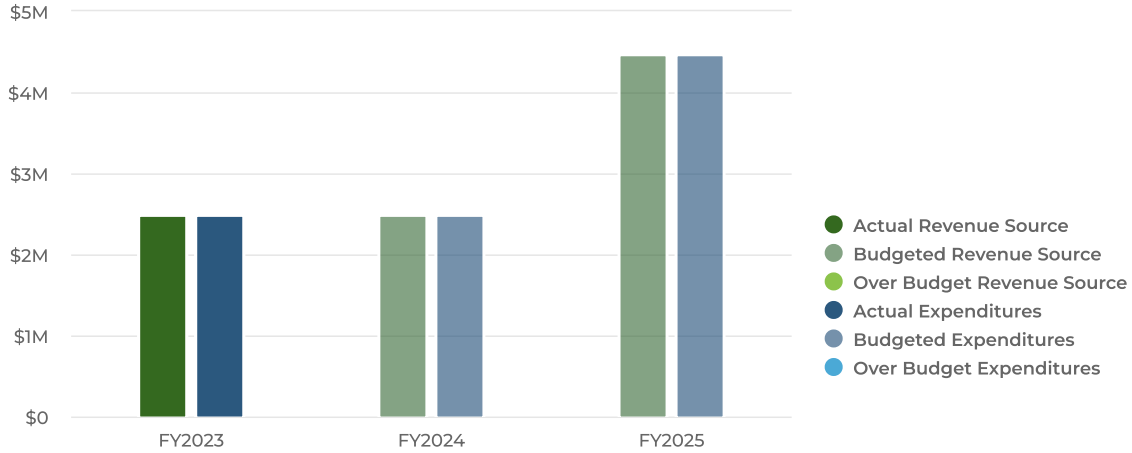
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|--------------------|--------------------|--------------------|--------------------|
| Beginning Fund Balance: | \$2,254,598 | \$2,960,499 | \$2,960,499 | \$2,980,673 |
| Revenues | | | | |
| Licenses and Permits | \$2,743,684 | \$1,940,000 | \$2,230,937 | \$2,040,000 |
| Use of Money and Property | \$4,053 | \$0 | \$0 | \$0 |
| Other Revenues | \$240 | \$10,000 | \$700 | \$10,000 |
| Total Revenues: | \$2,747,977 | \$1,950,000 | \$2,231,637 | \$2,050,000 |
| Expenditures | | | | |
| Personnel Services | \$310,064 | \$424,115 | \$368,029 | \$488,482 |
| Materials and Supplies | \$107,012 | \$249,500 | \$208,434 | \$319,500 |
| Transfers Out | \$1,625,000 | \$1,625,000 | \$1,625,000 | \$1,625,000 |
| Misc Expense | \$0 | \$10,000 | \$10,000 | \$10,000 |
| Total Expenditures: | \$2,042,076 | \$2,308,615 | \$2,211,463 | \$2,442,982 |
| Total Revenues Less Expenditures: | \$705,902 | -\$358,615 | \$20,174 | -\$392,982 |
| Ending Fund Balance: | \$2,960,500 | \$2,601,884 | \$2,980,673 | \$2,587,691 |



New Memphis Arena Fund

Summary

The City of Memphis is projecting \$4.47M of revenue in FY2025, which represents a 79.0% increase over the prior year. Budgeted expenditures are projected to increase by 79.0% or \$1.97M to \$4.47M in FY2025.



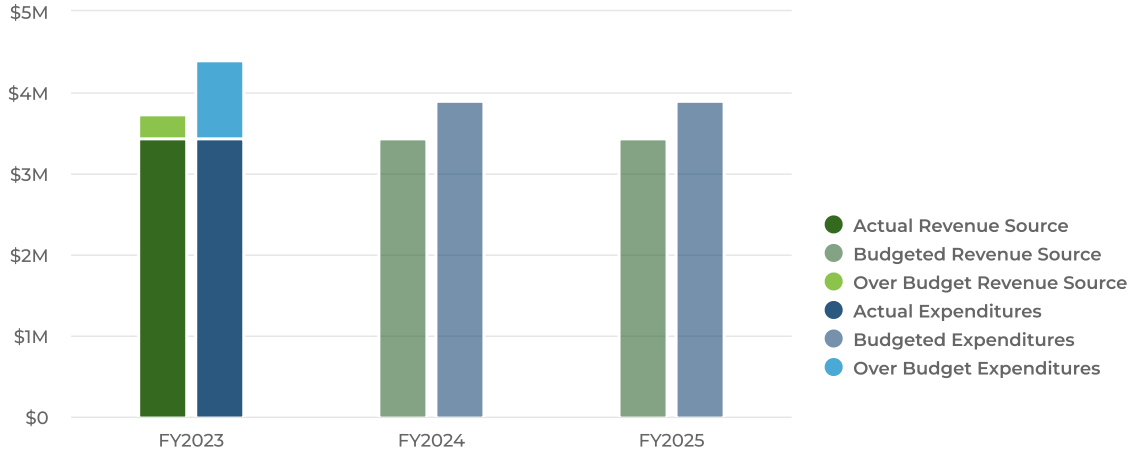
New Memphis Arena Fund Comprehensive Summary

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|---------------------|--------------------|--------------------|--------------------|
| Beginning Fund Balance: | \$2,085,749 | \$110,749 | \$110,749 | \$110,749 |
| Revenues | | | | |
| Transfers In | \$0 | \$0 | \$1,975,000 | \$1,975,000 |
| Local Taxes | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 |
| Total Revenues: | \$2,500,000 | \$2,500,000 | \$4,475,000 | \$4,475,000 |
| Expenditures | | | | |
| Grants and Subsidies | \$4,475,000 | \$2,500,000 | \$4,475,000 | \$4,475,000 |
| Total Expenditures: | \$4,475,000 | \$2,500,000 | \$4,475,000 | \$4,475,000 |
| Total Revenues Less Expenditures: | -\$1,975,000 | \$0 | \$0 | \$0 |
| Ending Fund Balance: | \$110,749 | \$110,749 | \$110,749 | \$110,749 |



Summary

The City of Memphis is projecting \$3.44M of revenue in FY2025, which represents a 0% increase over the prior year. Budgeted expenditures are projected to increase by 0% or \$0 to \$3.9M in FY2025.



Fire EMS Comprehensive Summary

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|---------------|----------------|------------------|----------------|
| Beginning Fund Balance: | \$1,350,078 | \$3,900,366 | \$3,900,366 | \$1,318,554 |
| Revenues | | | | |
| Federal Grants | \$6,310,103 | \$3,437,350 | \$4,356,828 | \$3,437,350 |
| Total Revenues: | \$6,310,103 | \$3,437,350 | \$4,356,828 | \$3,437,350 |
| Expenditures | | | | |
| Materials and Supplies | \$2,219,769 | \$1,500,000 | \$1,500,000 | \$1,500,000 |
| Capital Outlay | \$1,540,046 | \$2,400,000 | \$5,438,640 | \$2,400,000 |
| Total Expenditures: | \$3,759,815 | \$3,900,000 | \$6,938,640 | \$3,900,000 |
| Total Revenues Less Expenditures: | \$2,550,287 | -\$462,650 | -\$2,581,812 | -\$462,650 |
| Ending Fund Balance: | \$3,900,365 | \$3,437,716 | \$1,318,554 | \$855,904 |



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 fees. 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 in these funds:

Sewer Fund

This fund is used to account for the operations and maintenance of the wastewater collection and treatment facilities owned and operated by the City of Memphis. The City of Memphis wastewater system is a combination of 3,228 miles of sewers, over 96 lift stations, and 2 large Wastewater Treatment Plants that serve all of Memphis, 5 adjacent municipalities, parts of unincorporated Shelby County, and over 100 significant industrial users. As part of our strategic initiatives, a sewer Master Plan has been developed which will guide the fund in terms of future operations, management, and long-term investments. Other initiatives include the utilization of a new program to improve the management of the collection system based upon prioritization of assessed conditions. Memphis continues to rank as having one of the lowest wastewater rates in the nation. The last increase in sewer fees was in FY2020.

Storm Water Fund

This fund is used to account for the operations and maintenance of the storm water facilities owned and operated by the City of Memphis. The City of Memphis storm water system is a combination of nearly 248 miles of concrete channels, 1,550 miles of culverts, and 55,611 road inlets which serve an area of 324 square miles. In addition, 7 pumping stations with a combination of earthen levees and concrete walls for flood control. The storm water fund is undertaking a master planning effort to assess the condition of all the public drainage systems and to identify and prioritize solutions for abating or mitigating property flooding. The outcomes of this plan will guide future operations, management, and long-term investments. Memphis storm water rates are consistent with similar cities and infrastructure. The last increase in storm water fees was in FY2022.

Summary

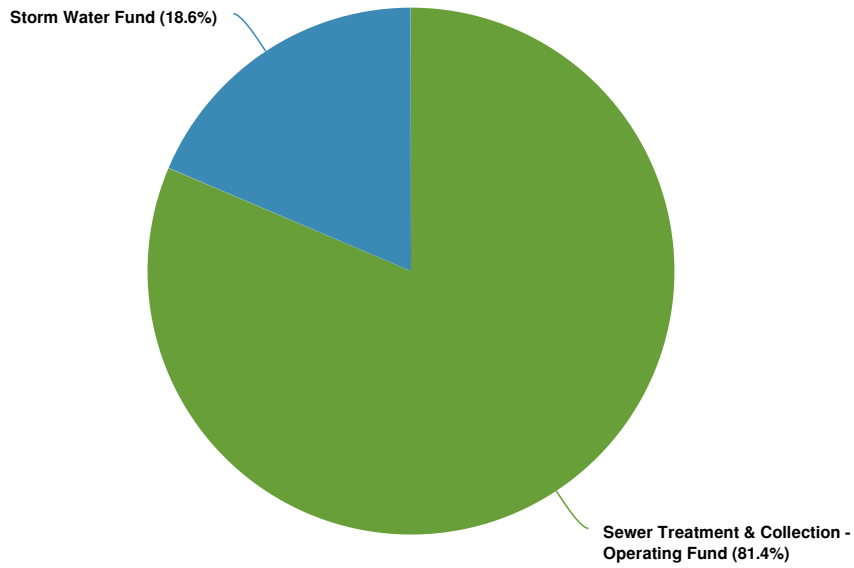
The City of Memphis is projecting \$199.22M of revenue in FY2025, which represents a 1.5% increase over the prior year. Budgeted expenditures are projected to increase by 3.4% or \$6.54M to \$197.69M in FY2025.

Enterprise Funds Comprehensive Summary

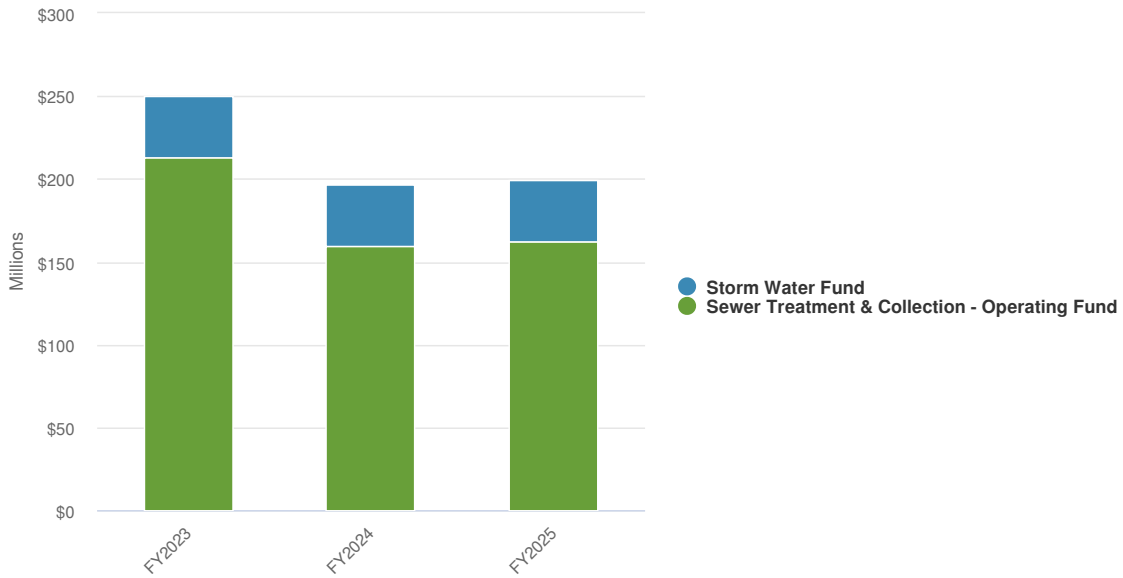
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|----------------------|----------------------|----------------------|----------------------|
| Beginning Fund Balance: | \$675,670,874 | \$709,743,574 | \$709,743,574 | \$709,791,973 |
| Revenues | | | | |
| Fines and and Forfeitures | \$638,710 | \$1,036,000 | \$2,168,000 | \$1,036,000 |
| Charges for Services | \$188,498,595 | \$194,528,307 | \$195,969,520 | \$197,512,450 |
| Use of Money and Property | \$1,289,845 | \$600,000 | \$600,000 | \$600,000 |
| Federal Grants | \$9,880 | \$0 | \$0 | \$0 |
| Gain (Loss) on Investments | \$700,825 | \$0 | \$0 | \$0 |
| Other Revenues | \$206,468 | \$83,000 | \$39,251 | \$68,000 |
| Dividend and Interest on Investment | \$2,344,426 | \$0 | \$3,038,290 | \$0 |
| Gain (Loss) on Sale of Assets | \$611,431 | \$0 | \$167,411 | \$0 |
| Capital Contributions | \$711,695 | \$0 | \$0 | \$0 |
| Total Revenues: | \$195,011,875 | \$196,247,307 | \$201,982,472 | \$199,216,450 |
| Expenditures | | | | |
| Personnel Services | \$33,863,798 | \$40,757,619 | \$36,923,222 | \$43,220,342 |
| Materials and Supplies | \$78,120,058 | \$92,585,517 | \$88,593,563 | \$96,448,378 |
| Depreciation on Own Funds | \$18,352,670 | \$17,667,140 | \$17,129,886 | \$17,667,140 |
| Capital Outlay | \$2,763,986 | \$12,605,375 | \$12,309,405 | \$15,246,133 |
| Transfers Out | \$12,331,492 | \$14,107,294 | \$14,107,294 | \$12,139,813 |
| Service Charges | \$3,300 | \$0 | \$5,000 | \$0 |
| Bond Issue Costs | \$0 | \$0 | \$137,500 | \$0 |
| Investment Fees | \$5,070 | \$0 | \$0 | \$0 |
| Grants and Subsidies | \$100,000 | \$380,000 | \$430,000 | \$430,000 |
| Interest | \$8,260,009 | \$13,046,733 | \$13,046,733 | \$12,536,141 |
| Misc Expense | \$774,793 | \$0 | \$0 | \$0 |
| Pension Expense | \$7,469,000 | \$0 | \$0 | \$0 |
| Project Costs | \$0 | \$0 | \$19,251,469 | \$0 |
| Other Post Employment Benefits | -\$1,105,000 | \$0 | \$0 | \$0 |
| Total Expenditures: | \$160,939,177 | \$191,149,678 | \$201,934,072 | \$197,687,946 |
| Total Revenues Less Expenditures: | \$34,072,698 | \$5,097,630 | \$48,400 | \$1,528,504 |
| Ending Fund Balance: | \$709,743,572 | \$714,841,204 | \$709,791,974 | \$711,320,477 |

Revenue by Fund

2025 Revenue by Fund



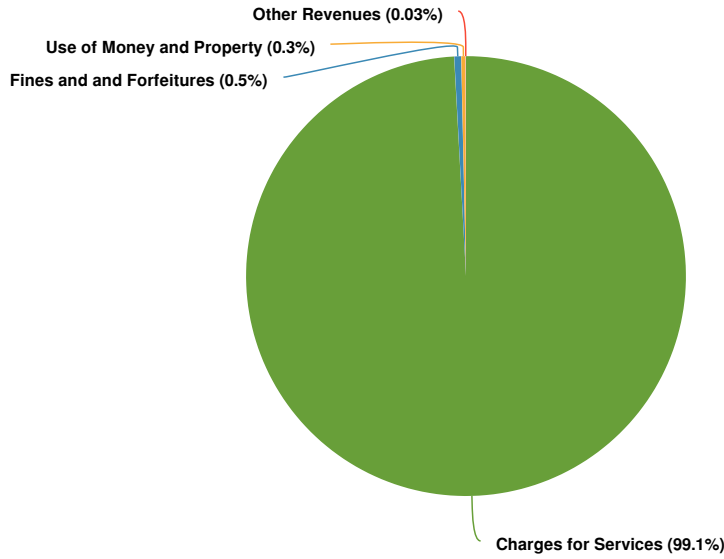
Budgeted and Historical 2025 Revenue by Fund



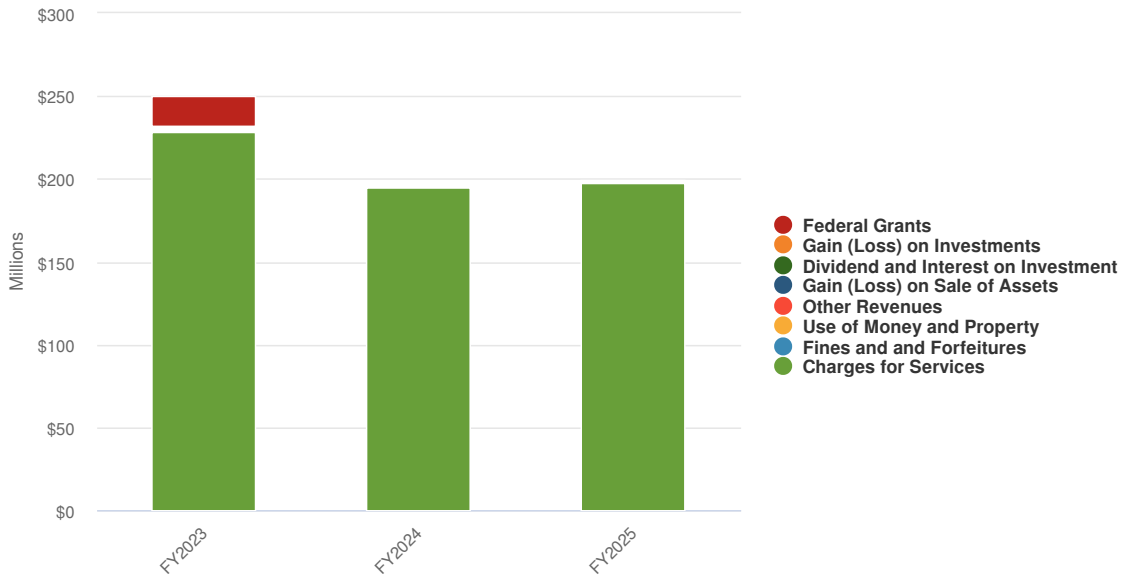
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|----------------------|----------------------|----------------------|----------------------|
| Sewer Treatment & Collection - Operating Fund | \$156,965,494 | \$159,712,307 | \$163,694,706 | \$162,181,450 |
| Storm Water Fund | \$38,046,381 | \$36,535,000 | \$38,287,766 | \$37,035,000 |
| Total: | \$195,011,875 | \$196,247,307 | \$201,982,472 | \$199,216,450 |

Revenues by Source

Projected 2025 Revenues by Source



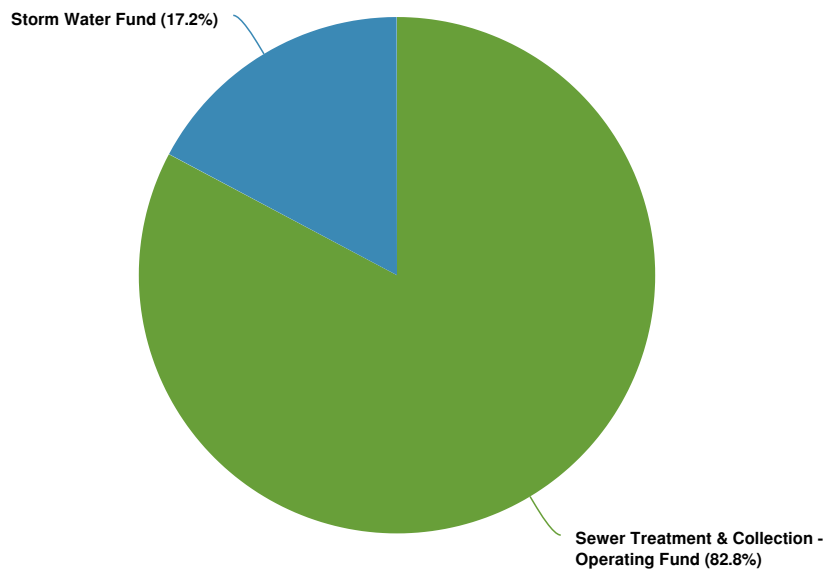
Budgeted and Historical 2025 Revenues by Source



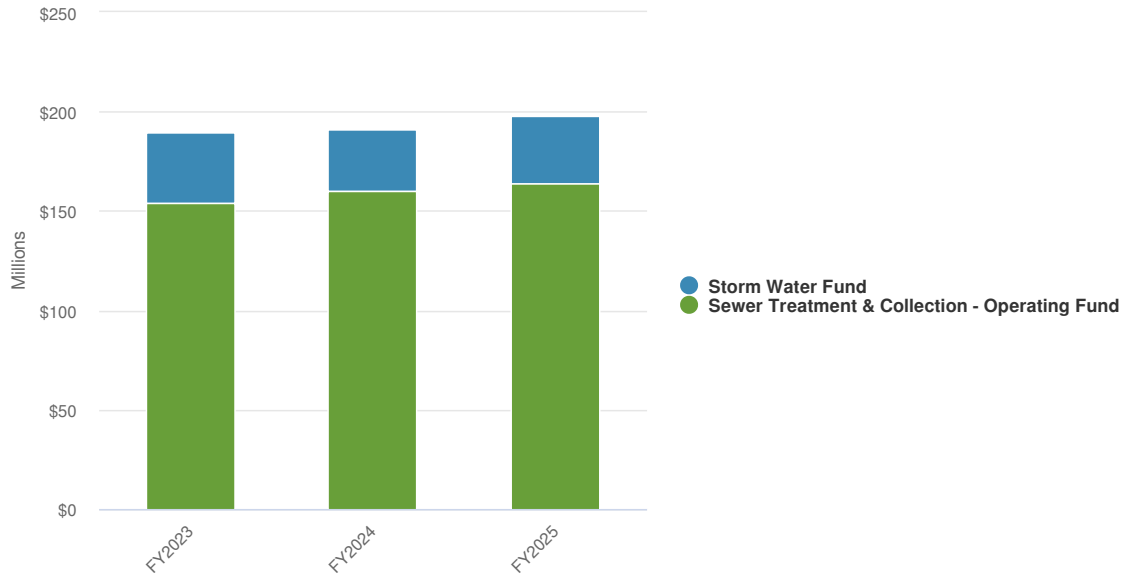
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|
| Revenue Source | | | | |
| Fines and and Forfeitures | \$638,710 | \$1,036,000 | \$2,168,000 | \$1,036,000 |
| Charges for Services | \$188,498,595 | \$194,528,307 | \$195,969,520 | \$197,512,450 |
| Use of Money and Property | \$1,289,845 | \$600,000 | \$600,000 | \$600,000 |
| Federal Grants | \$9,880 | \$0 | \$0 | \$0 |
| Gain (Loss) on Investments | \$700,825 | \$0 | \$0 | \$0 |
| Other Revenues | \$206,468 | \$83,000 | \$39,251 | \$68,000 |
| Dividend and Interest on Investment | \$2,344,426 | \$0 | \$3,038,290 | \$0 |
| Gain (Loss) on Sale of Assets | \$611,431 | \$0 | \$167,411 | \$0 |
| Capital Contributions | \$711,695 | \$0 | \$0 | \$0 |
| Total Revenue Source: | \$195,011,875 | \$196,247,307 | \$201,982,472 | \$199,216,450 |

Expenditures by Fund

2025 Expenditures by Fund



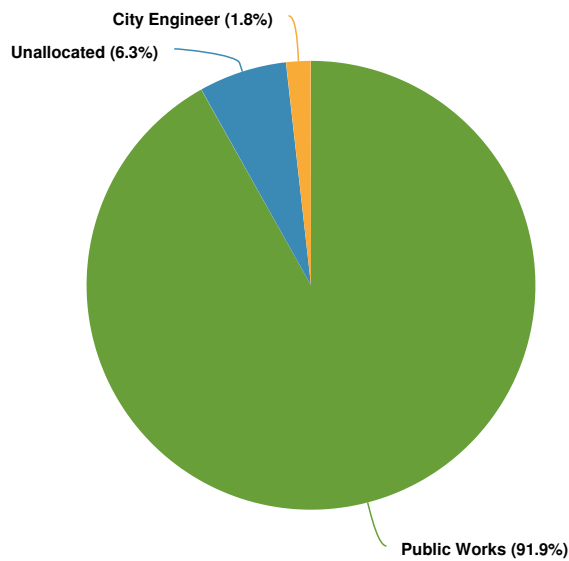
Budgeted and Historical 2025 Expenditures by Fund



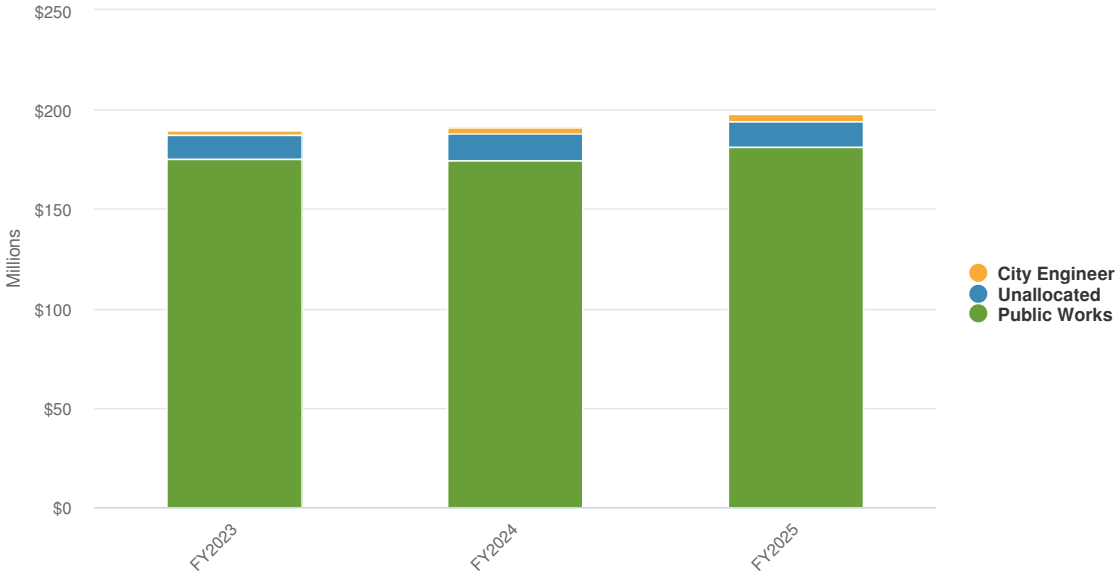
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|----------------------|----------------------|----------------------|----------------------|
| Sewer Treatment & Collection - Operating Fund | \$137,566,567 | \$160,065,468 | \$165,782,893 | \$163,621,912 |
| Storm Water Fund | \$23,372,610 | \$31,084,209 | \$36,151,179 | \$34,066,034 |
| Total: | \$160,939,177 | \$191,149,678 | \$201,934,072 | \$197,687,946 |

Expenditures by Function

Budgeted Expenditures by Function



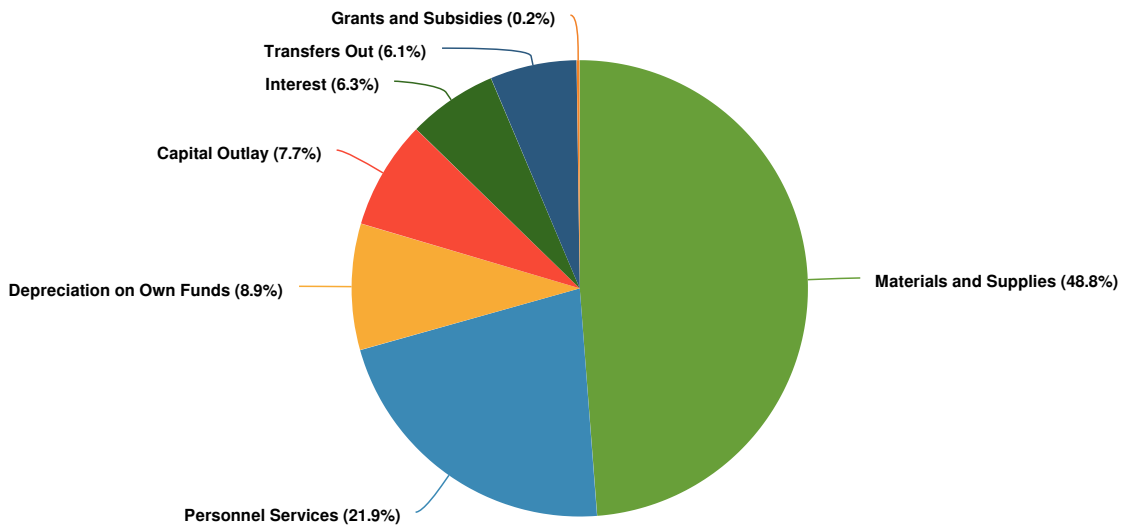
Budgeted and Historical Expenditures by Function



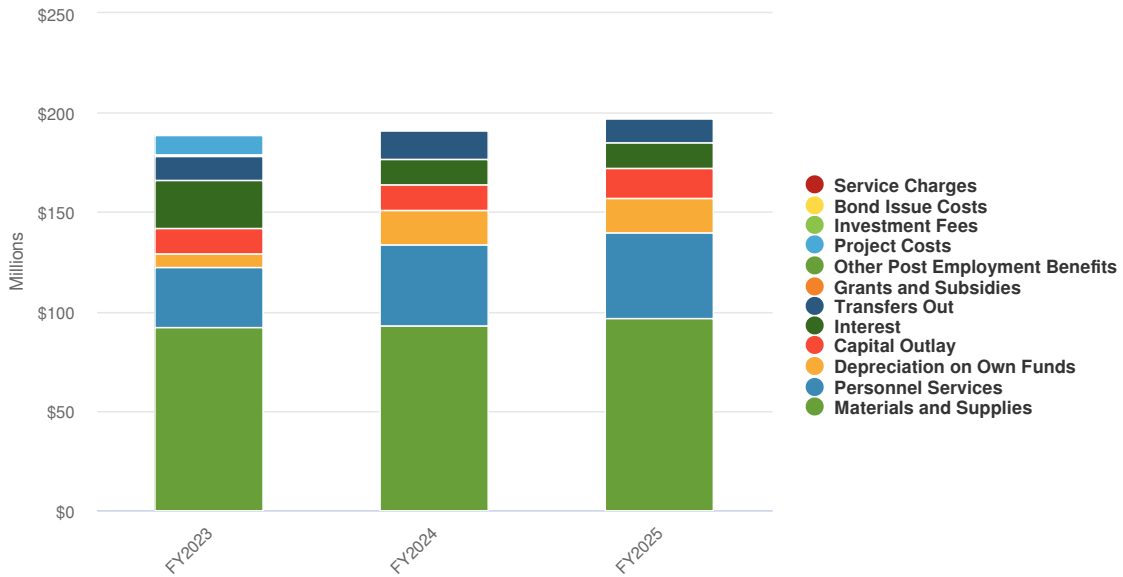
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|-----------------------------|----------------------|----------------------|----------------------|----------------------|
| Expenditures | | | | |
| Public Works | | | | |
| Grounds Services | \$991 | \$0 | \$0 | \$0 |
| Total Public Works: | \$143,216,818 | \$174,735,010 | \$184,899,198 | \$181,639,608 |
| City Engineer | | | | |
| Total City Engineer: | \$2,274,290 | \$3,367,934 | \$3,850,642 | \$3,512,198 |
| Unallocated | | | | |
| Total Unallocated: | \$15,448,069 | \$13,046,733 | \$13,184,233 | \$12,536,141 |
| Total Expenditures: | \$160,939,177 | \$191,149,678 | \$201,934,072 | \$197,687,946 |

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



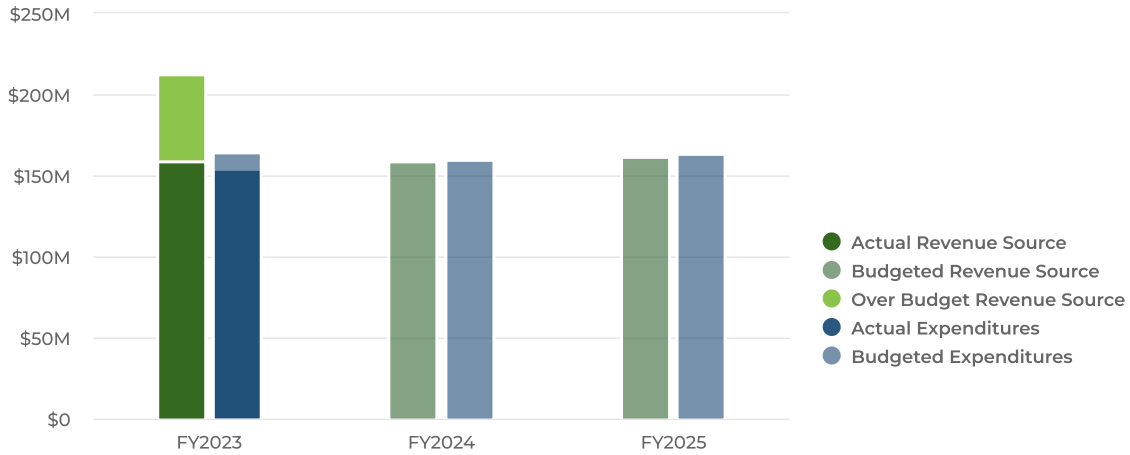
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------------------------------|----------------------|-----------------------|-------------------------|-----------------------|
| Expense Objects | | | | |
| Personnel Services | \$33,863,798 | \$40,757,619 | \$36,923,222 | \$43,220,342 |
| Materials and Supplies | \$78,120,058 | \$92,585,517 | \$88,593,563 | \$96,448,378 |
| Depreciation on Own Funds | \$18,352,670 | \$17,667,140 | \$17,129,886 | \$17,667,140 |
| Capital Outlay | \$2,763,986 | \$12,605,375 | \$12,309,405 | \$15,246,133 |
| Transfers Out | \$12,331,492 | \$14,107,294 | \$14,107,294 | \$12,139,813 |
| Service Charges | \$3,300 | \$0 | \$5,000 | \$0 |
| Bond Issue Costs | \$0 | \$0 | \$137,500 | \$0 |
| Investment Fees | \$5,070 | \$0 | \$0 | \$0 |
| Grants and Subsidies | \$100,000 | \$380,000 | \$430,000 | \$430,000 |
| Interest | \$8,260,009 | \$13,046,733 | \$13,046,733 | \$12,536,141 |
| Misc Expense | \$774,793 | \$0 | \$0 | \$0 |
| Pension Expense | \$7,469,000 | \$0 | \$0 | \$0 |
| Project Costs | \$0 | \$0 | \$19,251,469 | \$0 |
| Other Post Employment Benefits | -\$1,105,000 | \$0 | \$0 | \$0 |
| Total Expense Objects: | \$160,939,177 | \$191,149,678 | \$201,934,072 | \$197,687,946 |



Sewer Treatment & Collection - Operating Fund

Summary

The City of Memphis is projecting \$162.18M of revenue in FY2025, which represents a 1.5% increase over the prior year. Budgeted expenditures are projected to increase by 2.2% or \$3.56M to \$163.62M in FY2025.



Sewer Treatment & Collection - Operating Fund Comprehensive Summary

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|
| Beginning Fund Balance: | \$530,053,957 | \$549,452,886 | \$549,452,886 | \$547,364,699 |
| Revenues | | | | |
| Fines and and Forfeitures | \$602,241 | \$1,001,000 | \$2,150,000 | \$1,001,000 |
| Charges for Services | \$152,132,334 | \$158,028,307 | \$158,969,520 | \$160,512,450 |
| Use of Money and Property | \$843,886 | \$600,000 | \$600,000 | \$600,000 |
| Federal Grants | \$9,880 | \$0 | \$0 | \$0 |
| Gain (Loss) on Investments | \$622,894 | \$0 | \$0 | \$0 |
| Other Revenues | \$173,602 | \$83,000 | \$39,251 | \$68,000 |
| Dividend and Interest on Investment | \$1,864,560 | \$0 | \$1,935,935 | \$0 |
| Gain (Loss) on Sale of Assets | \$4,403 | \$0 | \$0 | \$0 |
| Capital Contributions | \$711,695 | \$0 | \$0 | \$0 |
| Total Revenues: | \$156,965,494 | \$159,712,307 | \$163,694,706 | \$162,181,450 |
| Expenditures | | | | |
| Personnel Services | \$22,843,364 | \$27,760,606 | \$25,018,622 | \$29,582,366 |
| Materials and Supplies | \$72,243,779 | \$81,637,535 | \$80,001,671 | \$83,967,549 |

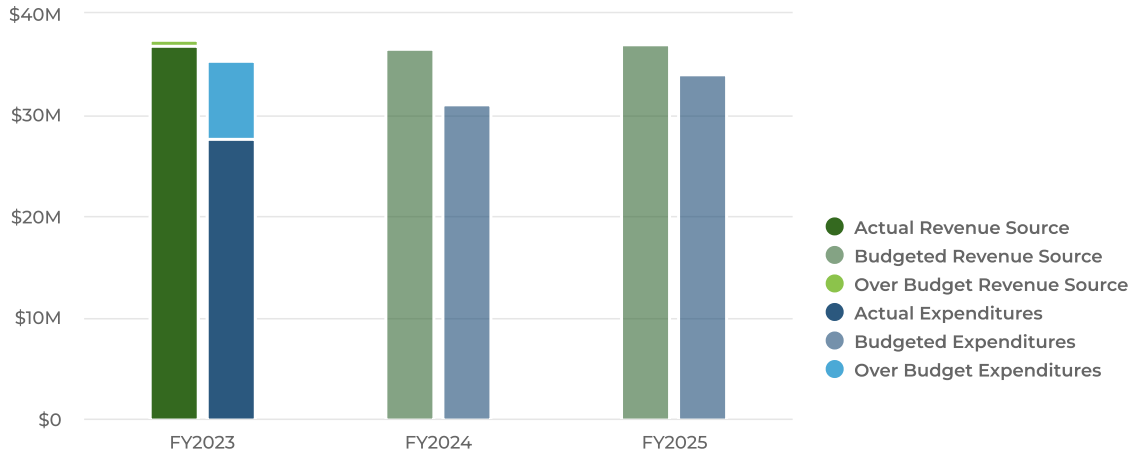
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|----------------------|-----------------------|-------------------------|-----------------------|
| Depreciation on Own Funds | \$15,121,841 | \$15,250,800 | \$14,713,663 | \$15,250,800 |
| Capital Outlay | \$2,753,260 | \$10,022,000 | \$9,121,270 | \$12,000,000 |
| Transfers Out | \$12,225,492 | \$14,001,294 | \$14,001,294 | \$12,033,813 |
| Service Charges | \$3,300 | \$0 | \$5,000 | \$0 |
| Investment Fees | \$1,710 | \$0 | \$0 | \$0 |
| Interest | \$7,489,028 | \$11,393,233 | \$11,393,233 | \$10,787,384 |
| Misc Expense | \$774,793 | \$0 | \$0 | \$0 |
| Pension Expense | \$4,823,000 | \$0 | \$0 | \$0 |
| Project Costs | \$0 | \$0 | \$11,528,140 | \$0 |
| Other Post Employment Benefits | -\$713,000 | \$0 | \$0 | \$0 |
| Total Expenditures: | \$137,566,567 | \$160,065,468 | \$165,782,893 | \$163,621,912 |
| Total Revenues Less Expenditures: | \$19,398,927 | -\$353,161 | -\$2,088,187 | -\$1,440,462 |
| Ending Fund Balance: | \$549,452,884 | \$549,099,725 | \$547,364,699 | \$545,924,237 |



Storm Water Fund

Summary

The City of Memphis is projecting \$37.03M of revenue in FY2025, which represents a 1.4% increase over the prior year. Budgeted expenditures are projected to increase by 9.6% or \$2.98M to \$34.07M in FY2025.



Storm Water Fund Comprehensive Summary

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|
| Beginning Fund Balance: | \$145,616,917 | \$160,290,688 | \$160,290,688 | \$162,427,274 |
| Revenues | | | | |
| Fines and and Forfeitures | \$36,469 | \$35,000 | \$18,000 | \$35,000 |
| Charges for Services | \$36,366,262 | \$36,500,000 | \$37,000,000 | \$37,000,000 |
| Use of Money and Property | \$445,960 | \$0 | \$0 | \$0 |
| Gain (Loss) on Investments | \$77,931 | \$0 | \$0 | \$0 |
| Other Revenues | \$32,866 | \$0 | \$0 | \$0 |
| Dividend and Interest on Investment | \$479,866 | \$0 | \$1,102,355 | \$0 |
| Gain (Loss) on Sale of Assets | \$607,028 | \$0 | \$167,411 | \$0 |
| Total Revenues: | \$38,046,381 | \$36,535,000 | \$38,287,766 | \$37,035,000 |
| Expenditures | | | | |
| Personnel Services | \$11,020,434 | \$12,997,013 | \$11,904,600 | \$13,637,976 |
| Materials and Supplies | \$5,876,280 | \$10,947,982 | \$8,591,892 | \$12,480,829 |
| Depreciation on Own Funds | \$3,230,829 | \$2,416,340 | \$2,416,223 | \$2,416,340 |
| Capital Outlay | \$10,727 | \$2,583,375 | \$3,188,135 | \$3,246,133 |
| Transfers Out | \$106,000 | \$106,000 | \$106,000 | \$106,000 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|----------------------|-----------------------|-------------------------|-----------------------|
| Bond Issue Costs | \$0 | \$0 | \$137,500 | \$0 |
| Investment Fees | \$3,360 | \$0 | \$0 | \$0 |
| Grants and Subsidies | \$100,000 | \$380,000 | \$430,000 | \$430,000 |
| Interest | \$770,981 | \$1,653,500 | \$1,653,500 | \$1,748,757 |
| Pension Expense | \$2,646,000 | \$0 | \$0 | \$0 |
| Project Costs | \$0 | \$0 | \$7,723,330 | \$0 |
| Other Post Employment Benefits | -\$392,000 | \$0 | \$0 | \$0 |
| Total Expenditures: | \$23,372,610 | \$31,084,209 | \$36,151,179 | \$34,066,034 |
| Total Revenues Less Expenditures: | \$14,673,771 | \$5,450,791 | \$2,136,587 | \$2,968,966 |
| Ending Fund Balance: | \$160,290,688 | \$165,741,479 | \$162,427,275 | \$165,396,240 |



Internal Service Funds

Internal Service Funds are used to budget and allocate the costs of goods or services provided by one Division or service center to other Divisions of the City on a cost reimbursement basis to promote the efficiency or effectiveness of a shared activity.

Health Insurance

This fund accounts for the City's self-insurance for health benefits for City employees and their dependents. The impact of rising health care costs across the nation has contributed to the rise of health care benefits locally.

Unemployment

This fund accounts for unemployment compensation accounts for the City's self-insurance unemployment benefits, which may be due to former 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.

Summary

The City of Memphis is projecting \$132.66M of revenue in FY2025, which represents a 0.9% increase over the prior year. Budgeted expenditures are projected to decrease by 0.1% or \$90.08K to \$127.16M in FY2025.

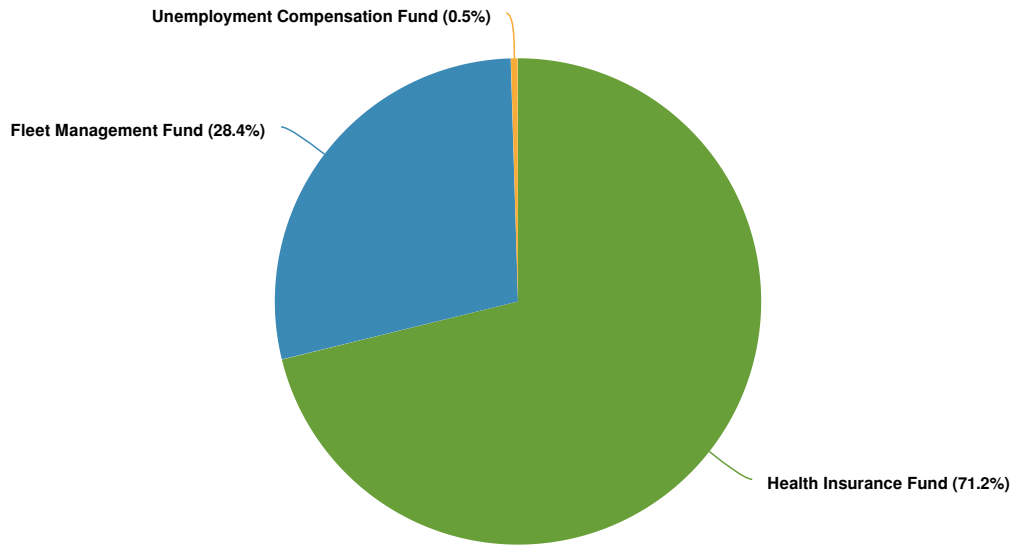
Internal Service Funds Comprehensive Summary

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|----------------------|----------------------|----------------------|----------------------|
| Beginning Fund Balance: | \$23,208,627 | \$34,140,523 | \$34,140,523 | \$39,958,798 |
| Revenues | | | | |
| Transfers In | \$2,230,000 | \$1,000,000 | \$1,000,000 | \$949,000 |
| Charges for Services | \$34,561,741 | \$33,913,882 | \$35,375,717 | \$37,614,907 |
| Use of Money and Property | \$470,890 | \$0 | \$0 | \$0 |
| Other Revenues | \$71,453,346 | \$82,977,000 | \$79,145,785 | \$79,323,000 |
| Employer Contributions | \$508,560 | \$503,440 | \$503,440 | \$624,400 |
| Employee Contributions | \$15,590,816 | \$13,026,000 | \$12,850,531 | \$14,149,000 |
| Total Revenues: | \$124,815,353 | \$131,420,322 | \$128,875,474 | \$132,660,307 |
| Expenditures | | | | |
| Personnel Services | \$4,874,997 | \$7,040,382 | \$7,458,765 | \$6,654,525 |
| Materials and Supplies | \$24,629,440 | \$23,200,080 | \$25,882,718 | \$28,606,166 |
| Depreciation on Own Funds | \$0 | \$96,100 | \$0 | \$96,100 |
| Capital Outlay | \$480,045 | \$737,681 | \$364,158 | \$500,000 |
| Inventory | \$16,879,691 | \$17,812,626 | \$19,536,323 | \$18,725,000 |
| Claims Incurred | \$66,835,849 | \$78,169,000 | \$69,652,187 | \$72,385,000 |
| Federal Tax | \$24,368 | \$46,000 | \$13,708 | \$45,000 |
| Grants and Subsidies | \$169,068 | \$150,000 | \$149,338 | \$150,000 |
| Other Post Employment Benefits | -\$10,000 | \$0 | \$0 | \$0 |
| Total Expenditures: | \$113,883,458 | \$127,251,869 | \$123,057,196 | \$127,161,791 |
| Total Revenues Less Expenditures: | \$10,931,894 | \$4,168,452 | \$5,818,277 | \$5,498,516 |

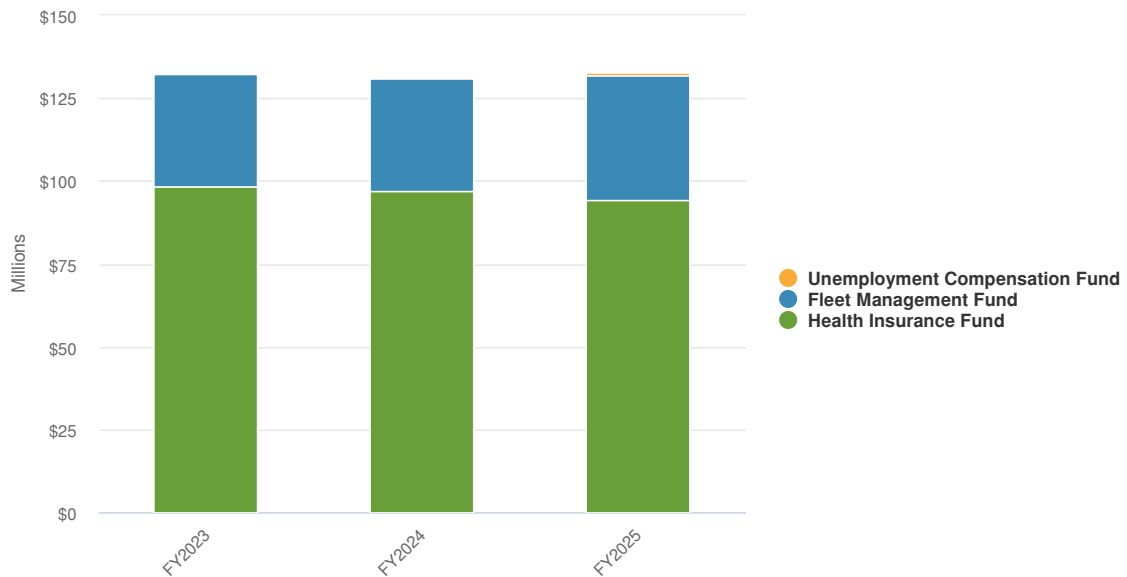
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|----------------------|---------------|----------------|------------------|----------------|
| Ending Fund Balance: | \$34,140,521 | \$38,308,975 | \$39,958,800 | \$45,457,314 |

Revenue by Fund

2025 Revenue by Fund



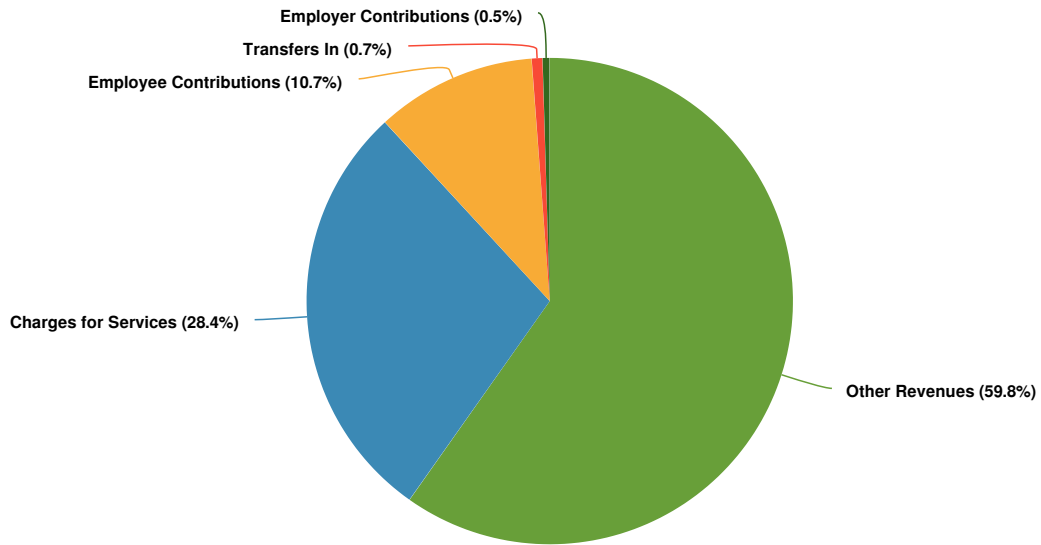
Budgeted and Historical 2025 Revenue by Fund



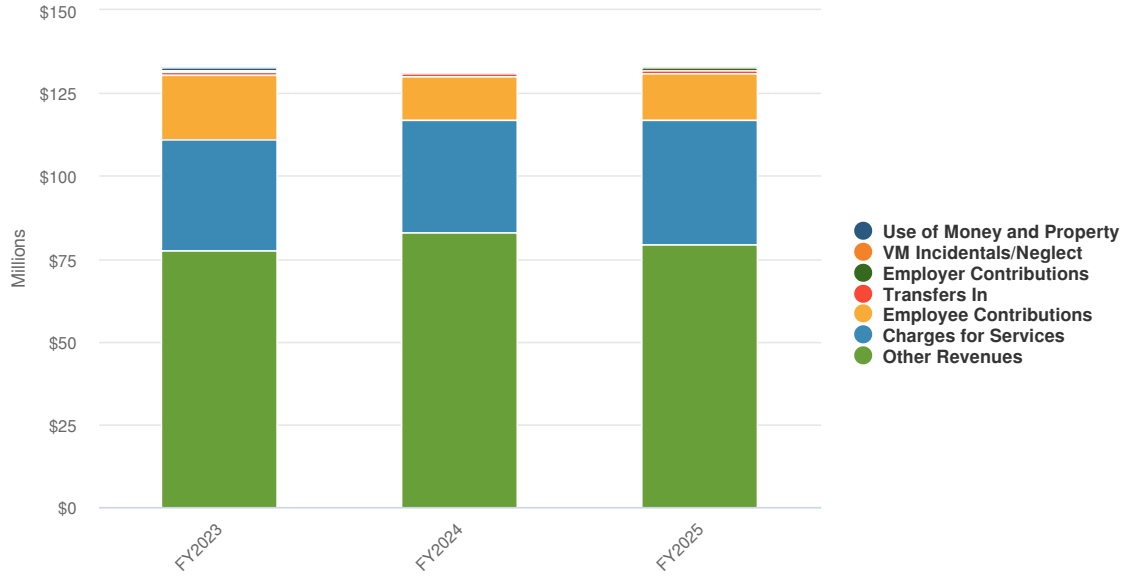
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------------------------------|----------------------|----------------------|----------------------|----------------------|
| Health Insurance Fund | \$89,670,046 | \$97,003,000 | \$92,996,317 | \$94,421,000 |
| Unemployment Compensation Fund | \$510,672 | \$503,440 | \$503,440 | \$624,400 |
| Fleet Management Fund | \$34,634,635 | \$33,913,882 | \$35,375,717 | \$37,614,907 |
| Total: | \$124,815,353 | \$131,420,322 | \$128,875,474 | \$132,660,307 |

Revenues by Source

Projected 2025 Revenues by Source



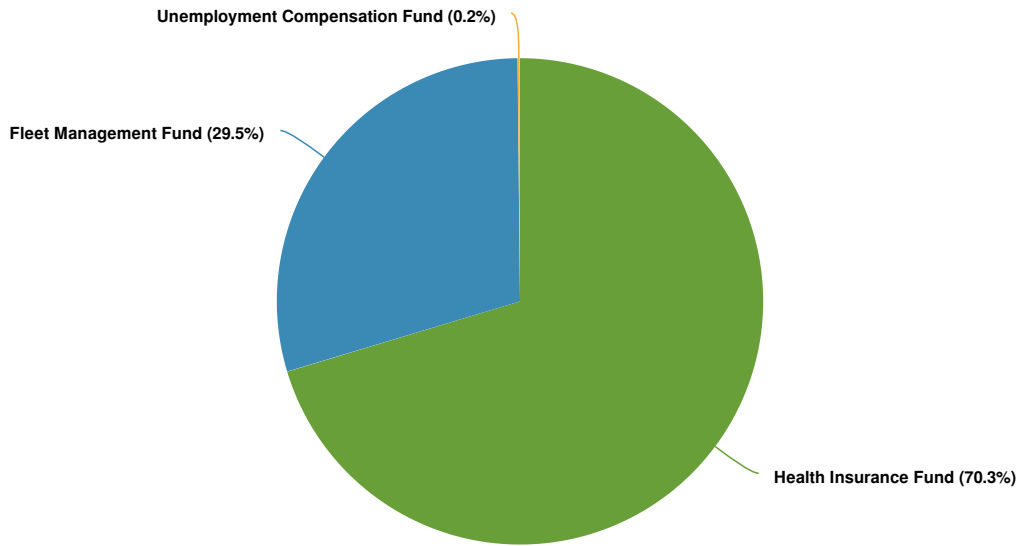
Budgeted and Historical 2025 Revenues by Source



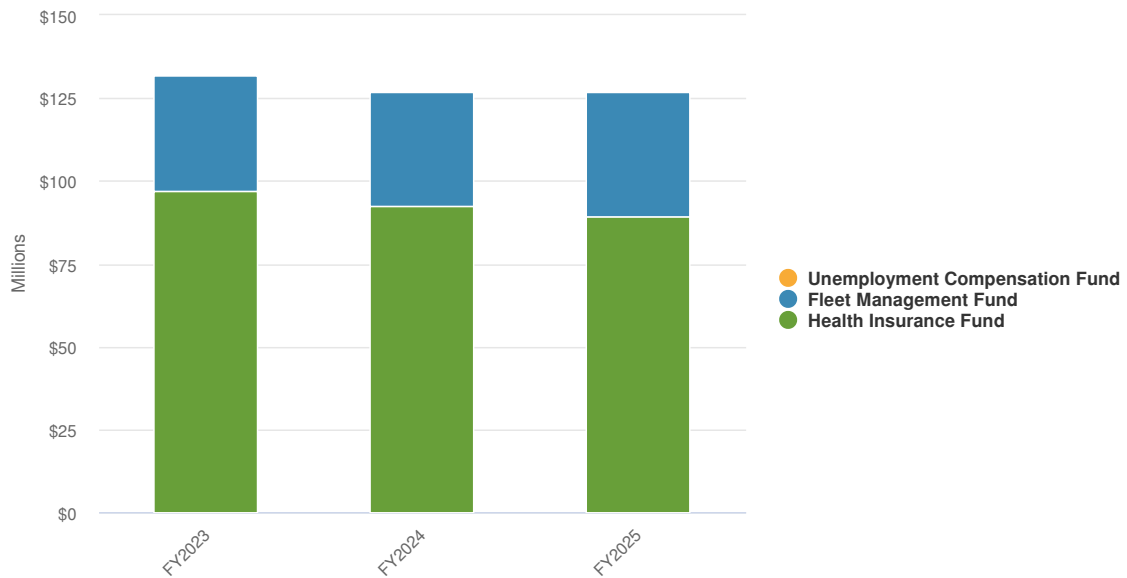
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|------------------------------|----------------------|----------------------|----------------------|----------------------|
| Revenue Source | | | | |
| Transfers In | \$2,230,000 | \$1,000,000 | \$1,000,000 | \$949,000 |
| Charges for Services | \$34,561,741 | \$33,913,882 | \$35,375,717 | \$37,614,907 |
| Use of Money and Property | \$470,890 | \$0 | \$0 | \$0 |
| Other Revenues | \$71,453,346 | \$82,977,000 | \$79,145,785 | \$79,323,000 |
| Employer Contributions | \$508,560 | \$503,440 | \$503,440 | \$624,400 |
| Employee Contributions | \$15,590,816 | \$13,026,000 | \$12,850,531 | \$14,149,000 |
| Total Revenue Source: | \$124,815,353 | \$131,420,322 | \$128,875,474 | \$132,660,307 |

Expenditures by Fund

2025 Expenditures by Fund



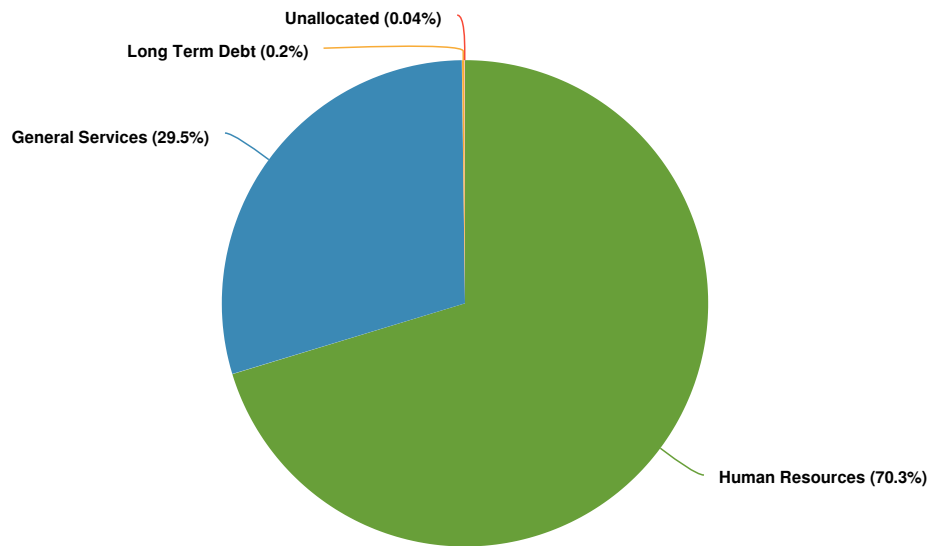
Budgeted and Historical 2025 Expenditures by Fund



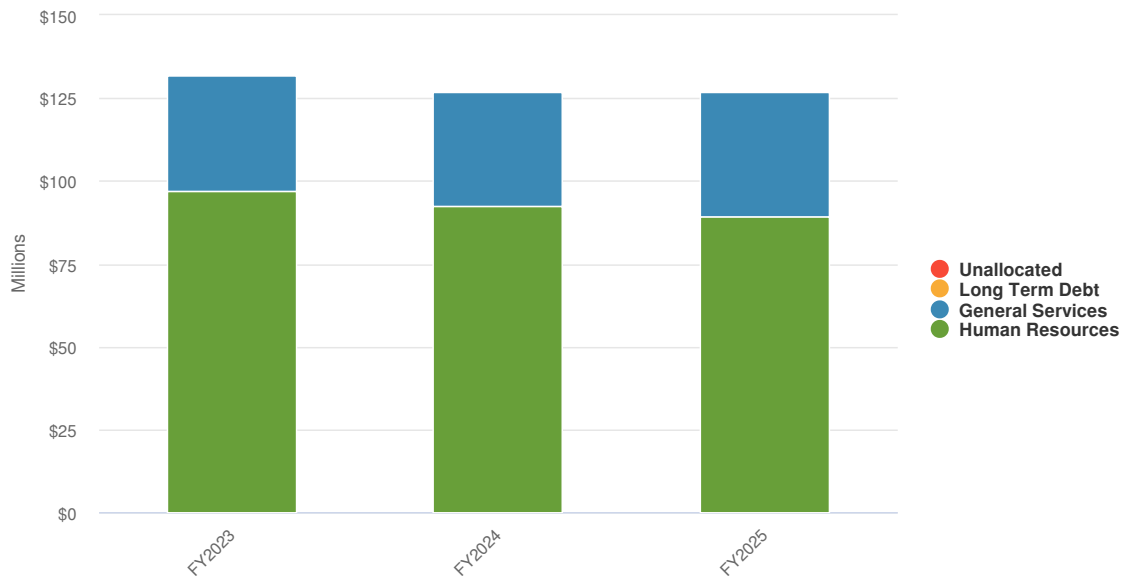
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------------------------------|----------------------|----------------------|----------------------|----------------------|
| Health Insurance Fund | \$79,925,968 | \$92,320,488 | \$84,392,433 | \$89,457,563 |
| Unemployment Compensation Fund | \$133,492 | \$200,000 | \$150,000 | \$200,000 |
| Fleet Management Fund | \$33,823,998 | \$34,731,381 | \$38,514,763 | \$37,504,228 |
| Total: | \$113,883,458 | \$127,251,869 | \$123,057,196 | \$127,161,791 |

Expenditures by Function

Budgeted Expenditures by Function



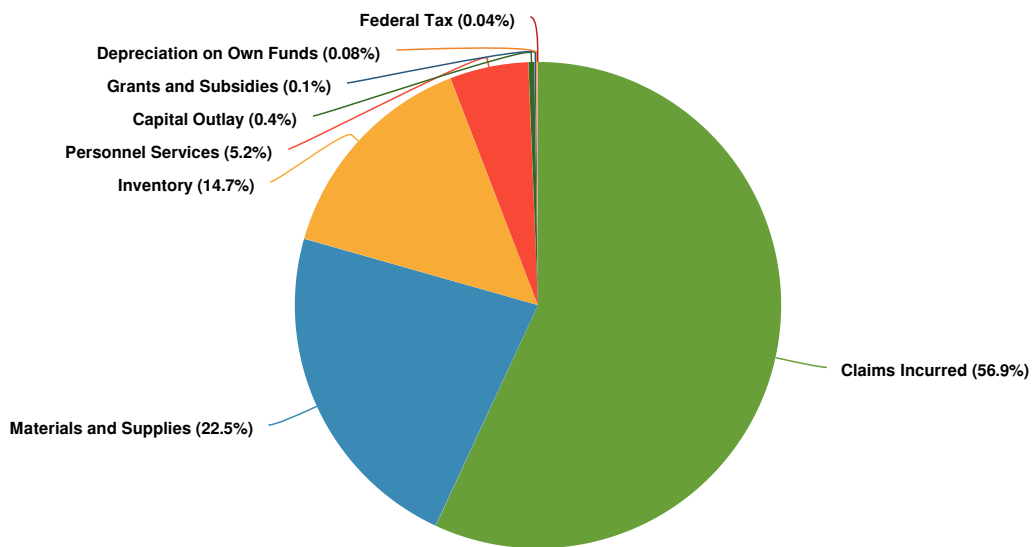
Budgeted and Historical Expenditures by Function



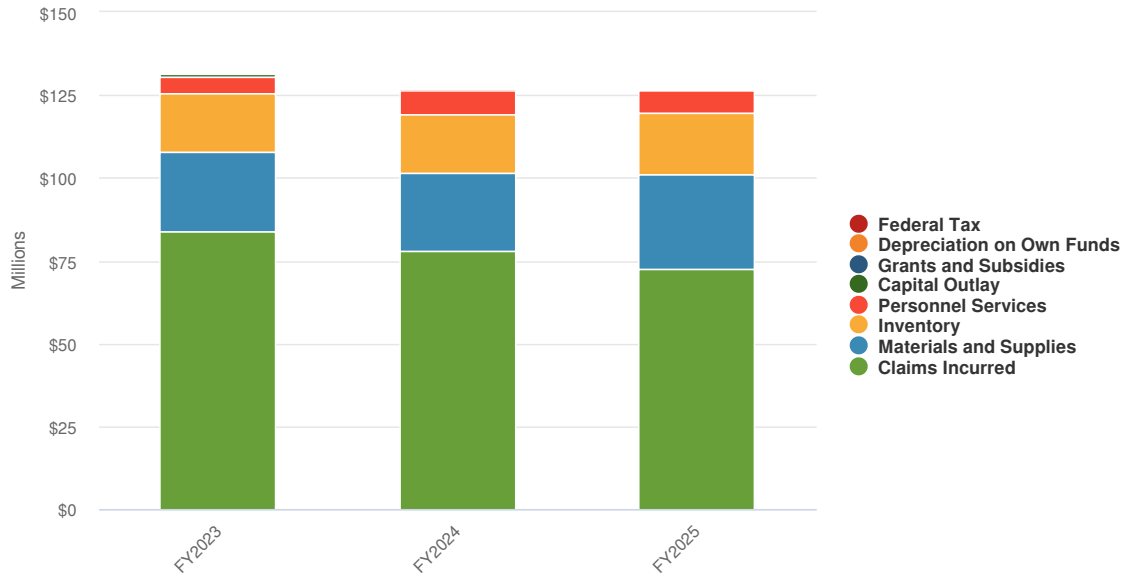
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|----------------------------|----------------------|----------------------|----------------------|----------------------|
| Expenditures | | | | |
| Long Term Debt | \$133,492 | \$200,000 | \$150,000 | \$200,000 |
| Human Resources | \$79,932,949 | \$92,320,488 | \$84,378,725 | \$89,412,563 |
| General Services | \$33,823,998 | \$34,731,381 | \$38,514,468 | \$37,504,228 |
| Unallocated | -\$6,982 | \$0 | \$14,003 | \$45,000 |
| Total Expenditures: | \$113,883,458 | \$127,251,869 | \$123,057,196 | \$127,161,791 |

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



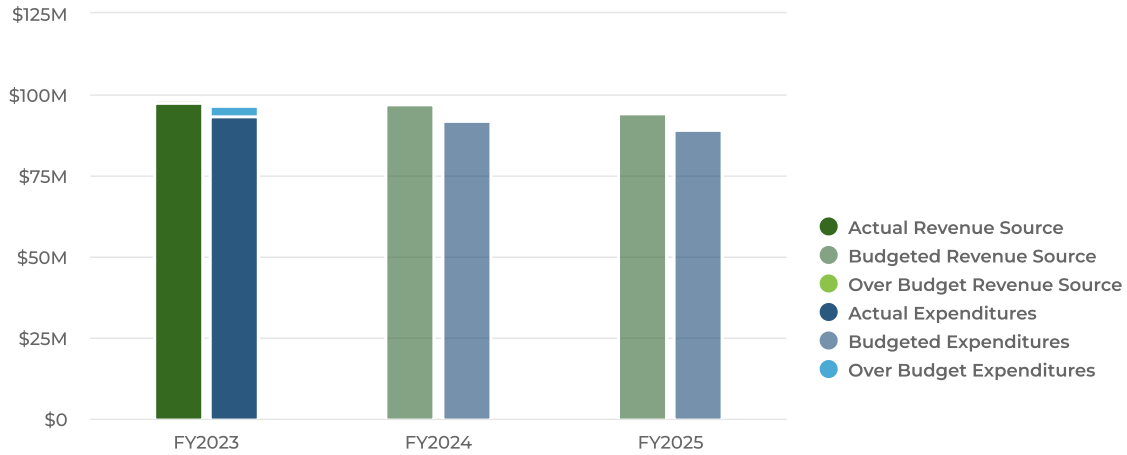
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------------------------------|----------------------|----------------------|----------------------|----------------------|
| Expense Objects | | | | |
| Personnel Services | \$4,874,997 | \$7,040,382 | \$7,458,765 | \$6,654,525 |
| Materials and Supplies | \$24,629,440 | \$23,200,080 | \$25,882,718 | \$28,606,166 |
| Depreciation on Own Funds | \$0 | \$96,100 | \$0 | \$96,100 |
| Capital Outlay | \$480,045 | \$737,681 | \$364,158 | \$500,000 |
| Inventory | \$16,879,691 | \$17,812,626 | \$19,536,323 | \$18,725,000 |
| Claims Incurred | \$66,835,849 | \$78,169,000 | \$69,652,187 | \$72,385,000 |
| Federal Tax | \$24,368 | \$46,000 | \$13,708 | \$45,000 |
| Grants and Subsidies | \$169,068 | \$150,000 | \$149,338 | \$150,000 |
| Other Post Employment Benefits | -\$10,000 | \$0 | \$0 | \$0 |
| Total Expense Objects: | \$113,883,458 | \$127,251,869 | \$123,057,196 | \$127,161,791 |



Health Insurance Fund

Summary

The City of Memphis is projecting \$94.42M of revenue in FY2025, which represents a 2.7% decrease over the prior year. Budgeted expenditures are projected to decrease by 3.1% or \$2.86M to \$89.46M in FY2025.



Health Insurance Fund Comprehensive Summary

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|---------------------|---------------------|---------------------|---------------------|
| Beginning Fund Balance: | \$15,880,848 | \$25,624,927 | \$25,624,927 | \$34,228,809 |
| Revenues | | | | |
| Transfers In | \$2,230,000 | \$1,000,000 | \$1,000,000 | \$949,000 |
| Use of Money and Property | \$395,884 | \$0 | \$0 | \$0 |
| Other Revenues | \$71,453,346 | \$82,977,000 | \$79,145,785 | \$79,323,000 |
| Employee Contributions | \$15,590,816 | \$13,026,000 | \$12,850,531 | \$14,149,000 |
| Total Revenues: | \$89,670,046 | \$97,003,000 | \$92,996,317 | \$94,421,000 |
| Expenditures | | | | |
| Personnel Services | \$4,874,997 | \$7,040,382 | \$7,458,765 | \$6,654,525 |
| Materials and Supplies | \$8,165,178 | \$7,115,106 | \$7,268,436 | \$10,423,039 |
| Claims Incurred | \$66,702,357 | \$77,969,000 | \$69,502,187 | \$72,185,000 |
| Federal Tax | \$24,368 | \$46,000 | \$13,708 | \$45,000 |
| Grants and Subsidies | \$169,068 | \$150,000 | \$149,338 | \$150,000 |
| Other Post Employment Benefits | -\$10,000 | \$0 | \$0 | \$0 |
| Total Expenditures: | \$79,925,968 | \$92,320,488 | \$84,392,433 | \$89,457,563 |
| Total Revenues Less Expenditures: | \$9,744,078 | \$4,682,512 | \$8,603,884 | \$4,963,437 |

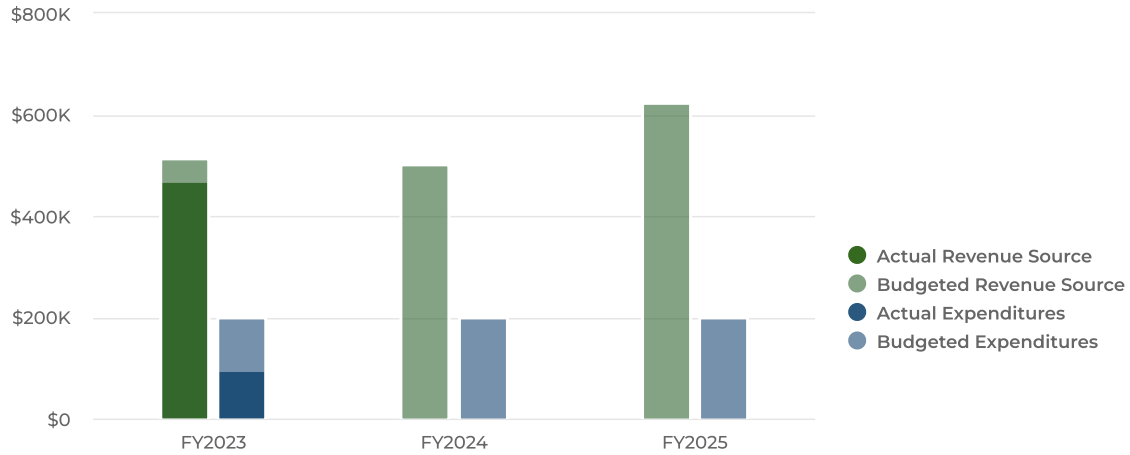
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|----------------------|----------------------|-----------------------|-------------------------|-----------------------|
| Ending Fund Balance: | \$25,624,926 | \$30,307,439 | \$34,228,811 | \$39,192,246 |



Unemployment Compensation Fund

Summary

The City of Memphis is projecting \$624.4K of revenue in FY2025, which represents a 24.0% increase over the prior year. Budgeted expenditures are projected to increase by 0% or \$0 to \$200K in FY2025.



Unemployment Compensation Fund Comprehensive Summary

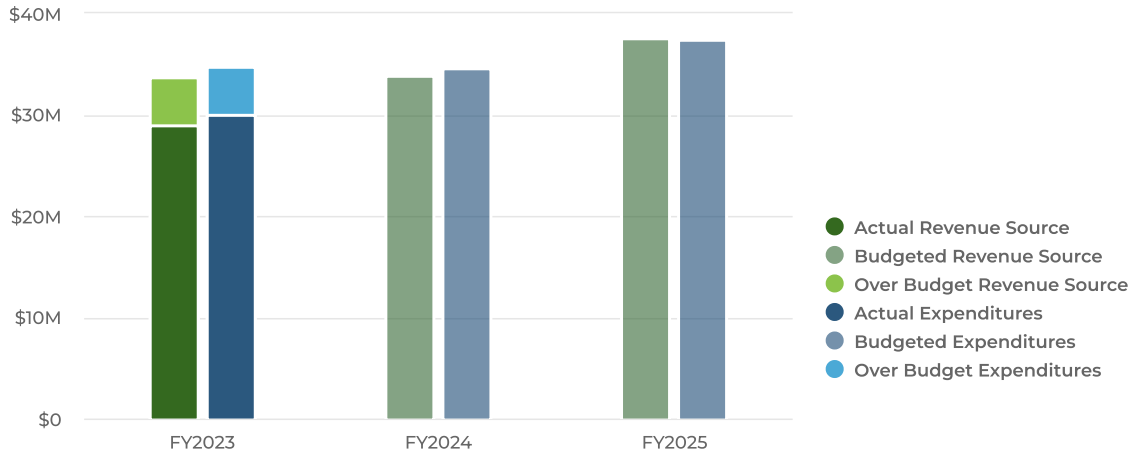
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|--------------------|--------------------|--------------------|--------------------|
| Beginning Fund Balance: | \$1,143,272 | \$1,520,452 | \$1,520,452 | \$1,873,892 |
| Revenues | | | | |
| Use of Money and Property | \$2,112 | \$0 | \$0 | \$0 |
| Employer Contributions | \$508,560 | \$503,440 | \$503,440 | \$624,400 |
| Total Revenues: | \$510,672 | \$503,440 | \$503,440 | \$624,400 |
| Expenditures | | | | |
| Claims Incurred | \$133,492 | \$200,000 | \$150,000 | \$200,000 |
| Total Expenditures: | \$133,492 | \$200,000 | \$150,000 | \$200,000 |
| Total Revenues Less Expenditures: | \$377,180 | \$303,440 | \$353,440 | \$424,400 |
| Ending Fund Balance: | \$1,520,452 | \$1,823,892 | \$1,873,892 | \$2,298,292 |



Fleet Management Fund

Summary

The City of Memphis is projecting \$37.61M of revenue in FY2025, which represents a 10.9% increase over the prior year. Budgeted expenditures are projected to increase by 8.0% or \$2.77M to \$37.5M in FY2025.



Fleet Management Fund Comprehensive Summary

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|---------------------|---------------------|---------------------|---------------------|
| Beginning Fund Balance: | \$6,184,507 | \$6,995,144 | \$6,995,144 | \$3,856,097 |
| Revenues | | | | |
| Charges for Services | \$34,561,741 | \$33,913,882 | \$35,375,717 | \$37,614,907 |
| Use of Money and Property | \$72,894 | \$0 | \$0 | \$0 |
| Total Revenues: | \$34,634,635 | \$33,913,882 | \$35,375,717 | \$37,614,907 |
| Expenditures | | | | |
| Materials and Supplies | \$16,464,262 | \$16,084,974 | \$18,614,282 | \$18,183,128 |
| Depreciation on Own Funds | \$0 | \$96,100 | \$0 | \$96,100 |
| Capital Outlay | \$480,045 | \$737,681 | \$364,158 | \$500,000 |
| Inventory | \$16,879,691 | \$17,812,626 | \$19,536,323 | \$18,725,000 |
| Total Expenditures: | \$33,823,998 | \$34,731,381 | \$38,514,763 | \$37,504,228 |
| Total Revenues Less Expenditures: | \$810,637 | -\$817,499 | -\$3,139,046 | \$110,679 |
| Ending Fund Balance: | \$6,995,144 | \$6,177,645 | \$3,856,098 | \$3,966,776 |



Fiduciary Funds

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 government units, and/or other funds.

Other Post-Employment Benefits

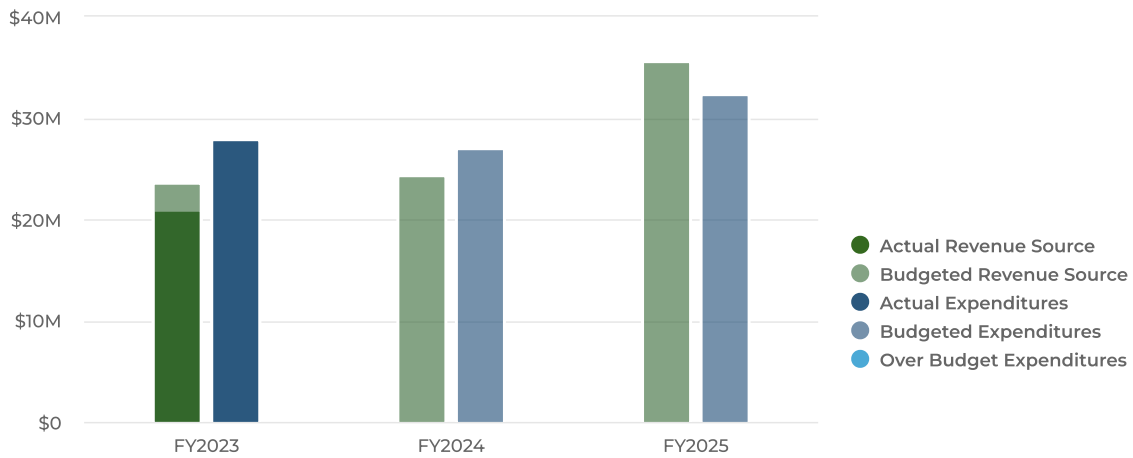
This fund accounts for the activity regarding retirees' post-retirement major medical benefits.

Library Retirement System Fund

The plan of the Retirement System of Memphis and Shelby County Public Library and Information has no new participants. The Plan closed effective June 30, 2005. Employees hired after July 1, 2005, became eligible to participate in the City of Memphis Retirement System plan. This fund accounts for the activity of retirement, death, and disability benefits for those covered under the plan.

Summary

The City of Memphis is projecting \$35.64M of revenue in FY2025, which represents a 45.7% increase over the prior year. Budgeted expenditures are projected to increase by 20.2% or \$5.45M to \$32.49M in FY2025.

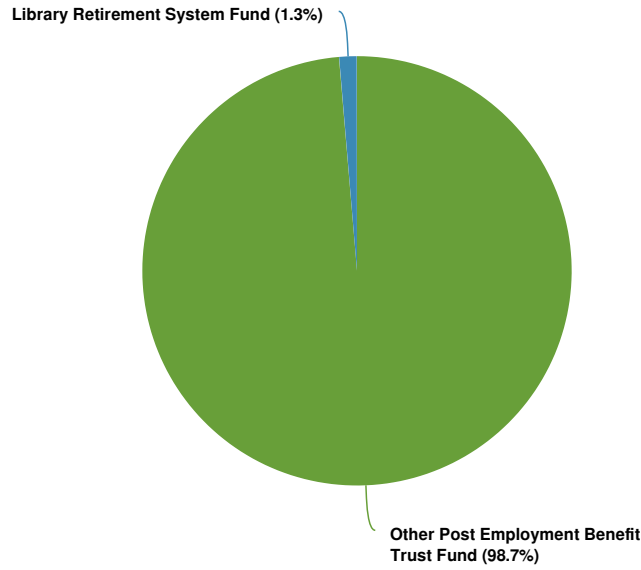


Fiduciary Funds Comprehensive Summary

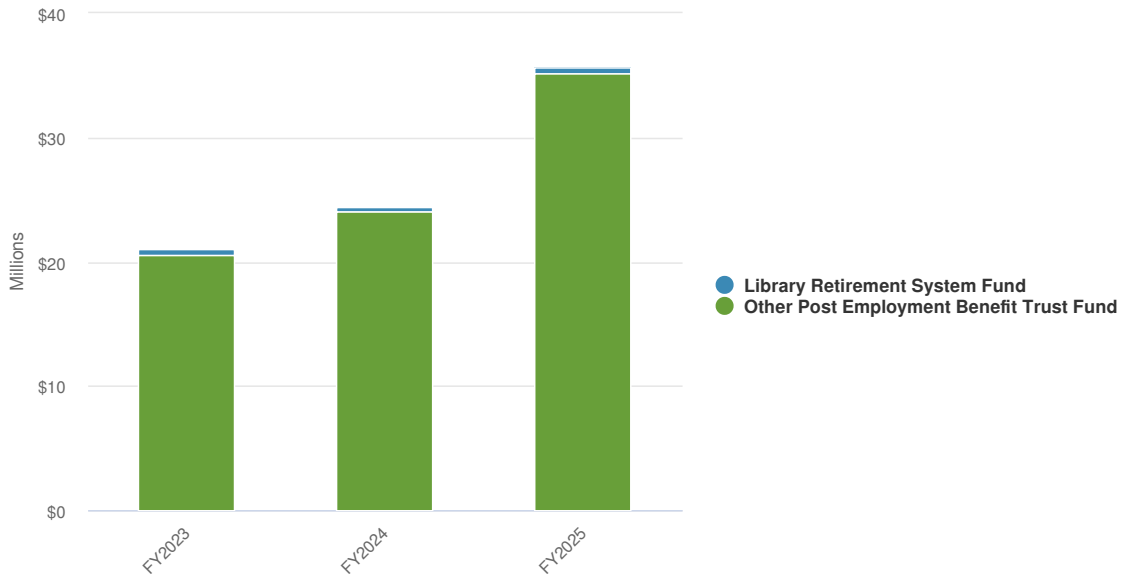
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|----------------------|-----------------------|-------------------------|-----------------------|
| Beginning Fund Balance: | \$56,735,801 | \$62,384,698 | \$62,384,698 | \$69,023,176 |
| Revenues | | | | |
| Transfers In | \$8,212,017 | \$8,471,000 | \$8,471,000 | \$10,529,000 |
| Gain (Loss) on Investments | \$3,235,057 | \$0 | \$2,234,361 | \$0 |
| Other Revenues | \$17,479,032 | \$13,552,000 | \$19,409,081 | \$21,036,000 |
| Employer Contributions | \$104,835 | \$0 | \$91,383 | \$0 |
| Dividend and Interest on Investment | \$1,512,787 | \$0 | \$1,296,659 | \$0 |
| Employee Contributions | \$4,071,932 | \$2,441,000 | \$3,657,701 | \$4,080,000 |
| Gain (Loss) on Sale of Assets | \$153,382 | \$0 | \$0 | \$0 |
| Total Revenues: | \$34,769,041 | \$24,464,000 | \$35,160,184 | \$35,645,000 |
| Expenditures | | | | |
| Personnel Services | \$6,474,534 | \$6,672,356 | \$6,701,683 | \$7,228,710 |
| Materials and Supplies | \$1,247,445 | \$893,242 | \$1,097,551 | \$1,180,789 |
| Claims Incurred | \$15,970,460 | \$14,720,000 | \$15,742,268 | \$19,324,000 |
| Federal Tax | \$15,638 | \$4,000 | \$5,875 | \$7,000 |
| Investment Fees | \$99,333 | \$0 | \$1,002 | \$0 |
| Grants and Subsidies | \$937,478 | \$750,000 | \$820,166 | \$750,000 |
| Pension Benefits | \$4,375,255 | \$4,000,000 | \$4,153,162 | \$4,000,000 |
| Total Expenditures: | \$29,120,143 | \$27,039,598 | \$28,521,707 | \$32,490,499 |
| Total Revenues Less Expenditures: | \$5,648,898 | -\$2,575,598 | \$6,638,477 | \$3,154,501 |
| Ending Fund Balance: | \$62,384,699 | \$59,809,100 | \$69,023,175 | \$72,177,677 |

Revenue by Fund

2025 Revenue by Fund



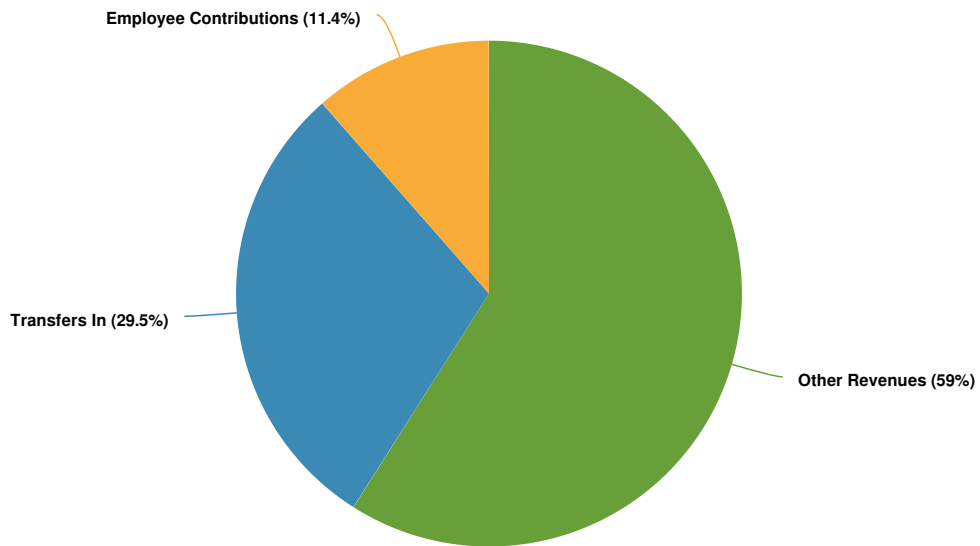
Budgeted and Historical 2025 Revenue by Fund



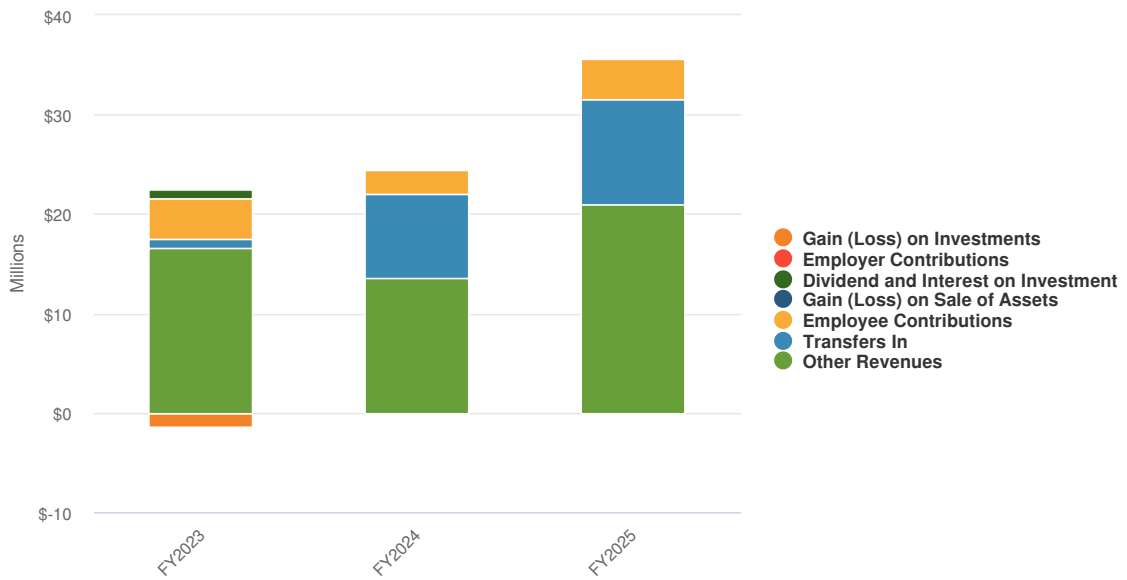
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|---------------------|---------------------|---------------------|---------------------|
| Library Retirement System Fund | \$5,657,740 | \$471,000 | \$3,672,924 | \$471,000 |
| Other Post Employment Benefit Trust Fund | \$29,111,301 | \$23,993,000 | \$31,487,260 | \$35,174,000 |
| Total: | \$34,769,041 | \$24,464,000 | \$35,160,184 | \$35,645,000 |

Revenues by Source

Projected 2025 Revenues by Source



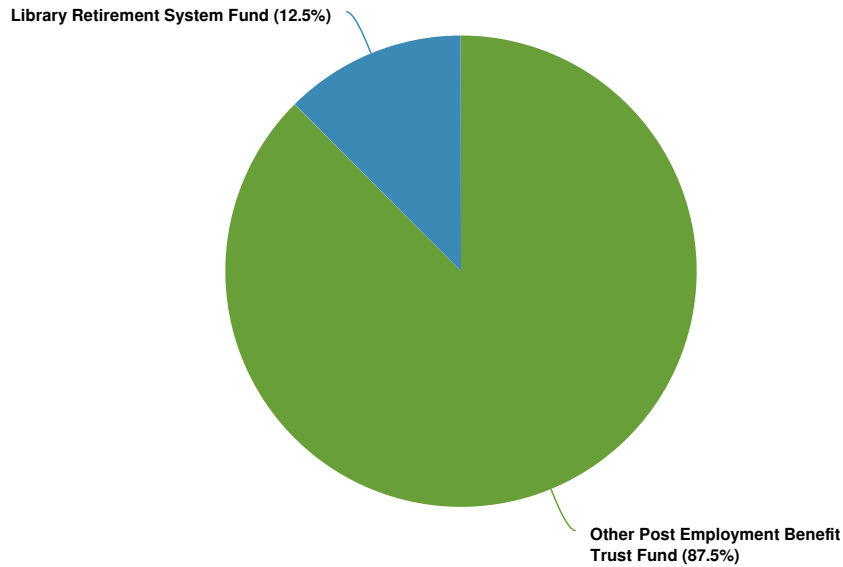
Budgeted and Historical 2025 Revenues by Source



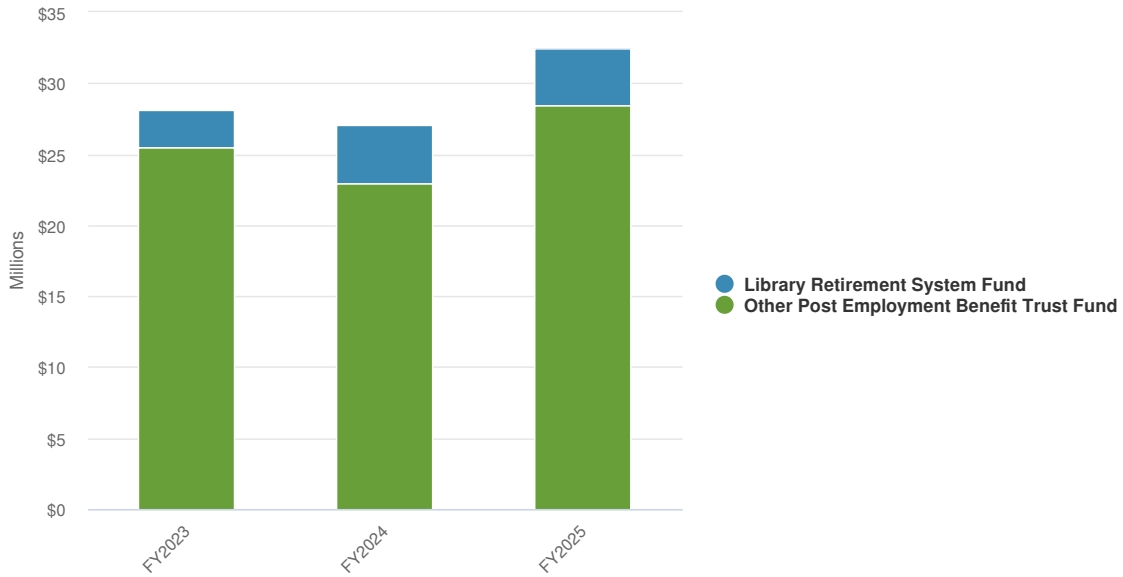
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Revenue Source | | | | |
| Transfers In | \$8,212,017 | \$8,471,000 | \$8,471,000 | \$10,529,000 |
| Gain (Loss) on Investments | \$3,235,057 | \$0 | \$2,234,361 | \$0 |
| Other Revenues | \$17,479,032 | \$13,552,000 | \$19,409,081 | \$21,036,000 |
| Employer Contributions | \$104,835 | \$0 | \$91,383 | \$0 |
| Dividend and Interest on Investment | \$1,512,787 | \$0 | \$1,296,659 | \$0 |
| Employee Contributions | \$4,071,932 | \$2,441,000 | \$3,657,701 | \$4,080,000 |
| Gain (Loss) on Sale of Assets | \$153,382 | \$0 | \$0 | \$0 |
| Total Revenue Source: | \$34,769,041 | \$24,464,000 | \$35,160,184 | \$35,645,000 |

Expenditures by Fund

2025 Expenditures by Fund



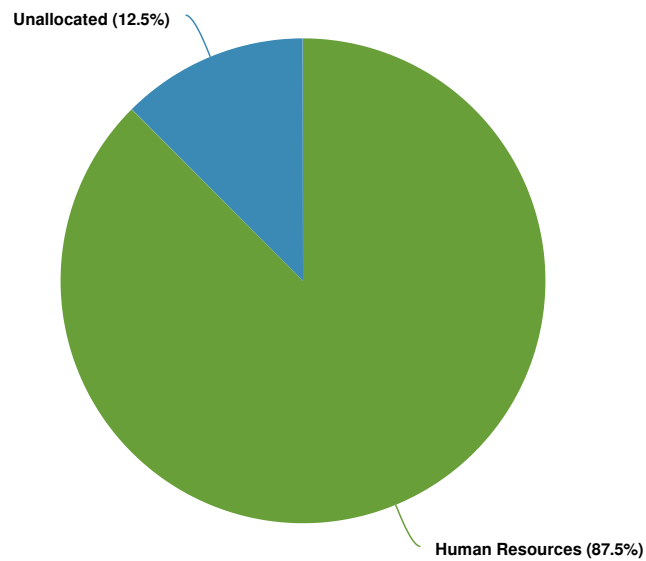
Budgeted and Historical 2025 Expenditures by Fund



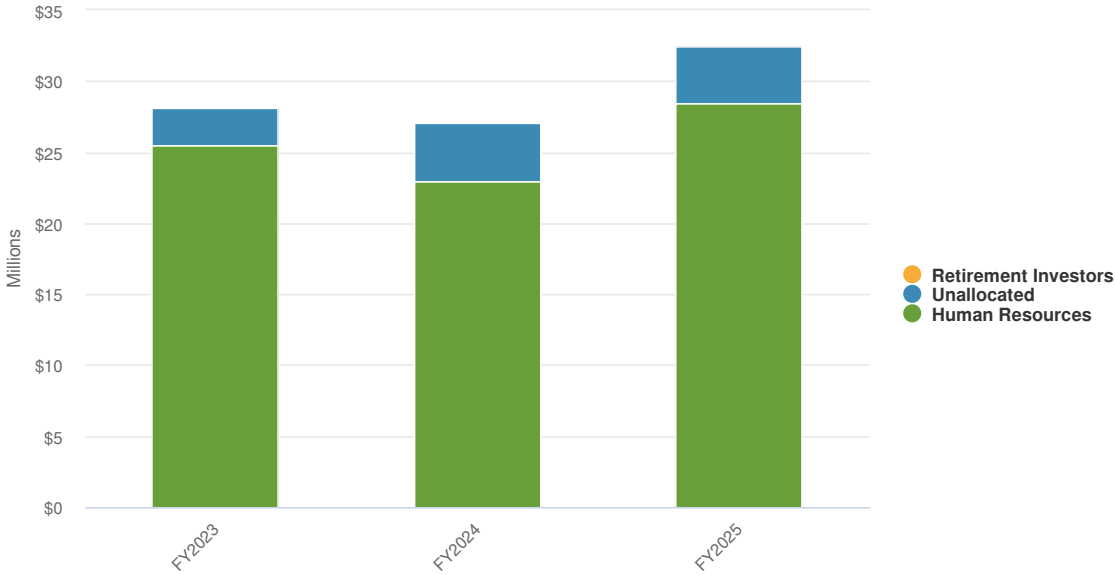
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|---------------------|---------------------|---------------------|---------------------|
| Library Retirement System Fund | \$4,473,920 | \$4,050,000 | \$4,266,212 | \$4,050,000 |
| Other Post Employment Benefit Trust Fund | \$24,646,223 | \$22,989,598 | \$24,255,495 | \$28,440,499 |
| Total: | \$29,120,143 | \$27,039,598 | \$28,521,707 | \$32,490,499 |

Expenditures by Function

Budgeted Expenditures by Function



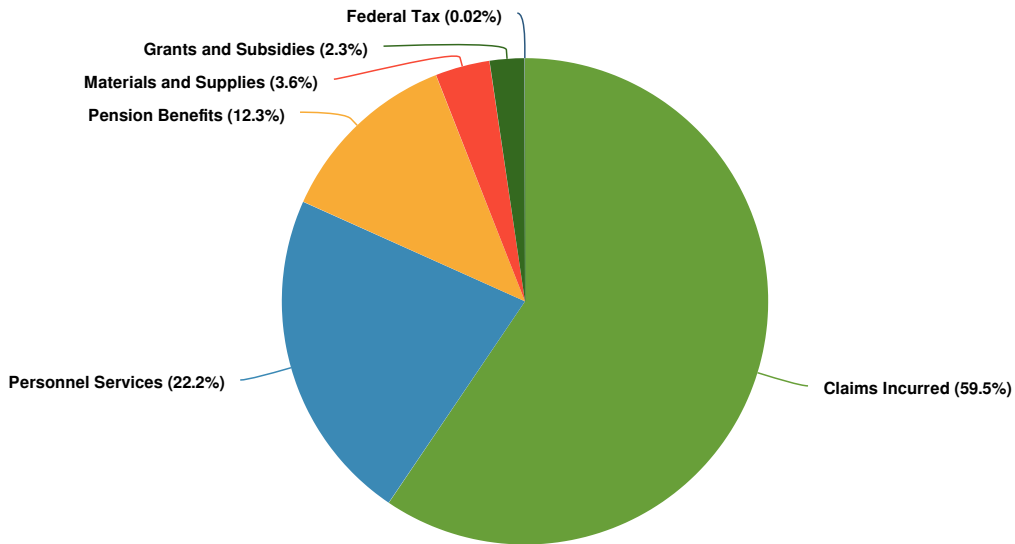
Budgeted and Historical Expenditures by Function



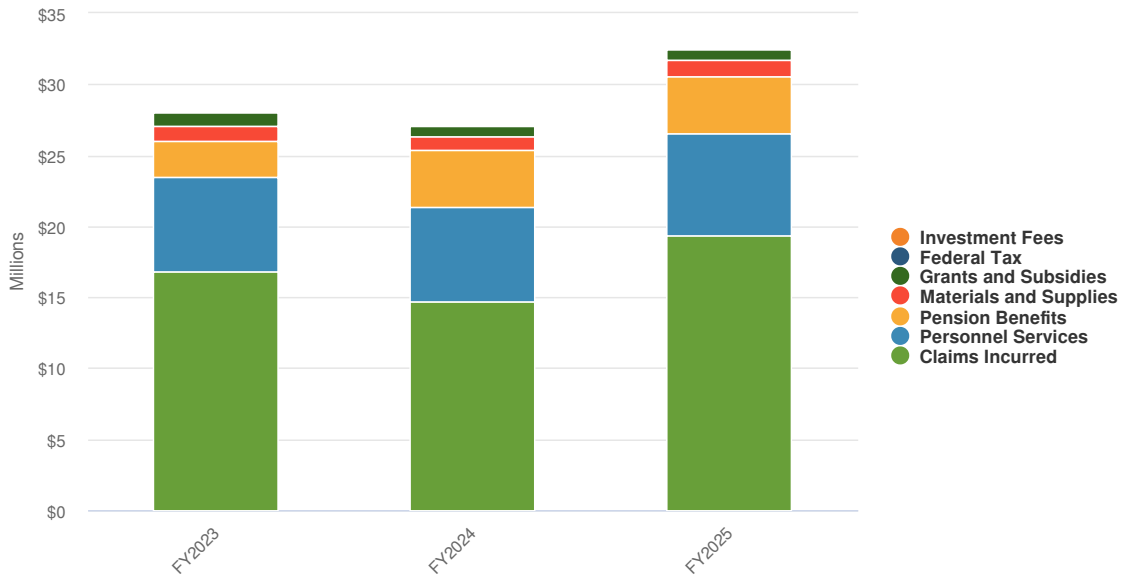
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|----------------------------|---------------------|---------------------|---------------------|---------------------|
| Expenditures | | | | |
| Retirement Investors | \$31,885 | \$0 | \$0 | \$0 |
| Human Resources | \$24,629,570 | \$22,989,598 | \$24,164,721 | \$28,433,499 |
| Unallocated | \$4,458,688 | \$4,050,000 | \$4,356,986 | \$4,057,000 |
| Total Expenditures: | \$29,120,143 | \$27,039,598 | \$28,521,707 | \$32,490,499 |

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type

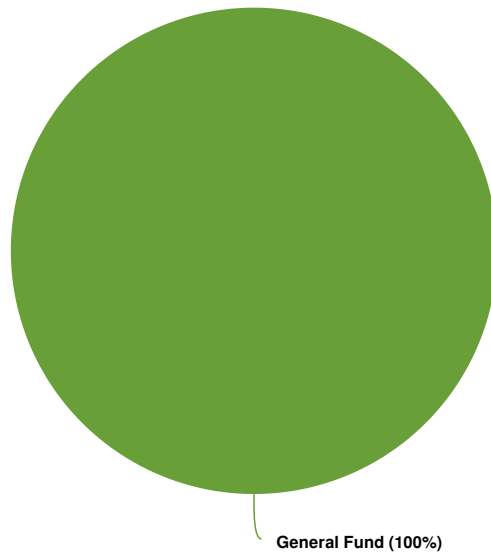


| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|-------------------------------|----------------------|-----------------------|-------------------------|-----------------------|
| Expense Objects | | | | |
| Personnel Services | \$6,474,534 | \$6,672,356 | \$6,701,683 | \$7,228,710 |
| Materials and Supplies | \$1,247,445 | \$893,242 | \$1,097,551 | \$1,180,789 |
| Claims Incurred | \$15,970,460 | \$14,720,000 | \$15,742,268 | \$19,324,000 |
| Federal Tax | \$15,638 | \$4,000 | \$5,875 | \$7,000 |
| Investment Fees | \$99,333 | \$0 | \$1,002 | \$0 |
| Grants and Subsidies | \$937,478 | \$750,000 | \$820,166 | \$750,000 |
| Pension Benefits | \$4,375,255 | \$4,000,000 | \$4,153,162 | \$4,000,000 |
| Total Expense Objects: | \$29,120,143 | \$27,039,598 | \$28,521,707 | \$32,490,499 |

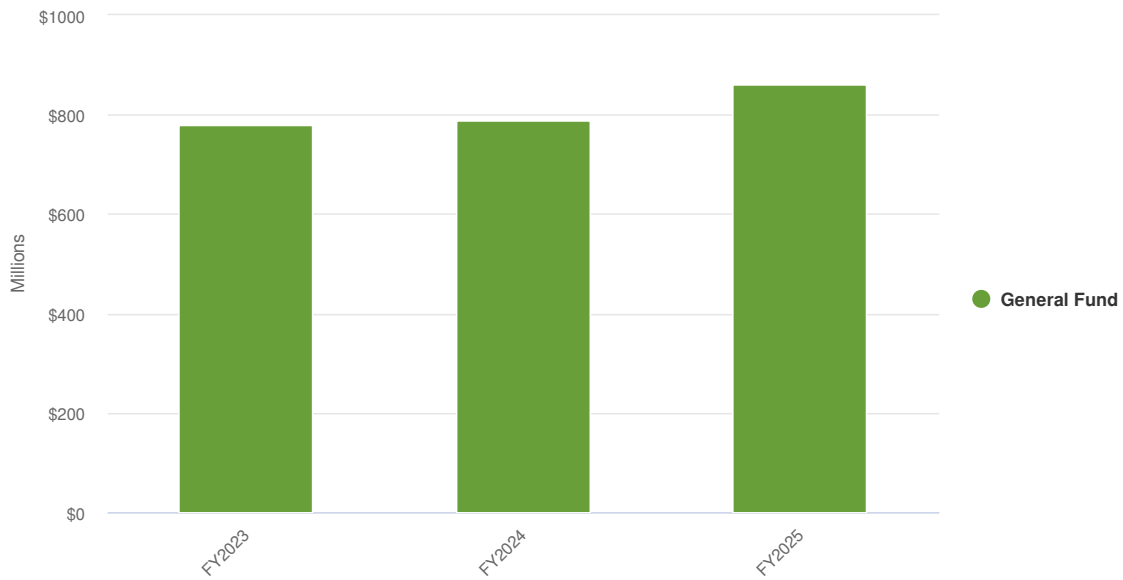
FUNDING SOURCES

General Fund Revenue Summary

2025 Revenue by Fund



Budgeted and Historical 2025 Revenue by Fund

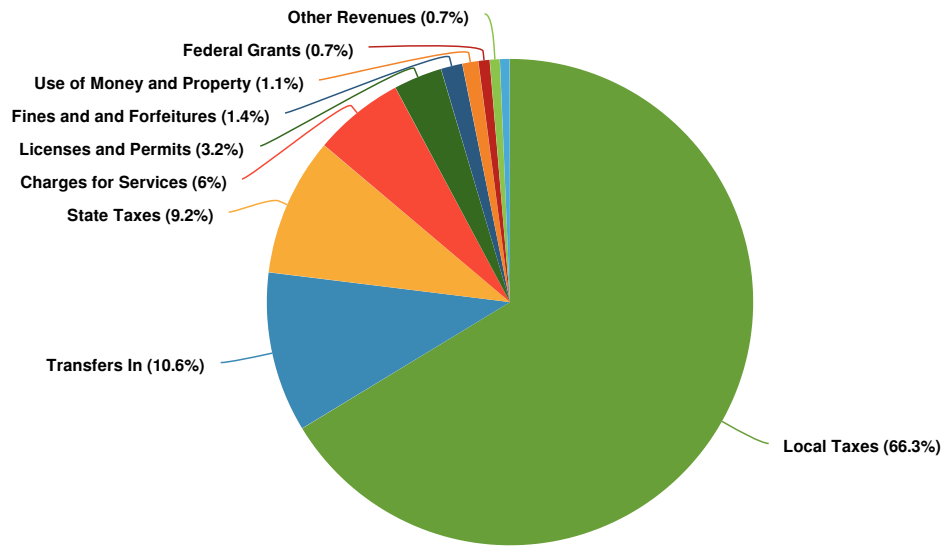


| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---------------------------|---------------|----------------|------------------|----------------|
| General Fund | | | | |
| Transfers In | \$103,149,798 | \$102,118,000 | \$96,295,513 | \$91,617,999 |
| Local Taxes | \$515,925,631 | \$508,701,000 | \$507,976,595 | \$570,694,485 |
| State Taxes | \$79,484,573 | \$79,260,000 | \$82,258,311 | \$79,260,000 |
| Licenses and Permits | \$13,195,866 | \$14,501,000 | \$13,472,753 | \$27,801,000 |
| Fines and and Forfeitures | \$10,236,379 | \$12,162,000 | \$12,131,877 | \$12,286,999 |

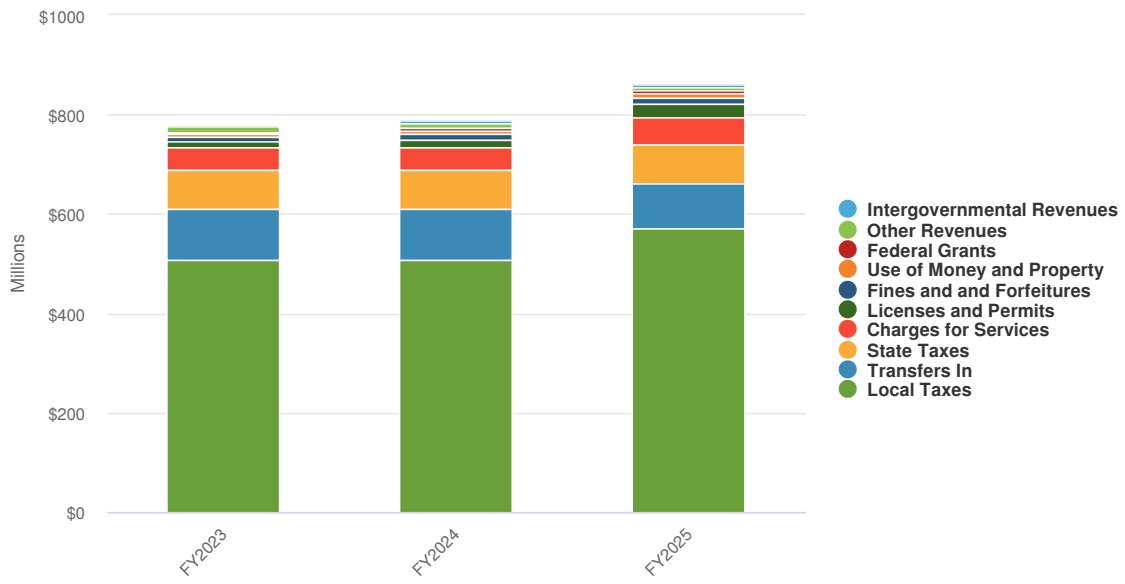
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|----------------------------|----------------------|----------------------|----------------------|----------------------|
| Charges for Services | \$47,963,976 | \$44,965,124 | \$48,373,650 | \$51,914,843 |
| Use of Money and Property | \$9,387,725 | \$6,175,000 | \$16,673,977 | \$9,175,000 |
| Federal Grants | \$3,714,308 | \$4,750,000 | \$5,903,626 | \$6,450,000 |
| Intergovernmental Revenues | \$4,048,498 | \$4,500,000 | \$5,368,289 | \$5,625,380 |
| Other Revenues | \$14,135,572 | \$10,275,876 | \$32,931,172 | \$5,791,570 |
| Total General Fund: | \$801,242,327 | \$787,408,000 | \$821,385,762 | \$860,617,277 |

Revenues by Source

Projected 2025 Revenues by Source



Budgeted and Historical 2025 Revenues by Source



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|----------------------|----------------------|----------------------|----------------------|
| Revenue Source | | | | |
| Transfers In | | | | |
| In Lieu Of Taxes-MLGW | \$60,543,306 | \$58,500,000 | \$52,677,513 | \$50,500,000 |
| In Lieu Of Taxes-Sewer | \$10,488,492 | \$10,000,000 | \$10,000,000 | \$10,000,000 |
| Oper Tfr In - Solid Waste Fund | \$750,000 | \$750,000 | \$750,000 | \$750,000 |
| Oper Tfr In - 2019 Sales Tax Referendum | \$27,900,000 | \$27,900,000 | \$27,900,000 | \$26,900,000 |
| oper Tfr In - Capital Projects Fund | \$0 | \$1,500,000 | \$1,500,000 | \$0 |
| Oper Tfr In - Sewer Operating/CIP | \$1,737,000 | \$1,737,000 | \$1,737,000 | \$1,737,000 |
| Oper Tfr In - Metro Alarm | \$1,625,000 | \$1,625,000 | \$1,625,000 | \$1,624,999 |
| Oper Tfr In - Storm Water | \$106,000 | \$106,000 | \$106,000 | \$106,000 |
| Total Transfers In: | \$103,149,798 | \$102,118,000 | \$96,295,513 | \$91,617,999 |
| Local Taxes | | | | |
| Ad Valorem Tax - Current | \$265,596,911 | \$262,000,000 | \$257,860,000 | \$326,600,000 |
| Ad Valorem Tax - Current Sale of Receivables | \$0 | \$3,500,000 | \$0 | \$0 |
| Ad Valorem Tax Prior | \$7,245,124 | \$5,000,000 | \$7,250,000 | \$7,000,000 |
| PILOT's | \$4,338,141 | \$5,000,000 | \$4,134,222 | \$5,000,000 |
| Property Taxes Interest & Penalty | \$6,556,719 | \$6,500,000 | \$6,500,000 | \$6,500,000 |
| Bankruptcy Interest & Penalty | \$2,195 | \$50,000 | \$0 | \$50,000 |
| Interest & Penalty - Sale of Tax Rec | \$0 | \$1,000,000 | \$0 | \$0 |
| Special Assessment Tax | \$720,078 | \$300,000 | \$835,230 | \$550,000 |
| Local Sales Tax | \$159,479,965 | \$156,600,000 | \$159,581,325 | \$156,600,000 |
| Tourism Development Zone Local Sales | \$85,354 | \$0 | \$1,131,278 | \$0 |
| Alcoholic Beverage Inspection Fee | \$7,929,582 | \$8,000,000 | \$8,000,000 | \$8,000,000 |
| Beer Sales Tax | \$14,066,266 | \$15,500,000 | \$13,800,000 | \$15,500,000 |
| Gross Rec Business Tax | \$18,074,188 | \$13,000,000 | \$15,993,857 | \$13,000,000 |
| Interest, Penalties & Commission | \$287,780 | \$400,000 | \$250,000 | \$400,000 |
| Business Tax Fees | \$1,847,085 | \$1,500,000 | \$1,700,000 | \$1,500,000 |
| Mixed Drink Tax | \$11,082,582 | \$10,000,000 | \$11,600,000 | \$10,000,000 |
| Excise Tax | \$3,493,033 | \$2,500,000 | \$2,600,000 | \$2,500,000 |
| State Apportionment TVA | \$7,809,000 | \$7,800,000 | \$7,955,730 | \$7,800,000 |
| Franchise Tax - Telephone | \$764,968 | \$1,000,000 | \$1,000,000 | \$1,000,000 |
| Cable TV Franchise Fees | \$2,774,100 | \$4,200,000 | \$4,269,944 | \$4,200,000 |
| Fiber Optic Franchise Fees | \$2,285,234 | \$3,500,000 | \$1,885,000 | \$3,143,485 |
| Misc Franchise Tax | \$929,619 | \$756,000 | \$1,035,009 | \$756,000 |
| Misc Tax Recoveries | \$281,421 | \$325,000 | \$325,000 | \$325,000 |
| MLGW Pipeline | \$276,287 | \$270,000 | \$270,000 | \$270,000 |
| Total Local Taxes: | \$515,925,631 | \$508,701,000 | \$507,976,595 | \$570,694,485 |
| State Taxes | | | | |
| State Income Tax | \$44,629 | \$0 | \$45,724 | \$0 |
| State Sales Tax | \$75,137,021 | \$75,000,000 | \$77,636,202 | \$75,000,000 |
| Telecommunication Sales Tax | \$1,188,414 | \$1,300,000 | \$1,200,000 | \$1,300,000 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|---------------------|---------------------|---------------------|---------------------|
| State Shared Beer Tax | \$289,085 | \$300,000 | \$279,033 | \$300,000 |
| Alcoholic BeverageTax | \$483,414 | \$475,000 | \$475,000 | \$475,000 |
| Sports Betting | \$1,032,572 | \$800,000 | \$1,177,352 | \$800,000 |
| Local Occupancy Tax | \$149,587 | \$100,000 | \$160,000 | \$100,000 |
| Spec Petroleum Product Tax | \$1,159,851 | \$1,285,000 | \$1,285,000 | \$1,285,000 |
| Total State Taxes: | \$79,484,573 | \$79,260,000 | \$82,258,311 | \$79,260,000 |
| Licenses and Permits | | | | |
| Liquor By Ounce License | \$257,648 | \$275,000 | \$300,000 | \$275,000 |
| Taxi Drivers License | \$9,598 | \$9,000 | \$9,000 | \$9,000 |
| Gaming Pub Amus Perm Fee | \$10,279 | \$12,000 | \$12,000 | \$12,000 |
| Wrecker Permit Fee | \$19,562 | \$17,000 | \$22,433 | \$17,000 |
| Misc Permits | \$295,026 | \$285,000 | \$315,000 | \$285,000 |
| Beer Application | \$38,762 | \$48,000 | \$48,000 | \$48,000 |
| Auto Registration Fee | \$12,057,829 | \$13,300,000 | \$12,300,000 | \$26,600,000 |
| Dog License | \$239,690 | \$245,000 | \$226,988 | \$245,000 |
| County Dog License Fee | \$122,508 | \$130,000 | \$64,332 | \$130,000 |
| Beer Permit Privilege Tax | \$138,806 | \$145,000 | \$140,000 | \$145,000 |
| Sidewalk Permit Fees | \$6,157 | \$35,000 | \$35,000 | \$35,000 |
| Total Licenses and Permits: | \$13,195,866 | \$14,501,000 | \$13,472,753 | \$27,801,000 |
| Fines and and Forfeitures | | | | |
| Court Fees | \$3,098,963 | \$4,000,000 | \$3,708,062 | \$4,000,000 |
| Court Costs | \$2,927,005 | \$3,700,000 | \$3,148,779 | \$3,700,000 |
| Fines & Forfeitures | \$3,741,061 | \$4,000,000 | \$4,862,835 | \$4,000,000 |
| Seizures | \$37,425 | \$25,000 | \$6,000 | \$25,000 |
| Beer Board Fines | \$88,704 | \$70,000 | \$85,441 | \$70,000 |
| Library Fines & Fees | \$135,276 | \$130,000 | \$120,000 | \$130,000 |
| Vacant Property Registration Fee | \$15,000 | \$25,000 | \$25,000 | \$150,000 |
| Arrest Fees | \$91,944 | \$100,000 | \$100,360 | \$100,000 |
| DUI BAC Fees | \$0 | \$2,000 | \$0 | \$2,000 |
| Sex Offender Registry Fees | \$101,000 | \$110,000 | \$75,400 | \$110,000 |
| Total Fines and and Forfeitures: | \$10,236,379 | \$12,162,000 | \$12,131,877 | \$12,286,999 |
| Charges for Services | | | | |
| Tax Sales Attorney Fees | \$583,269 | \$725,000 | \$460,000 | \$725,000 |
| Subdivision Plan Inspection Fee | \$774,116 | \$550,000 | \$666,653 | \$550,000 |
| Street Cut Inspection Fee | \$1,621,153 | \$500,000 | \$580,000 | \$500,000 |
| Traffic Signals | \$141,326 | \$200,000 | \$204,644 | \$200,000 |
| Parking Meters | \$429,348 | \$575,000 | \$480,000 | \$575,000 |
| Signs-Loading Zones | \$762,194 | \$500,000 | \$742,660 | \$500,000 |
| Arc Lights | \$4,399 | \$4,000 | \$4,000 | \$4,000 |
| Wrecker & Storage Charges | \$1,997,921 | \$1,440,525 | \$401,157 | \$1,440,525 |
| Shelter Fees | \$353,219 | \$350,000 | \$149,871 | \$350,000 |

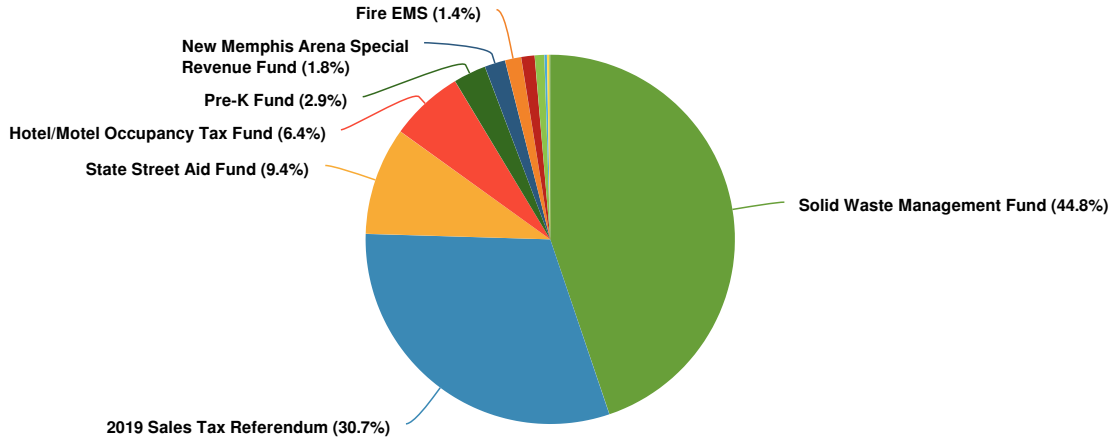
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|---------------------|---------------------|---------------------|---------------------|
| Ambulance Service | \$27,014,701 | \$24,600,000 | \$31,223,687 | \$31,000,000 |
| Parking | \$519,978 | \$625,000 | \$623,883 | \$675,000 |
| Senior Citizen's Meals | \$95,835 | \$85,000 | \$103,872 | \$85,000 |
| Concessions | \$3,269,579 | \$3,400,000 | \$2,683,821 | \$1,582,000 |
| Golf Cart Fees | \$1,285,819 | \$1,600,000 | \$1,519,924 | \$2,065,000 |
| Pro Shop Sales | \$238,843 | \$292,000 | \$297,959 | \$348,500 |
| Green Fees | \$1,656,329 | \$1,950,000 | \$2,199,959 | \$3,212,742 |
| Softball | \$45,450 | \$35,000 | \$41,043 | \$50,000 |
| Basketball | \$0 | \$1,200 | \$0 | \$0 |
| Ballfield Permit | \$54,923 | \$30,000 | \$31,290 | \$60,000 |
| Class Fees | \$44,986 | \$25,000 | \$43,364 | \$28,500 |
| Rental Fees | \$2,018,126 | \$2,300,000 | \$1,919,411 | \$1,086,088 |
| MLG&W Rent | \$2,428 | \$2,400 | \$2,538 | \$2,400 |
| Rent Of Land | \$219,832 | \$224,999 | \$230,453 | \$207,792 |
| Subdivision Development Fees | \$0 | \$0 | \$5,048 | \$0 |
| Police Special Events | \$463,066 | \$500,000 | \$462,306 | \$500,000 |
| MLGW Fees | \$1,673,135 | \$2,000,000 | \$2,151,500 | \$2,000,000 |
| Parking Lots | \$315,000 | \$600,000 | \$300,000 | \$600,000 |
| Outside Revenue | \$741,731 | \$1,000,000 | \$556,263 | \$142,296 |
| Tow Fees | \$892,918 | \$750,000 | \$158,343 | \$750,000 |
| HCD- Docking Fees | \$601,439 | \$0 | \$0 | \$0 |
| Easements & Encroachments | \$142,914 | \$100,000 | \$130,000 | \$75,000 |
| Smart Fiber Initiative | \$0 | \$0 | \$0 | \$2,600,000 |
| Total Charges for Services: | \$47,963,976 | \$44,965,124 | \$48,373,650 | \$51,914,843 |
| | | | | |
| Use of Money and Property | | | | |
| Interest on Investments | \$9,316,741 | \$6,000,000 | \$14,664,610 | \$9,000,000 |
| Net Income/Investors | \$24,456 | \$100,000 | \$1,954,367 | \$100,000 |
| State Litigation Tax Commission | \$46,529 | \$75,000 | \$55,000 | \$75,000 |
| Total Use of Money and Property: | \$9,387,725 | \$6,175,000 | \$16,673,977 | \$9,175,000 |
| | | | | |
| Federal Grants | | | | |
| Federal Grants | \$6,118 | \$1,000,000 | \$0 | \$1,000,000 |
| Federal Grants - Others | \$248,018 | \$250,000 | \$703,001 | \$250,000 |
| FEMA Reimbursement | \$3,460,171 | \$3,500,000 | \$5,200,625 | \$5,200,000 |
| Total Federal Grants: | \$3,714,308 | \$4,750,000 | \$5,903,626 | \$6,450,000 |
| | | | | |
| Intergovernmental Revenues | | | | |
| International Airport | \$4,048,498 | \$4,500,000 | \$5,368,289 | \$5,625,380 |
| Total Intergovernmental Revenues: | \$4,048,498 | \$4,500,000 | \$5,368,289 | \$5,625,380 |
| | | | | |
| Other Revenues | | | | |
| Property Insurance Recoveries | \$393,392 | \$100,000 | \$110,571 | \$100,000 |
| Rezoning Ordinance Publication Fees | \$3,675 | \$5,000 | \$5,000 | \$5,000 |
| Sale Of Reports | \$10,274 | \$100,000 | \$52,472 | \$100,000 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|-----------------------------------|----------------------|-----------------------|-------------------------|-----------------------|
| Local Shared Revenue | \$598,233 | \$555,000 | \$1,453,261 | \$555,000 |
| City of Bartlett | \$1,165,868 | \$1,200,000 | \$1,043,564 | \$0 |
| Utility Warranty Program | \$221,826 | \$155,000 | \$241,262 | \$155,000 |
| Miscellaneous Income | \$680,763 | \$465,000 | \$1,883,078 | \$395,695 |
| Subdivision Sidewalk Fees | \$90,461 | \$100,000 | \$100,000 | \$100,000 |
| Sewer Fund Cost Allocation | \$1,075,000 | \$1,075,000 | \$1,075,000 | \$1,075,000 |
| Miscellaneous Auctions | \$5,144,615 | \$4,500,000 | \$2,092,948 | \$2,025,000 |
| Local Other Revenue | \$2,500 | \$0 | \$0 | \$0 |
| Court Reimbursement | \$19 | \$0 | \$92 | \$0 |
| Fire - Misc Collections | \$15,654 | \$30,000 | \$30,000 | \$30,000 |
| MLGW Reimbursement | \$700 | \$0 | \$0 | \$0 |
| Cash Overage/Shortage | \$22,486 | \$0 | \$31,474 | \$0 |
| Sale Of Capital Assets | \$53,766 | \$0 | \$43,786 | \$0 |
| Employer Premiums Income | \$0 | \$0 | \$55 | \$0 |
| Donated Revenue | \$1,254,148 | \$1 | \$120,050 | \$0 |
| Corporate Sponsorship | \$807,827 | \$740,000 | \$797,836 | \$0 |
| Vendor Rebates | \$71,200 | \$75,000 | \$183,329 | \$75,000 |
| FNMA Service Fees | \$256 | \$875 | \$277 | \$875 |
| Claims | \$8,016 | \$25,000 | \$237,454 | \$25,000 |
| Miscellaneous Revenue | \$1,602,851 | \$1,000,000 | \$1,300,845 | \$1,000,000 |
| Recovery Of Prior Year Expense | \$871,859 | \$0 | \$21,930,322 | \$0 |
| Mow to Own Program - Program Fees | \$1,075 | \$0 | \$2,010 | \$0 |
| Peachtree Recovery Services | \$39,110 | \$150,000 | \$150,000 | \$150,000 |
| Grant Revenue - Library | \$0 | \$0 | \$46,486 | \$0 |
| Total Other Revenues: | \$14,135,572 | \$10,275,876 | \$32,931,172 | \$5,791,570 |
| Total Revenue Source: | \$801,242,327 | \$787,408,000 | \$821,385,762 | \$860,617,277 |

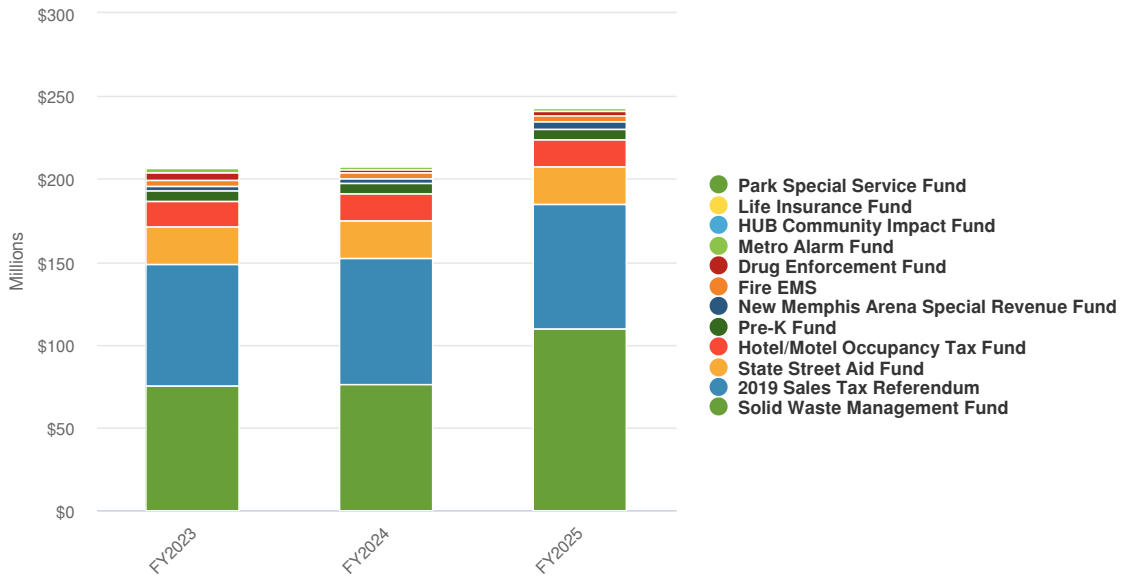


Special Revenue Funds Summary

2025 Revenue by Fund



Budgeted and Historical 2025 Revenue by Fund



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|----------------------------------|------------------|------------------|------------------|------------------|
| Park Special Service Fund | | | | |
| Local Taxes | | | | |
| Local Sales Tax | \$186,461 | \$120,000 | \$195,602 | \$120,000 |
| Total Local Taxes: | \$186,461 | \$120,000 | \$195,602 | \$120,000 |
| Use of Money and Property | | | | |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|----------------------|-----------------------|-------------------------|-----------------------|
| Interest on Investments | \$52,793 | \$0 | \$0 | \$0 |
| Net Income/Investors | \$2,791 | \$0 | \$0 | \$0 |
| Interest on Investments | \$0 | \$30,000 | \$30,000 | \$30,000 |
| Net Income/Investors | \$0 | \$10,000 | \$10,000 | \$10,000 |
| Total Use of Money and Property: | \$55,584 | \$40,000 | \$40,000 | \$40,000 |
| Total Park Special Service Fund: | \$242,045 | \$160,000 | \$235,602 | \$160,000 |
| | | | | |
| Life Insurance Fund | | | | |
| Use of Money and Property | | | | |
| Interest on Investments | \$329,839 | \$250,000 | \$250,000 | \$250,000 |
| Net Income/Investors | \$18,996 | \$120,000 | \$120,000 | \$120,000 |
| Total Use of Money and Property: | \$348,835 | \$370,000 | \$370,000 | \$370,000 |
| | | | | |
| Other Revenues | | | | |
| Insurance Refund | \$0 | \$150,000 | \$150,000 | \$150,000 |
| Total Other Revenues: | \$0 | \$150,000 | \$150,000 | \$150,000 |
| Total Life Insurance Fund: | \$348,835 | \$520,000 | \$520,000 | \$520,000 |
| | | | | |
| State Street Aid Fund | | | | |
| State Taxes | | | | |
| State Gas - Motor Fuel Tax | \$10,305,929 | \$11,860,000 | \$11,820,000 | \$11,860,000 |
| Three-Cent Tax | \$3,436,205 | \$3,500,000 | \$3,500,000 | \$3,500,000 |
| One-Cent Tax | \$1,626,485 | \$1,850,000 | \$1,850,000 | \$1,850,000 |
| State Gas-IMPROVE (2017) | \$5,693,701 | \$5,900,000 | \$5,900,000 | \$5,900,000 |
| Transport Mod Revenue (2023) | \$0 | \$0 | \$40,000 | \$0 |
| Total State Taxes: | \$21,062,321 | \$23,110,000 | \$23,110,000 | \$23,110,000 |
| Total State Street Aid Fund: | \$21,062,321 | \$23,110,000 | \$23,110,000 | \$23,110,000 |
| | | | | |
| Solid Waste Management Fund | | | | |
| Local Taxes | | | | |
| Interest, Penalties & Commission | \$19,730 | \$0 | \$10,366 | \$0 |
| Special Assessment Tax | \$53,086 | \$85,000 | \$85,000 | \$85,000 |
| Interest, Penalties & Commission | \$0 | \$15,000 | \$15,000 | \$15,000 |
| Total Local Taxes: | \$72,816 | \$100,000 | \$110,366 | \$100,000 |
| | | | | |
| Charges for Services | | | | |
| Solid Waste Disposal Fee | \$76,096,241 | \$75,500,000 | \$75,500,000 | \$108,783,765 |
| Sanitation Inspection Fee | \$607,291 | \$540,000 | \$619,473 | \$648,878 |
| Total Charges for Services: | \$76,703,532 | \$76,040,000 | \$76,119,473 | \$109,432,643 |
| | | | | |
| Use of Money and Property | | | | |
| Interest on Investments | \$191,796 | \$0 | \$0 | \$0 |
| Net Income/Investors | \$13,793 | \$0 | \$0 | \$0 |
| Interest on Investments | \$0 | \$50,000 | \$50,000 | \$50,000 |
| Net Income/Investors | \$0 | \$3,000 | \$3,000 | \$3,000 |

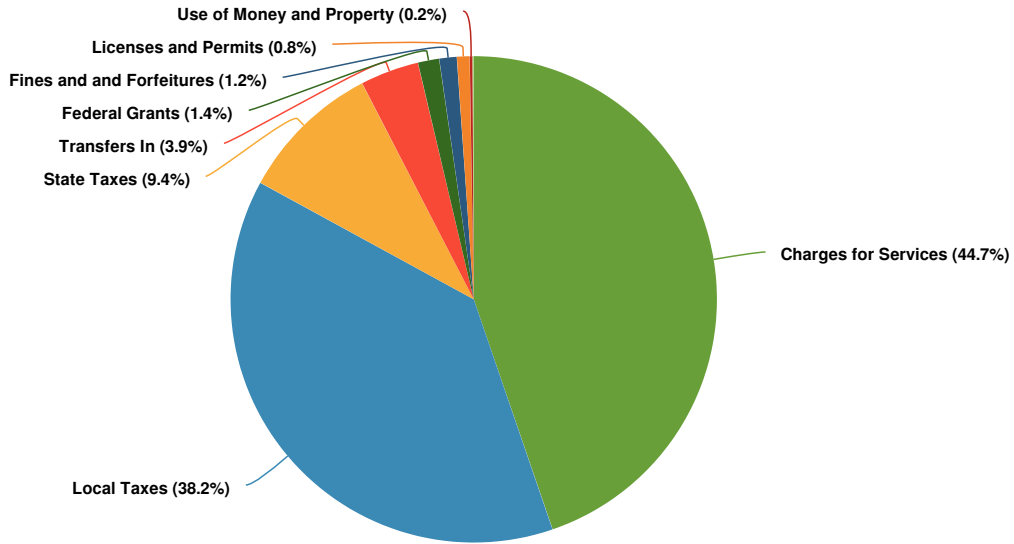
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|
| Total Use of Money and Property: | \$205,588 | \$53,000 | \$53,000 | \$53,000 |
| | | | | |
| Other Revenues | | | | |
| Miscellaneous Income | \$0 | \$742 | \$742 | \$742 |
| Recovery Of Prior Year Expense | \$0 | \$342 | \$342 | \$342 |
| Miscellaneous Income | \$240 | \$0 | \$0 | \$0 |
| Recycling Proceeds | \$23,464 | \$24,000 | \$24,000 | \$24,000 |
| Total Other Revenues: | \$23,704 | \$25,084 | \$25,084 | \$25,084 |
| Total Solid Waste Management Fund: | \$77,005,640 | \$76,218,084 | \$76,307,923 | \$109,610,727 |
| | | | | |
| Drug Enforcement Fund | | | | |
| Fines and and Forfeitures | | | | |
| Fines & Forfeitures | \$14,305 | \$30,000 | \$30,000 | \$30,000 |
| Seizures | \$2,095,264 | \$2,000,000 | \$2,000,000 | \$2,372,700 |
| Seizures | \$0 | \$0 | \$0 | \$50,000 |
| Seizures | \$1,125 | \$0 | \$0 | \$0 |
| Federal Seizures | \$605,201 | \$300,000 | \$300,000 | \$300,000 |
| Seizures | \$65,024 | \$40,000 | \$40,000 | \$90,000 |
| Total Fines and and Forfeitures: | \$2,780,919 | \$2,370,000 | \$2,370,000 | \$2,842,700 |
| | | | | |
| Use of Money and Property | | | | |
| Interest on Investments | \$168,443 | \$0 | \$0 | \$0 |
| Net Income/Investors | \$17,377 | \$0 | \$0 | \$0 |
| Total Use of Money and Property: | \$185,820 | \$0 | \$0 | \$0 |
| | | | | |
| Federal Grants | | | | |
| Department of Justice OT | \$45,369 | \$82,500 | \$82,500 | \$50,000 |
| Department of Justice OT | \$333 | \$0 | \$0 | \$0 |
| Total Federal Grants: | \$45,702 | \$82,500 | \$82,500 | \$50,000 |
| | | | | |
| Other Revenues | | | | |
| Miscellaneous Revenue | \$154,853 | \$0 | \$0 | \$0 |
| Miscellaneous Revenue | -\$5 | \$0 | \$0 | \$0 |
| Total Other Revenues: | \$154,848 | \$0 | \$0 | \$0 |
| Total Drug Enforcement Fund: | \$3,167,288 | \$2,452,500 | \$2,452,500 | \$2,892,700 |
| | | | | |
| Hotel/Motel Occupancy Tax Fund | | | | |
| Local Taxes | | | | |
| Hotel/Motel Taxes | \$6,106,855 | \$5,250,000 | \$6,181,186 | \$5,250,000 |
| 2015 Occupancy Increase | \$6,066,523 | \$5,250,000 | \$6,195,330 | \$5,250,000 |
| Room Night Assessment | \$5,168,169 | \$5,250,000 | \$5,568,388 | \$5,250,000 |
| Hotel/Motel Taxes | \$436,223 | \$0 | \$0 | \$0 |
| 2015 Occupancy Increase | \$461,884 | \$0 | \$0 | \$0 |
| Room Night Assessment | \$663,082 | \$0 | \$0 | \$0 |
| Total Local Taxes: | \$18,902,736 | \$15,750,000 | \$17,944,904 | \$15,750,000 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|---------------------|---------------------|---------------------|---------------------|
| Charges for Services | | | | |
| Sewer Fees | \$0 | \$0 | \$2,864,730 | \$0 |
| Total Charges for Services: | \$0 | \$0 | \$2,864,730 | \$0 |
| Total Hotel/Motel Occupancy Tax Fund: | \$18,902,736 | \$15,750,000 | \$20,809,634 | \$15,750,000 |
| New Memphis Arena Special Revenue Fund | | | | |
| Transfers In | | | | |
| Oper Tfr In - General Fund | \$0 | \$0 | \$1,975,000 | \$1,975,000 |
| Total Transfers In: | \$0 | \$0 | \$1,975,000 | \$1,975,000 |
| Local Taxes | | | | |
| In Lieu of Taxes-Water | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 |
| Total Local Taxes: | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 |
| Total New Memphis Arena Special Revenue Fund: | \$2,500,000 | \$2,500,000 | \$4,475,000 | \$4,475,000 |
| 2019 Sales Tax Referendum | | | | |
| Transfers In | | | | |
| Oper Tfr In - General Fund | \$0 | \$0 | \$125,226 | \$0 |
| Total Transfers In: | \$0 | \$0 | \$125,226 | \$0 |
| Local Taxes | | | | |
| Local Sales Tax | \$75,559,280 | \$76,000,000 | \$76,200,000 | \$75,000,000 |
| Total Local Taxes: | \$75,559,280 | \$76,000,000 | \$76,200,000 | \$75,000,000 |
| Total 2019 Sales Tax Referendum: | \$75,559,280 | \$76,000,000 | \$76,325,226 | \$75,000,000 |
| Fire EMS | | | | |
| Federal Grants | | | | |
| Federal Grants - Others | \$6,310,103 | \$3,437,350 | \$4,356,828 | \$3,437,350 |
| Total Federal Grants: | \$6,310,103 | \$3,437,350 | \$4,356,828 | \$3,437,350 |
| Total Fire EMS: | \$6,310,103 | \$3,437,350 | \$4,356,828 | \$3,437,350 |
| Pre-K Fund | | | | |
| Transfers In | | | | |
| Oper Tfr In - 2019 Sales Tax Referendum | \$6,000,000 | \$6,500,000 | \$7,000,000 | \$7,000,000 |
| Total Transfers In: | \$6,000,000 | \$6,500,000 | \$7,000,000 | \$7,000,000 |
| Local Taxes | | | | |
| Ad Valorem Tax - Current | -\$25,378 | \$0 | \$0 | \$0 |
| Ad Valorem Tax Prior | \$34,815 | \$0 | \$11,280 | \$0 |
| PILOT's | \$1,822 | \$0 | \$300 | \$0 |
| Total Local Taxes: | \$11,259 | \$0 | \$11,580 | \$0 |
| Use of Money and Property | | | | |
| Interest on Investments | \$245,467 | \$0 | \$0 | \$0 |

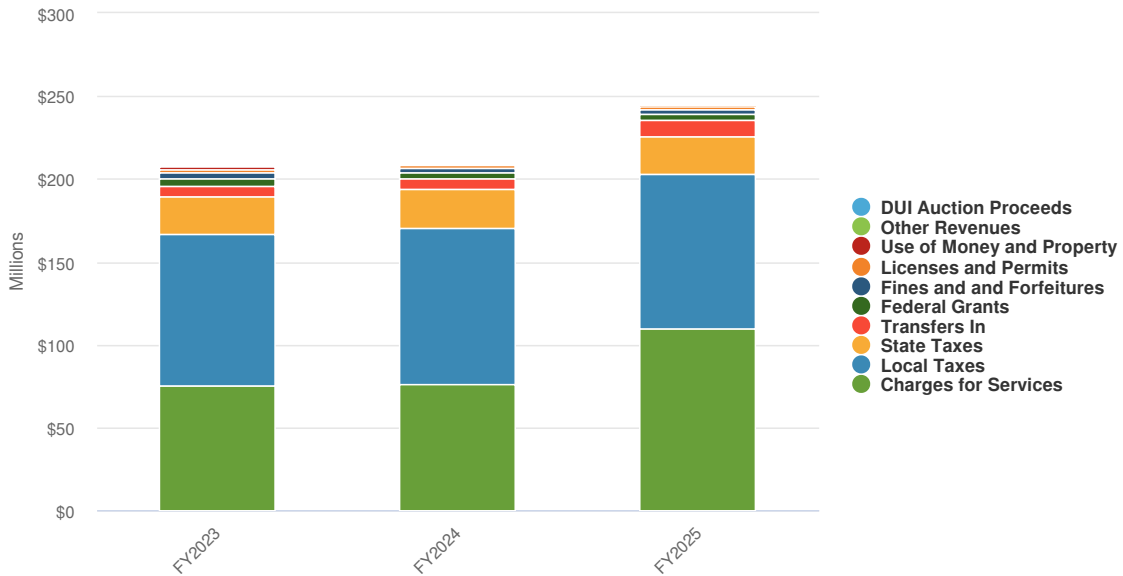
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|----------------------|-----------------------|-------------------------|-----------------------|
| Net Income/Investors | \$19,181 | \$0 | \$0 | \$0 |
| Total Use of Money and Property: | \$264,648 | \$0 | \$0 | \$0 |
| Total Pre-K Fund: | \$6,275,907 | \$6,500,000 | \$7,011,580 | \$7,000,000 |
| HUB Community Impact Fund | | | | |
| Transfers In | | | | |
| Oper Tfr In - General Fund | \$1,000,000 | \$550,000 | \$550,000 | \$550,000 |
| Total Transfers In: | \$1,000,000 | \$550,000 | \$550,000 | \$550,000 |
| Total HUB Community Impact Fund: | \$1,000,000 | \$550,000 | \$550,000 | \$550,000 |
| Metro Alarm Fund | | | | |
| Licenses and Permits | | | | |
| City - Alarm Renewals | \$665,540 | \$600,000 | \$400,000 | \$535,000 |
| City - New Alarms | \$77,085 | \$90,000 | \$62,000 | \$70,000 |
| False Alarms - City | \$1,598,560 | \$900,000 | \$1,418,929 | \$1,200,000 |
| County Alarm Renewals | \$798 | \$0 | \$5 | \$0 |
| False Alarms - County | \$1 | \$0 | \$3 | \$0 |
| Fire False Alarms | \$401,700 | \$350,000 | \$350,000 | \$235,000 |
| Total Licenses and Permits: | \$2,743,684 | \$1,940,000 | \$2,230,937 | \$2,040,000 |
| Use of Money and Property | | | | |
| Interest on Investments | \$4,053 | \$0 | \$0 | \$0 |
| Total Use of Money and Property: | \$4,053 | \$0 | \$0 | \$0 |
| Other Revenues | | | | |
| Bad Check Penalties | \$240 | \$0 | \$200 | \$0 |
| Recovery Of Prior Year Expense | \$0 | \$10,000 | \$500 | \$10,000 |
| Total Other Revenues: | \$240 | \$10,000 | \$700 | \$10,000 |
| Total Metro Alarm Fund: | \$2,747,977 | \$1,950,000 | \$2,231,637 | \$2,050,000 |
| Total: | \$215,122,132 | \$209,147,934 | \$218,385,930 | \$244,555,777 |

Revenues by Source

Projected 2025 Revenues by Source



Budgeted and Historical 2025 Revenues by Source



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|-----------------------------------|---------------|----------------|------------------|----------------|
| Revenue Source | | | | |
| Transfers In | | | | |
| Oper Tfr In - General Fund | | | | |
| Oper Tfr In - General Fund | \$0 | \$0 | \$1,975,000 | \$1,975,000 |
| Oper Tfr In - General Fund | \$0 | \$0 | \$125,226 | \$0 |
| Oper Tfr In - General Fund | \$1,000,000 | \$550,000 | \$550,000 | \$550,000 |



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|---------------------|---------------------|---------------------|---------------------|
| Total Oper Tfr In - General Fund: | \$1,000,000 | \$550,000 | \$2,650,226 | \$2,525,000 |
| | | | | |
| Oper Tfr In - 2019 Sales Tax Referendum | | | | |
| Oper Tfr In - 2019 Sales Tax Referendum | \$6,000,000 | \$6,500,000 | \$7,000,000 | \$7,000,000 |
| Total Oper Tfr In - 2019 Sales Tax Referendum: | \$6,000,000 | \$6,500,000 | \$7,000,000 | \$7,000,000 |
| Total Transfers In: | \$7,000,000 | \$7,050,000 | \$9,650,226 | \$9,525,000 |
| | | | | |
| Local Taxes | | | | |
| Ad Valorem Tax - Current | | | | |
| Ad Valorem Tax - Current | -\$25,378 | \$0 | \$0 | \$0 |
| Total Ad Valorem Tax - Current: | -\$25,378 | \$0 | \$0 | \$0 |
| | | | | |
| Ad Valorem Tax Prior | | | | |
| Ad Valorem Tax Prior | \$34,815 | \$0 | \$11,280 | \$0 |
| Total Ad Valorem Tax Prior: | \$34,815 | \$0 | \$11,280 | \$0 |
| | | | | |
| PILOT's | | | | |
| PILOT's | \$1,822 | \$0 | \$300 | \$0 |
| Total PILOT's: | \$1,822 | \$0 | \$300 | \$0 |
| | | | | |
| In Lieu of Taxes-Water | | | | |
| In Lieu of Taxes-Water | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 |
| Total In Lieu of Taxes-Water: | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 |
| | | | | |
| Special Assessment Tax | | | | |
| Special Assessment Tax | \$53,086 | \$85,000 | \$85,000 | \$85,000 |
| Total Special Assessment Tax: | \$53,086 | \$85,000 | \$85,000 | \$85,000 |
| | | | | |
| Local Sales Tax | | | | |
| Local Sales Tax | \$186,461 | \$120,000 | \$195,602 | \$120,000 |
| Local Sales Tax | \$75,559,280 | \$76,000,000 | \$76,200,000 | \$75,000,000 |
| Total Local Sales Tax: | \$75,745,741 | \$76,120,000 | \$76,395,602 | \$75,120,000 |
| | | | | |
| Hotel/Motel Taxes | | | | |
| Hotel/Motel Taxes | \$6,106,855 | \$5,250,000 | \$6,181,186 | \$5,250,000 |
| Hotel/Motel Taxes | \$436,223 | \$0 | \$0 | \$0 |
| Total Hotel/Motel Taxes: | \$6,543,079 | \$5,250,000 | \$6,181,186 | \$5,250,000 |
| | | | | |
| 2015 Occupancy Increase | | | | |
| 2015 Occupancy Increase | \$6,066,523 | \$5,250,000 | \$6,195,330 | \$5,250,000 |
| 2015 Occupancy Increase | \$461,884 | \$0 | \$0 | \$0 |
| Total 2015 Occupancy Increase: | \$6,528,407 | \$5,250,000 | \$6,195,330 | \$5,250,000 |
| | | | | |
| Room Night Assessment | | | | |
| Room Night Assessment | \$5,168,169 | \$5,250,000 | \$5,568,388 | \$5,250,000 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|---------------------|---------------------|---------------------|---------------------|
| Room Night Assessment | \$663,082 | \$0 | \$0 | \$0 |
| Total Room Night Assessment: | \$5,831,251 | \$5,250,000 | \$5,568,388 | \$5,250,000 |
| | | | | |
| Interest, Penalties & Commission | | | | |
| Interest, Penalties & Commission | \$19,730 | \$0 | \$10,366 | \$0 |
| Interest, Penalties & Commission | \$0 | \$15,000 | \$15,000 | \$15,000 |
| Total Interest, Penalties & Commission: | \$19,730 | \$15,000 | \$25,366 | \$15,000 |
| Total Local Taxes: | \$97,232,552 | \$94,470,000 | \$96,962,452 | \$93,470,000 |
| | | | | |
| State Taxes | | | | |
| State Gas - Motor Fuel Tax | | | | |
| State Gas - Motor Fuel Tax | \$10,305,929 | \$11,860,000 | \$11,820,000 | \$11,860,000 |
| Total State Gas - Motor Fuel Tax: | \$10,305,929 | \$11,860,000 | \$11,820,000 | \$11,860,000 |
| | | | | |
| Three-Cent Tax | | | | |
| Three-Cent Tax | \$3,436,205 | \$3,500,000 | \$3,500,000 | \$3,500,000 |
| Total Three-Cent Tax: | \$3,436,205 | \$3,500,000 | \$3,500,000 | \$3,500,000 |
| | | | | |
| One-Cent Tax | | | | |
| One-Cent Tax | \$1,626,485 | \$1,850,000 | \$1,850,000 | \$1,850,000 |
| Total One-Cent Tax: | \$1,626,485 | \$1,850,000 | \$1,850,000 | \$1,850,000 |
| | | | | |
| State Gas-IMPROVE (2017) | | | | |
| State Gas-IMPROVE (2017) | \$5,693,701 | \$5,900,000 | \$5,900,000 | \$5,900,000 |
| Total State Gas-IMPROVE (2017): | \$5,693,701 | \$5,900,000 | \$5,900,000 | \$5,900,000 |
| | | | | |
| Transport Mod Revenue (2023) | | | | |
| Transport Mod Revenue (2023) | \$0 | \$0 | \$40,000 | \$0 |
| Total Transport Mod Revenue (2023): | \$0 | \$0 | \$40,000 | \$0 |
| Total State Taxes: | \$21,062,321 | \$23,110,000 | \$23,110,000 | \$23,110,000 |
| | | | | |
| Licenses and Permits | | | | |
| City - Alarm Renewals | | | | |
| City - Alarm Renewals | \$665,540 | \$600,000 | \$400,000 | \$535,000 |
| Total City - Alarm Renewals: | \$665,540 | \$600,000 | \$400,000 | \$535,000 |
| | | | | |
| City - New Alarms | | | | |
| City - New Alarms | \$77,085 | \$90,000 | \$62,000 | \$70,000 |
| Total City - New Alarms: | \$77,085 | \$90,000 | \$62,000 | \$70,000 |
| | | | | |
| False Alarms - City | | | | |
| False Alarms - City | \$1,598,560 | \$900,000 | \$1,418,929 | \$1,200,000 |
| Total False Alarms - City: | \$1,598,560 | \$900,000 | \$1,418,929 | \$1,200,000 |
| | | | | |
| County Alarm Renewals | | | | |

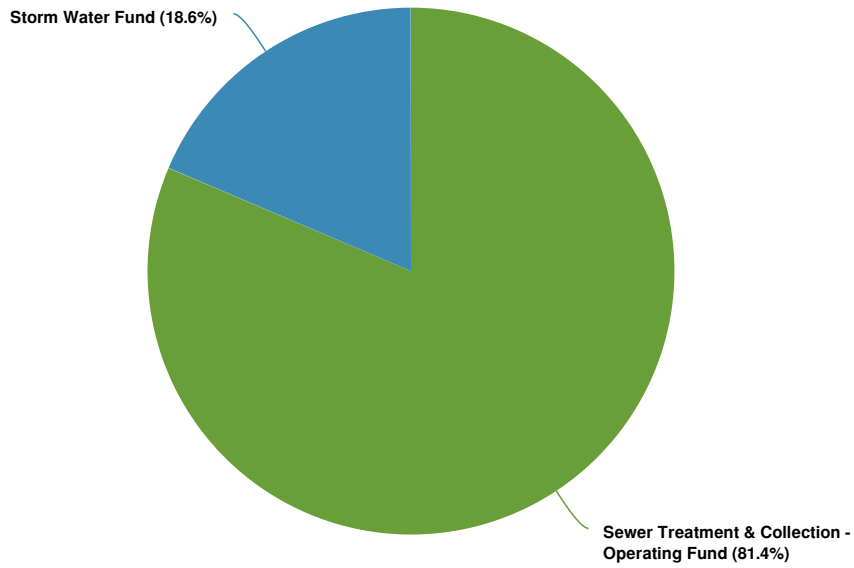
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|---------------------|---------------------|---------------------|----------------------|
| County Alarm Renewals | \$798 | \$0 | \$5 | \$0 |
| Total County Alarm Renewals: | \$798 | \$0 | \$5 | \$0 |
| | | | | |
| False Alarms - County | | | | |
| False Alarms - County | \$1 | \$0 | \$3 | \$0 |
| Total False Alarms - County: | \$1 | \$0 | \$3 | \$0 |
| | | | | |
| Fire False Alarms | | | | |
| Fire False Alarms | \$401,700 | \$350,000 | \$350,000 | \$235,000 |
| Total Fire False Alarms: | \$401,700 | \$350,000 | \$350,000 | \$235,000 |
| Total Licenses and Permits: | \$2,743,684 | \$1,940,000 | \$2,230,937 | \$2,040,000 |
| | | | | |
| Fines and and Forfeitures | | | | |
| Fines & Forfeitures | | | | |
| Fines & Forfeitures | \$14,305 | \$30,000 | \$30,000 | \$30,000 |
| Total Fines & Forfeitures: | \$14,305 | \$30,000 | \$30,000 | \$30,000 |
| | | | | |
| Seizures | | | | |
| Seizures | \$2,095,264 | \$2,000,000 | \$2,000,000 | \$2,372,700 |
| Seizures | \$0 | \$0 | \$0 | \$50,000 |
| Seizures | \$1,125 | \$0 | \$0 | \$0 |
| Seizures | \$65,024 | \$40,000 | \$40,000 | \$90,000 |
| Total Seizures: | \$2,161,413 | \$2,040,000 | \$2,040,000 | \$2,512,700 |
| | | | | |
| Federal Seizures | | | | |
| Federal Seizures | \$605,201 | \$300,000 | \$300,000 | \$300,000 |
| Total Federal Seizures: | \$605,201 | \$300,000 | \$300,000 | \$300,000 |
| Total Fines and and Forfeitures: | \$2,780,919 | \$2,370,000 | \$2,370,000 | \$2,842,700 |
| | | | | |
| Charges for Services | | | | |
| Solid Waste Disposal Fee | | | | |
| Solid Waste Disposal Fee | \$76,096,241 | \$75,500,000 | \$75,500,000 | \$108,783,765 |
| Total Solid Waste Disposal Fee: | \$76,096,241 | \$75,500,000 | \$75,500,000 | \$108,783,765 |
| | | | | |
| Sanitation Inspection Fee | | | | |
| Sanitation Inspection Fee | \$607,291 | \$540,000 | \$619,473 | \$648,878 |
| Total Sanitation Inspection Fee: | \$607,291 | \$540,000 | \$619,473 | \$648,878 |
| | | | | |
| Sewer Fees | | | | |
| Sewer Fees | \$0 | \$0 | \$2,864,730 | \$0 |
| Total Sewer Fees: | \$0 | \$0 | \$2,864,730 | \$0 |
| Total Charges for Services: | \$76,703,532 | \$76,040,000 | \$78,984,203 | \$109,432,643 |
| | | | | |
| Use of Money and Property | | | | |
| Interest on Investments | | | | |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|--------------------|--------------------|--------------------|--------------------|
| Interest on Investments | \$52,793 | \$0 | \$0 | \$0 |
| Interest on Investments | \$0 | \$30,000 | \$30,000 | \$30,000 |
| Interest on Investments | \$329,839 | \$250,000 | \$250,000 | \$250,000 |
| Interest on Investments | \$191,796 | \$0 | \$0 | \$0 |
| Interest on Investments | \$0 | \$50,000 | \$50,000 | \$50,000 |
| Interest on Investments | \$168,443 | \$0 | \$0 | \$0 |
| Interest on Investments | \$245,467 | \$0 | \$0 | \$0 |
| Interest on Investments | \$4,053 | \$0 | \$0 | \$0 |
| Total Interest on Investments: | \$992,391 | \$330,000 | \$330,000 | \$330,000 |
| | | | | |
| Net Income/Investors | | | | |
| Net Income/Investors | \$2,791 | \$0 | \$0 | \$0 |
| Net Income/Investors | \$0 | \$10,000 | \$10,000 | \$10,000 |
| Net Income/Investors | \$18,996 | \$120,000 | \$120,000 | \$120,000 |
| Net Income/Investors | \$13,793 | \$0 | \$0 | \$0 |
| Net Income/Investors | \$0 | \$3,000 | \$3,000 | \$3,000 |
| Net Income/Investors | \$17,377 | \$0 | \$0 | \$0 |
| Net Income/Investors | \$19,181 | \$0 | \$0 | \$0 |
| Total Net Income/Investors: | \$72,137 | \$133,000 | \$133,000 | \$133,000 |
| Total Use of Money and Property: | \$1,064,528 | \$463,000 | \$463,000 | \$463,000 |
| | | | | |
| Federal Grants | | | | |
| Federal Grants - Others | | | | |
| Federal Grants - Others | \$6,310,103 | \$3,437,350 | \$4,356,828 | \$3,437,350 |
| Total Federal Grants - Others: | \$6,310,103 | \$3,437,350 | \$4,356,828 | \$3,437,350 |
| | | | | |
| Department of Justice OT | | | | |
| Department of Justice OT | \$45,369 | \$82,500 | \$82,500 | \$50,000 |
| Department of Justice OT | \$333 | \$0 | \$0 | \$0 |
| Total Department of Justice OT: | \$45,702 | \$82,500 | \$82,500 | \$50,000 |
| Total Federal Grants: | \$6,355,804 | \$3,519,850 | \$4,439,328 | \$3,487,350 |
| | | | | |
| Other Revenues | | | | |
| Miscellaneous Income | | | | |
| Miscellaneous Income | \$0 | \$742 | \$742 | \$742 |
| Miscellaneous Income | \$240 | \$0 | \$0 | \$0 |
| Total Miscellaneous Income: | \$240 | \$742 | \$742 | \$742 |
| | | | | |
| Bad Check Penalties | | | | |
| Bad Check Penalties | \$240 | \$0 | \$200 | \$0 |
| Total Bad Check Penalties: | \$240 | \$0 | \$200 | \$0 |
| | | | | |
| Insurance Refund | | | | |
| Insurance Refund | \$0 | \$150,000 | \$150,000 | \$150,000 |
| Total Insurance Refund: | \$0 | \$150,000 | \$150,000 | \$150,000 |

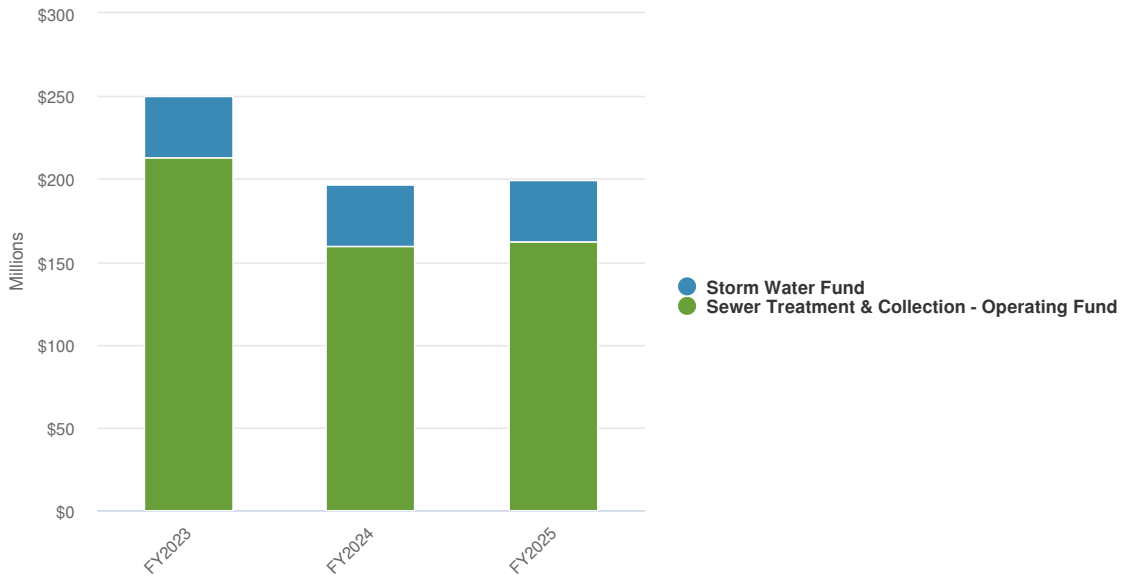
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|----------------------|----------------------|----------------------|----------------------|
| Recycling Proceeds | | | | |
| Recycling Proceeds | \$23,464 | \$24,000 | \$24,000 | \$24,000 |
| Total Recycling Proceeds: | \$23,464 | \$24,000 | \$24,000 | \$24,000 |
| Miscellaneous Revenue | | | | |
| Miscellaneous Revenue | \$154,853 | \$0 | \$0 | \$0 |
| Miscellaneous Revenue | -\$5 | \$0 | \$0 | \$0 |
| Total Miscellaneous Revenue: | \$154,848 | \$0 | \$0 | \$0 |
| Recovery Of Prior Year Expense | | | | |
| Recovery Of Prior Year Expense | \$0 | \$342 | \$342 | \$342 |
| Recovery Of Prior Year Expense | \$0 | \$10,000 | \$500 | \$10,000 |
| Total Recovery Of Prior Year Expense: | \$0 | \$10,342 | \$842 | \$10,342 |
| Total Other Revenues: | \$178,792 | \$185,084 | \$175,784 | \$185,084 |
| Total Revenue Source: | \$215,122,132 | \$209,147,934 | \$218,385,930 | \$244,555,777 |

Enterprise Funds Summary

2025 Revenue by Fund



Budgeted and Historical 2025 Revenue by Fund



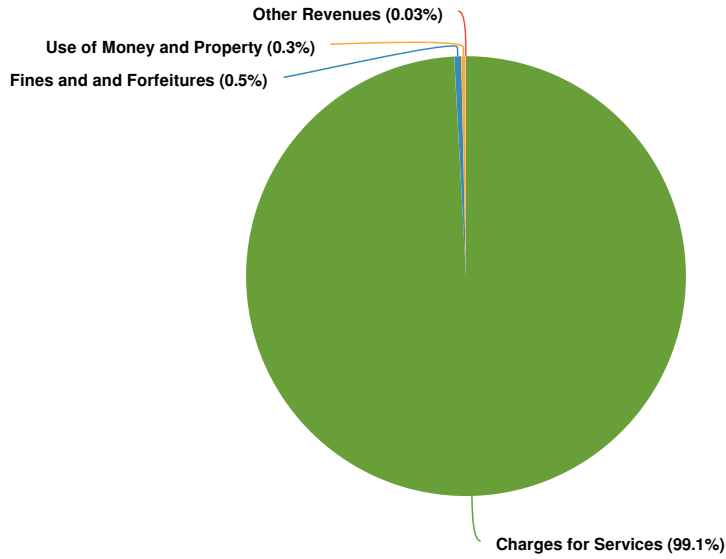
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|------------------|--------------------|--------------------|--------------------|
| Sewer Treatment & Collection - Operating Fund | | | | |
| Fines and and Forfeitures | | | | |
| Fines & Forfeitures | \$14,441 | \$0 | \$0 | \$0 |
| Fines & Forfeitures | \$0 | \$1,000 | \$0 | \$1,000 |
| Fines & Forfeitures | \$587,800 | \$1,000,000 | \$2,150,000 | \$1,000,000 |
| Total Fines and and Forfeitures: | \$602,241 | \$1,001,000 | \$2,150,000 | \$1,001,000 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|----------------------|----------------------|----------------------|----------------------|
| Charges for Services | | | | |
| Sewer Connections | \$1,030 | \$0 | \$0 | \$0 |
| Sewer Fees | \$17,131,733 | \$0 | \$0 | \$0 |
| Subdivision Development Fees | \$376,995 | \$0 | \$0 | \$0 |
| Sewer Fees | \$83,493 | \$650,000 | \$650,000 | \$650,000 |
| Sewer Fees | \$7 | \$0 | \$0 | \$0 |
| Biogas Revenue | -\$11,085 | \$75,000 | \$0 | \$45,000 |
| Rents | \$49,374 | \$43,307 | \$43,307 | \$44,000 |
| Sewer Fees | \$133,017,686 | \$156,000,000 | \$157,000,000 | \$158,500,000 |
| Sewer Insp/Locate Fees | \$0 | \$0 | \$0 | \$5,750 |
| Sewer Availability Fee | \$0 | \$0 | \$0 | \$7,700 |
| Rents | \$14,175 | \$0 | \$0 | \$0 |
| Sewer Connections | -\$5,734 | \$10,000 | \$20,000 | \$10,000 |
| Sewer Fees | \$0 | \$0 | \$5,638 | \$0 |
| Subdivision Development Fees | \$1,474,659 | \$1,250,000 | \$1,250,000 | \$1,250,000 |
| Special Sewer Connections | \$0 | \$0 | \$575 | \$0 |
| Total Charges for Services: | \$152,132,334 | \$158,028,307 | \$158,969,520 | \$160,512,450 |
| Use of Money and Property | | | | |
| Interest on Investments | \$763,255 | \$500,000 | \$500,000 | \$500,000 |
| Net Income/Investors | \$80,631 | \$100,000 | \$100,000 | \$100,000 |
| Total Use of Money and Property: | \$843,886 | \$600,000 | \$600,000 | \$600,000 |
| Federal Grants | | | | |
| Fed Grants - Build America Bonds | \$9,880 | \$0 | \$0 | \$0 |
| Total Federal Grants: | \$9,880 | \$0 | \$0 | \$0 |
| Gain (Loss) on Investments | | | | |
| Unrealized Gain/Loss on Pension Investment | \$622,894 | \$0 | \$0 | \$0 |
| Total Gain (Loss) on Investments: | \$622,894 | \$0 | \$0 | \$0 |
| Other Revenues | | | | |
| Insurance Refund | \$33,547 | \$0 | \$0 | \$0 |
| Miscellaneous Income | \$0 | \$500 | \$0 | \$500 |
| Miscellaneous Revenue | \$2,981 | \$40,000 | \$0 | \$25,000 |
| Miscellaneous Income | \$50 | \$500 | \$0 | \$500 |
| Miscellaneous Revenue | \$39,012 | \$42,000 | \$39,251 | \$42,000 |
| Property Insurance Recoveries | \$94,200 | \$0 | \$0 | \$0 |
| Miscellaneous Income | \$3,813 | \$0 | \$0 | \$0 |
| Total Other Revenues: | \$173,602 | \$83,000 | \$39,251 | \$68,000 |
| Dividend and Interest on Investment | | | | |
| Interest Income - Cash Equivalent | \$55,621 | \$0 | \$172,419 | \$0 |
| Interest Income - US Government | \$1,808,939 | \$0 | \$1,763,516 | \$0 |

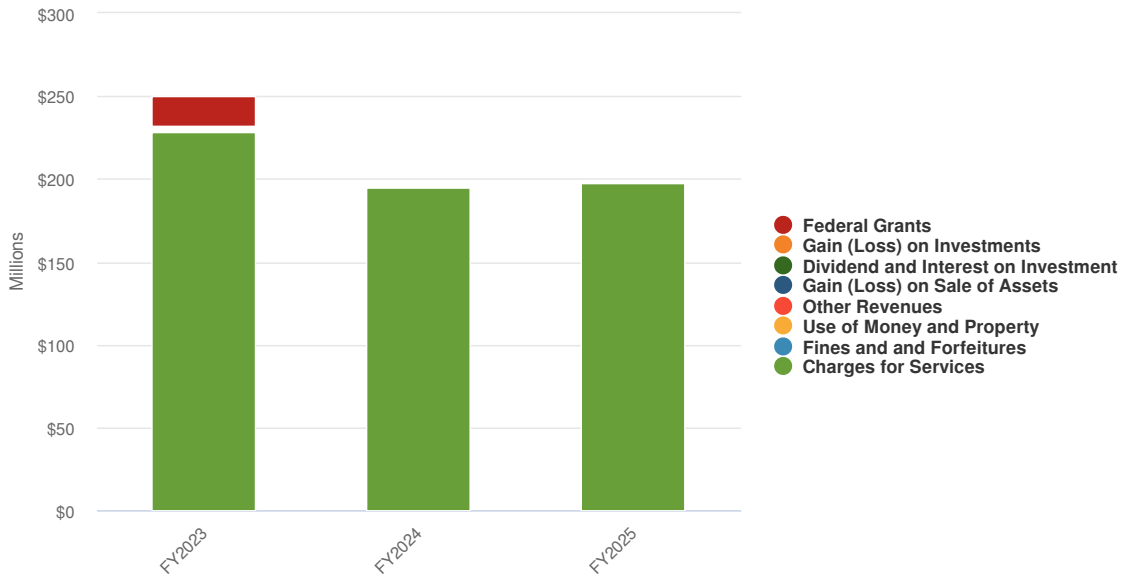
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|----------------------|----------------------|----------------------|----------------------|
| Total Dividend and Interest on Investment: | \$1,864,560 | \$0 | \$1,935,935 | \$0 |
| | | | | |
| Gain (Loss) on Sale of Assets | | | | |
| Realized Gains | \$4,403 | \$0 | \$0 | \$0 |
| Total Gain (Loss) on Sale of Assets: | \$4,403 | \$0 | \$0 | \$0 |
| | | | | |
| Capital Contributions | | | | |
| Sewer Pipe Contributed by Developer | \$711,695 | \$0 | \$0 | \$0 |
| Total Capital Contributions: | \$711,695 | \$0 | \$0 | \$0 |
| Total Sewer Treatment & Collection - Operating Fund: | \$156,965,494 | \$159,712,307 | \$163,694,706 | \$162,181,450 |
| | | | | |
| Storm Water Fund | | | | |
| Fines and and Forfeitures | | | | |
| Fines & Forfeitures | \$36,469 | \$35,000 | \$18,000 | \$35,000 |
| Total Fines and and Forfeitures: | \$36,469 | \$35,000 | \$18,000 | \$35,000 |
| | | | | |
| Charges for Services | | | | |
| Storm Water Fees | -\$1,132 | \$0 | \$0 | \$0 |
| Storm Water Fees | \$36,367,393 | \$36,500,000 | \$37,000,000 | \$37,000,000 |
| Total Charges for Services: | \$36,366,262 | \$36,500,000 | \$37,000,000 | \$37,000,000 |
| | | | | |
| Use of Money and Property | | | | |
| Interest on Investments | \$406,444 | \$0 | \$0 | \$0 |
| Net Income/Investors | \$39,516 | \$0 | \$0 | \$0 |
| Total Use of Money and Property: | \$445,960 | \$0 | \$0 | \$0 |
| | | | | |
| Gain (Loss) on Investments | | | | |
| Unrealized Gain/Loss on Pension Investment | \$77,931 | \$0 | \$0 | \$0 |
| Total Gain (Loss) on Investments: | \$77,931 | \$0 | \$0 | \$0 |
| | | | | |
| Other Revenues | | | | |
| Miscellaneous Revenue | \$452 | \$0 | \$0 | \$0 |
| Miscellaneous Income | \$32,414 | \$0 | \$0 | \$0 |
| Total Other Revenues: | \$32,866 | \$0 | \$0 | \$0 |
| | | | | |
| Dividend and Interest on Investment | | | | |
| Interest Income - Cash Equivalent | \$28,629 | \$0 | \$76,670 | \$0 |
| Interest Income - US Government | \$451,236 | \$0 | \$1,025,685 | \$0 |
| Total Dividend and Interest on Investment: | \$479,866 | \$0 | \$1,102,355 | \$0 |
| | | | | |
| Gain (Loss) on Sale of Assets | | | | |
| Realized Gains | \$607,028 | \$0 | \$167,411 | \$0 |
| Total Gain (Loss) on Sale of Assets: | \$607,028 | \$0 | \$167,411 | \$0 |
| Total Storm Water Fund: | \$38,046,381 | \$36,535,000 | \$38,287,766 | \$37,035,000 |
| Total: | \$195,011,875 | \$196,247,307 | \$201,982,472 | \$199,216,450 |

Revenues by Source

Projected 2025 Revenues by Source



Budgeted and Historical 2025 Revenues by Source



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|----------------------------------|---------------|----------------|------------------|----------------|
| Revenue Source | | | | |
| Fines and and Forfeitures | | | | |
| Fines & Forfeitures | | | | |
| Fines & Forfeitures | \$14,441 | \$0 | \$0 | \$0 |
| Fines & Forfeitures | \$0 | \$1,000 | \$0 | \$1,000 |
| Fines & Forfeitures | \$587,800 | \$1,000,000 | \$2,150,000 | \$1,000,000 |

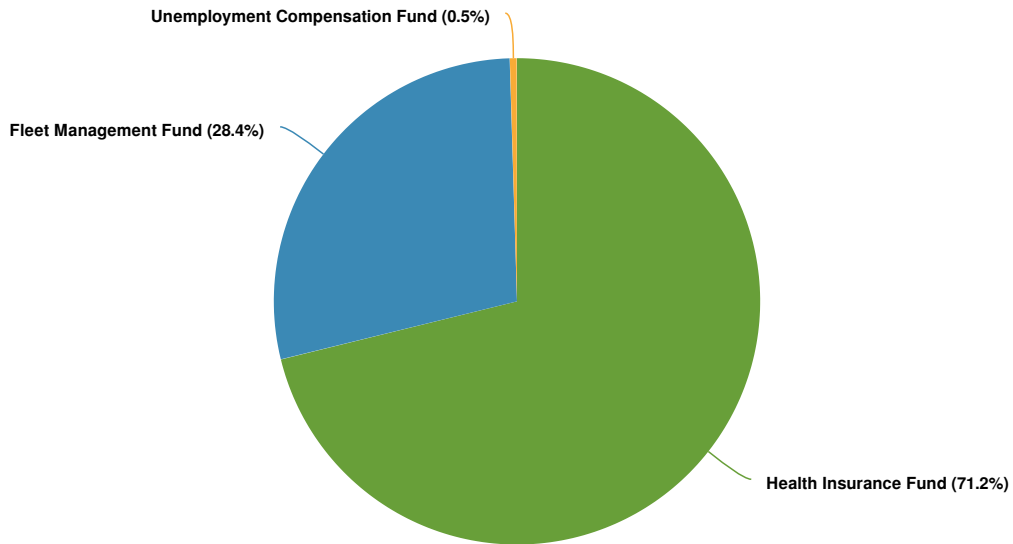
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|----------------------|----------------------|----------------------|----------------------|
| Fines & Forfeitures | \$36,469 | \$35,000 | \$18,000 | \$35,000 |
| Total Fines & Forfeitures: | \$638,710 | \$1,036,000 | \$2,168,000 | \$1,036,000 |
| Total Fines and and Forfeitures: | \$638,710 | \$1,036,000 | \$2,168,000 | \$1,036,000 |
| Charges for Services | | | | |
| Sewer Connections | | | | |
| Sewer Connections | \$1,030 | \$0 | \$0 | \$0 |
| Sewer Connections | -\$5,734 | \$10,000 | \$20,000 | \$10,000 |
| Total Sewer Connections: | -\$4,704 | \$10,000 | \$20,000 | \$10,000 |
| Storm Water Fees | | | | |
| Storm Water Fees | -\$1,132 | \$0 | \$0 | \$0 |
| Storm Water Fees | \$36,367,393 | \$36,500,000 | \$37,000,000 | \$37,000,000 |
| Total Storm Water Fees: | \$36,366,262 | \$36,500,000 | \$37,000,000 | \$37,000,000 |
| Sewer Fees | | | | |
| Sewer Fees | \$17,131,733 | \$0 | \$0 | \$0 |
| Sewer Fees | \$83,493 | \$650,000 | \$650,000 | \$650,000 |
| Sewer Fees | \$7 | \$0 | \$0 | \$0 |
| Sewer Fees | \$133,017,686 | \$156,000,000 | \$157,000,000 | \$158,500,000 |
| Sewer Fees | \$0 | \$0 | \$5,638 | \$0 |
| Total Sewer Fees: | \$150,232,919 | \$156,650,000 | \$157,655,638 | \$159,150,000 |
| Subdivision Development Fees | | | | |
| Subdivision Development Fees | \$376,995 | \$0 | \$0 | \$0 |
| Subdivision Development Fees | \$1,474,659 | \$1,250,000 | \$1,250,000 | \$1,250,000 |
| Total Subdivision Development Fees: | \$1,851,654 | \$1,250,000 | \$1,250,000 | \$1,250,000 |
| Biogas Revenue | | | | |
| Biogas Revenue | -\$11,085 | \$75,000 | \$0 | \$45,000 |
| Total Biogas Revenue: | -\$11,085 | \$75,000 | \$0 | \$45,000 |
| Rents | | | | |
| Rents | \$49,374 | \$43,307 | \$43,307 | \$44,000 |
| Rents | \$14,175 | \$0 | \$0 | \$0 |
| Total Rents: | \$63,549 | \$43,307 | \$43,307 | \$44,000 |
| Special Sewer Connections | | | | |
| Special Sewer Connections | \$0 | \$0 | \$575 | \$0 |
| Total Special Sewer Connections: | \$0 | \$0 | \$575 | \$0 |
| Sewer Insp/Locate Fees | | | | |
| Sewer Insp/Locate Fees | \$0 | \$0 | \$0 | \$5,750 |
| Total Sewer Insp/Locate Fees: | \$0 | \$0 | \$0 | \$5,750 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|----------------------|----------------------|----------------------|----------------------|
| Sewer Availability Fee | | | | |
| Sewer Availability Fee | \$0 | \$0 | \$0 | \$7,700 |
| Total Sewer Availability Fee: | \$0 | \$0 | \$0 | \$7,700 |
| Total Charges for Services: | \$188,498,595 | \$194,528,307 | \$195,969,520 | \$197,512,450 |
| | | | | |
| Use of Money and Property | | | | |
| Interest on Investments | | | | |
| Interest on Investments | \$763,255 | \$500,000 | \$500,000 | \$500,000 |
| Interest on Investments | \$406,444 | \$0 | \$0 | \$0 |
| Total Interest on Investments: | \$1,169,699 | \$500,000 | \$500,000 | \$500,000 |
| | | | | |
| Net Income/Investors | | | | |
| Net Income/Investors | \$80,631 | \$100,000 | \$100,000 | \$100,000 |
| Net Income/Investors | \$39,516 | \$0 | \$0 | \$0 |
| Total Net Income/Investors: | \$120,146 | \$100,000 | \$100,000 | \$100,000 |
| Total Use of Money and Property: | \$1,289,845 | \$600,000 | \$600,000 | \$600,000 |
| | | | | |
| Federal Grants | | | | |
| Fed Grants - Build America Bonds | | | | |
| Fed Grants - Build America Bonds | \$9,880 | \$0 | \$0 | \$0 |
| Total Fed Grants - Build America Bonds: | \$9,880 | \$0 | \$0 | \$0 |
| Total Federal Grants: | \$9,880 | \$0 | \$0 | \$0 |
| | | | | |
| Gain (Loss) on Investments | | | | |
| Unrealized Gain/Loss on Pension Investment | | | | |
| Unrealized Gain/Loss on Pension Investment | \$622,894 | \$0 | \$0 | \$0 |
| Unrealized Gain/Loss on Pension Investment | \$77,931 | \$0 | \$0 | \$0 |
| Total Unrealized Gain/Loss on Pension Investment: | \$700,825 | \$0 | \$0 | \$0 |
| Total Gain (Loss) on Investments: | \$700,825 | \$0 | \$0 | \$0 |
| | | | | |
| Other Revenues | | | | |
| Property Insurance Recoveries | | | | |
| Property Insurance Recoveries | \$94,200 | \$0 | \$0 | \$0 |
| Total Property Insurance Recoveries: | \$94,200 | \$0 | \$0 | \$0 |
| | | | | |
| Miscellaneous Income | | | | |
| Miscellaneous Income | \$0 | \$500 | \$0 | \$500 |
| Miscellaneous Income | \$50 | \$500 | \$0 | \$500 |
| Miscellaneous Income | \$3,813 | \$0 | \$0 | \$0 |
| Miscellaneous Income | \$32,414 | \$0 | \$0 | \$0 |
| Total Miscellaneous Income: | \$36,277 | \$1,000 | \$0 | \$1,000 |
| | | | | |
| Insurance Refund | | | | |
| Insurance Refund | \$33,547 | \$0 | \$0 | \$0 |
| Total Insurance Refund: | \$33,547 | \$0 | \$0 | \$0 |

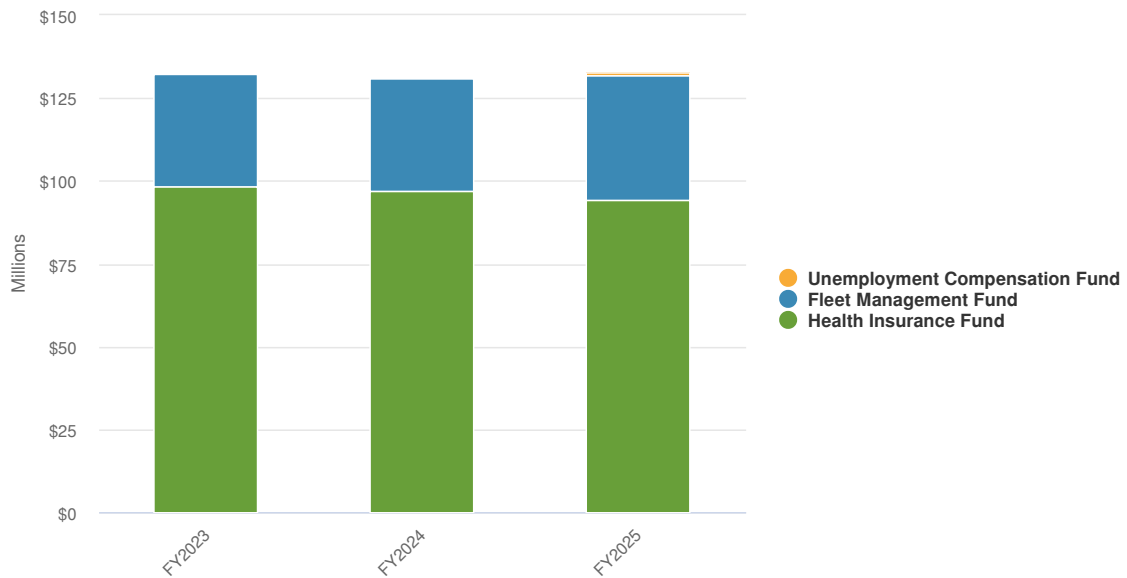
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|----------------------|----------------------|----------------------|----------------------|
| Miscellaneous Revenue | | | | |
| Miscellaneous Revenue | \$2,981 | \$40,000 | \$0 | \$25,000 |
| Miscellaneous Revenue | \$39,012 | \$42,000 | \$39,251 | \$42,000 |
| Miscellaneous Revenue | \$452 | \$0 | \$0 | \$0 |
| Total Miscellaneous Revenue: | \$42,445 | \$82,000 | \$39,251 | \$67,000 |
| Total Other Revenues: | \$206,468 | \$83,000 | \$39,251 | \$68,000 |
| Dividend and Interest on Investment | | | | |
| Interest Income - Cash Equivalent | | | | |
| Interest Income - Cash Equivalent | \$55,621 | \$0 | \$172,419 | \$0 |
| Interest Income - Cash Equivalent | \$28,629 | \$0 | \$76,670 | \$0 |
| Total Interest Income - Cash Equivalent: | \$84,251 | \$0 | \$249,089 | \$0 |
| Interest Income - US Government | | | | |
| Interest Income - US Government | \$1,808,939 | \$0 | \$1,763,516 | \$0 |
| Interest Income - US Government | \$451,236 | \$0 | \$1,025,685 | \$0 |
| Total Interest Income - US Government: | \$2,260,176 | \$0 | \$2,789,201 | \$0 |
| Total Dividend and Interest on Investment: | \$2,344,426 | \$0 | \$3,038,290 | \$0 |
| Gain (Loss) on Sale of Assets | | | | |
| Realized Gains | | | | |
| Realized Gains | \$4,403 | \$0 | \$0 | \$0 |
| Realized Gains | \$607,028 | \$0 | \$167,411 | \$0 |
| Total Realized Gains: | \$611,431 | \$0 | \$167,411 | \$0 |
| Total Gain (Loss) on Sale of Assets: | \$611,431 | \$0 | \$167,411 | \$0 |
| Capital Contributions | | | | |
| Sewer Pipe Contributed by Developer | | | | |
| Sewer Pipe Contributed by Developer | \$711,695 | \$0 | \$0 | \$0 |
| Total Sewer Pipe Contributed by Developer: | \$711,695 | \$0 | \$0 | \$0 |
| Total Capital Contributions: | \$711,695 | \$0 | \$0 | \$0 |
| Total Revenue Source: | \$195,011,875 | \$196,247,307 | \$201,982,472 | \$199,216,450 |

Internal Services Funds Summary

2025 Revenue by Fund



Budgeted and Historical 2025 Revenue by Fund



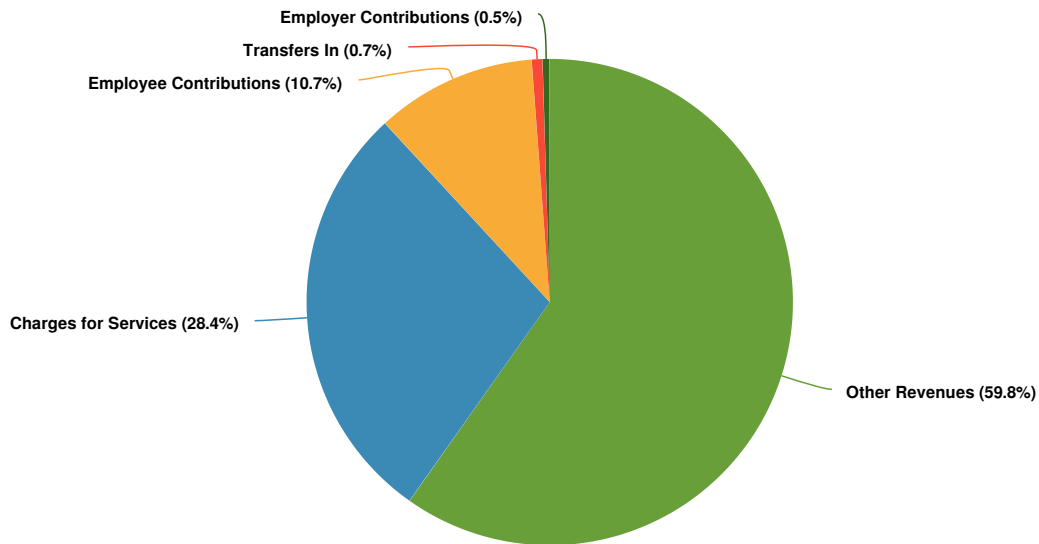
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|--------------------|--------------------|--------------------|------------------|
| Health Insurance Fund | | | | |
| Transfers In | | | | |
| Oper Tfr In - 2019 Sales Tax Referendum | \$2,230,000 | \$1,000,000 | \$1,000,000 | \$949,000 |
| Total Transfers In: | \$2,230,000 | \$1,000,000 | \$1,000,000 | \$949,000 |
| | | | | |
| Use of Money and Property | | | | |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|----------------------|-----------------------|-------------------------|-----------------------|
| Interest on Investments | \$377,513 | \$0 | \$0 | \$0 |
| Net Income/Investors | \$18,371 | \$0 | \$0 | \$0 |
| Total Use of Money and Property: | \$395,884 | \$0 | \$0 | \$0 |
| Other Revenues | | | | |
| Employer Premiums Income | \$24,434,364 | \$0 | \$3,696,808 | \$8,611,000 |
| Pharmacy RX Rebates Revenue | \$5,250,127 | \$0 | \$1,681,129 | \$1,106,000 |
| Employer Premiums Income | \$40,319,855 | \$75,736,000 | \$65,563,234 | \$61,660,000 |
| Pharmacy RX Rebates Revenue | \$1,448,999 | \$7,241,000 | \$8,204,615 | \$7,946,000 |
| Total Other Revenues: | \$71,453,346 | \$82,977,000 | \$79,145,785 | \$79,323,000 |
| Employee Contributions | | | | |
| Spousal Surcharge | \$14,600 | \$0 | \$191,500 | \$0 |
| Tobacco Surcharge | \$361,500 | \$0 | \$322,860 | \$0 |
| Employee Contributed - General | \$106,755 | \$0 | \$63,118 | \$0 |
| Tobacco Surcharge | \$0 | \$0 | \$0 | \$49,000 |
| Employee Contributed - General | \$8,134,785 | \$0 | \$1,217,613 | \$2,945,000 |
| Tobacco Surcharge | \$0 | \$410,000 | \$0 | \$351,000 |
| Employee Contributed - General | \$6,973,177 | \$12,616,000 | \$11,055,440 | \$10,804,000 |
| Total Employee Contributions: | \$15,590,816 | \$13,026,000 | \$12,850,531 | \$14,149,000 |
| Total Health Insurance Fund: | \$89,670,046 | \$97,003,000 | \$92,996,317 | \$94,421,000 |
| Unemployment Compensation Fund | | | | |
| Use of Money and Property | | | | |
| Interest on Investments | \$2,112 | \$0 | \$0 | \$0 |
| Total Use of Money and Property: | \$2,112 | \$0 | \$0 | \$0 |
| Employer Contributions | | | | |
| City Contributed - General | \$508,560 | \$503,440 | \$503,440 | \$624,400 |
| Total Employer Contributions: | \$508,560 | \$503,440 | \$503,440 | \$624,400 |
| Total Unemployment Compensation Fund: | \$510,672 | \$503,440 | \$503,440 | \$624,400 |
| Fleet Management Fund | | | | |
| Charges for Services | | | | |
| V.M. Shop Charges | \$1,055,833 | \$1,144,947 | \$1,031,849 | \$1,417,406 |
| Outside Revenue | \$295,147 | \$161,254 | \$161,254 | \$161,254 |
| V.M. Fuel Revenue Inside | \$12,095,301 | \$12,500,000 | \$12,500,000 | \$12,596,006 |
| Outside Revenue | \$24 | \$4,996 | \$0 | \$4,996 |
| V.M. Inventory/Store Sales | \$3,961 | \$15,625 | \$14,335 | \$15,625 |
| V.M. Shop Charges | \$7,162,869 | \$6,535,000 | \$7,136,178 | \$7,966,925 |
| V.M. Shop Charges | \$3,598,509 | \$3,474,704 | \$3,240,844 | \$3,973,292 |
| V.M. Shop Charges | \$5,635,216 | \$5,405,312 | \$5,664,365 | \$6,255,290 |
| V.M. Shop Charges | \$4,714,880 | \$4,672,044 | \$5,626,892 | \$5,224,113 |
| Total Charges for Services: | \$34,561,741 | \$33,913,882 | \$35,375,717 | \$37,614,907 |

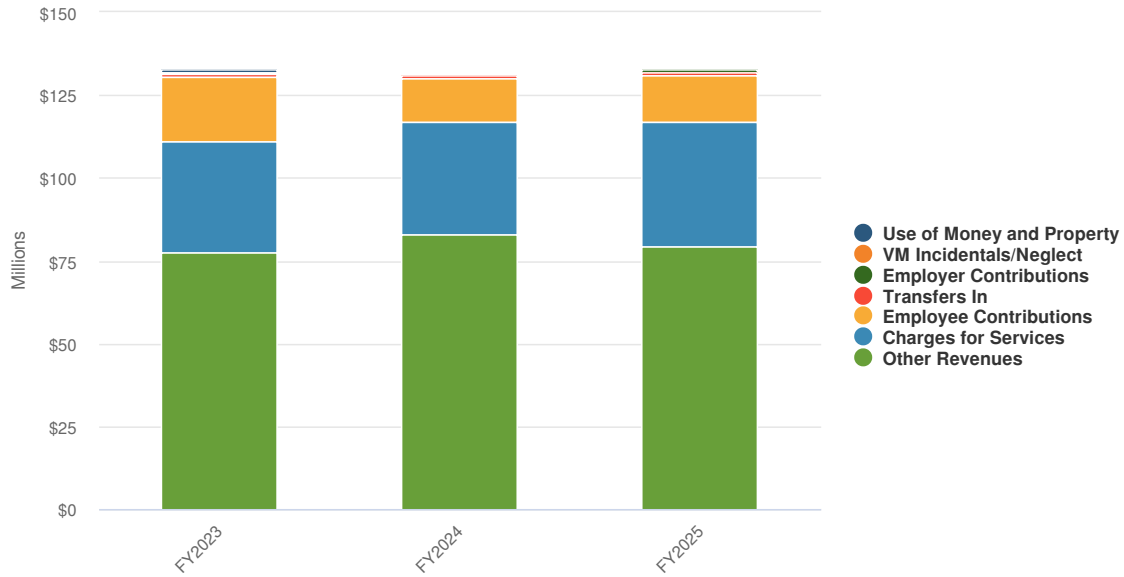
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|----------------------|----------------------|----------------------|----------------------|
| Use of Money and Property | | | | |
| Interest on Investments | \$65,389 | \$0 | \$0 | \$0 |
| Net Income/Investors | \$7,504 | \$0 | \$0 | \$0 |
| Total Use of Money and Property: | \$72,894 | \$0 | \$0 | \$0 |
| Total Fleet Management Fund: | \$34,634,635 | \$33,913,882 | \$35,375,717 | \$37,614,907 |
| Total: | \$124,815,353 | \$131,420,322 | \$128,875,474 | \$132,660,307 |

Revenues by Source

Projected 2025 Revenues by Source



Budgeted and Historical 2025 Revenues by Source



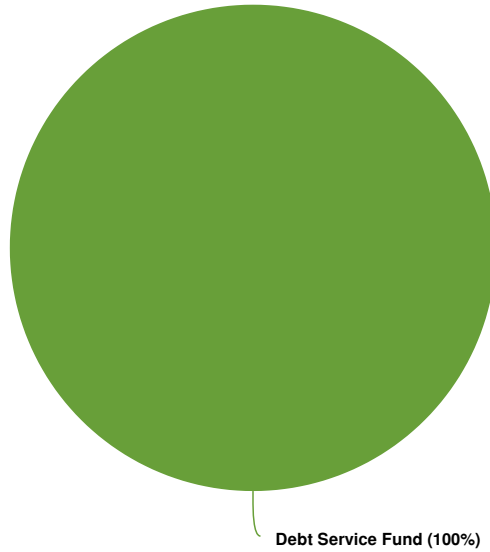
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|---------------------|---------------------|---------------------|---------------------|
| Revenue Source | | | | |
| Transfers In | | | | |
| Oper Tfr In - 2019 Sales Tax Referendum | | | | |
| Oper Tfr In - 2019 Sales Tax Referendum | \$2,230,000 | \$1,000,000 | \$1,000,000 | \$949,000 |
| Total Oper Tfr In - 2019 Sales Tax Referendum: | \$2,230,000 | \$1,000,000 | \$1,000,000 | \$949,000 |
| Total Transfers In: | \$2,230,000 | \$1,000,000 | \$1,000,000 | \$949,000 |
| Charges for Services | | | | |
| Outside Revenue | | | | |
| Outside Revenue | \$295,147 | \$161,254 | \$161,254 | \$161,254 |
| Outside Revenue | \$24 | \$4,996 | \$0 | \$4,996 |
| Total Outside Revenue: | \$295,172 | \$166,250 | \$161,254 | \$166,250 |
| V.M. Fuel Revenue Inside | | | | |
| V.M. Fuel Revenue Inside | \$12,095,301 | \$12,500,000 | \$12,500,000 | \$12,596,006 |
| Total V.M. Fuel Revenue Inside: | \$12,095,301 | \$12,500,000 | \$12,500,000 | \$12,596,006 |
| V.M. Inventory/Store Sales | | | | |
| V.M. Inventory/Store Sales | \$3,961 | \$15,625 | \$14,335 | \$15,625 |
| Total V.M. Inventory/Store Sales: | \$3,961 | \$15,625 | \$14,335 | \$15,625 |
| V.M. Shop Charges | | | | |
| V.M. Shop Charges | \$1,055,833 | \$1,144,947 | \$1,031,849 | \$1,417,406 |
| V.M. Shop Charges | \$7,162,869 | \$6,535,000 | \$7,136,178 | \$7,966,925 |
| V.M. Shop Charges | \$3,598,509 | \$3,474,704 | \$3,240,844 | \$3,973,292 |
| V.M. Shop Charges | \$5,635,216 | \$5,405,312 | \$5,664,365 | \$6,255,290 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|---------------------|---------------------|---------------------|---------------------|
| V.M. Shop Charges | \$4,714,880 | \$4,672,044 | \$5,626,892 | \$5,224,113 |
| Total V.M. Shop Charges: | \$22,167,307 | \$21,232,007 | \$22,700,128 | \$24,837,026 |
| Total Charges for Services: | \$34,561,741 | \$33,913,882 | \$35,375,717 | \$37,614,907 |
| | | | | |
| Use of Money and Property | | | | |
| Interest on Investments | | | | |
| Interest on Investments | \$377,513 | \$0 | \$0 | \$0 |
| Interest on Investments | \$2,112 | \$0 | \$0 | \$0 |
| Interest on Investments | \$65,389 | \$0 | \$0 | \$0 |
| Total Interest on Investments: | \$445,014 | \$0 | \$0 | \$0 |
| | | | | |
| Net Income/Investors | | | | |
| Net Income/Investors | \$18,371 | \$0 | \$0 | \$0 |
| Net Income/Investors | \$7,504 | \$0 | \$0 | \$0 |
| Total Net Income/Investors: | \$25,876 | \$0 | \$0 | \$0 |
| Total Use of Money and Property: | \$470,890 | \$0 | \$0 | \$0 |
| | | | | |
| Other Revenues | | | | |
| Employer Premiums Income | | | | |
| Employer Premiums Income | \$24,434,364 | \$0 | \$3,696,808 | \$8,611,000 |
| Employer Premiums Income | \$40,319,855 | \$75,736,000 | \$65,563,234 | \$61,660,000 |
| Total Employer Premiums Income: | \$64,754,219 | \$75,736,000 | \$69,260,042 | \$70,271,000 |
| | | | | |
| Pharmacy RX Rebates Revenue | | | | |
| Pharmacy RX Rebates Revenue | \$5,250,127 | \$0 | \$1,681,129 | \$1,106,000 |
| Pharmacy RX Rebates Revenue | \$1,448,999 | \$7,241,000 | \$8,204,615 | \$7,946,000 |
| Total Pharmacy RX Rebates Revenue: | \$6,699,127 | \$7,241,000 | \$9,885,744 | \$9,052,000 |
| Total Other Revenues: | \$71,453,346 | \$82,977,000 | \$79,145,785 | \$79,323,000 |
| | | | | |
| Employer Contributions | | | | |
| City Contributed - General | | | | |
| City Contributed - General | \$508,560 | \$503,440 | \$503,440 | \$624,400 |
| Total City Contributed - General: | \$508,560 | \$503,440 | \$503,440 | \$624,400 |
| Total Employer Contributions: | \$508,560 | \$503,440 | \$503,440 | \$624,400 |
| | | | | |
| Employee Contributions | | | | |
| Spousal Surcharge | | | | |
| Spousal Surcharge | \$14,600 | \$0 | \$191,500 | \$0 |
| Total Spousal Surcharge: | \$14,600 | \$0 | \$191,500 | \$0 |
| | | | | |
| Tobacco Surcharge | | | | |
| Tobacco Surcharge | \$361,500 | \$0 | \$322,860 | \$0 |
| Tobacco Surcharge | \$0 | \$0 | \$0 | \$49,000 |
| Tobacco Surcharge | \$0 | \$410,000 | \$0 | \$351,000 |
| Total Tobacco Surcharge: | \$361,500 | \$410,000 | \$322,860 | \$400,000 |

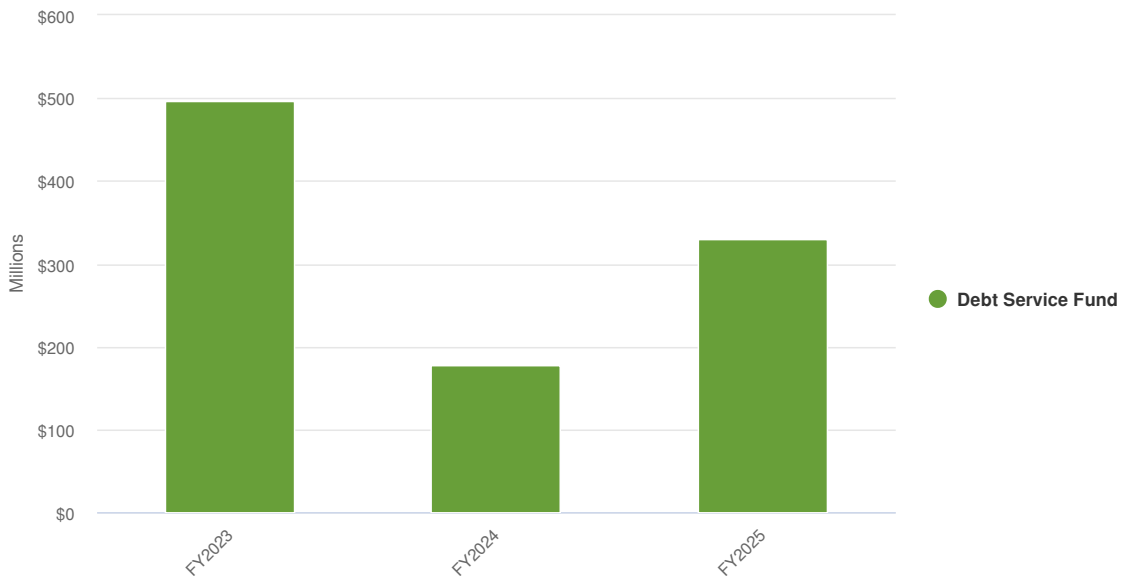
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|----------------------|----------------------|----------------------|----------------------|
| | | | | |
| Employee Contributed - General | | | | |
| Employee Contributed - General | \$106,755 | \$0 | \$63,118 | \$0 |
| Employee Contributed - General | \$8,134,785 | \$0 | \$1,217,613 | \$2,945,000 |
| Employee Contributed - General | \$6,973,177 | \$12,616,000 | \$11,055,440 | \$10,804,000 |
| Total Employee Contributed - General: | \$15,214,716 | \$12,616,000 | \$12,336,171 | \$13,749,000 |
| Total Employee Contributions: | \$15,590,816 | \$13,026,000 | \$12,850,531 | \$14,149,000 |
| Total Revenue Source: | \$124,815,353 | \$131,420,322 | \$128,875,474 | \$132,660,307 |

Debt Service Fund Summary

2025 Revenue by Fund



Budgeted and Historical 2025 Revenue by Fund



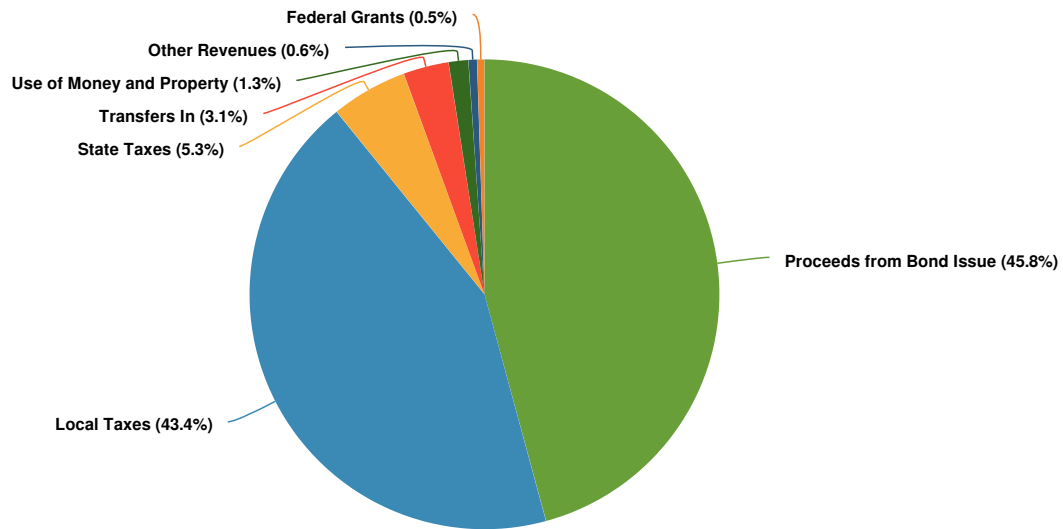
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------------------------------|---------------|----------------|------------------|----------------|
| Debt Service Fund | | | | |
| Transfers In | | | | |
| Oper Tfr In - State Street Aid | \$1,768,300 | \$1,768,300 | \$1,768,300 | \$1,768,300 |
| Oper Tfr In - Solid Waste Fund | \$2,644,299 | \$2,644,298 | \$2,644,298 | \$1,762,903 |
| Oper Tfr In - Misc Grants Fund | \$192,271 | \$192,246 | \$192,246 | \$192,071 |
| Oper Tfr In - Hotel/Motel Fund | \$6,633,050 | \$6,633,050 | \$6,633,050 | \$6,633,050 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|----------------------|----------------------|----------------------|----------------------|
| Total Transfers In: | \$11,237,920 | \$11,237,894 | \$11,237,894 | \$10,356,324 |
| | | | | |
| Local Taxes | | | | |
| Ad Valorem Tax - Current | \$124,356,372 | \$122,600,000 | \$122,000,000 | \$122,600,000 |
| Ad Valorem Tax - Current Sale of Receivables | \$0 | \$1,800,000 | \$0 | \$0 |
| Ad Valorem Tax Prior | \$3,312,488 | \$3,100,000 | \$3,100,000 | \$3,100,000 |
| PILOT's | \$1,991,732 | \$2,201,839 | \$2,201,839 | \$2,201,839 |
| Local Sales Tax | \$12,003,801 | \$11,750,000 | \$12,000,000 | \$12,000,000 |
| Tourism Development Zone Local Sales | \$1,951,660 | \$2,100,000 | \$2,260,840 | \$2,300,000 |
| Tourism Development Zone Local Sales | \$0 | \$121,622 | \$608,223 | \$700,000 |
| Total Local Taxes: | \$143,616,052 | \$143,673,461 | \$142,170,902 | \$142,901,839 |
| | | | | |
| State Taxes | | | | |
| Tourism Development Zone State Sales | \$15,326,383 | \$16,300,000 | \$16,157,503 | \$16,300,000 |
| Tourism Development Zone State Sales | \$0 | \$380,878 | \$0 | \$1,000,000 |
| Total State Taxes: | \$15,326,383 | \$16,680,878 | \$16,157,503 | \$17,300,000 |
| | | | | |
| Use of Money and Property | | | | |
| Interest on Investments | \$4,242,677 | \$2,500,000 | \$6,528,910 | \$3,000,000 |
| Net Income/Investors | \$161,435 | \$0 | \$826,341 | \$400,000 |
| Interest on Bank Account | \$0 | \$200,000 | \$0 | \$0 |
| Interest on Bank Account | \$27,494 | \$0 | \$926,169 | \$900,000 |
| Interest on Bank Account | \$399,744 | \$341,000 | \$150,000 | \$120,000 |
| Interest on Bank Account | \$2 | \$2 | \$943 | \$100 |
| Interest on Bank Account | \$216,130 | \$0 | \$0 | \$0 |
| Total Use of Money and Property: | \$5,047,482 | \$3,041,002 | \$8,432,363 | \$4,420,100 |
| | | | | |
| Federal Grants | | | | |
| Fed Grants - Build America Bonds | \$1,850,580 | \$1,707,075 | \$1,707,075 | \$1,616,412 |
| Fed Grants - Build America Bonds | \$81,345 | \$51,913 | \$52,424 | \$22,836 |
| Total Federal Grants: | \$1,931,925 | \$1,758,988 | \$1,759,499 | \$1,639,248 |
| | | | | |
| Other Revenues | | | | |
| Miscellaneous Revenue | \$15 | \$0 | \$0 | \$0 |
| Lease Payments | \$300,000 | \$300,000 | \$300,000 | \$300,000 |
| CCRFC Revenue Assignments | \$1,325,289 | \$1,757,832 | \$1,757,832 | \$1,667,832 |
| Total Other Revenues: | \$1,625,304 | \$2,057,832 | \$2,057,832 | \$1,967,832 |
| | | | | |
| Proceeds from Bond Issue | | | | |
| Bond Sale Proceeds | \$167,555,000 | \$0 | \$0 | \$150,800,000 |
| Total Proceeds from Bond Issue: | \$167,555,000 | \$0 | \$0 | \$150,800,000 |
| | | | | |
| Dividend and Interest on Investment | | | | |
| Interest Income - Cash Equivalent | \$814 | \$0 | \$0 | \$0 |
| Total Dividend and Interest on Investment: | \$814 | \$0 | \$0 | \$0 |

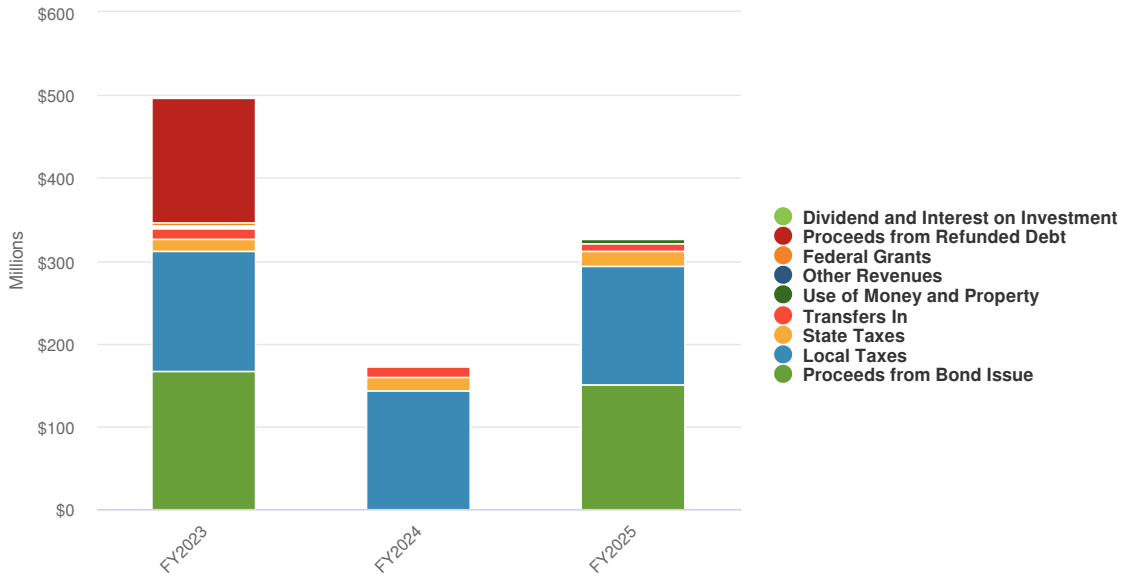
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|----------------------|----------------------|----------------------|----------------------|
| Proceeds from Refunded Debt | | | | |
| Proceeds Of Refunded Bonds | \$150,577,021 | \$0 | \$0 | \$0 |
| Total Proceeds from Refunded Debt: | \$150,577,021 | \$0 | \$0 | \$0 |
| Total Debt Service Fund: | \$496,917,900 | \$178,450,054 | \$181,815,992 | \$329,385,342 |

Revenues by Source

Projected 2025 Revenues by Source



Budgeted and Historical 2025 Revenues by Source



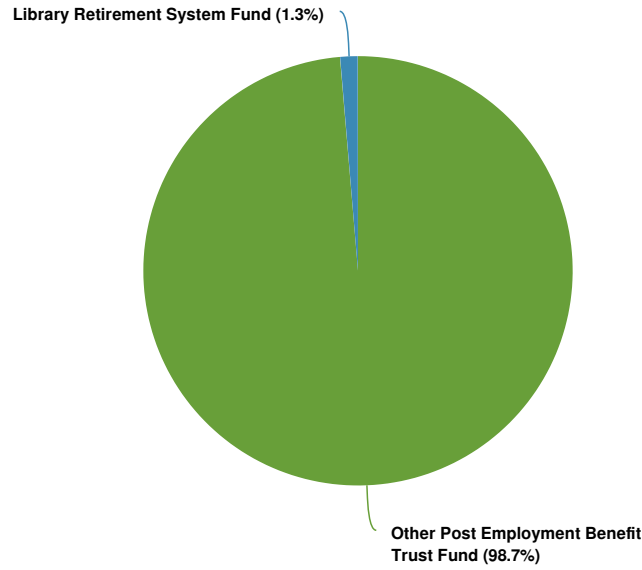
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|----------------------|----------------------|----------------------|----------------------|
| Revenue Source | | | | |
| Transfers In | | | | |
| Oper Tfr In - State Street Aid | | | | |
| Oper Tfr In - State Street Aid | \$1,768,300 | \$1,768,300 | \$1,768,300 | \$1,768,300 |
| Total Oper Tfr In - State Street Aid: | \$1,768,300 | \$1,768,300 | \$1,768,300 | \$1,768,300 |
| Oper Tfr In - Solid Waste Fund | | | | |
| Oper Tfr In - Solid Waste Fund | \$2,644,299 | \$2,644,298 | \$2,644,298 | \$1,762,903 |
| Total Oper Tfr In - Solid Waste Fund: | \$2,644,299 | \$2,644,298 | \$2,644,298 | \$1,762,903 |
| Oper Tfr In - Misc Grants Fund | | | | |
| Oper Tfr In - Misc Grants Fund | \$192,271 | \$192,246 | \$192,246 | \$192,071 |
| Total Oper Tfr In - Misc Grants Fund: | \$192,271 | \$192,246 | \$192,246 | \$192,071 |
| Oper Tfr In - Hotel/Motel Fund | | | | |
| Oper Tfr In - Hotel/Motel Fund | \$6,633,050 | \$6,633,050 | \$6,633,050 | \$6,633,050 |
| Total Oper Tfr In - Hotel/Motel Fund: | \$6,633,050 | \$6,633,050 | \$6,633,050 | \$6,633,050 |
| Total Transfers In: | \$11,237,920 | \$11,237,894 | \$11,237,894 | \$10,356,324 |
| Local Taxes | | | | |
| Ad Valorem Tax - Current | | | | |
| Ad Valorem Tax - Current | \$124,356,372 | \$122,600,000 | \$122,000,000 | \$122,600,000 |
| Total Ad Valorem Tax - Current: | \$124,356,372 | \$122,600,000 | \$122,000,000 | \$122,600,000 |
| Ad Valorem Tax - Current Sale of Receivables | | | | |
| Ad Valorem Tax - Current Sale of Receivables | \$0 | \$1,800,000 | \$0 | \$0 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|----------------------|----------------------|----------------------|----------------------|
| Total Ad Valorem Tax - Current Sale of Receivables: | \$0 | \$1,800,000 | \$0 | \$0 |
| | | | | |
| Ad Valorem Tax Prior | | | | |
| Ad Valorem Tax Prior | \$3,312,488 | \$3,100,000 | \$3,100,000 | \$3,100,000 |
| Total Ad Valorem Tax Prior: | \$3,312,488 | \$3,100,000 | \$3,100,000 | \$3,100,000 |
| | | | | |
| PILOT's | | | | |
| PILOT's | \$1,991,732 | \$2,201,839 | \$2,201,839 | \$2,201,839 |
| Total PILOT's: | \$1,991,732 | \$2,201,839 | \$2,201,839 | \$2,201,839 |
| | | | | |
| Local Sales Tax | | | | |
| Local Sales Tax | \$12,003,801 | \$11,750,000 | \$12,000,000 | \$12,000,000 |
| Total Local Sales Tax: | \$12,003,801 | \$11,750,000 | \$12,000,000 | \$12,000,000 |
| | | | | |
| Tourism Development Zone Local Sales | | | | |
| Tourism Development Zone Local Sales | \$1,951,660 | \$2,100,000 | \$2,260,840 | \$2,300,000 |
| Tourism Development Zone Local Sales | \$0 | \$121,622 | \$608,223 | \$700,000 |
| Total Tourism Development Zone Local Sales: | \$1,951,660 | \$2,221,622 | \$2,869,063 | \$3,000,000 |
| Total Local Taxes: | \$143,616,052 | \$143,673,461 | \$142,170,902 | \$142,901,839 |
| | | | | |
| State Taxes | | | | |
| Tourism Development Zone State Sales | | | | |
| Tourism Development Zone State Sales | \$15,326,383 | \$16,300,000 | \$16,157,503 | \$16,300,000 |
| Tourism Development Zone State Sales | \$0 | \$380,878 | \$0 | \$1,000,000 |
| Total Tourism Development Zone State Sales: | \$15,326,383 | \$16,680,878 | \$16,157,503 | \$17,300,000 |
| Total State Taxes: | \$15,326,383 | \$16,680,878 | \$16,157,503 | \$17,300,000 |
| | | | | |
| Use of Money and Property | | | | |
| Interest on Investments | | | | |
| Interest on Investments | \$4,242,677 | \$2,500,000 | \$6,528,910 | \$3,000,000 |
| Total Interest on Investments: | \$4,242,677 | \$2,500,000 | \$6,528,910 | \$3,000,000 |
| | | | | |
| Net Income/Investors | | | | |
| Net Income/Investors | \$161,435 | \$0 | \$826,341 | \$400,000 |
| Total Net Income/Investors: | \$161,435 | \$0 | \$826,341 | \$400,000 |
| | | | | |
| Interest on Bank Account | | | | |
| Interest on Bank Account | \$0 | \$200,000 | \$0 | \$0 |
| Interest on Bank Account | \$27,494 | \$0 | \$926,169 | \$900,000 |
| Interest on Bank Account | \$399,744 | \$341,000 | \$150,000 | \$120,000 |
| Interest on Bank Account | \$2 | \$2 | \$943 | \$100 |
| Interest on Bank Account | \$216,130 | \$0 | \$0 | \$0 |
| Total Interest on Bank Account: | \$643,370 | \$541,002 | \$1,077,112 | \$1,020,100 |
| Total Use of Money and Property: | \$5,047,482 | \$3,041,002 | \$8,432,363 | \$4,420,100 |
| | | | | |

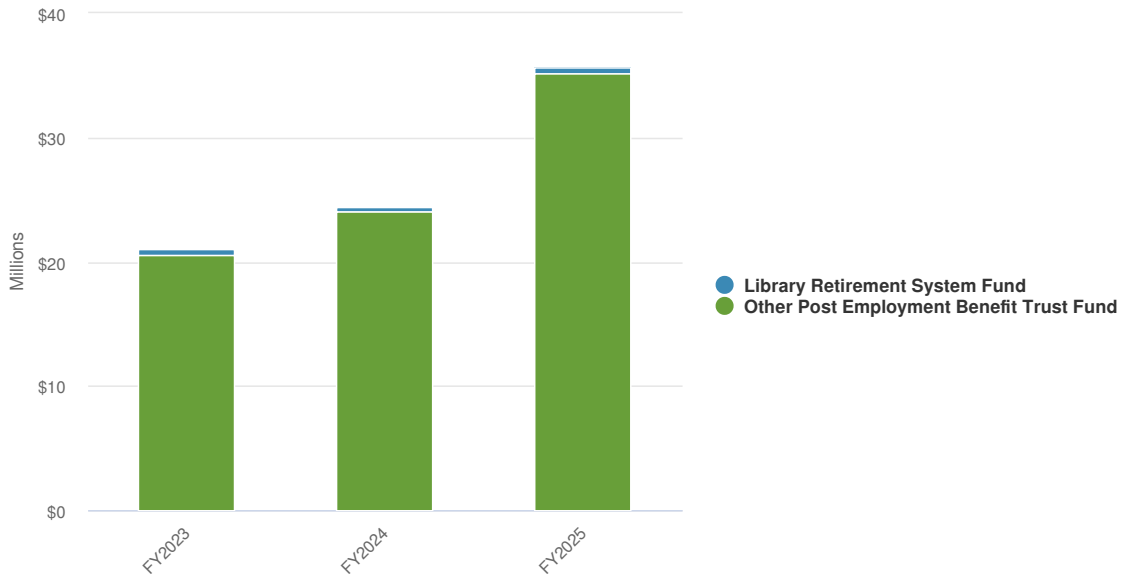
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|----------------------|----------------------|----------------------|----------------------|
| Federal Grants | | | | |
| Fed Grants - Build America Bonds | | | | |
| Fed Grants - Build America Bonds | \$1,850,580 | \$1,707,075 | \$1,707,075 | \$1,616,412 |
| Fed Grants - Build America Bonds | \$81,345 | \$51,913 | \$52,424 | \$22,836 |
| Total Fed Grants - Build America Bonds: | \$1,931,925 | \$1,758,988 | \$1,759,499 | \$1,639,248 |
| Total Federal Grants: | \$1,931,925 | \$1,758,988 | \$1,759,499 | \$1,639,248 |
| | | | | |
| Other Revenues | | | | |
| Miscellaneous Revenue | | | | |
| Miscellaneous Revenue | \$15 | \$0 | \$0 | \$0 |
| Total Miscellaneous Revenue: | \$15 | \$0 | \$0 | \$0 |
| | | | | |
| Lease Payments | | | | |
| Lease Payments | \$300,000 | \$300,000 | \$300,000 | \$300,000 |
| Total Lease Payments: | \$300,000 | \$300,000 | \$300,000 | \$300,000 |
| | | | | |
| CCRFC Revenue Assignments | | | | |
| CCRFC Revenue Assignments | \$1,325,289 | \$1,757,832 | \$1,757,832 | \$1,667,832 |
| Total CCRFC Revenue Assignments: | \$1,325,289 | \$1,757,832 | \$1,757,832 | \$1,667,832 |
| Total Other Revenues: | \$1,625,304 | \$2,057,832 | \$2,057,832 | \$1,967,832 |
| | | | | |
| Proceeds from Bond Issue | | | | |
| Bond Sale Proceeds | | | | |
| Bond Sale Proceeds | \$167,555,000 | \$0 | \$0 | \$150,800,000 |
| Total Bond Sale Proceeds: | \$167,555,000 | \$0 | \$0 | \$150,800,000 |
| Total Proceeds from Bond Issue: | \$167,555,000 | \$0 | \$0 | \$150,800,000 |
| | | | | |
| Dividend and Interest on Investment | | | | |
| Interest Income - Cash Equivalent | | | | |
| Interest Income - Cash Equivalent | \$814 | \$0 | \$0 | \$0 |
| Total Interest Income - Cash Equivalent: | \$814 | \$0 | \$0 | \$0 |
| Total Dividend and Interest on Investment: | \$814 | \$0 | \$0 | \$0 |
| | | | | |
| Proceeds from Refunded Debt | | | | |
| Proceeds Of Refunded Bonds | | | | |
| Proceeds Of Refunded Bonds | \$150,577,021 | \$0 | \$0 | \$0 |
| Total Proceeds Of Refunded Bonds: | \$150,577,021 | \$0 | \$0 | \$0 |
| Total Proceeds from Refunded Debt: | \$150,577,021 | \$0 | \$0 | \$0 |
| Total Revenue Source: | \$496,917,900 | \$178,450,054 | \$181,815,992 | \$329,385,342 |

Fiduciary Funds Summary

2025 Revenue by Fund



Budgeted and Historical 2025 Revenue by Fund



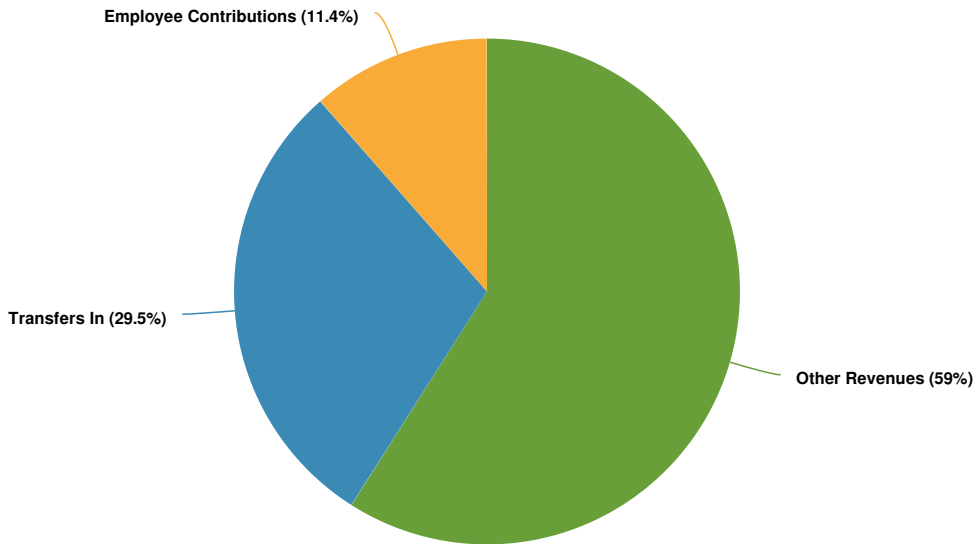
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---------------------------------------|------------------|------------------|------------------|------------------|
| Library Retirement System Fund | | | | |
| Transfers In | | | | |
| Oper Tfr In - General Fund | \$939,017 | \$471,000 | \$471,000 | \$471,000 |
| Total Transfers In: | \$939,017 | \$471,000 | \$471,000 | \$471,000 |
| Gain (Loss) on Investments | | | | |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|---------------------|---------------------|---------------------|---------------------|
| Unrealized Gain/Loss on Pension Investment | \$0 | \$0 | \$1,813,284 | \$0 |
| Unrealized Gain/Loss on Pension Investment | \$2,930,311 | \$0 | \$0 | \$0 |
| Total Gain (Loss) on Investments: | \$2,930,311 | \$0 | \$1,813,284 | \$0 |
| Employer Contributions | | | | |
| City Contributed - General | \$104,835 | \$0 | \$91,383 | \$0 |
| Total Employer Contributions: | \$104,835 | \$0 | \$91,383 | \$0 |
| Dividend and Interest on Investment | | | | |
| Interest Income - Cash Equivalent | \$29,499 | \$0 | \$107,019 | \$0 |
| Dividend Income | \$0 | \$0 | \$1,098,855 | \$0 |
| Interest Income - Cash Equivalent | \$53,187 | \$0 | \$0 | \$0 |
| Dividend Income | \$1,342,674 | \$0 | \$0 | \$0 |
| Total Dividend and Interest on Investment: | \$1,425,360 | \$0 | \$1,205,874 | \$0 |
| Employee Contributions | | | | |
| Employee Contributed - General | \$104,835 | \$0 | \$91,383 | \$0 |
| Total Employee Contributions: | \$104,835 | \$0 | \$91,383 | \$0 |
| Gain (Loss) on Sale of Assets | | | | |
| Realized Gains | \$153,382 | \$0 | \$0 | \$0 |
| Total Gain (Loss) on Sale of Assets: | \$153,382 | \$0 | \$0 | \$0 |
| Total Library Retirement System Fund: | \$5,657,740 | \$471,000 | \$3,672,924 | \$471,000 |
| Other Post Employment Benefit Trust Fund | | | | |
| Transfers In | | | | |
| Oper Tfr In - 2019 Sales Tax Referendum | \$7,273,000 | \$8,000,000 | \$8,000,000 | \$10,058,000 |
| Total Transfers In: | \$7,273,000 | \$8,000,000 | \$8,000,000 | \$10,058,000 |
| Gain (Loss) on Investments | | | | |
| Unrealized Gain/Loss on Pension Investment | \$304,746 | \$0 | \$421,077 | \$0 |
| Total Gain (Loss) on Investments: | \$304,746 | \$0 | \$421,077 | \$0 |
| Other Revenues | | | | |
| Employer Premiums Income | \$9,440,558 | \$0 | \$1,346,685 | \$2,721,000 |
| Pharmacy RX Rebates Revenue | \$940,697 | \$0 | \$510,432 | \$271,000 |
| Employer Premiums Income | \$6,953,139 | \$12,405,000 | \$16,168,296 | \$16,234,000 |
| Pharmacy RX Rebates Revenue | \$144,638 | \$1,147,000 | \$1,383,668 | \$1,810,000 |
| Total Other Revenues: | \$17,479,032 | \$13,552,000 | \$19,409,081 | \$21,036,000 |
| Dividend and Interest on Investment | | | | |
| Interest Income - Bonds | \$6,396 | \$0 | \$4,630 | \$0 |
| Interest Income - Cash Equivalent | \$81,030 | \$0 | \$86,155 | \$0 |
| Total Dividend and Interest on Investment: | \$87,426 | \$0 | \$90,785 | \$0 |

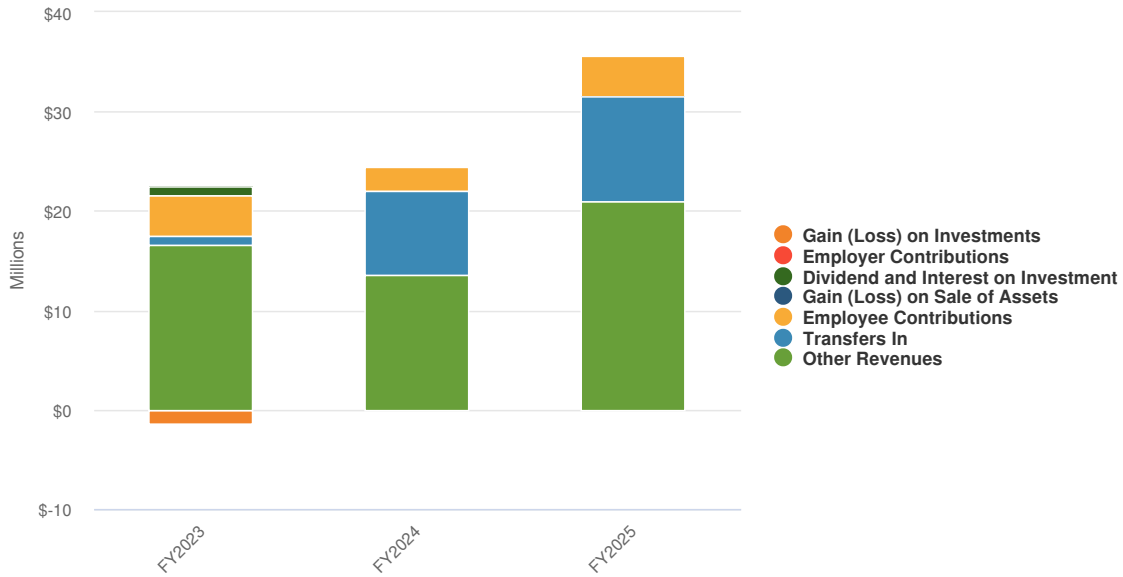
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|---------------------|---------------------|---------------------|---------------------|
| Employee Contributions | | | | |
| Spousal Surcharge | -\$2,850 | \$0 | \$500 | \$0 |
| Tobacco Surcharge | \$48,900 | \$0 | \$43,980 | \$0 |
| Tobacco Surcharge | \$0 | \$0 | \$0 | \$9,000 |
| Employee Contributed - General | \$2,423,825 | \$0 | \$306,999 | \$687,000 |
| Tobacco Surcharge | \$0 | \$40,000 | \$0 | \$59,000 |
| Employee Contributed - General | \$1,497,222 | \$2,401,000 | \$3,214,839 | \$3,325,000 |
| Total Employee Contributions: | \$3,967,097 | \$2,441,000 | \$3,566,318 | \$4,080,000 |
| Total Other Post Employment Benefit Trust Fund: | \$29,111,301 | \$23,993,000 | \$31,487,260 | \$35,174,000 |
| Total: | \$34,769,041 | \$24,464,000 | \$35,160,184 | \$35,645,000 |

Revenues by Source

Projected 2025 Revenues by Source



Budgeted and Historical 2025 Revenues by Source



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|---------------------|---------------------|---------------------|---------------------|
| Revenue Source | | | | |
| Transfers In | | | | |
| Oper Tfr In - General Fund | | | | |
| Oper Tfr In - General Fund | \$939,017 | \$471,000 | \$471,000 | \$471,000 |
| Total Oper Tfr In - General Fund: | \$939,017 | \$471,000 | \$471,000 | \$471,000 |
| Oper Tfr In - 2019 Sales Tax Referendum | | | | |
| Oper Tfr In - 2019 Sales Tax Referendum | \$7,273,000 | \$8,000,000 | \$8,000,000 | \$10,058,000 |
| Total Oper Tfr In - 2019 Sales Tax Referendum: | \$7,273,000 | \$8,000,000 | \$8,000,000 | \$10,058,000 |
| Total Transfers In: | \$8,212,017 | \$8,471,000 | \$8,471,000 | \$10,529,000 |
| Gain (Loss) on Investments | | | | |
| Unrealized Gain/Loss on Pension Investment | | | | |
| Unrealized Gain/Loss on Pension Investment | \$0 | \$0 | \$1,813,284 | \$0 |
| Unrealized Gain/Loss on Pension Investment | \$2,930,311 | \$0 | \$0 | \$0 |
| Unrealized Gain/Loss on Pension Investment | \$304,746 | \$0 | \$421,077 | \$0 |
| Total Unrealized Gain/Loss on Pension Investment: | \$3,235,057 | \$0 | \$2,234,361 | \$0 |
| Total Gain (Loss) on Investments: | \$3,235,057 | \$0 | \$2,234,361 | \$0 |
| Other Revenues | | | | |
| Employer Premiums Income | | | | |
| Employer Premiums Income | \$9,440,558 | \$0 | \$1,346,685 | \$2,721,000 |
| Employer Premiums Income | \$6,953,139 | \$12,405,000 | \$16,168,296 | \$16,234,000 |
| Total Employer Premiums Income: | \$16,393,697 | \$12,405,000 | \$17,514,981 | \$18,955,000 |
| Pharmacy RX Rebates Revenue | | | | |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|---------------------|---------------------|---------------------|---------------------|
| Pharmacy RX Rebates Revenue | \$940,697 | \$0 | \$510,432 | \$271,000 |
| Pharmacy RX Rebates Revenue | \$144,638 | \$1,147,000 | \$1,383,668 | \$1,810,000 |
| Total Pharmacy RX Rebates Revenue: | \$1,085,335 | \$1,147,000 | \$1,894,100 | \$2,081,000 |
| Total Other Revenues: | \$17,479,032 | \$13,552,000 | \$19,409,081 | \$21,036,000 |
| | | | | |
| Employer Contributions | | | | |
| City Contributed - General | | | | |
| City Contributed - General | \$104,835 | \$0 | \$91,383 | \$0 |
| Total City Contributed - General: | \$104,835 | \$0 | \$91,383 | \$0 |
| Total Employer Contributions: | \$104,835 | \$0 | \$91,383 | \$0 |
| | | | | |
| Dividend and Interest on Investment | | | | |
| Interest Income - Bonds | | | | |
| Interest Income - Bonds | \$6,396 | \$0 | \$4,630 | \$0 |
| Total Interest Income - Bonds: | \$6,396 | \$0 | \$4,630 | \$0 |
| | | | | |
| Interest Income - Cash Equivalent | | | | |
| Interest Income - Cash Equivalent | \$29,499 | \$0 | \$107,019 | \$0 |
| Interest Income - Cash Equivalent | \$53,187 | \$0 | \$0 | \$0 |
| Interest Income - Cash Equivalent | \$81,030 | \$0 | \$86,155 | \$0 |
| Total Interest Income - Cash Equivalent: | \$163,717 | \$0 | \$193,174 | \$0 |
| | | | | |
| Dividend Income | | | | |
| Dividend Income | \$0 | \$0 | \$1,098,855 | \$0 |
| Dividend Income | \$1,342,674 | \$0 | \$0 | \$0 |
| Total Dividend Income: | \$1,342,674 | \$0 | \$1,098,855 | \$0 |
| Total Dividend and Interest on Investment: | \$1,512,787 | \$0 | \$1,296,659 | \$0 |
| | | | | |
| Employee Contributions | | | | |
| Spousal Surcharge | | | | |
| Spousal Surcharge | -\$2,850 | \$0 | \$500 | \$0 |
| Total Spousal Surcharge: | -\$2,850 | \$0 | \$500 | \$0 |
| | | | | |
| Tobacco Surcharge | | | | |
| Tobacco Surcharge | \$48,900 | \$0 | \$43,980 | \$0 |
| Tobacco Surcharge | \$0 | \$0 | \$0 | \$9,000 |
| Tobacco Surcharge | \$0 | \$40,000 | \$0 | \$59,000 |
| Total Tobacco Surcharge: | \$48,900 | \$40,000 | \$43,980 | \$68,000 |
| | | | | |
| Employee Contributed - General | | | | |
| Employee Contributed - General | \$104,835 | \$0 | \$91,383 | \$0 |
| Employee Contributed - General | \$2,423,825 | \$0 | \$306,999 | \$687,000 |
| Employee Contributed - General | \$1,497,222 | \$2,401,000 | \$3,214,839 | \$3,325,000 |
| Total Employee Contributed - General: | \$4,025,882 | \$2,401,000 | \$3,613,221 | \$4,012,000 |
| Total Employee Contributions: | \$4,071,932 | \$2,441,000 | \$3,657,701 | \$4,080,000 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|---------------------|---------------------|---------------------|---------------------|
| | | | | |
| Gain (Loss) on Sale of Assets | | | | |
| Realized Gains | | | | |
| Realized Gains | \$153,382 | \$0 | \$0 | \$0 |
| Total Realized Gains: | \$153,382 | \$0 | \$0 | \$0 |
| Total Gain (Loss) on Sale of Assets: | \$153,382 | \$0 | \$0 | \$0 |
| Total Revenue Source: | \$34,769,041 | \$24,464,000 | \$35,160,184 | \$35,645,000 |

DIVISIONS

City Attorney



Tannera Gibson
Chief Legal Officer

Mission Statement

The Office of the City Attorney's mission is to provide the City of Memphis with high quality legal services for the Mayor, Administration, City Council, City Divisions, agencies, boards, commissions, and employees, and to service the residents of the City through its Claims, Permits, City Prosecutor, Ethics, and Metro Alarms departments.

Organization Structure

Services

The Law Division consists of seven (7) service areas: City Attorney's Office, Claims, Permits, Risk Management, City Prosecutor, Ethics, and Metro Alarms offices. The City Attorney defends and prosecutes litigation on behalf of the City and provides advice and counsel to all Divisions of City government on municipal processes, City Ordinances, and State and Federal laws, and drafts and reviews thousands of contracts. The Claims Office receives, investigates, processes, and resolves third-party claims filed against the City of Memphis. The Permits Office issues permits as mandated by controlling ordinances; monitors permit holder compliance with city ordinances and state law; and serves as the administrative office for both the Alcohol Commission and the Transportation Commission. Risk Management identifies, implements, and monitors exposures to losses to preserve and protect the City's financial assets. The City Prosecutor represents the City in City Court proceedings and prosecutes misdemeanors, traffic tickets, and citations issued for violation of the City Code of Ordinances. The City Attorney also files and prosecutes blight and nuisance cases brought pursuant to the Neighborhood Preservation Act in Shelby County Environmental Court. The Ethics Office functions in accordance with Chapter 2-10 Code of Ethics for City Officials and any Executive Order from the Mayor. The Metro Alarms Office issues permits for commercial and residential alarm systems and enforces the Metro Alarm ordinances with a focus on false alarm reduction.

Performance Highlights

- Provided counsel and support for the implementation of numerous City projects, including continued development at Liberty Park, Simmons Bank Liberty Stadium, community centers and parks, and blight remediation.
- Drafted or assisted in drafting ordinances for multiple Divisions.
- Provided or supported training as needed for City employees on multiple issues, including risk management, contracting requirements, and ethics.
- Investigated and closed over 497 claims with a payout of \$813,758.51 from 07/1/2023 - 06/30/2024.
- Issued an estimated 3780 permits to the public and businesses for FY24.
- Over 2000 Contracts reviewed and finalized for FY24.
- 148 new Tennessee Neighborhood Preservation Act (NPA)
- The City's NPA litigation resulted in the abatement of 93 public nuisance properties through rehabilitation (84 properties) or demolition (9 properties) and the recovery of \$39,902.50 (dollar amount) in attorney's fees for the City.
- In partnership with the Law Division, 18 University of Memphis Neighborhood Preservation Clinic students spent more than 5,000 hours in the day-to-day handling of hundreds of active NPA lawsuits.
- Successfully recovered insurance funds for property damage claims through Risk Management
- Recovered \$81,313 through subrogation claims.
- Closed almost 2000 Public Records Requests.

Issues & Trends

The City Attorney provides legal advice and support to all divisions with the goal of increasing the efficiency and efficacy of doing business, performing daily operations, and serving citizens.

The City Attorney has increased the Office's presence and communications within the Divisions concerning various issues such as economic development, contract negotiations, procurement, employee benefits, and proactive approaches to lessen employee injury and employment litigation.

The City Attorney provides strategic counsel on changes in the law, both statutory changes and court opinions, as well as the changing political climate in the state and federal governments.

Key Performance Indicators

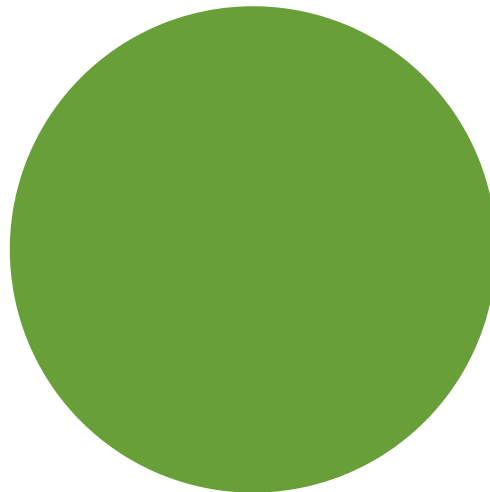
City Attorney Legal Levels

City Attorney Administration

The City Attorney's Office is committed to providing advisory services, opinions, claims services, and legal representation on behalf of the City of Memphis Administration, various divisions, agencies, boards, commissions, and employees of the City of Memphis government.

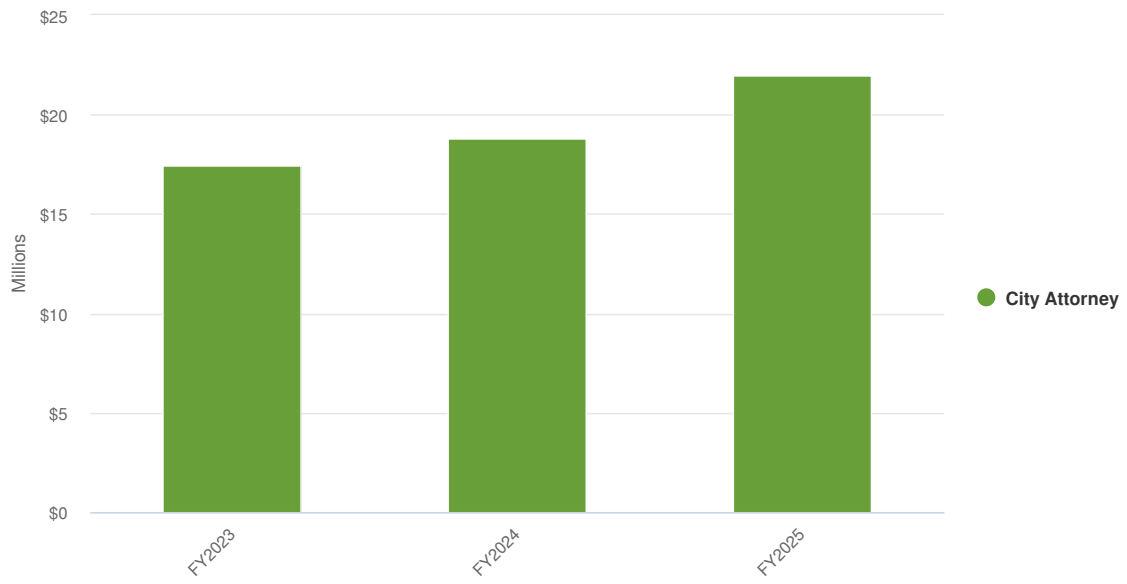
Expenditures by Legal Level

Budgeted Expenditures by Legal Level



City Attorney (100%)

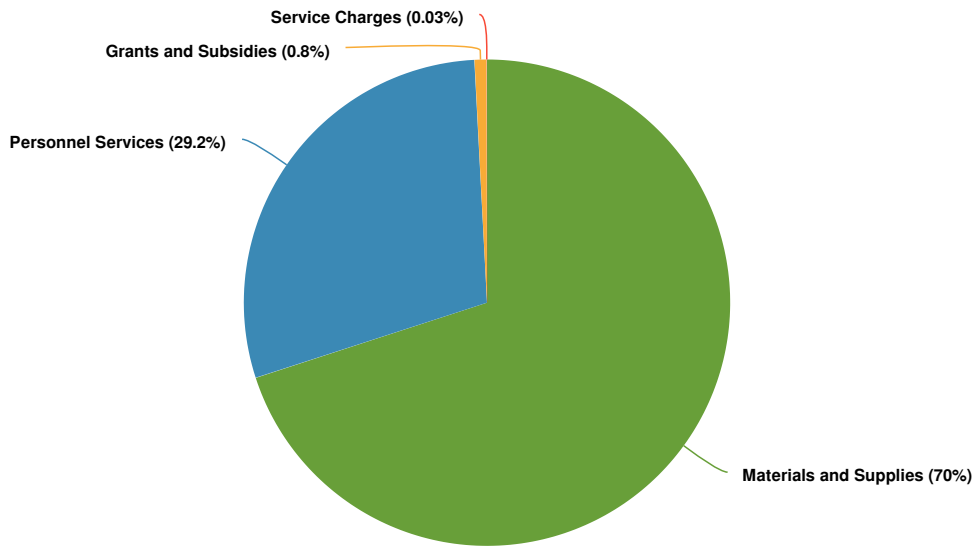
Budgeted and Historical Expenditures by Legal Level



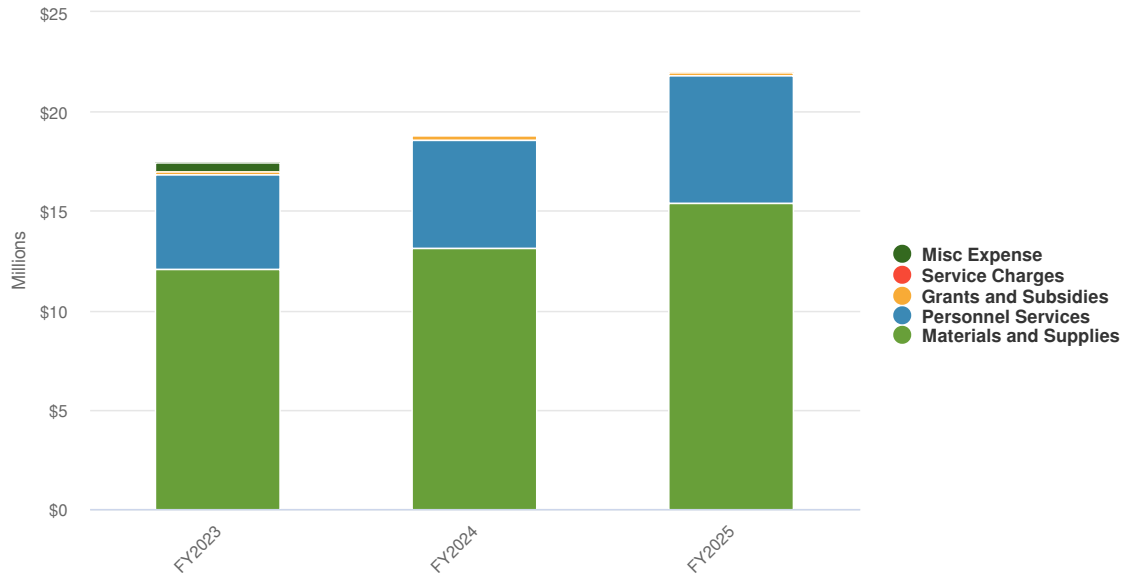
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|
| Expenditures | | | | |
| City Attorney | | | | |
| Personnel Services | \$4,761,435 | \$5,394,047 | \$5,544,440 | \$6,412,888 |
| Materials and Supplies | \$11,054,390 | \$13,178,630 | \$13,727,990 | \$15,392,489 |
| Service Charges | \$4,342 | \$6,000 | \$6,000 | \$6,000 |
| Grants and Subsidies | \$159,166 | \$250,000 | \$162,195 | \$175,000 |
| Misc Expense | \$449,759 | \$0 | \$11,225 | \$0 |
| Total City Attorney: | \$16,429,092 | \$18,828,677 | \$19,451,850 | \$21,986,377 |
| Total Expenditures: | \$16,429,092 | \$18,828,677 | \$19,451,850 | \$21,986,377 |

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|
| Personnel Services | | | | |
| Full-Time Salaries | \$3,000,022 | \$4,273,013 | \$3,602,323 | \$4,849,160 |
| Holiday Salary Full Time | \$185,158 | \$0 | \$268,015 | \$0 |
| Vacation Leave | \$209,460 | \$0 | \$243,402 | \$0 |
| Bonus Leave | \$608 | \$0 | \$0 | \$0 |
| Sick Leave | \$154,876 | \$0 | \$212,569 | \$0 |
| Overtime | \$742 | \$0 | \$200 | \$0 |
| Out of Rank Pay | \$1,692 | \$0 | \$0 | \$0 |
| Shift Differential | \$5 | \$0 | \$0 | \$0 |
| PTO Final Pay | \$118,065 | \$0 | \$16,583 | \$0 |
| Pension | \$210,462 | \$234,755 | \$240,516 | \$298,962 |
| Social Security | \$1,213 | \$0 | \$2,750 | \$0 |
| Pension ADC | \$331,568 | \$294,600 | \$294,600 | \$452,670 |
| Group Life Insurance | \$4,815 | \$12,955 | \$12,955 | \$16,970 |
| Unemployment | \$4,000 | \$3,760 | \$3,760 | \$4,240 |
| Medicare | \$51,049 | \$56,341 | \$58,360 | \$71,751 |
| Long Term Disability | \$13,072 | \$10,824 | \$14,065 | \$13,825 |
| Health Insurance - Choice Plan | \$195,168 | \$0 | \$81,608 | \$170,928 |
| Benefits Adjustments | \$0 | \$7,286 | \$0 | \$1,514 |
| Health Insurance-Select Plan | \$234,967 | \$436,992 | \$399,158 | \$350,472 |
| Salaries - Part Time/Temporary | \$19,568 | \$117,520 | \$45,000 | \$22,393 |
| On the Job Injury | \$0 | \$1,000 | \$0 | \$1,000 |
| Bonus Pay | \$84,733 | \$5,000 | \$110,325 | \$0 |
| Sign On Bonus Pay | \$2,500 | \$0 | \$2,500 | \$0 |
| Spot Bonus Pay | \$0 | \$0 | \$750 | \$0 |
| Expense Recovery - Personnel | -\$62,308 | -\$60,000 | -\$65,000 | -\$60,000 |
| Potential Raises | \$0 | \$0 | \$0 | \$219,003 |
| Total Personnel Services: | \$4,761,435 | \$5,394,047 | \$5,544,440 | \$6,412,888 |
| Materials and Supplies | | | | |
| City Hall Printing | \$1,954 | \$0 | \$2,534 | \$0 |
| City Shop Charges | \$970 | \$1,065 | \$1,065 | \$1,111 |
| City Shop Fuel | \$0 | \$1,876 | \$1,876 | \$1,500 |
| City Computer Svc Equipment | \$6,215 | \$7,000 | \$17,385 | \$7,000 |
| Pers Computer Software | \$291 | \$2,051 | \$37,235 | \$1,640 |
| Supplies - Outside | \$46,501 | \$42,700 | \$59,364 | \$42,700 |
| Outside Postage | \$1,897 | \$2,600 | \$3,200 | \$2,600 |
| Materials and Supplies | \$0 | \$1,000 | \$200 | \$1,000 |
| Miscellaneous Expense | \$53 | \$0 | \$0 | \$0 |
| Legal Services/Court Cost | \$4,442,684 | \$4,850,000 | \$6,093,550 | \$5,900,000 |
| Advertising/Publication | \$210 | \$1,200 | \$1,400 | \$900 |
| Outside Phone/Communications | \$10,600 | \$15,200 | \$15,200 | \$15,200 |
| Seminars/Training/Education | \$12,090 | \$18,750 | \$15,250 | \$16,875 |
| Misc Professional Services | \$1,666,639 | \$1,810,649 | \$1,567,769 | \$1,628,234 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------------------------------------|----------------------|-----------------------|-------------------------|-----------------------|
| Employee Activities | \$3,436 | \$4,000 | \$4,500 | \$4,000 |
| Rewards and Recognition | \$560 | \$500 | \$1,500 | \$500 |
| Travel Expense | \$2,236 | \$21,500 | \$16,000 | \$19,350 |
| Compliance Monitoring Sanctions | \$324,195 | \$1,000,000 | \$617,590 | \$600,000 |
| Mileage | \$0 | \$1,100 | \$601 | \$990 |
| Insurance | \$5,003,954 | \$5,822,000 | \$5,822,000 | \$7,567,720 |
| Lawsuits | \$0 | \$95,000 | \$25,000 | \$95,000 |
| Hospitality | \$2,612 | \$4,000 | \$4,000 | \$4,000 |
| Dues/Memberships/Periodicals | \$14,388 | \$20,700 | \$20,074 | \$27,500 |
| Rent | \$8,100 | \$72,000 | \$85,758 | \$72,000 |
| Misc Services and Charges | \$0 | \$300 | \$300 | \$240 |
| Expense Recovery - M & S | -\$495,196 | -\$616,561 | -\$685,360 | -\$617,571 |
| Total Materials and Supplies: | \$11,054,390 | \$13,178,630 | \$13,727,990 | \$15,392,489 |
| | | | | |
| Service Charges | | | | |
| Credit Card Fees - Expense | \$4,342 | \$6,000 | \$6,000 | \$6,000 |
| Total Service Charges: | \$4,342 | \$6,000 | \$6,000 | \$6,000 |
| | | | | |
| Grants and Subsidies | | | | |
| Professional Services | \$159,166 | \$250,000 | \$162,195 | \$175,000 |
| Total Grants and Subsidies: | \$159,166 | \$250,000 | \$162,195 | \$175,000 |
| | | | | |
| Misc Expense | | | | |
| Prior Year Expense | \$449,759 | \$0 | \$11,225 | \$0 |
| Total Misc Expense: | \$449,759 | \$0 | \$11,225 | \$0 |
| Total: | \$16,429,092 | \$18,828,677 | \$19,451,850 | \$21,986,377 |

City Council

Mission Statement

The City Council Division’s mission is to promote sustainability, growth and inclusivity for all, including the City of Memphis. Deliver quality professional public services through disciplined budgeting, strategic planning, and thoughtful decision-making.

Organization Structure

Services

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

City Council Legal Levels

City Council - Legal Level Summary

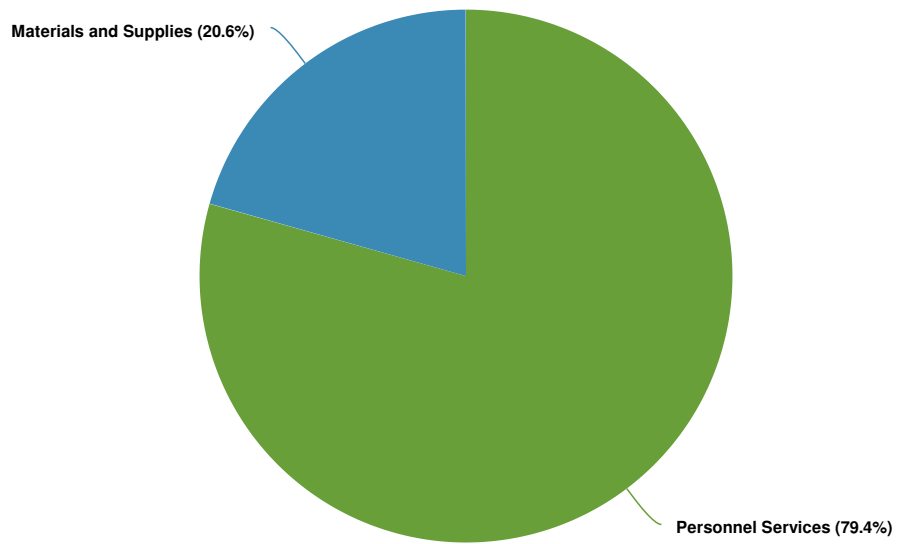
The powers and duties of the City Council are prescribed by State Law, the Charter, and Ordinances of the City of Memphis. In carrying out the duties of their office, the City’s council members adopt legislation which promotes the health, safety, and welfare of the citizens of this community and works to support the City’s economic vitality.

Expenditures by Legal Level

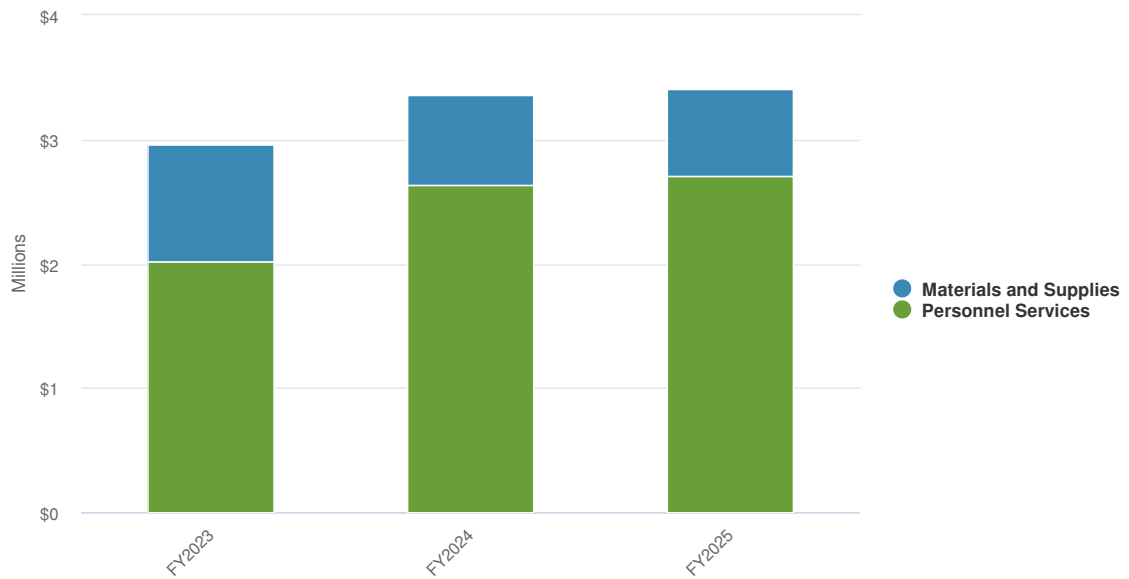
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|
| Expenditures | | | | |
| Legislative Council | | | | |
| Council | | | | |
| Personnel Services | \$2,031,769 | \$2,633,731 | \$2,511,303 | \$2,707,238 |
| Materials and Supplies | \$869,125 | \$727,300 | \$1,453,424 | \$702,863 |
| Total Council: | \$2,900,894 | \$3,361,031 | \$3,964,727 | \$3,410,101 |
| Total Legislative Council: | \$2,900,894 | \$3,361,031 | \$3,964,727 | \$3,410,101 |
| Total Expenditures: | \$2,900,894 | \$3,361,031 | \$3,964,727 | \$3,410,101 |

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|
| Personnel Services | | | | |
| Full-Time Salaries | \$1,370,652 | \$1,629,011 | \$1,637,578 | \$1,987,874 |
| Holiday Salary Full Time | \$78,318 | \$0 | \$102,035 | \$0 |
| Vacation Leave | \$41,958 | \$0 | \$42,178 | \$0 |
| Bonus Leave | \$547 | \$0 | \$0 | \$0 |
| Sick Leave | \$23,582 | \$0 | \$37,674 | \$0 |
| PTO Final Pay | \$1,448 | \$15,000 | \$19,149 | \$15,000 |
| Pension | \$71,812 | \$97,087 | \$97,087 | \$124,242 |
| Social Security | \$4,562 | \$0 | \$4,139 | \$0 |
| Pension ADC | \$112,272 | \$132,000 | \$132,000 | \$197,813 |
| Group Life Insurance | \$1,712 | \$3,573 | \$3,573 | \$5,385 |
| Unemployment | \$2,000 | \$2,080 | \$2,080 | \$2,320 |
| Medicare | \$20,941 | \$24,435 | \$26,370 | \$29,818 |
| Long Term Disability | \$5,938 | \$4,516 | \$6,116 | \$5,741 |
| Health Insurance - Choice Plan | \$103,715 | \$0 | \$53,210 | \$115,908 |
| Benefits Adjustments | \$0 | \$625 | \$0 | \$625 |
| Health Insurance-Select Plan | \$147,508 | \$265,404 | \$265,404 | \$213,312 |
| Salaries - Part Time/Temporary | \$0 | \$10,000 | \$10,000 | \$9,200 |
| On the Job Injury | \$1,160 | \$0 | \$7,067 | \$0 |
| Proposed ISL | \$0 | \$450,000 | \$0 | \$0 |
| Bonus Pay | \$43,644 | \$0 | \$65,644 | \$0 |
| Total Personnel Services: | \$2,031,769 | \$2,633,731 | \$2,511,303 | \$2,707,238 |
| Materials and Supplies | | | | |
| City Hall Printing | \$1,655 | \$0 | \$2,119 | \$0 |
| City Computer Svc Equipment | \$1,911 | \$8,000 | \$33,789 | \$15,000 |
| Pers Computer Software | \$0 | \$11,000 | \$11,000 | \$11,000 |
| Supplies - Outside | \$24,929 | \$17,000 | \$17,000 | \$17,000 |
| Outside Postage | \$762 | \$500 | \$500 | \$500 |
| Materials and Supplies | \$10,395 | \$12,000 | \$16,531 | \$15,000 |
| Legal Contingency | \$68,952 | \$150,000 | \$375,892 | \$150,000 |
| Outside Phone/Communications | \$9,886 | \$2,800 | \$22,853 | \$20,000 |
| Seminars/Training/Education | \$16,890 | \$17,500 | \$17,500 | \$17,500 |
| Misc Professional Services | \$663,148 | \$400,000 | \$832,750 | \$360,000 |
| Travel Expense | \$46,194 | \$78,000 | \$78,000 | \$68,150 |
| Mileage | \$1,429 | \$2,000 | \$2,000 | \$2,000 |
| Misc Services and Charges | \$5,928 | \$8,500 | \$16,915 | \$8,500 |
| Catering | \$17,046 | \$20,000 | \$26,475 | \$18,213 |
| Material Processing | \$0 | \$0 | \$101 | \$0 |
| Total Materials and Supplies: | \$869,125 | \$727,300 | \$1,453,424 | \$702,863 |
| Total: | \$2,900,894 | \$3,361,031 | \$3,964,727 | \$3,410,101 |

City Court Clerk



Sukita Johnson
City Court Clerk

Mission Statement

The City Court Clerk Division's mission is to collect 100% of the traffic summons, ordinance summons, and citation monies owed to the City of Memphis.

Organization Structure

Services

The City Court Clerk's Office is responsible for the collection of all fines, costs, and fees assessed against tickets issued by the Memphis Police Department. The office retains all the court records and is responsible for accurately reflecting all court records from tickets and court appearances.

Performance Highlights

- Conducted monthly community engagement events through partnerships with community organizations and other government agencies to educate the public on restoring driving privileges and to market programs aimed at increasing revenue collections.
- Developed a call-bank aimed at providing outreach to citizens to inform them about programs available for solving outstanding tickets and restoring driving privileges.
- Created and distributed Driver Safety Study Guides to assist citizens with passing the knowledge portion of the driver's license test, allowing them to gain or restore driving privileges.
- Improved customer service and employee morale through team building activities, welcoming and inclusive communications.
- Improved partnerships with other government agencies by increasing communication and providing resources to help the public.
- Invested in updated office systems, equipment, and software to increase efficiency and customer service.
- Averaged forty-nine percent (49%) collection rate for red light camera citations.
- Increased overall revenue collections by approximately seventeen percent (17%) from FY23 to FY24.

Issues & Trends

The City Court Clerk recognizes a need to update the office's technologies and systems. The clerk's office continues to evaluate opportunities to provide electronic access to court records, digitize court dockets and citations, offer contactless payment options, improve photo enforcement, and hold virtual court sessions.

City Court Clerk Legal Levels

City Court Clerk & TVB

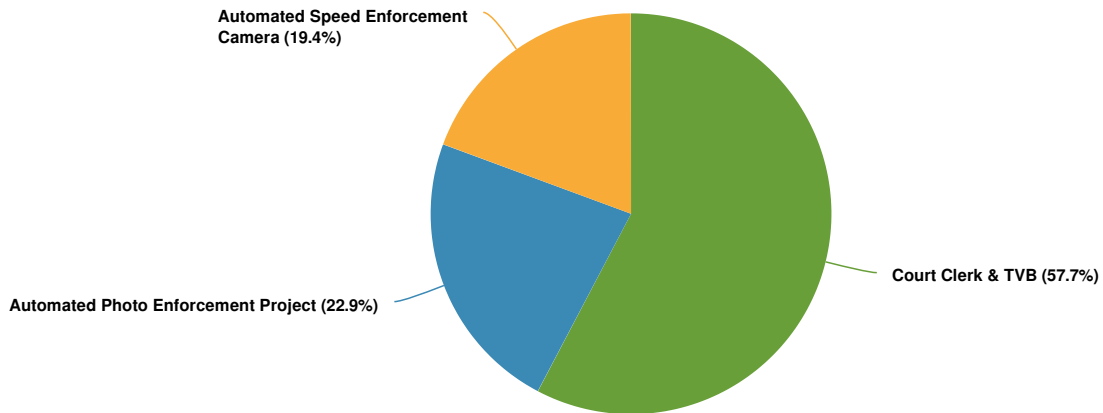
The City Court Clerk's Division maintains all records pertaining to the city courts and manages the operations of the Traffic Violations Bureau. The Clerk's office collects fees and fines owed for traffic violations, parking violations, and city ordinances processed within our court system. The Clerk is responsible for providing the three divisions of City Courts with dockets for the purpose of citizen's hearings in open court. The office also provides outstanding ticket information to the state and other departments and is accountable for the verification of the timely submission of statistical and narrative reports for local and national reporting requirements, records maintenance, property management, procurement, and automation.

Automated Photo Enforcement

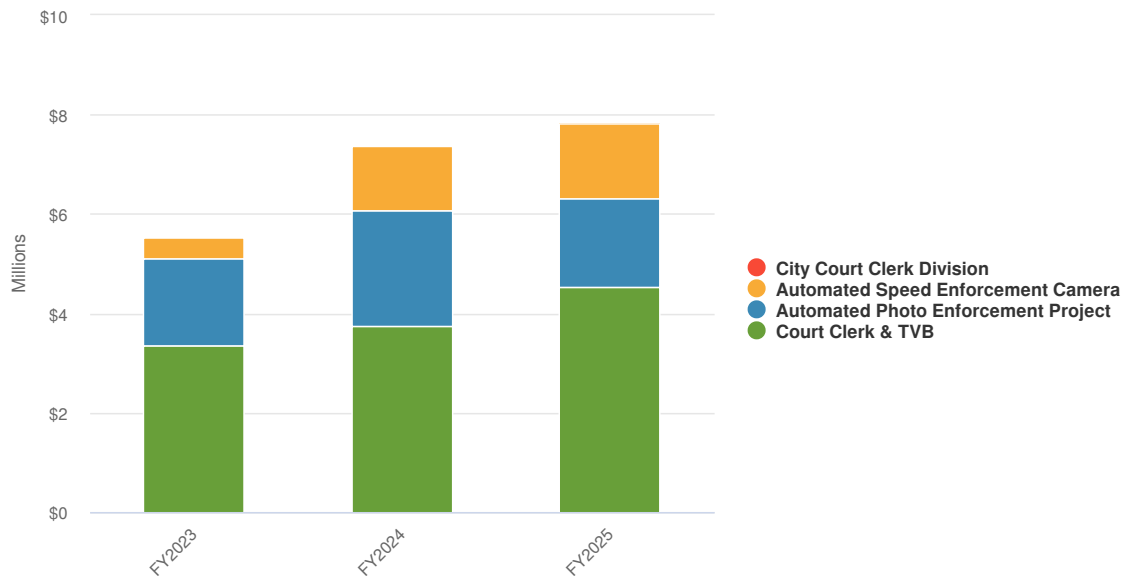
Automated Photo Enforcement was implemented to increase Public Safety in Memphis. Red Light Cameras are set in place to encourage individuals to comply with traffic signals and Speed Cameras have been set in place to increase safety in school zones and dangerous S-Curves. Both violations are known to cause serious crashes and significant injuries.

Expenditures by Legal Level

Budgeted Expenditures by Legal Level



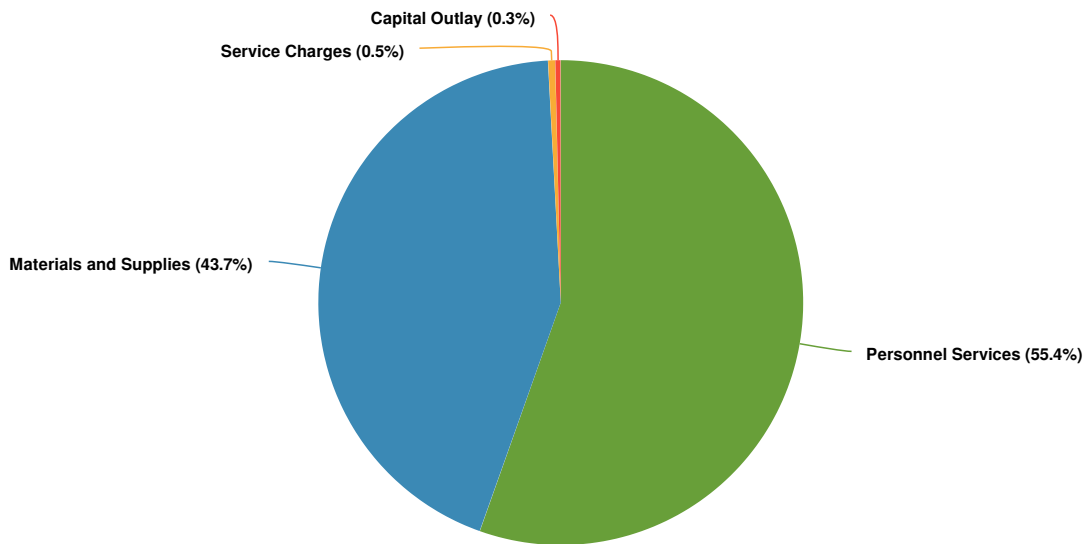
Budgeted and Historical Expenditures by Legal Level



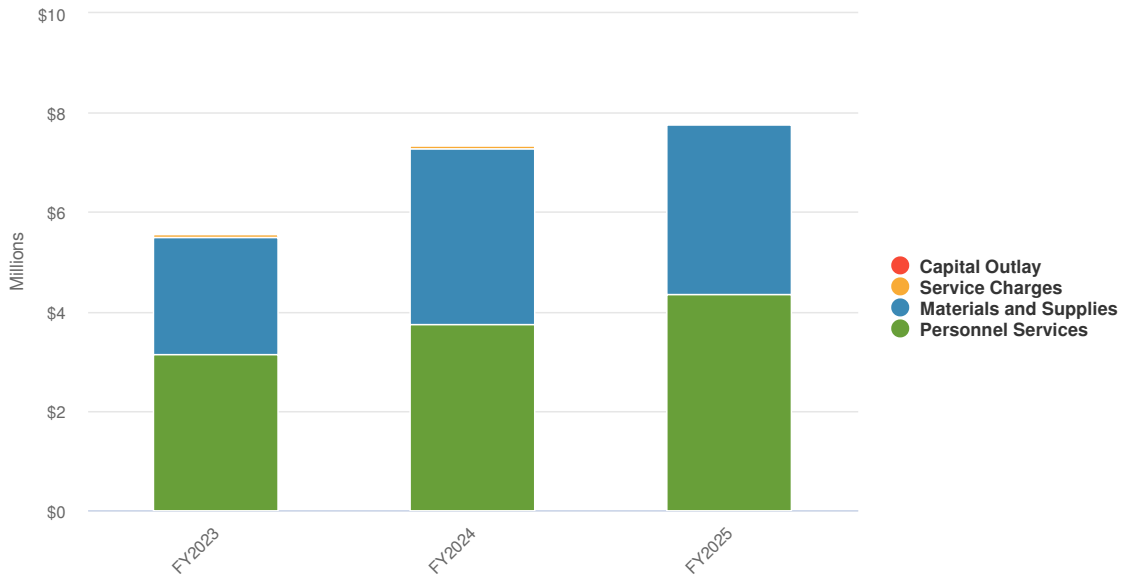
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|----------------------|-----------------------|-------------------------|-----------------------|
| Expenditures | | | | |
| Court Clerk | | | | |
| Court Clerk | | | | |
| Court Clerk & TVB | | | | |
| Personnel Services | \$2,998,104 | \$3,378,245 | \$3,284,153 | \$3,923,027 |
| Materials and Supplies | \$149,037 | \$316,789 | \$316,526 | \$557,460 |
| Service Charges | \$35,884 | \$38,500 | \$32,827 | \$38,500 |
| Total Court Clerk & TVB: | \$3,183,025 | \$3,733,534 | \$3,633,506 | \$4,518,986 |
| Total Court Clerk: | \$3,183,025 | \$3,733,534 | \$3,633,506 | \$4,518,986 |
| Automated Photo Enforcement Project | | | | |
| Automated Photo Enforcement Project | | | | |
| Personnel Services | \$163,815 | \$168,580 | \$213,519 | \$192,252 |
| Materials and Supplies | \$1,607,166 | \$2,126,938 | \$1,503,788 | \$1,575,137 |
| Capital Outlay | \$0 | \$36,514 | \$36,514 | \$27,385 |
| Total Automated Photo Enforcement Project: | \$1,770,982 | \$2,332,032 | \$1,753,821 | \$1,794,774 |
| Automated Speed Enforcement Camera | | | | |
| Personnel Services | \$0 | \$188,732 | \$194,653 | \$224,448 |
| Materials and Supplies | \$486,308 | \$1,115,122 | \$1,152,001 | \$1,291,910 |
| Total Automated Speed Enforcement Camera: | \$486,308 | \$1,303,854 | \$1,346,653 | \$1,516,358 |
| Total Automated Photo Enforcement Project: | \$2,257,290 | \$3,635,886 | \$3,100,474 | \$3,311,132 |
| City Court Clerk LL | | | | |
| City Court Clerk Division | | | | |
| Materials and Supplies | \$4,643 | \$0 | \$0 | \$0 |
| Total City Court Clerk Division: | \$4,643 | \$0 | \$0 | \$0 |
| Total City Court Clerk LL: | \$4,643 | \$0 | \$0 | \$0 |
| Total Court Clerk: | \$5,444,958 | \$7,369,420 | \$6,733,980 | \$7,830,119 |
| Total Expenditures: | \$5,444,958 | \$7,369,420 | \$6,733,980 | \$7,830,119 |

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|
| Personnel Services | | | | |
| Full-Time Salaries | \$1,761,327 | \$2,682,885 | \$2,027,606 | \$2,802,488 |
| Holiday Salary Full Time | \$124,595 | \$0 | \$134,618 | \$0 |
| Vacation Leave | \$145,897 | \$0 | \$140,624 | \$0 |
| Bonus Leave | \$213 | \$0 | \$0 | \$0 |
| Sick Leave | \$179,423 | \$0 | \$197,039 | \$0 |
| Overtime | \$1,347 | \$7,463 | \$7,050 | \$15,000 |
| Out of Rank Pay | \$0 | \$0 | \$7,219 | \$10,000 |
| Longevity Pay | \$2,797 | \$0 | \$2,260 | \$0 |
| Shift Differential | \$0 | \$0 | \$2 | \$0 |
| PTO Final Pay | \$416 | \$11,954 | \$81,130 | \$11,954 |
| Pension | \$123,193 | \$150,629 | \$134,221 | \$151,550 |
| Supplemental Pension | \$0 | \$0 | \$37 | \$0 |
| Social Security | \$7,777 | \$2,346 | \$13,540 | \$2,346 |
| Pension ADC | \$197,078 | \$203,200 | \$203,200 | \$295,546 |
| Group Life Insurance | \$3,040 | \$6,725 | \$3,514 | \$7,655 |
| Unemployment | \$4,160 | \$4,160 | \$4,160 | \$3,920 |
| Pension 401a Match | \$0 | \$0 | \$13 | \$0 |
| Medicare | \$33,886 | \$36,151 | \$38,726 | \$36,372 |
| Long Term Disability | \$9,190 | \$7,230 | \$9,784 | \$7,274 |
| Health Insurance - Choice Plan | \$72,429 | \$0 | \$9,792 | \$20,736 |
| Benefits Adjustments | \$0 | \$9,375 | \$0 | \$15,312 |
| Health Insurance-Select Plan | \$360,588 | \$456,660 | \$451,441 | \$420,876 |
| Salaries - Part Time/Temporary | \$125,432 | \$150,000 | \$218,173 | \$169,050 |
| On the Job Injury | \$957 | \$6,779 | \$1 | \$6,779 |
| Bonus Pay | \$8,175 | \$0 | \$8,175 | \$0 |
| Potential Raises | \$0 | \$0 | \$0 | \$362,868 |
| Total Personnel Services: | \$3,161,919 | \$3,735,557 | \$3,692,325 | \$4,339,726 |
| Materials and Supplies | | | | |
| City Hall Printing | \$4,876 | \$0 | \$6,398 | \$5,000 |
| Info Sys Phone/Communication | \$0 | \$824 | \$824 | \$824 |
| City Shop Fuel | \$53 | \$358 | \$357 | \$358 |
| City Computer Svc Equipment | \$4,293 | \$90,936 | \$90,500 | \$30,936 |
| Data/Word Processing Equipment | \$0 | \$0 | \$0 | \$22,046 |
| Data/Word Process Software | \$0 | \$0 | \$0 | \$22,046 |
| Printing - Outside | \$22,134 | \$50,400 | \$28,500 | \$37,038 |
| Supplies - Outside | \$16,975 | \$25,996 | \$20,100 | \$25,900 |
| Food Expense | \$0 | \$0 | \$0 | \$5,000 |
| Document Reproduction - Outside | \$350 | \$1,000 | \$1,000 | \$1,000 |
| Household Supplies | \$130 | \$240 | \$92 | \$240 |
| Outside Postage | \$323 | \$23,670 | \$100 | \$19,750 |
| Materials and Supplies | \$1 | \$2,744 | \$459 | \$2,744 |
| Miscellaneous Expense | \$4,643 | \$0 | \$250 | \$0 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---------------------------------------|----------------------|-----------------------|-------------------------|-----------------------|
| Outside Equipment Repair/Maintenance | \$3,205 | \$9,000 | \$9,000 | \$9,000 |
| Facilities Structure Repair - Outside | \$0 | \$41,124 | \$6,000 | \$41,124 |
| Outside Phone/Communications | \$9,420 | \$12,000 | \$6,614 | \$12,000 |
| Security | \$44,545 | \$38,512 | \$38,298 | \$38,512 |
| Seminars/Training/Education | \$877 | \$4,750 | \$4,750 | \$4,750 |
| Misc Professional Services | \$1,633,702 | \$2,496,295 | \$1,930,825 | \$1,950,038 |
| Travel Expense | \$890 | \$8,000 | \$8,400 | \$8,000 |
| Mileage | \$0 | \$1,000 | \$1,000 | \$1,000 |
| Lawsuits | \$0 | \$0 | \$6,309 | \$0 |
| Dues/Memberships/Periodicals | \$0 | \$0 | \$0 | \$3,500 |
| Rent | \$1,682 | \$0 | \$299 | \$24,000 |
| Misc Services and Charges | \$499,054 | \$752,000 | \$812,239 | \$1,159,700 |
| Total Materials and Supplies: | \$2,247,154 | \$3,558,849 | \$2,972,315 | \$3,424,507 |
| | | | | |
| Capital Outlay | | | | |
| Equipment | \$0 | \$36,514 | \$36,514 | \$27,385 |
| Total Capital Outlay: | \$0 | \$36,514 | \$36,514 | \$27,385 |
| | | | | |
| Service Charges | | | | |
| Credit Card Fees - Expense | \$35,884 | \$38,500 | \$32,827 | \$38,500 |
| Total Service Charges: | \$35,884 | \$38,500 | \$32,827 | \$38,500 |
| Total: | \$5,444,958 | \$7,369,420 | \$6,733,980 | \$7,830,119 |

City Court Judges



Jayne Chandler
Administrative Judge

Mission Statement

It is the priority of the Municipal Court Judges to uphold and apply the law in a fair and impartial manner to all parties. The Municipal Court Judges strive to promote public trust in the judicial system while remaining competent in the law.

Organization Structure

Services

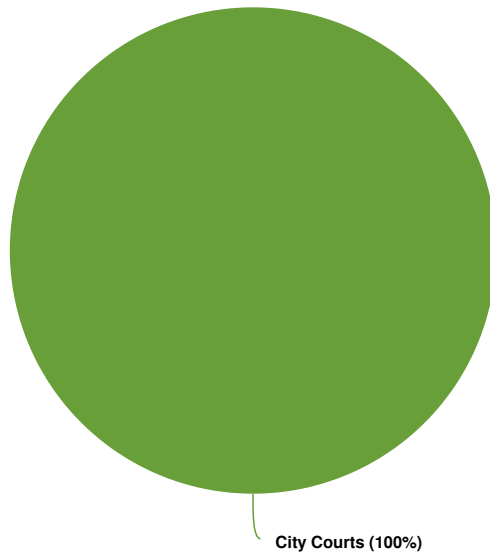
The Municipal Court Judges fairly and impartially hear and decide all cases that are presented concerning Municipal Code Violations. The Judges strive to decide all cases in a timely manner. The Municipal Court Judges maintain their professional credentials through continual development activities, such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

City Court Judges Legal Levels

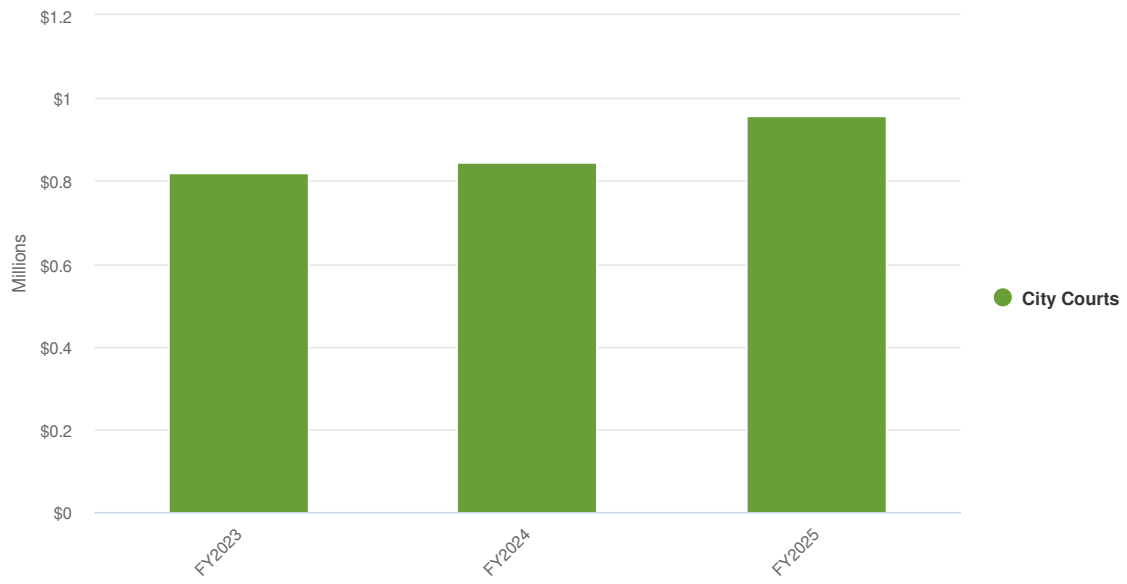
The City Court Judges hear and decide all cases that are presented concerning Municipal violations.

Expenditures by Legal Level

Budgeted Expenditures by Legal Level



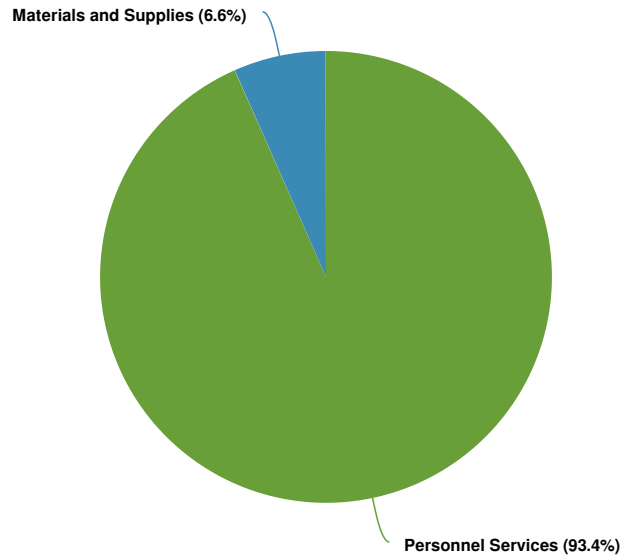
Budgeted and Historical Expenditures by Legal Level



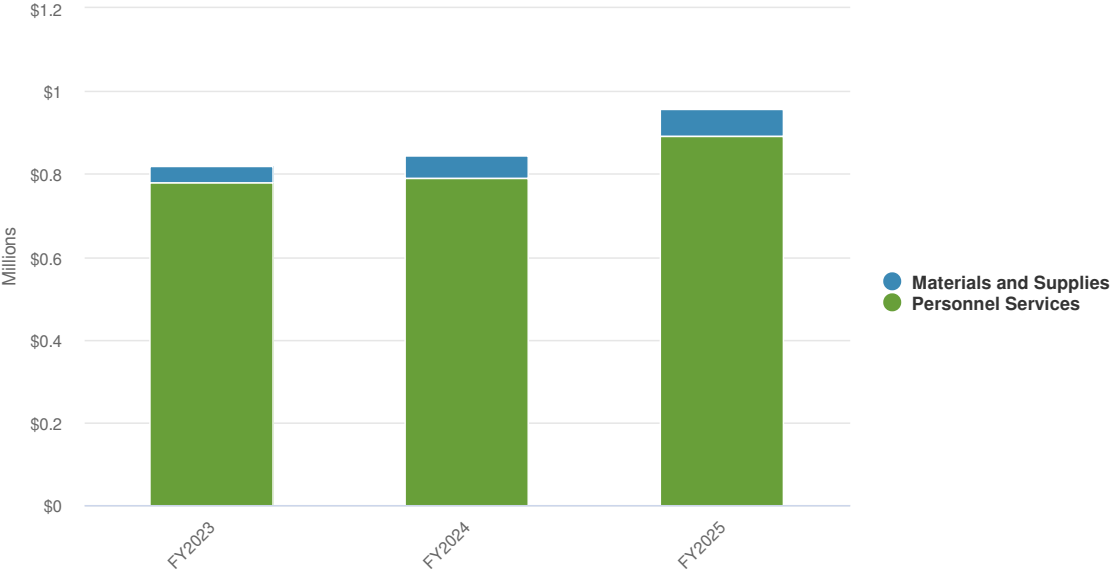
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|------------------------------------|------------------|------------------|------------------|------------------|
| Expenditures | | | | |
| Judicial City Courts | | | | |
| City Courts | | | | |
| Personnel Services | \$782,569 | \$789,530 | \$764,227 | \$892,470 |
| Materials and Supplies | \$37,748 | \$53,423 | \$39,612 | \$63,214 |
| Total City Courts: | \$820,317 | \$842,953 | \$803,839 | \$955,684 |
| Total Judicial City Courts: | \$820,317 | \$842,953 | \$803,839 | \$955,684 |
| Total Expenditures: | \$820,317 | \$842,953 | \$803,839 | \$955,684 |

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------------------------------------|----------------------|-----------------------|-------------------------|-----------------------|
| Personnel Services | | | | |
| Full-Time Salaries | \$519,929 | \$624,127 | \$554,794 | \$627,491 |
| Holiday Salary Full Time | \$29,538 | \$0 | \$31,648 | \$0 |
| Vacation Leave | \$2,592 | \$0 | \$2,515 | \$0 |
| Sick Leave | \$5,143 | \$0 | \$3,100 | \$0 |
| PTO Final Pay | \$83,309 | \$0 | \$0 | \$0 |
| Pension | \$35,527 | \$39,008 | \$36,124 | \$39,218 |
| Pension ADC | \$49,836 | \$54,000 | \$54,000 | \$74,311 |
| Group Life Insurance | \$722 | \$2,488 | \$976 | \$2,811 |
| Unemployment | \$400 | \$400 | \$433 | \$400 |
| Medicare | \$9,631 | \$9,362 | \$8,382 | \$9,412 |
| Long Term Disability | \$1,435 | \$1,872 | \$1,459 | \$1,882 |
| Health Insurance - Choice Plan | \$19,822 | \$0 | \$9,996 | \$19,992 |
| Health Insurance-Select Plan | \$22,157 | \$58,272 | \$58,272 | \$56,952 |
| Bonus Pay | \$2,528 | \$0 | \$2,528 | \$0 |
| Potential Raises | \$0 | \$0 | \$0 | \$60,000 |
| Total Personnel Services: | \$782,569 | \$789,530 | \$764,227 | \$892,470 |
| Materials and Supplies | | | | |
| City Hall Printing | \$585 | \$0 | \$478 | \$0 |
| City Computer Svc Equipment | \$208 | \$1,000 | \$620 | \$1,000 |
| Pers Computer Software | \$0 | \$600 | \$0 | \$600 |
| Supplies - Outside | \$9,979 | \$7,500 | \$619 | \$7,500 |
| Document Reproduction - Outside | \$0 | \$500 | \$0 | \$500 |
| Clothing | \$0 | \$500 | \$528 | \$1,000 |
| Outside Postage | \$179 | \$300 | \$190 | \$300 |
| Materials and Supplies | \$9,208 | \$0 | \$9,069 | \$10,000 |
| Miscellaneous Expense | \$0 | \$223 | \$2,724 | \$223 |
| Outside Phone/Communications | \$5,044 | \$6,000 | \$5,029 | \$4,891 |
| Seminars/Training/Education | \$1,450 | \$4,800 | \$2,462 | \$6,000 |
| Misc Professional Services | \$6,776 | \$8,000 | \$6,672 | \$7,200 |
| Travel Expense | \$0 | \$16,000 | \$7,505 | \$16,000 |
| Dues/Memberships/Periodicals | \$4,320 | \$8,000 | \$3,716 | \$8,000 |
| Total Materials and Supplies: | \$37,748 | \$53,423 | \$39,612 | \$63,214 |
| Total: | \$820,317 | \$842,953 | \$803,839 | \$955,684 |

City Engineering



Manny Belen
Director, Engineering

Mission Statement

The Engineering Division's mission is to improve the quality of life and safety for Memphis citizens by providing exceptional engineering services through civil design, land development, and traffic operations.

Organization Structure

Services

The Division of Engineering provides planning, design and construction administration to constantly improve and expand the City's infrastructure. Engineering staff reviews all private development proposals to ensure the required public improvements are included.

Performance Highlights

The City Engineering Division is a key aspect of improving the quality of life for all citizens of Memphis. Engineering is responsible for ensuring that projects are properly planned, designed, and constructed for Memphians in a timely cost-efficient manner. The division has a variety of departments that work to improve and expand the City's infrastructure, manage the design and construction of engineering capital projects, and review private development proposals; all to ensure the required standards, codes, and safety procedures are being followed for public safety.

Traffic Engineering

Traffic Engineering designs, operates, and provides maintenance supervision services for all permanent and temporary traffic control devices within the public rights-of-way. This year, Traffic Engineering continues its service by implementing the following:

- Continuing to modernize the Traffic Signals at major intersections across the city.
- Improving Traffic Signals at intersections by providing protected left turn phases.
- Installing School Flashers at all school zones across the city.
- Continuing to upgrade the school flashers from manual operation to automatic time clocks at schools.
- Coordinating with TDOT to make various safety improvements at major intersections.
- Continuing to Install Permanent Speed Humps and Temporary Speed Humps throughout the city.

Bike-Ped Highlights:

- Over 345 miles of new on- and off-street bikeways were added.
- Continuing to plan and design activities with Federal grant funded pedestrian and bicycle projects.
- Partnered with community organizations to conduct numerous pedestrian and bicycle user counts at various locations around the City.
- Launched a program for residents and business owners to request a bike rack at a particular location.
- Launched an online interactive map of the City's bikeways network.

Signs and Markings

The Signs and Markings department installs and maintains proper signage and pavement markings for both vehicular traffic and pedestrians. They help in providing safety measures and requirements that are necessary for Memphians to operate safely within city limits. This year, the department completed the following:

- Lane Miles Restriped – 1,326.8
- Traffic Signs Replaced – 15,510
- Design and Fabricate ADA signs for City Building

Traffic Signal Maintenance

Traffic Signal Maintenance is responsible for maintaining the following which makes up the City of Memphis Traffic Signal System.

- Signalized Intersections: 788
- Flashers (Intersections, Crosswalks, Fire Stations): 84
- School Flashers: 173
- Hawk Pedestrian Crossing Signals: 3
- RRFB Controlled Crosswalks: 24 (48 Units)
- Bluetooth Detection Units: 78

These safety measures help in keeping the pedestrians, motorists and goods moving by maintaining existing traffic signals and installing new signals at intersections throughout the City of Memphis.

Land Development

The Land Development Department (LDD) is responsible for ensuring that all private development within the City of Memphis integrates properly with the city's infrastructure including roads, sewer, and stormwater drainage. This effort results in numerous plan reviews being performed by the LDD. The LDD performed 274 project intakes via Accela, 1,295 plan reviews, and issued 97 permits in FY24.

Building Design and Construction

Building Design and Construction (BD&C) is responsible for providing quality engineering and architectural services in support of City facilities building projects.

Construction Inspections

Construction Inspections work on the City's behalf to protect the public's safety interest in inspecting all construction activities within public rights-of-way and easements. This year, the department constructed 499 ADA curb ramps throughout the city.

Survey

The Survey Service Center this year has completed over 75 survey projects including drainage studies, design surveys, sewer as-built plans, drainage as-built plans, and construction staking projects.

Civil Engineering

Civil Engineering is responsible for providing Memphis with timely and quality engineering services in the design of the Capital Improvement Program for roadway, drain, and bridge construction projects and the review of private developments to protect the safety of the public.

- **Bridge Repairs Project** - Seventeen (17) bridges are under construction and the project is nearly seventy-two percent (72%) complete. Eight (8) bridges have been completely repaired. The goal for final project completion is mid-year 2025.
- **Humphreys over Sweetbriar Creek Bridge Repairs and Stream Stabilization** – Project is under construction and is currently at approximately 60% completion.
- **Hollywood over Wolf River Pier Stabilization project** - Construction is pending.
- **Drainage Repairs/Improvements** - Completed fourteen (14) drainage/repair improvements through the Division's on-call maintenance contract.
- **Elvis Presley Boulevard Streetscape from Brooks Road to Craft Road (Grant-funded) project** – Construction and CEI selection is currently in progress.
- **Harbor Ave Resurfacing from Pier Street to Riverside Boulevard (Grant-funded) project** - Bid and construction contract award pending.

Sewer

The Sewer Department provides quality and timely sewer design services, plan review, capacity analysis, and maintains accurate sewer plan records so that sanitary sewer services can be provided for new developments. These duties provide an important basis for the growth and development of new neighborhoods and businesses.

Mapping Department

The Mapping Department maintains and researches over one million essential engineering infrastructure records. These historical infrastructure records are critical to the ongoing community development and for the maintenance and repairs to city infrastructure (i.e., roads, bridges, sewers, drainage, etc.).

Issues & Trends

The division is anticipating a substantial increase in construction activities related to bridge projects which require construction inspection, CEI services surveying work to be performed during and/ or after construction. Solving drainage issues remains a priority. Drainage master-planned reports are being finalized with design projects and construction activities to follow.

Key Performance Indicators

| ADMINISTRATION | FY23 ACTUAL | FY24 GOAL | FY24 ACTUAL | FY25 GOAL | CATEGORY |
|---|----------------|--------------|----------------|--------------|---------------|
| Review and return land development plan submittals to developers within 10 working days of submission | 96% | 97% | 97% | 95% | Government |
| Number of Land Development monthly intakes via Accela | - | - | - | 200 | Government |
| Number of plan reviews performed monthly | 122 | 130 | 108 | 108 | Government |
| Number of Permits and Contracts issued monthly | - | - | - | 24 | Government |
| Approved private development projects with 3 review cycles or less | 57% | 60% | 68% | 60% | Government |
| Cumulative average time to execute all construction contracts after the bid opening | 135 | 120 | 0 | 120 | Government |
| Review private development sewer drawings within 7 calendar days | 100% | 95% | 99% | 95% | Government |
| Cumulative number of drainage design projects initiated annually | 14 | 10 | 9 | 10 | Government |
| Cumulative number of drainage design projects completed annually | 4 | 5 | 2 | 5 | Government |
| Cumulative number of months until a decision is reached (approval/rejection) on speed hump requests | 21 | 12 | 27.1 | 12 | Government |
| % - Certified payroll projects with LCP software | - | 75% | 55% | 75% | Government |
| % - Field visit interviews per month | - | 85% | 107% | 85% | Government |
| % service compliance per month | - | 80% | 97% | 80% | Government |
| Number of benchmarks replaced/repared annually | - | 20 | 0 | 20 | Government |
| Cumulative number of months between approval of a speed hump request and installation | 14 | 10 | 18 | 10 | Government |
| | | | | | |
| SIGNS AND MARKINGS | FY23 ACTUAL | FY24 GOAL | FY24 ACTUAL | FY25 GOAL | CATEGORY |
| % of curb ramps in the city that are ADA compliant | 71% | 73% | 72% | 72% | Public Safety |
| Number of traffic signs repaired/installed annually | 15,339 | 13,500 | 15,939 | 13,500 | Public Safety |
| % of city streets re-striped annually | 31% | 55% | 21% | 55% | Public Safety |
| | | | | | |
| SIGNAL MAINTENANCE | FY23 ACTUAL | FY24 GOAL | FY24 ACTUAL | FY25 GOAL | CATEGORY |
| Complete preventative maintenance on 100% of traffic signals (998) annually | 55% | 80% | 72% | 80% | Public Safety |
| % of down/malfunctioning traffic signals responded to within 24 hours | 100% | 100% | 100% | 100% | Public Safety |
| % of minor traffic signal improvement projects completed within 2 months of assignment | 21% | 60% | 0% | 60% | Public Safety |
| Reduce backlog of "shovel ready" traffic signal modernization projects | 20% | 10% | 25% | 10% | Public Safety |
| % of intersections with pedestrian countdown signals | 33% | 31% | 33% | 31% | Public Safety |

City Engineering Legal Levels

Administration

The Engineering Administration provides engineering services in the design of civil works/building projects and the review of private developments to protect the safety of the public.

Signs and Markings

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

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.

Prevailing Wages

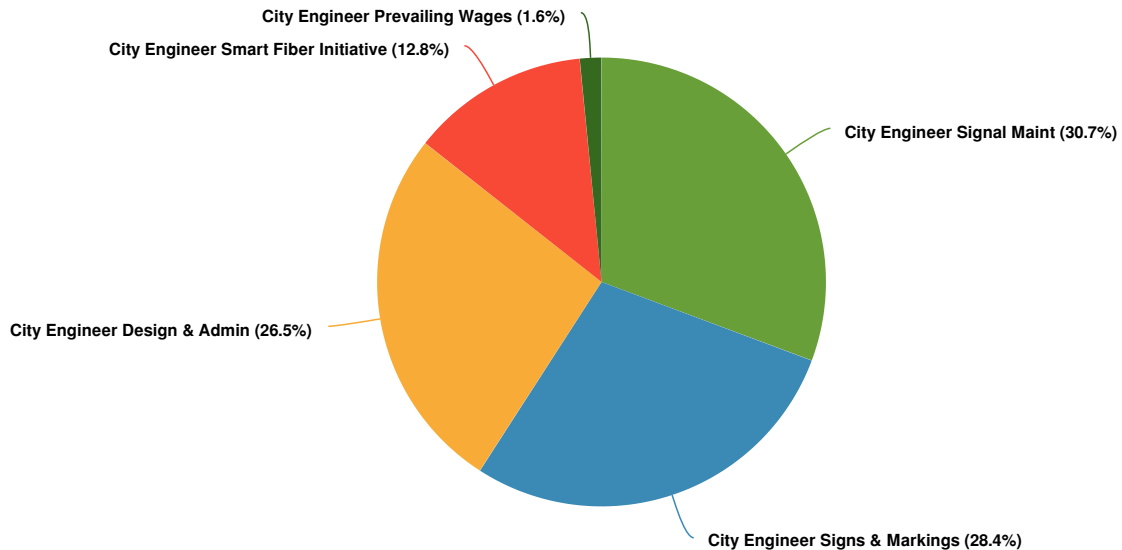
The Prevailing Wages office ensures all contracts and/or subcontractors awarded City-funded projects are in compliance with and adhering to the Prevailing Wage Ordinance adopted by the City.

Smart Fiber Initiative

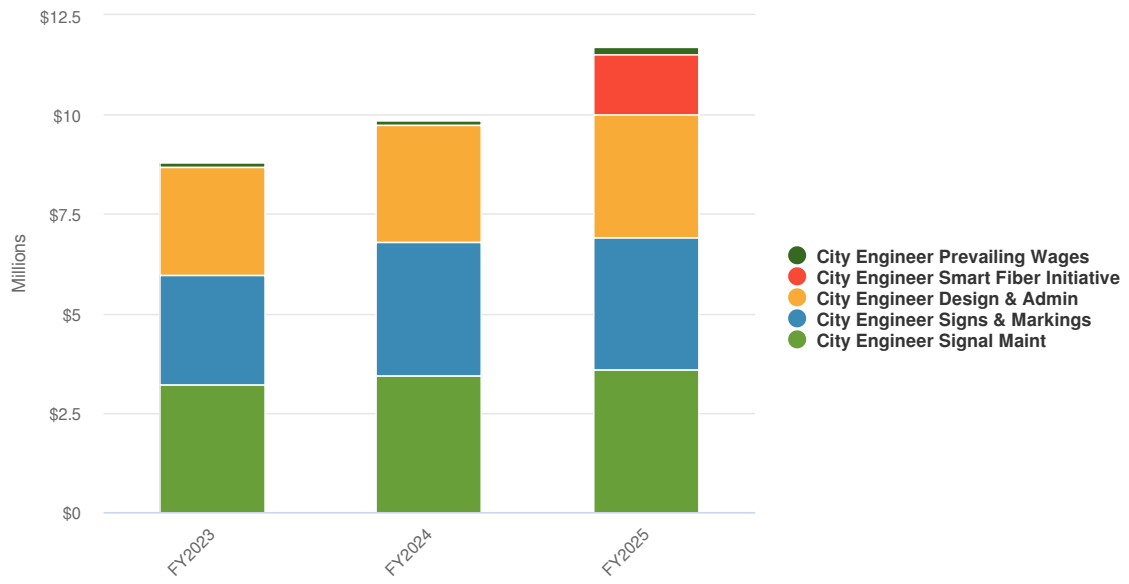
The Smart Fiber Initiative service center is responsible for the fiber installation, the record keeping of all geospatial (GIS) components of fiber installed locations, and the reviewing, issuing and inspecting all fiber permits in support of the City's Fiber Initiative.

Expenditures by Legal Level

Budgeted Expenditures by Legal Level



Budgeted and Historical Expenditures by Legal Level

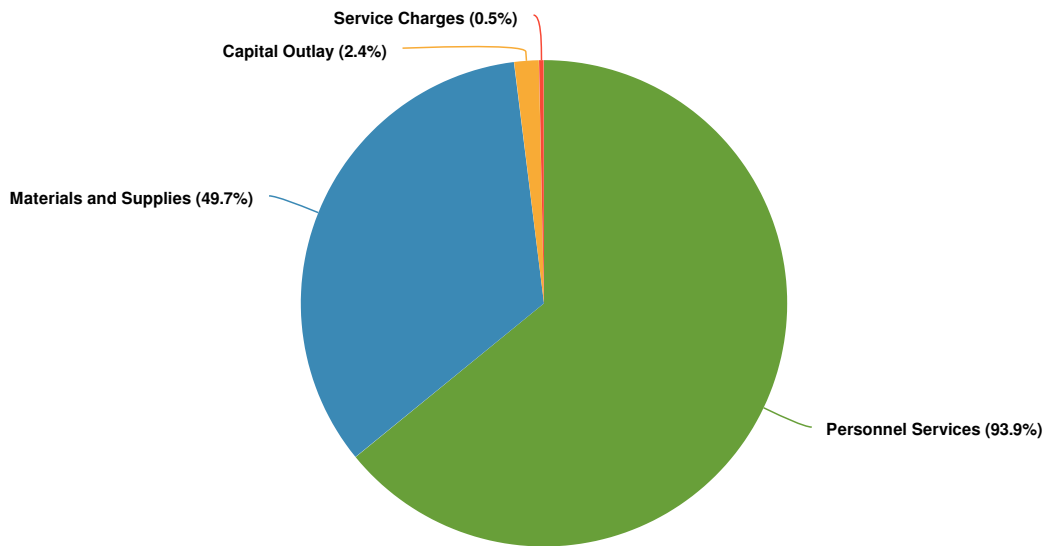


| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|--------------------|--------------------|---------------------|---------------------|
| Expenditures | | | | |
| City Engineer | | | | |
| City Engineer Design & Admin | | | | |
| Personnel Services | \$4,751,167 | \$5,150,851 | \$6,421,687 | \$5,564,852 |
| Materials and Supplies | \$3,087,895 | \$2,833,462 | \$3,588,135 | \$2,675,385 |
| Depreciation on Own Funds | \$0 | \$0 | \$1,500 | \$0 |
| Capital Outlay | \$24,990 | \$316,000 | \$325,000 | \$237,000 |
| Expense Recovery | -\$2,022,379 | -\$5,435,300 | -\$5,435,300 | -\$5,435,300 |
| Service Charges | \$41,088 | \$75,000 | \$50,000 | \$56,250 |
| Misc Expense | \$0 | \$0 | \$1,099,002 | \$0 |
| Total City Engineer Design & Admin: | \$5,882,761 | \$2,940,013 | \$6,050,024 | \$3,098,186 |
| City Engineer Signs & Markings | | | | |
| Personnel Services | \$1,993,288 | \$2,246,064 | \$2,329,788 | \$2,305,812 |
| Materials and Supplies | \$559,916 | \$1,071,599 | \$1,416,972 | \$997,237 |
| Capital Outlay | \$7,198 | \$22,000 | \$22,000 | \$22,000 |
| Expense Recovery | -\$2,110,995 | \$0 | \$0 | \$0 |
| Total City Engineer Signs & Markings: | \$449,407 | \$3,339,663 | \$3,768,760 | \$3,325,048 |
| City Engineer Signal Maint | | | | |
| Personnel Services | \$2,207,815 | \$2,412,982 | \$2,669,772 | \$2,615,519 |
| Materials and Supplies | \$1,068,423 | \$1,016,142 | \$1,022,615 | \$951,636 |
| Capital Outlay | \$7,197 | \$22,000 | \$22,000 | \$22,000 |
| Expense Recovery | -\$2,770,156 | \$0 | \$0 | \$0 |
| Total City Engineer Signal Maint: | \$513,279 | \$3,451,124 | \$3,714,387 | \$3,589,155 |
| City Engineer Prevailing Wages | | | | |
| Personnel Services | \$118,322 | \$135,449 | \$163,729 | \$182,040 |
| Total City Engineer Prevailing Wages: | \$118,322 | \$135,449 | \$163,729 | \$182,040 |
| City Engineer Smart Fiber Initiative | | | | |
| Smart Fiber Initiative | | | | |
| Personnel Services | \$0 | \$0 | \$0 | \$316,750 |
| Materials and Supplies | \$0 | \$0 | \$0 | \$1,183,250 |
| Total Smart Fiber Initiative: | \$0 | \$0 | \$0 | \$1,500,000 |
| Total City Engineer Smart Fiber Initiative: | \$0 | \$0 | \$0 | \$1,500,000 |
| Total City Engineer: | \$6,963,770 | \$9,866,249 | \$13,696,900 | \$11,694,430 |
| Total Expenditures: | \$6,963,770 | \$9,866,249 | \$13,696,900 | \$11,694,430 |

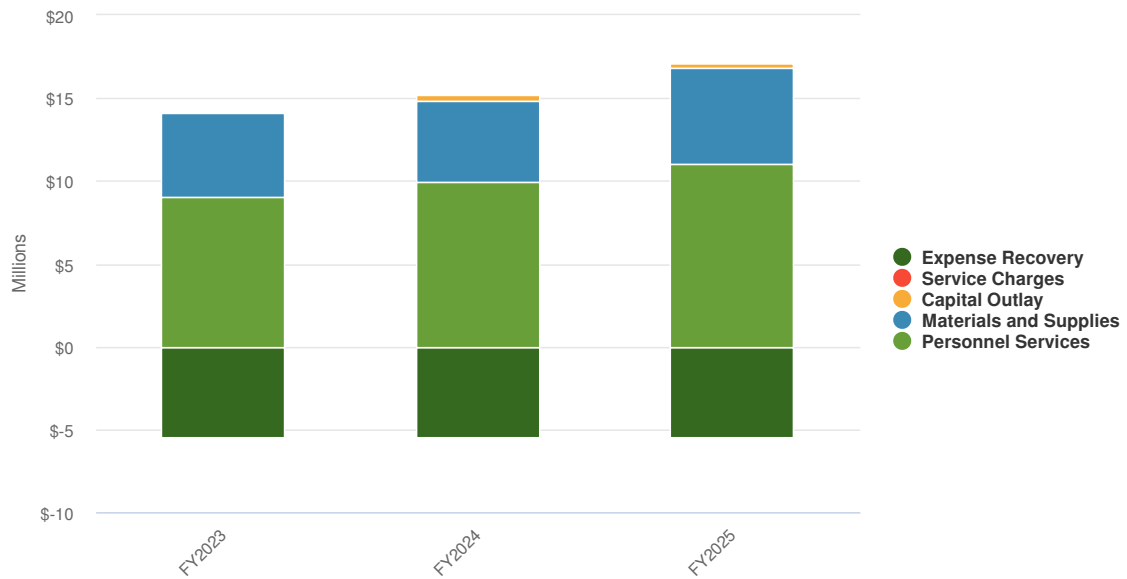


Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|----------------------------------|--------------------|--------------------|---------------------|---------------------|
| Personnel Services | | | | |
| Full-Time Salaries | \$5,464,408 | \$8,128,238 | \$6,958,455 | \$8,400,551 |
| Holiday Salary Full Time | \$356,613 | \$0 | \$377,630 | \$0 |
| Vacation Leave | \$455,483 | \$0 | \$496,886 | \$0 |
| Sick Leave | \$315,690 | \$0 | \$433,537 | \$0 |
| COVID PT Admin | \$217 | \$0 | \$0 | \$0 |
| Overtime | \$255,373 | \$141,200 | \$302,583 | \$135,328 |
| Out of Rank Pay | \$16,629 | \$35,757 | \$37,745 | \$35,757 |
| Hazardous Duty Pay | \$1,320 | \$0 | \$0 | \$0 |
| Longevity Pay | \$10,331 | \$0 | \$9,488 | \$0 |
| Shift Differential | \$11,311 | \$12,360 | \$12,360 | \$12,360 |
| PTO Final Pay | \$207,700 | \$121,000 | \$157,000 | \$121,000 |
| Job Incentive | \$302 | \$0 | \$1,577 | \$0 |
| Required Special License Pay | \$954 | \$0 | \$900 | \$0 |
| Pension | \$359,814 | \$445,743 | \$449,115 | \$480,458 |
| Supplemental Pension | \$0 | \$0 | \$200 | \$0 |
| Social Security | \$9,040 | \$0 | \$22,302 | \$0 |
| Pension ADC | \$548,770 | \$584,400 | \$584,400 | \$852,290 |
| Group Life Insurance | \$9,011 | \$19,857 | \$19,857 | \$23,209 |
| Unemployment | \$8,640 | \$9,200 | \$9,200 | \$9,360 |
| Pension 401a Match | \$0 | \$0 | \$30 | \$0 |
| Medicare | \$101,212 | \$107,878 | \$114,284 | \$115,310 |
| Long Term Disability | \$26,021 | \$21,361 | \$27,614 | \$22,841 |
| Health Insurance - Choice Plan | \$337,364 | \$0 | \$80,232 | \$161,928 |
| Benefits Adjustments | \$0 | \$21,400 | \$0 | \$24,047 |
| Health Insurance-Select Plan | \$635,031 | \$1,023,972 | \$1,039,815 | \$891,216 |
| Salaries - Part Time/Temporary | \$144,483 | \$384,730 | \$284,705 | \$288,547 |
| On the Job Injury | \$84,714 | \$30,000 | \$42,500 | \$30,000 |
| Proposed ISL | \$0 | \$0 | \$0 | \$488,021 |
| Bonus Pay | \$76,363 | \$0 | \$202,791 | \$0 |
| Expense Recovery - Personnel | -\$366,202 | -\$1,141,750 | -\$80,231 | -\$1,141,750 |
| General Retention Bonus Program | \$0 | \$0 | \$0 | \$34,500 |
| Total Personnel Services: | \$9,070,592 | \$9,945,346 | \$11,584,975 | \$10,984,973 |
| Materials and Supplies | | | | |
| City Hall Printing | \$762 | \$0 | \$3,428 | \$0 |
| City Storeroom Supplies | \$0 | \$5,140 | \$5,140 | \$5,140 |
| Facility Repair & Carpentry | \$0 | \$1,500 | \$400 | \$1,500 |
| City Shop Charges | \$235,910 | \$243,884 | \$252,665 | \$266,447 |
| City Shop Fuel | \$149,538 | \$191,500 | \$192,500 | \$152,319 |
| City Computer Svc Equipment | \$31,195 | \$39,706 | \$44,632 | \$59,706 |
| Data/Word Process Software | \$197 | \$0 | \$0 | \$0 |
| Pers Computer Software | \$172 | \$134,317 | \$140,666 | \$107,454 |
| City Telephone/Communications | \$2,545 | \$4,452 | \$4,762 | \$4,452 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|--------------------|--------------------|--------------------|--------------------|
| Printing - Outside | \$0 | \$820 | \$820 | \$820 |
| Supplies - Outside | \$45,065 | \$39,458 | \$44,958 | \$39,458 |
| Hand Tools | \$9,814 | \$11,000 | \$12,300 | \$11,000 |
| Clothing | \$28,128 | \$29,833 | \$30,533 | \$29,833 |
| Safety Equipment | \$10,659 | \$12,500 | \$13,700 | \$12,500 |
| Drafting/Photo Supplies | \$325 | \$0 | \$0 | \$0 |
| Outside Postage | \$624 | \$4,625 | \$4,753 | \$4,625 |
| Paints Oils & Glass | \$120,733 | \$425,000 | \$662,229 | \$425,000 |
| Steel & Iron Products | \$70,430 | \$172,000 | \$243,107 | \$172,000 |
| Pipe Fittings & Castings | \$436 | \$7,000 | \$7,000 | \$7,000 |
| Lime Cement & Gravel | \$0 | \$1,000 | \$1,035 | \$1,000 |
| Materials and Supplies | \$292,284 | \$340,462 | \$343,946 | \$342,462 |
| Maintenance Traffic Signal System | \$350,000 | \$262,347 | \$262,347 | \$262,347 |
| Outside Vehicle Repair | \$2,083 | \$4,740 | \$5,840 | \$4,740 |
| Outside Equipment Repair/Maintenance | \$60,937 | \$68,729 | \$68,729 | \$68,729 |
| Internal Repairs and Maintenance | \$230,443 | \$215,000 | \$220,000 | \$147,825 |
| Advertising/Publication | \$0 | \$1,000 | \$1,000 | \$1,000 |
| Outside Phone/Communications | \$45,591 | \$38,016 | \$49,280 | \$38,016 |
| Janitorial Services | \$12,225 | \$18,379 | \$17,200 | \$18,379 |
| Total Quality Management | -\$4,402 | \$0 | \$0 | \$0 |
| Seminars/Training/Education | \$18,601 | \$36,118 | \$36,118 | \$39,256 |
| Misc Professional Services | \$2,006,792 | \$1,830,150 | \$2,200,000 | \$2,730,150 |
| Travel Expense | \$3,291 | \$4,750 | \$5,542 | \$4,275 |
| Unreported Travel | \$0 | \$1,350 | \$1,350 | \$1,350 |
| Mileage | \$210,872 | \$179,903 | \$223,514 | \$206,913 |
| Utilities | \$233,920 | \$196,208 | \$198,724 | \$196,208 |
| Insurance | \$0 | \$0 | \$6 | \$0 |
| Claims | \$8,403 | \$15,000 | \$15,000 | \$40,000 |
| Lawsuits | \$13,500 | \$25,000 | \$44,000 | \$60,000 |
| Dues/Memberships/Periodicals | \$4,350 | \$25,000 | \$22,000 | \$25,000 |
| Radio Trunking Lease | \$0 | \$2,000 | \$2,000 | \$2,000 |
| Misc Services and Charges | \$556,920 | \$609,316 | \$621,253 | \$594,603 |
| Urban Art Maintenance | \$34,841 | \$35,000 | \$61,515 | \$35,000 |
| Expense Recovery - M & S | -\$70,948 | -\$311,000 | -\$36,269 | -\$311,000 |
| Total Materials and Supplies: | \$4,716,235 | \$4,921,203 | \$6,027,723 | \$5,807,507 |
| | | | | |
| Depreciation on Own Funds | | | | |
| Depreciation - Purchased | \$0 | \$0 | \$1,500 | \$0 |
| Total Depreciation on Own Funds: | \$0 | \$0 | \$1,500 | \$0 |
| | | | | |
| Capital Outlay | | | | |
| Vehicles | \$0 | \$0 | \$15,000 | \$0 |
| Prod/Constr/Maint Equipment | \$14,395 | \$44,000 | \$44,000 | \$44,000 |
| Equipment | \$24,990 | \$316,000 | \$310,000 | \$237,000 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|-------------------------------------|----------------------|-----------------------|-------------------------|-----------------------|
| Total Capital Outlay: | \$39,385 | \$360,000 | \$369,000 | \$281,000 |
| | | | | |
| Expense Recovery | | | | |
| Expense Recovery - State Street Aid | -\$6,903,530 | -\$5,435,300 | -\$5,435,300 | -\$5,435,300 |
| Total Expense Recovery: | -\$6,903,530 | -\$5,435,300 | -\$5,435,300 | -\$5,435,300 |
| | | | | |
| Service Charges | | | | |
| Credit Card Fees - Expense | \$41,088 | \$75,000 | \$50,000 | \$56,250 |
| Total Service Charges: | \$41,088 | \$75,000 | \$50,000 | \$56,250 |
| | | | | |
| Misc Expense | | | | |
| Prior Year Expense | \$0 | \$0 | \$1,099,002 | \$0 |
| Total Misc Expense: | \$0 | \$0 | \$1,099,002 | \$0 |
| Total: | \$6,963,770 | \$9,866,249 | \$13,696,900 | \$11,694,430 |

Executive



Antonio M. Adams, Sr.
Chief Operating Officer

Mission Statement

The Executive Division's mission is to provide direction, communication, and the resources necessary to create a stronger community for all Memphians.

Organization Structure

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 service centers: Mayor's Office, the Chief Operating Officer's Office, the Office of Community Affairs, the Office of Youth Services, the Office of Intergovernmental Affairs, and the Office of Communications. The Chief Operating Office provides direction and managerial support to the 311 Call Center, the Office of Performance Management, Memphis Animal Services, Internal Audit, the Memphis Public Service Corp, and the Group Violence Intervention Program (GVIP). All the services offered through the Executive Division function together to ensure responsive and cost-effective services are delivered to citizens.

Performance Highlights

In June 2023, Memphis was announced as one of 12 U.S. cities that achieved Gold What Works Cities Certification by Bloomberg Philanthropies, under the newly updated criteria. The Office of Performance Management (OPM) worked with leadership from multiple divisions to create both new external dashboards to better communicate with citizens, and internal dashboards to continue to effectively make data driven decisions.

The Office of Community Affairs (OCA) conducted 4 Manhood University and Women Offering Women Support sessions this year, graduating 606 men and women. Eligible program participants received assistance with expungements, driver license reinstatements (fees/fines) and job placement. This year, 267 program participants were approved for driver license reinstatement funding, 361 participants were submitted for non-conviction expungements resulting in 1884 such expungements to date. Additionally, 255 participants have been placed in jobs.

Supported eligible Memphians with assistance through MIFA emergency services including 677 mortgage and rent payments, and 867 utility payments.

Communications provided support to all divisions and departments of city government with media, public relations, marketing, and social media. The department also enhanced outreach to the public with live broadcast capabilities and in-house production.

Memphis Animal Services (MAS) took in 11,369 dogs and cats in FY24 and helped over 5,591 pets stay with their families through their Pet Resource Center, which provides pet owners with resources including pet food, medical care, and behavioral training.

The Memphis Public Service Corps (MPSC), whose members receive guidance on diploma, GED, trade, or degree programs while gaining meaningful work experience and providing service to the community through various blight remediation efforts around Memphis, collected 23,000 tires, 54,571 bags of litter, and cleared 4,445 drains.

Issues & Trends

While the delivery of government 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 a data-driven outcome focus.

Key Performance Indicators

Executive Legal Levels

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 the City of Memphis. The Office also promotes economic and industrial development through a partnership of businesses, government, and the community at large.

Chief Administrative Office

The Chief Administrative Office directs the operations of City Divisions to execute the policies of the mayor, perform authorized services efficiently, protect and maintain City assets, and conduct the planning and coordination of functions necessary to achieve stated goals and objectives.

Auditing

Auditing provides the Mayor, City Council, and all levels of management with objective analyses, appraisals, valuations, counsel, information, and recommendations concerning activities being reviewed.

311 Call Center

The 311 Call Center provides the citizens of the City of Memphis with a means to make requests for non-emergency services. Our online support system (Click Fix) and the "311" mobile app make it easy to submit service requests and track their progress. Suggestions and opinions can also be submitted via the system.

Office of Youth Services

The Memphis Office of Youth Services provides positive opportunities for Memphis Youth through three unique programs. The MPLOY Program is a six-week summer experience giving Memphis youth the opportunity to work with various businesses and organizations throughout Memphis. The Memphis Ambassadors Program, known as MAP, is a year-round program giving 681 Memphis Youth hard and soft skill training and internships in City government. This program also provides a leadership camp during the summer. The Memphis Office of Youth Services program for exceptional youth, "I AM INCLUDED," provides opportunities to our disabled youth. "Empowering Our Youth for Positive Results" is the mission of the Memphis Office of Youth Services.

Intergovernmental Affairs

The Intergovernmental Affairs Office coordinates the City's legislative efforts in Washington, D.C., and Nashville, and acts as the liaison between the Administration and the City Council as it relates to the City's legislative efforts. In coordination with our federal and state lobbyists, we identify legislation that will impact Memphis. We also pursue legislation in the interest of the city as it aligns with the administration's agenda to improve the quality of life for all Memphians. This office also facilitates board and commission appointments on behalf of the Mayor.

Memphis Animal Services

The Memphis Animal Services (MAS) Department was created by City Ordinance to enforce animal control laws for the city. MAS also provides a safe and caring environment for animals in need at its facility on Appling City Cove. MAS added to its mission a focus on helping citizens through its innovative Pet Resource Center, serving thousands of Memphis pet owners each year.

Community Affairs

Community Affairs, in partnership with City government, focuses on capacity building for individuals, community projects, and faith-based initiatives, as well as furthering cultural organizations.

Police Advisory Review Committee (PARC)

PARC is comprised of a seven-member review committee which provides an oversight into incidents of misconduct against law enforcement officers. The committee also help to strengthen the relationship between citizens and the Memphis Police Department: ensure a timely, fair, and objective review of citizen complaints

while protecting the individual rights of police officers and make recommendations concerning citizen complaints to the Chief of Police.

Communications

The Communications Department's mission is to share timely information with the public, City of Memphis employees, and the media. The department also has oversight of all our social media platforms, is responsible for the content of City of Memphis owned websites, and shares oversight for the city's open records requests from both the public and media with our legal division.

Office of Performance Management

The Office of Performance Management works to make the City of Memphis more productive, transparent, and accountable for its performance by supporting the use of data to improve City services.

Memphis Public Service Corp (MPSC)

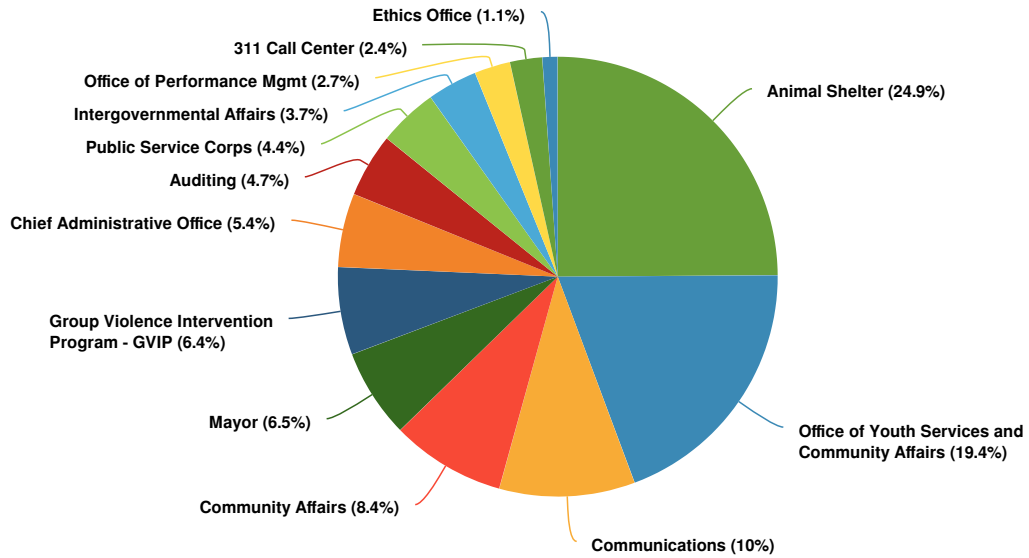
The Memphis Public Service Corps (MPSC) offers part-time employment opportunities to serve the community through various cleanup efforts around Memphis. The MPSC targets opportunity youth and those with certain criminal backgrounds but is open to the public. All participants are required to pursue educational opportunities to enhance their skills. As such, MPSC members receive guidance on diploma, GED, trade, or degree programs while gaining meaningful work experience.

Group Violence Intervention Program (GVIP)

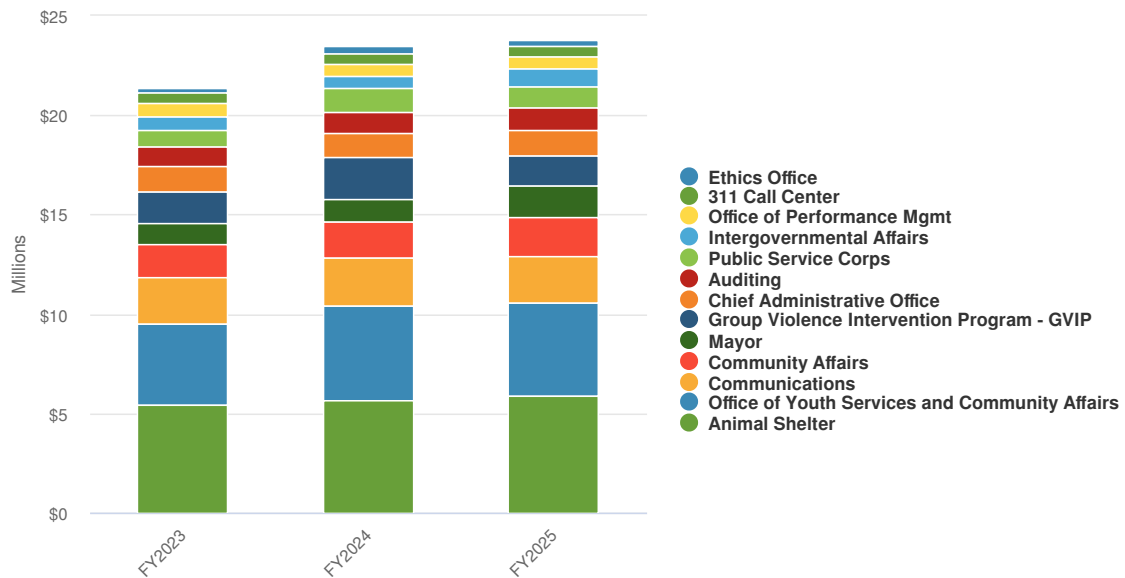
GVIP is a proactive, holistic plan to reduce violence in our city. This program activates current strategies developed and tracked by the Memphis-Shelby County Crime Commission's Safe Community Plan, as well as additional complementary elements that combine proven best practice models.

Expenditures by Legal Level

Budgeted Expenditures by Legal Level



Budgeted and Historical Expenditures by Legal Level

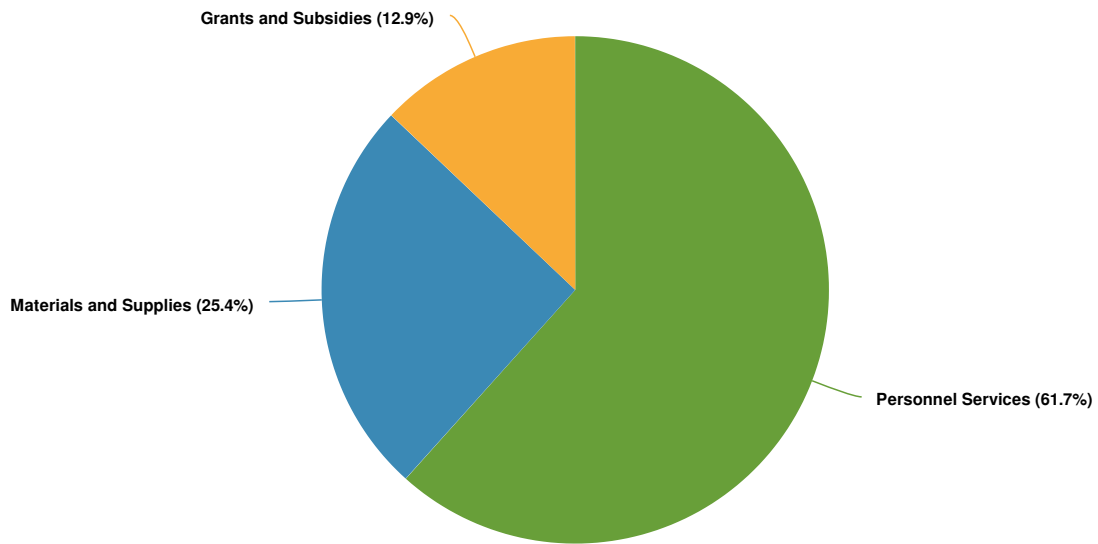


| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|--------------------|--------------------|--------------------|--------------------|
| Expenditures | | | | |
| Executive | | | | |
| Mayor | | | | |
| Personnel Services | \$881,602 | \$988,853 | \$972,159 | \$1,225,337 |
| Materials and Supplies | \$198,118 | \$161,990 | \$183,020 | \$329,854 |
| Total Mayor: | \$1,079,719 | \$1,150,843 | \$1,155,179 | \$1,555,191 |
| Chief Administrative Office | | | | |
| Personnel Services | \$747,944 | \$800,608 | \$777,139 | \$878,522 |
| Materials and Supplies | \$341,432 | \$411,655 | \$376,015 | \$414,871 |
| Total Chief Administrative Office: | \$1,089,376 | \$1,212,263 | \$1,153,154 | \$1,293,393 |
| Auditing | | | | |
| Personnel Services | \$547,608 | \$642,136 | \$652,431 | \$671,404 |
| Materials and Supplies | \$475,481 | \$464,873 | \$453,205 | \$444,138 |
| Total Auditing: | \$1,023,088 | \$1,107,009 | \$1,105,636 | \$1,115,542 |
| 311 Call Center | | | | |
| Personnel Services | \$476,786 | \$522,410 | \$440,170 | \$533,863 |
| Materials and Supplies | \$24,805 | \$29,111 | \$16,215 | \$27,111 |
| Total 311 Call Center: | \$501,591 | \$551,521 | \$456,385 | \$560,974 |
| Office of Youth Services and Community Affairs | | | | |
| Personnel Services | \$1,248,971 | \$1,823,540 | \$1,671,627 | \$1,789,857 |
| Materials and Supplies | \$431,949 | \$484,393 | \$437,425 | \$427,101 |
| Grants and Subsidies | \$2,339,575 | \$2,396,620 | \$2,496,620 | \$2,401,620 |
| Total Office of Youth Services and Community Affairs: | \$4,020,494 | \$4,704,553 | \$4,605,672 | \$4,618,578 |
| Intergovernmental Affairs | | | | |
| Personnel Services | \$158,033 | \$152,965 | \$95,011 | \$500,681 |
| Materials and Supplies | \$473,982 | \$423,633 | \$438,101 | \$373,633 |
| Total Intergovernmental Affairs: | \$632,016 | \$576,598 | \$533,112 | \$874,314 |
| Ethics Office | | | | |
| Personnel Services | \$292,952 | \$354,559 | \$333,188 | \$251,343 |
| Materials and Supplies | \$18,332 | \$19,700 | \$19,015 | \$16,700 |
| Total Ethics Office: | \$311,284 | \$374,260 | \$352,203 | \$268,043 |
| Animal Shelter | | | | |
| Personnel Services | \$4,015,438 | \$4,548,479 | \$4,371,135 | \$4,861,260 |
| Materials and Supplies | \$1,309,588 | \$1,133,691 | \$1,232,644 | \$1,060,739 |
| Service Charges | \$2,508 | \$0 | -\$20,862 | \$0 |
| Total Animal Shelter: | \$5,327,534 | \$5,682,170 | \$5,582,917 | \$5,921,999 |

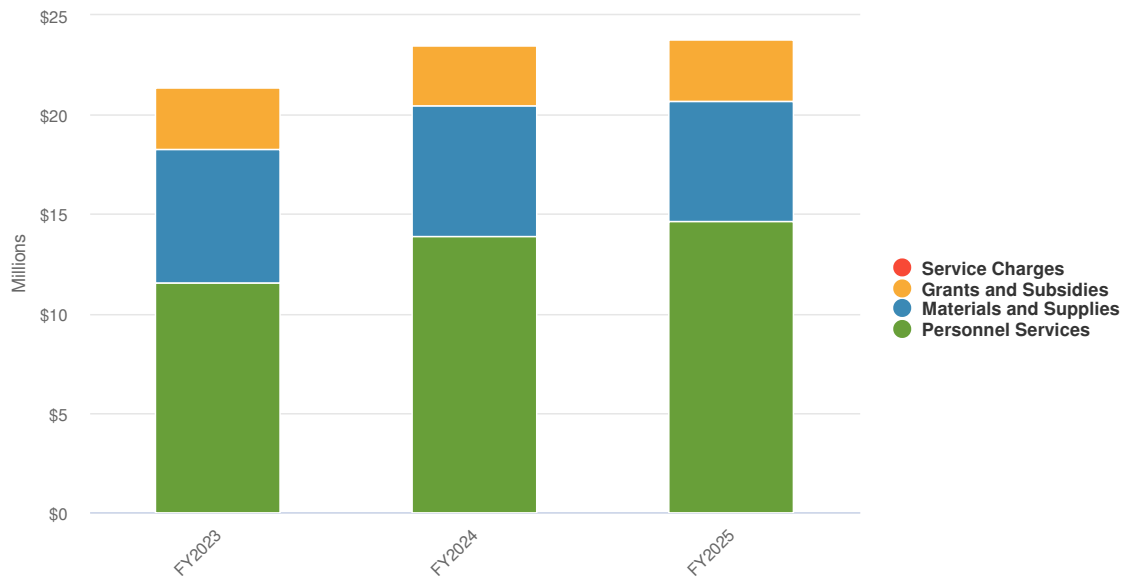
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|---------------------|---------------------|---------------------|---------------------|
| Community Affairs | | | | |
| Personnel Services | \$707,460 | \$964,102 | \$768,470 | \$910,893 |
| Materials and Supplies | \$187,814 | \$195,244 | \$177,643 | \$422,379 |
| Grants and Subsidies | \$794,587 | \$669,218 | \$669,218 | \$669,218 |
| Total Community Affairs: | \$1,689,861 | \$1,828,564 | \$1,615,331 | \$2,002,490 |
| Communications | | | | |
| Personnel Services | \$1,285,307 | \$1,418,595 | \$1,393,335 | \$1,501,056 |
| Materials and Supplies | \$990,430 | \$998,665 | \$1,103,156 | \$872,650 |
| Total Communications: | \$2,275,738 | \$2,417,260 | \$2,496,491 | \$2,373,706 |
| Office of Performance Mgmt | | | | |
| Personnel Services | \$302,663 | \$302,410 | \$278,687 | \$321,799 |
| Materials and Supplies | \$323,413 | \$344,387 | \$301,314 | \$309,735 |
| Total Office of Performance Mgmt: | \$626,076 | \$646,797 | \$580,001 | \$631,534 |
| Public Service Corps | | | | |
| Personnel Services | \$712,112 | \$1,007,484 | \$917,371 | \$856,055 |
| Materials and Supplies | \$139,166 | \$172,230 | \$153,923 | \$179,172 |
| Total Public Service Corps: | \$851,277 | \$1,179,714 | \$1,071,294 | \$1,035,227 |
| Group Violence Intervention Program - GVIP | | | | |
| Personnel Services | \$233,905 | \$338,914 | \$365,229 | \$361,454 |
| Materials and Supplies | \$1,320,450 | \$1,744,340 | \$1,686,174 | \$1,169,255 |
| Total Group Violence Intervention Program - GVIP: | \$1,554,355 | \$2,083,254 | \$2,051,403 | \$1,530,709 |
| Total Executive: | \$20,982,409 | \$23,514,806 | \$22,758,778 | \$23,781,701 |
| Total Expenditures: | \$20,982,409 | \$23,514,806 | \$22,758,778 | \$23,781,701 |

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | | | | |
| Full-Time Salaries | \$6,502,367 | \$8,795,580 | \$6,691,084 | \$9,338,908 |
| Holiday Salary Full Time | \$400,033 | \$0 | \$414,493 | \$0 |
| Vacation Leave | \$417,594 | \$0 | \$334,719 | \$0 |
| Sick Leave | \$240,631 | \$0 | \$245,390 | \$0 |
| CIT | -\$120 | \$0 | \$0 | \$0 |
| Overtime | \$259,252 | \$225,000 | \$316,190 | \$225,000 |
| Out of Rank Pay | \$41,341 | \$3,000 | \$17,045 | \$3,000 |
| Hazardous Duty Pay | \$51,336 | \$60,000 | \$62,282 | \$60,000 |
| College Incentive Pay | \$1,883 | \$1,372 | \$2,185 | \$1,441 |
| Shift Differential | \$2,567 | \$3,000 | \$503 | \$3,000 |
| PTO Final Pay | \$102,081 | \$46,680 | \$514,148 | \$46,680 |
| Required Special License Pay | \$5,417 | \$1,000 | \$732 | \$1,000 |
| Pension | \$431,361 | \$477,655 | \$432,335 | \$506,332 |
| Social Security | \$97,776 | \$0 | \$98,132 | \$0 |
| Pension ADC | \$581,850 | \$676,500 | \$676,500 | \$982,073 |
| Group Life Insurance | \$8,704 | \$19,054 | \$8,441 | \$21,290 |
| Unemployment | \$9,760 | \$9,360 | \$9,389 | \$8,800 |
| Medicare | \$135,449 | \$114,637 | \$146,305 | \$121,520 |
| Long Term Disability | \$28,779 | \$21,473 | \$27,247 | \$22,028 |
| Health Insurance - Choice Plan | \$354,789 | \$0 | \$86,711 | \$203,064 |
| Benefits Adjustments | \$0 | \$134,512 | \$0 | \$134,512 |
| Health Insurance-Select Plan | \$591,984 | \$962,028 | \$860,121 | \$763,776 |
| Salaries - Part Time/Temporary | \$1,620,918 | \$2,315,954 | \$1,947,585 | \$2,217,852 |
| On the Job Injury | \$65,029 | \$88,250 | \$61,882 | \$88,250 |
| Bonus Pay | \$141,318 | \$0 | \$151,318 | \$0 |
| Sign On Bonus Pay | \$15,000 | \$0 | \$0 | \$0 |
| Spot Bonus Pay | \$2,000 | \$0 | \$3,000 | \$5,000 |
| Expense Recovery - Personnel | -\$498,321 | -\$90,000 | -\$90,000 | -\$90,000 |
| Pension - Library | \$0 | \$0 | \$18,215 | \$0 |
| Total Personnel Services: | \$11,610,780 | \$13,865,056 | \$13,035,952 | \$14,663,525 |
| Materials and Supplies | | | | |
| City Hall Printing | \$12,995 | \$0 | \$71,081 | \$6,000 |
| City Hall Postage | \$0 | \$500 | \$0 | \$500 |
| City Shop Charges | \$118,044 | \$117,128 | \$138,536 | \$149,223 |
| Info Sys Phone/Communication | \$0 | \$1,000 | \$0 | \$1,000 |
| City Shop Fuel | \$81,929 | \$70,103 | \$69,966 | \$75,215 |
| Outside Computer Services | \$9,083 | \$6,580 | \$7,178 | \$6,580 |
| City Computer Svc Equipment | \$76,035 | \$91,641 | \$80,498 | \$137,750 |
| Pers Computer Software | \$0 | \$17,306 | \$13,526 | \$20,306 |
| Printing - Outside | \$22,052 | \$60,044 | \$11,203 | \$60,044 |
| Supplies - Outside | \$80,834 | \$66,368 | \$57,624 | \$58,368 |
| Hand Tools | \$606 | \$500 | \$175 | \$500 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------------------------------------|----------------------|-----------------------|-------------------------|-----------------------|
| Clothing | \$18,106 | \$53,250 | \$17,486 | \$43,250 |
| Household Supplies | \$56,026 | \$55,000 | \$56,206 | \$55,000 |
| Safety Equipment | \$33 | \$1,000 | \$916 | \$1,000 |
| Medical Supplies | \$327,355 | \$325,000 | \$306,031 | \$260,000 |
| Outside Postage | \$5,646 | \$5,000 | \$5,750 | \$5,000 |
| Materials and Supplies | \$245,540 | \$380,933 | \$406,996 | \$284,519 |
| Miscellaneous Expense | \$60,883 | \$44,949 | \$42,000 | \$39,949 |
| Outside Equipment Repair/Maintenance | \$32,952 | \$5,500 | \$13,468 | \$5,500 |
| Medical/Dental/Veterinary | \$175,762 | \$50,000 | \$191,256 | \$100,000 |
| Accounting/Auditing/Cons | \$411,697 | \$399,299 | \$400,107 | \$389,299 |
| Advertising/Publication | \$583,652 | \$642,060 | \$606,039 | \$528,045 |
| Outside Phone/Communications | \$84,000 | \$58,909 | \$60,916 | \$89,909 |
| Janitorial Services | \$96,784 | \$110,400 | \$89,850 | \$90,400 |
| Security | \$0 | \$26,700 | \$15,000 | \$14,517 |
| Seminars/Training/Education | \$28,591 | \$52,000 | \$29,434 | \$61,000 |
| Misc Professional Services | \$3,338,060 | \$3,546,365 | \$3,670,286 | \$3,134,628 |
| Rewards and Recognition | \$43,233 | \$43,500 | \$500 | \$23,500 |
| Staff Development | \$4,074 | \$1,000 | \$415 | \$1,000 |
| Travel Expense | \$61,533 | \$61,702 | \$28,902 | \$48,702 |
| Mileage | \$3,926 | \$19,950 | \$2,785 | \$11,090 |
| Utilities | \$173,126 | \$221,215 | \$171,169 | \$150,534 |
| Claims | \$0 | \$2,000 | \$0 | \$2,000 |
| Lawsuits | \$0 | \$25,000 | \$0 | \$25,000 |
| Dues/Memberships/Periodicals | \$114,519 | \$110,010 | \$125,937 | \$242,010 |
| Misc Services and Charges | \$50,244 | \$50,000 | \$26,135 | \$50,000 |
| Expense Recovery - M & S | -\$89,006 | -\$150,000 | -\$150,000 | -\$150,000 |
| Catering | \$6,647 | \$12,000 | \$10,479 | \$26,000 |
| Total Materials and Supplies: | \$6,234,960 | \$6,583,912 | \$6,577,850 | \$6,047,338 |
| | | | | |
| Service Charges | | | | |
| Credit Card Fees - Expense | \$2,508 | \$0 | -\$20,862 | \$0 |
| Total Service Charges: | \$2,508 | \$0 | -\$20,862 | \$0 |
| | | | | |
| Grants and Subsidies | | | | |
| Payment To Subgrantees | \$6,400 | \$0 | \$0 | \$0 |
| MIFA General Assistance | \$794,587 | \$669,218 | \$669,218 | \$669,218 |
| Ambassador's Fellowship Pay | \$2,333,175 | \$2,396,620 | \$2,496,620 | \$2,401,620 |
| Total Grants and Subsidies: | \$3,134,161 | \$3,065,838 | \$3,165,838 | \$3,070,838 |
| Total: | \$20,982,409 | \$23,514,806 | \$22,758,778 | \$23,781,701 |

Finance



Walter Person
Chief Financial Officer

Mission Statement

The Finance Division's mission is to provide fiscal leadership, integrity, and superior financial services through prudent and efficient management of the City's financial affairs.

Organization Structure

Goal

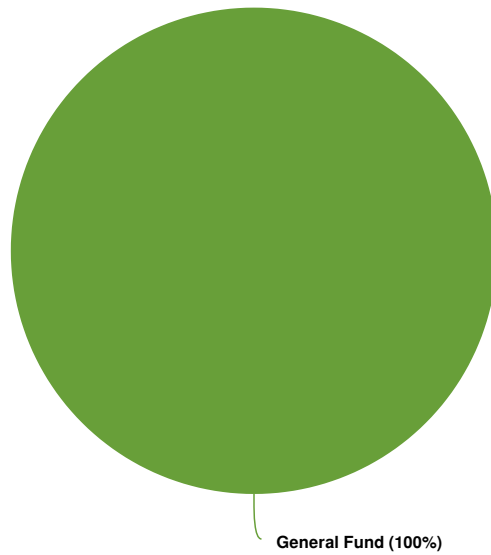
To provide financial management, information, and business products to policy makers, colleagues, agencies, investors, and the Memphis community so they have confidence in City Government, make informed decisions, and achieve desired results.

Services

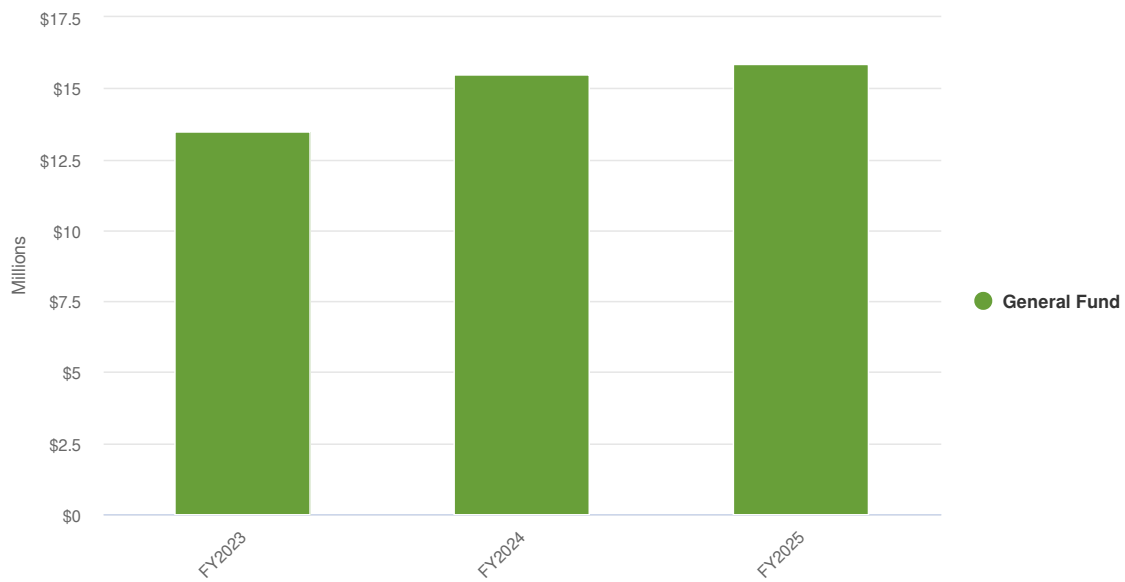
The City's Financial Division is committed to the preparation and maintenance of timely, accurate, and transparent accounting records and financial reporting. The core responsibilities include disbursement of payments to employees/retirees, vendors, contractors, and others; procurement of materials, products, and construction services; prudent management of the city assets and investments; timely and appropriate issuance of debt; and administration of the Office of Business Diversity and Compliance (OBDC). There is an emphasis on a service-oriented, team approach to providing financial information, systems, and policies to develop, manage, and defend the Operating and Capital Budgets. The Division's fiduciary expertise supports 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.

Expenditures by Fund

2025 Expenditures by Fund



Budgeted and Historical 2025 Expenditures by Fund



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|----------------------------|---------------------|---------------------|---------------------|---------------------|
| General Fund | | | | |
| Personnel Services | \$7,736,998 | \$9,507,874 | \$9,100,417 | \$10,200,826 |
| Materials and Supplies | \$2,521,662 | \$2,528,537 | \$2,582,166 | \$2,192,938 |
| Capital Outlay | \$12,522 | \$10,000 | \$72,067 | \$10,000 |
| Investment Fees | \$155,582 | \$149,652 | \$149,652 | \$149,652 |
| Grants and Subsidies | \$2,265,481 | \$3,309,300 | \$2,109,300 | \$3,309,300 |
| Misc Expense | \$858,815 | \$0 | \$0 | \$0 |
| Total General Fund: | \$13,551,061 | \$15,505,364 | \$14,013,602 | \$15,862,716 |

Performance Highlights

- Maintained ratings of Aa2 and AA from Moody's Investors Service, Inc. and S&P Global Ratings, respectively
- Issued Tennessee's first social bond debt for City revitalization and renovation initiatives through the Accelerate Memphis capital program.

Issues & Trends

The Finance Division continues to encourage a culture of excellence by refining the internal Division processes that lead to effective, efficient, and responsive services.

The Finance Division, in collaboration with the Mayor, City Council, and partnership agencies is undertaking the development of the City's long-term capital strategic planning to ensure financial stability and continuity of operational initiatives for future generations. This plan will provide financial and operational alignment with Memphis 3.0 Comprehensive Plan, the Park's master plan, and the development of the Library master plan.

The Finance Division funding for FY25 provides for continued progress toward the implementation of a new treasury system in calendar year 2025.

Key Performance Indicators

| Financial Management | FY23 ACTUAL | FY24 GOAL | FY24 ACTUAL | FY25 GOAL | CATEGORY |
|--|-----------------------|-----------------------|-----------------------|--------------------------|-----------------|
| Unassigned fund balance Percentage of General Fund Expenditures (%) | 100% | 10% | 100% | 10% | Government |
| Monthly financial reporting completed by the 10th day of the following month(%) | 100% | 100% | 100% | 100% | Government |
| Accurately submitted vendor payments processed withing 5 business days (%) | 75% | 100% | 90% | 100% | Government |
| PURCHASING | FY23 ACTUAL | FY24 GOAL | FY24 ACTUAL | FY25 GOAL | CATEGORY |
| Regular purchase orders completed within 30 days (%) | 95% | 95% | 95% | 100% | Government |
| Construction requisitions completed within 120 days (%) | 95% | 95% | 95% | 100% | Government |
| BUDGET OFFICE | FY23 ACTUAL | FY24 GOAL | FY24 ACTUAL | FY25 GOAL | CATEGORY |
| Submit Operating Budget Ordinance to the State within 15 days of the approved adopted budget. | No | Yes | Yes | Yes | Government |
| Submit budget book to Government Finance Officers Association (GFOA) withing 90 days of budget approval. | No | Yes | Yes | Yes | Government |
| DEBT MANAGEMENT | FY23 ACTUAL | FY24 GOAL | FY24 ACTUAL | FY25 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 (comparable to 3-month treasury bill rate (%)) | 100% | 100% | 100% | 100% | Government |
| EQUAL BUSINESS OPPORTUNITY AND DEVELOPMENT | FY23 ACTUAL | FY24 GOAL | FY24 ACTUAL | FY25 GOAL | CATEGORY |
| Contracts monitored for compliance (%) | 1,679 | 1,500 | 1,317 | 1,500 | Economy |
| City of Memphis spending with MWBE vendors (%) | 27.54% | 24.00% | 26.56% | 24.00% | Economy |
| BUSINESS DEVELOPMENT CENTER | FY23 ACTUAL | FY24 GOAL | FY24 ACTUAL | FY25 GOAL | CATEGORY |
| Outreach events for MWBE vendors completed annually (#) | 193 | 50 | 346 | 100 | Economy |
| Certified MWBE vendors registered with the City of Memphis (#) | 450 | 500 | 486 | 500 | Economy |

Finance Legal Levels

Administration

Finance Administration provides leadership and direction to all Finance Division service centers and coordinates all financial functions of the City.

Administration houses the Chief Financial Officer, Deputy Chief Financial Officer, Office Manager, and Special Projects Manager. The CFO also serves as the Chairman of the Pension Investment Committee.

Financial Management

This legal level includes Financial Accounting-Governmental Activities, Financial Accounting-Operational Activities, Accounts Payable, Payroll, Records Management, and the Office of Grants Compliance service centers. The overall goal of the Financial Management legal level is to ensure the integrity of the City's financial information by preparing and maintaining accurate accounting records, providing timely and accurate financial reports to City Divisions, management and staff, and preparing the Annual Comprehensive Financial Report (ACFR) following Government Accounting Standards Board (GASB) regulations, Generally Accepted Accounting Principles (GAAP), and legal requirements. Additional responsibilities include ensuring that agendas and minutes of City Council meetings are prepared and retained, and ordinances are published by following legal requirements (Records Management), and examining grant program and funding compliance with federal, state, and private requirements (Office of Grants Compliance).

Procurement

The Procurement Department serves City operations and the public by delivering reliable, responsive, and high-quality procurement and contracting services to the Citizens of the City of Memphis. The Procurement service center adheres to the procurement laws of the State of Tennessee and the City Charter by implementing a fair and transparent procurement process while engaging local businesses and maximizing purchasing value by applying procurement best practices.

Budget Office

The Budget Office seeks to maximize city resources by monitoring financial trends, assisting Divisions with their budget management, and evaluating budget performance throughout the year. In addition, the Budget Office is responsible for the development and publishing of the City's Annual Operating Budgets, which play a vital role in communicating the city's policy document to the citizens of Memphis.

Debt Management

Debt Management operates under three major functions: (1) Market Management includes maintaining communications with bond rating agencies, developing, and managing relationships with other municipal bond market participants, and monitoring the municipal bond market to ensure the City is kept abreast of events that may impact the City's debt or its access to capital markets. (2) Debt Issuance involves managing the issuance and compliance of bonds, notes, and leases. (3) Debt Administration manages the timely payment of principal and interest on the City's outstanding debt and ensures the City's disclosure obligations are filed timely.

These priorities have a significant impact on the operating and capital budgets as expenditures and improvements are chosen to meet the administration's focus priorities and positively impact outcomes for the citizens of Memphis.

Investment Management is responsible for actively managing the City's idle 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 plan

assets, and Other Post-Employment Benefits (OPEB) assets.

Treasury

The Treasury Service Center is responsible for the effective, efficient, and accurate collection and reporting of City revenues. The Treasurer is also responsible for the preparation and distribution of the City's tax billings, tax assistance program services, and the administration of the Payment in Lieu of Taxes (PILOT) contracts.

Office of Financial & Strategic Planning

The Office of Financial and Strategic Planning monitors and evaluates existing trends and the development of new enhancement opportunities while supporting the development of strategic financial goals. This office also prepares and monitors the Capital Improvement Budget (CIP).

Office of Business Diversity and Compliance

The Office of Business Diversity and Compliance (OBDC) serves as the administrator for Business Opportunity Program compliance activities for the City of Memphis. OBDC is the facilitator for the Equal Business Opportunity Program, Small Business Enterprise Programs, and services rendered through the Business Development Center. This office functions as the catalyst through which small MWBEs can fully participate in the Minority and Women Business Enterprises available program and ensures that MWBEs are included in the economic expansion of the Memphis business community. This office also facilitates the participation of public and private sector business entities in local MWBE business development opportunities through the execution of inclusive economic development strategies. Services are budgeted through the Finance Division, but activities are supervised by the Executive Division.

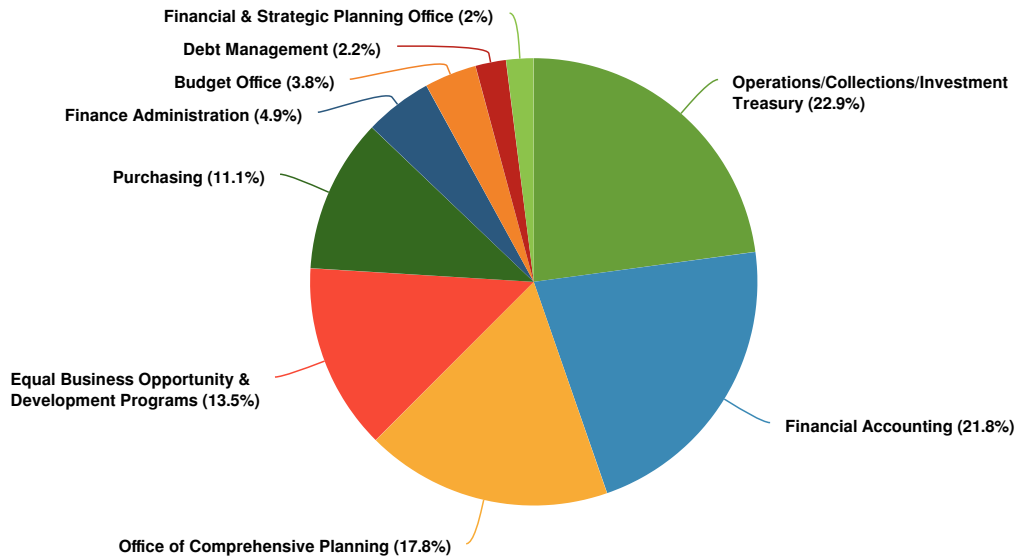
Office of Comprehensive Planning

The mission of this service center is to develop and administer plans, programs, and services that result in thriving, livable neighborhoods and connected communities.

The Office of Comprehensive Planning actively engages with the citizens of Memphis to develop strategies and implement programs that will enhance the quality of life for all Memphians in alignment with the Memphis 3.0 Comprehensive Plan.

Expenditures by Legal Level

Budgeted Expenditures by Legal Level



Budgeted and Historical Expenditures by Legal Level

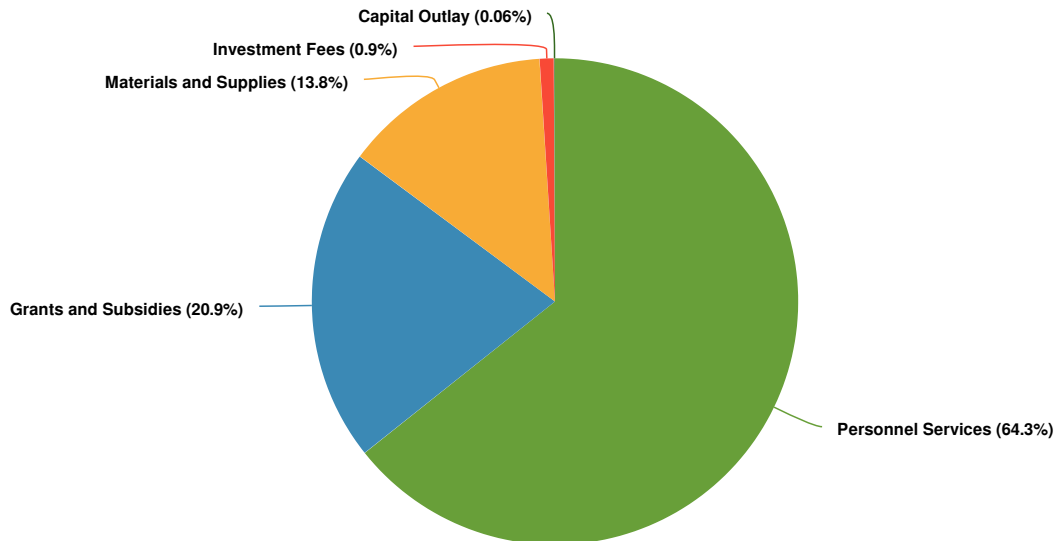


| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|--------------------|--------------------|--------------------|--------------------|
| Expenditures | | | | |
| Finance & Administration | | | | |
| Finance Administration | | | | |
| Personnel Services | \$474,726 | \$488,837 | \$585,797 | \$628,077 |
| Materials and Supplies | \$205,087 | \$139,817 | \$196,986 | \$139,817 |
| Capital Outlay | \$1,470 | \$10,000 | \$10,000 | \$10,000 |
| Total Finance Administration: | \$681,283 | \$638,654 | \$792,784 | \$777,894 |
| Financial Accounting | | | | |
| Personnel Services | \$2,518,959 | \$3,301,989 | \$3,192,164 | \$3,205,709 |
| Materials and Supplies | \$542,421 | \$257,447 | \$340,452 | \$256,272 |
| Capital Outlay | \$4,114 | \$0 | \$5,280 | \$0 |
| Total Financial Accounting: | \$3,065,494 | \$3,559,436 | \$3,537,896 | \$3,461,981 |
| Purchasing | | | | |
| Personnel Services | \$944,859 | \$1,177,865 | \$1,205,959 | \$1,361,854 |
| Materials and Supplies | \$339,239 | \$468,225 | \$309,272 | \$406,151 |
| Capital Outlay | \$0 | \$0 | \$56,787 | \$0 |
| Misc Expense | \$85,120 | \$0 | \$0 | \$0 |
| Total Purchasing: | \$1,369,218 | \$1,646,090 | \$1,572,018 | \$1,768,005 |
| Budget Office | | | | |
| Personnel Services | \$475,783 | \$370,390 | \$384,867 | \$520,669 |
| Materials and Supplies | \$66,392 | \$76,821 | \$202,354 | \$76,861 |
| Capital Outlay | \$6,939 | \$0 | \$0 | \$0 |
| Total Budget Office: | \$549,113 | \$447,211 | \$587,221 | \$597,530 |
| Debt Management | | | | |
| Personnel Services | \$90,476 | \$257,779 | \$182,422 | \$320,807 |
| Materials and Supplies | \$25,903 | \$31,254 | \$33,838 | \$31,254 |
| Total Debt Management: | \$116,379 | \$289,033 | \$216,260 | \$352,061 |
| Operations/Collections/Investment Treasury | | | | |
| Personnel Services | \$1,271,315 | \$1,359,602 | \$1,446,635 | \$1,392,959 |
| Materials and Supplies | \$473,787 | \$446,577 | \$358,390 | \$434,103 |
| Grants and Subsidies | \$765,481 | \$1,800,000 | \$600,000 | \$1,800,000 |
| Total Operations/Collections/Investment Treasury: | \$2,510,582 | \$3,606,179 | \$2,405,025 | \$3,627,062 |
| Financial & Strategic Planning Office | | | | |
| Personnel Services | \$153,212 | \$311,616 | \$144,971 | \$233,382 |
| Materials and Supplies | \$766 | \$100,500 | \$114,859 | \$80,623 |
| Total Financial & Strategic Planning Office: | \$153,978 | \$412,116 | \$259,830 | \$314,005 |
| Equal Business Opportunity & Development Programs | | | | |

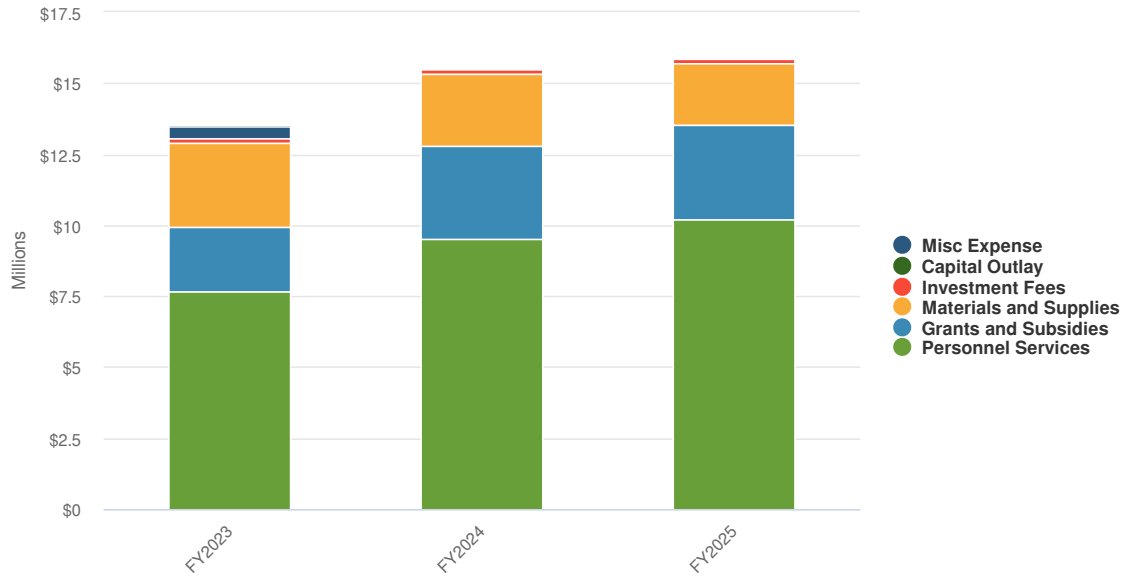
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | \$1,056,378 | \$1,229,206 | \$1,109,314 | \$1,404,628 |
| Materials and Supplies | \$854,714 | \$996,347 | \$889,996 | \$726,647 |
| Grants and Subsidies | \$0 | \$9,300 | \$9,300 | \$9,300 |
| Total Equal Business Opportunity & Development Programs: | \$1,911,093 | \$2,234,853 | \$2,008,609 | \$2,140,575 |
| Office of Comprehensive Planning | | | | |
| Personnel Services | \$751,290 | \$1,010,591 | \$848,288 | \$1,132,742 |
| Materials and Supplies | \$13,353 | \$11,550 | \$25,699 | \$41,210 |
| Investment Fees | \$155,582 | \$149,652 | \$149,652 | \$149,652 |
| Grants and Subsidies | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$1,500,000 |
| Total Office of Comprehensive Planning: | \$2,420,226 | \$2,671,793 | \$2,523,639 | \$2,823,604 |
| Finance & Administration LL | | | | |
| Materials and Supplies | \$0 | \$0 | \$110,320 | \$0 |
| Misc Expense | \$773,695 | \$0 | \$0 | \$0 |
| Total Finance & Administration LL: | \$773,695 | \$0 | \$110,320 | \$0 |
| Total Finance & Administration: | \$13,551,061 | \$15,505,364 | \$14,013,602 | \$15,862,716 |
| Total Expenditures: | \$13,551,061 | \$15,505,364 | \$14,013,602 | \$15,862,716 |

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|----------------------------------|--------------------|--------------------|--------------------|---------------------|
| Personnel Services | | | | |
| Full-Time Salaries | \$5,478,305 | \$8,051,372 | \$5,998,666 | \$8,571,648 |
| Holiday Salary Full Time | \$344,160 | \$0 | \$456,025 | \$0 |
| Vacation Leave | \$358,325 | \$0 | \$410,528 | \$0 |
| Bonus Leave | \$207 | \$0 | \$0 | \$0 |
| Sick Leave | \$255,989 | \$0 | \$337,955 | \$0 |
| Overtime | \$16,873 | \$5,000 | \$11,928 | \$5,000 |
| Holiday Fire/Police | \$0 | \$0 | \$901 | \$0 |
| Out of Rank Pay | \$15,231 | \$0 | \$33,192 | \$0 |
| Shift Differential | \$7 | \$0 | \$0 | \$0 |
| PTO Final Pay | \$60,142 | \$15,000 | \$88,383 | \$15,000 |
| Pension | \$337,820 | \$438,187 | \$441,713 | \$449,819 |
| Social Security | \$14,179 | \$0 | \$26,444 | \$0 |
| Pension ADC | \$566,440 | \$582,900 | \$582,900 | \$857,269 |
| Group Life Insurance | \$9,041 | \$21,256 | \$21,445 | \$21,110 |
| Unemployment | \$7,600 | \$7,600 | \$7,680 | \$7,680 |
| Medicare | \$93,794 | \$104,495 | \$111,018 | \$107,266 |
| Long Term Disability | \$23,763 | \$20,309 | \$24,647 | \$21,121 |
| Health Insurance - Choice Plan | \$264,749 | \$0 | \$51,923 | \$115,824 |
| Benefits Adjustments | \$0 | \$20,776 | \$0 | \$20,776 |
| Health Insurance-Select Plan | \$423,056 | \$763,884 | \$872,441 | \$669,168 |
| Salaries - Part Time/Temporary | \$267,925 | \$454,876 | \$433,168 | \$317,924 |
| On the Job Injury | \$6,071 | \$4,260 | \$4,614 | \$4,260 |
| Tuition Reimbursement - New | \$750 | \$0 | \$0 | \$0 |
| Bonus Pay | \$171,168 | \$1,000 | \$165,635 | \$0 |
| Sign On Bonus Pay | \$8,750 | \$0 | \$0 | \$0 |
| Spot Bonus Pay | \$250 | \$0 | \$2,250 | \$0 |
| Sign On Bonus Pay OT | \$0 | \$0 | \$0 | \$0 |
| Expense Recovery - Personnel | -\$987,599 | -\$983,040 | -\$983,040 | -\$983,040 |
| Total Personnel Services: | \$7,736,998 | \$9,507,874 | \$9,100,417 | \$10,200,826 |
| Materials and Supplies | | | | |
| City Hall Printing | \$9,921 | \$0 | \$7,723 | \$6,947 |
| City Shop Charges | \$59,097 | \$76,052 | \$50,527 | \$105,834 |
| City Shop Fuel | \$0 | \$0 | \$15,000 | \$294 |
| Outside Computer Services | \$0 | \$1,000 | \$1,000 | \$1,000 |
| City Computer Svc Equipment | \$57,146 | \$28,900 | \$28,332 | \$31,588 |
| Pers Computer Software | \$688 | \$16,281 | \$10,239 | \$16,281 |
| Printing - Outside | \$31,401 | \$49,200 | \$77,901 | \$59,200 |
| Supplies - Outside | \$134,321 | \$150,000 | \$159,284 | \$156,743 |
| Food Expense | \$844 | \$0 | \$1,151 | \$1,025 |
| Document Reproduction - Outside | \$0 | \$2,000 | \$2,000 | \$2,000 |
| Clothing | \$0 | \$0 | \$62 | \$0 |
| Drafting/Photo Supplies | \$0 | \$250 | \$250 | \$250 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Outside Postage | \$74,942 | \$109,400 | \$55,328 | \$112,240 |
| Materials and Supplies | \$23,446 | \$39,000 | \$24,061 | \$42,422 |
| Miscellaneous Expense | \$7,733 | \$5,842 | \$14,196 | \$9,697 |
| Internal Repairs and Maintenance | \$0 | \$1,000 | \$1,000 | \$1,000 |
| Legal Services/Court Cost | \$0 | \$5,000 | \$1,000 | \$5,000 |
| Advertising/Publication | \$126,134 | \$209,782 | \$131,892 | \$126,587 |
| Outside Phone/Communications | \$35,467 | \$15,450 | \$31,282 | \$20,789 |
| Security | \$48,882 | \$33,500 | \$45,856 | \$33,500 |
| Seminars/Training/Education | \$25,274 | \$60,000 | \$52,423 | \$62,000 |
| Misc Professional Services | \$1,777,264 | \$1,475,747 | \$1,547,908 | \$1,149,407 |
| Travel Expense | \$45,850 | \$60,000 | \$56,381 | \$57,000 |
| Mileage | \$519 | \$1,500 | \$1,096 | \$1,500 |
| Utilities | \$0 | \$10,000 | \$5,000 | \$10,000 |
| Claims | \$0 | \$1,000 | \$110,820 | \$1,000 |
| Lawsuits | \$0 | \$25,000 | \$25,000 | \$25,000 |
| Dues/Memberships/Periodicals | \$8,594 | \$18,933 | \$13,654 | \$20,933 |
| Rent | \$0 | \$169,000 | \$169,000 | \$169,000 |
| Misc Services and Charges | \$54,170 | \$64,700 | \$42,800 | \$64,700 |
| Expense Recovery - M & S | -\$30 | -\$100,000 | -\$100,000 | -\$100,000 |
| Total Materials and Supplies: | \$2,521,662 | \$2,528,537 | \$2,582,166 | \$2,192,938 |
| Capital Outlay | | | | |
| Furniture/Furnishings | \$6,939 | \$0 | \$56,787 | \$0 |
| Equipment | \$5,584 | \$10,000 | \$15,280 | \$10,000 |
| Total Capital Outlay: | \$12,522 | \$10,000 | \$72,067 | \$10,000 |
| Investment Fees | | | | |
| Investment Fee | \$155,582 | \$149,652 | \$149,652 | \$149,652 |
| Total Investment Fees: | \$155,582 | \$149,652 | \$149,652 | \$149,652 |
| Grants and Subsidies | | | | |
| Planning & Development | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$1,500,000 |
| RBC Training/Certification Program | \$0 | \$4,650 | \$4,650 | \$4,650 |
| Tax Receivable Sale Vendor | \$765,481 | \$1,800,000 | \$600,000 | \$1,800,000 |
| Contr Assist Prog/Bonding | \$0 | \$4,650 | \$4,650 | \$4,650 |
| Total Grants and Subsidies: | \$2,265,481 | \$3,309,300 | \$2,109,300 | \$3,309,300 |
| Misc Expense | | | | |
| Prior Year Expense | \$858,815 | \$0 | \$0 | \$0 |
| Total Misc Expense: | \$858,815 | \$0 | \$0 | \$0 |
| Total: | \$13,551,061 | \$15,505,364 | \$14,013,602 | \$15,862,716 |

Fire Services



Gina Sweat
Chief Fire Services

Mission Statement

The Fire Department's mission is to provide Teamwork with commitment to excellence, compassion, and immediate community protection.

Organization Structure

Services

The Fire Services Division plays a key role in addressing a critical public safety function for the City of Memphis. 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, emergency management, 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.

Recruitment

Fire Recruitment focuses on attracting qualified candidates for open positions in an attempt to improve and maintain staff levels in Fire Suppression, Emergency Medical Services, and Fire Communications while reducing overtime cost and improving response capabilities. Fire Recruitment uses state of the art recruitment techniques to improve national visibility and garners interest from an expanded candidate pool.

Performance Highlights

Memphis Fire Department has an Insurance Services Offices Public Protection Class 1 rating. Class 1 is the best rating available which is held by less than 1% of fire departments nationally and brings potential insurance savings to residents and commercial businesses.

Memphis Fire Department Emergency Medical Service personnel are challenged to be the best in our profession through the demonstration of clinical competencies. A new mobile training lab allows more on-site training for new equipment, new procedures, and skills competency to provide the best care to the citizens of Memphis.

The Memphis Fire Department (MFD) successfully secured multiple grants this year, significantly enhancing our capabilities and sustainability. Below is a summary of our key grant-funded projects:

Reducing Diesel Emissions Grant: This grant funded the acquisition of two alternative-fueled, idle-reduction ambulances, reducing pollution and enhancing the resilience of the MFD fleet.

Assistance to Firefighters Vehicle Grant: MFD's Emergency Medical Service department received funding to add four new ambulances to our fleet, improving our emergency response capacity.

Hazard Mitigation and Emergency Planning Grant: Highway Tanker Leaks and Trench Rescues: A one-of-a-kind training simulator was equipped for these specific emergencies.

Hazardous Substances Identification: We acquired advanced equipment to identify hazardous substances and provided specialized training for our personnel.

Assistance to Firefighters Operations and Safety Grant:

- **Personal Accountability Systems:** Implemented state-of-the-art networking and dog-tag style systems for all firefighters.
- **Mobile Radio Repeaters:** Installed in command vehicles to eliminate dead spots during incidents in high-rise structures.
- **Community Paramedicine Training:** Funded training for the Right-Response Health Care Navigators Bureau's response model.
- **Firefighter Protective Gear:** Provided funding to equip 250 new firefighter recruits with protective gear sets, ensuring their safety as they join our ranks.

Fire Prevention and Safety Grant: Initiated a comprehensive pre-planning project to gather detailed information on every commercial structure in Memphis. This project will aid in constructing emergency response plans and prioritizing fire inspections.

Staffing for Adequate Fire and Emergency Response (SAFER) Grant: This grant funded the hiring of 56 firefighter paramedics, strengthening our team for the next three years.

Port Security Grant: Funded the replacement of our firefighting foam supply with a safer, environmentally friendly alternative, enhancing the safety of both personnel and the citizens of Memphis.

Firefighting installed or replaced residential smoke alarms and batteries supplied by both the City of Memphis and the State of Tennessee for residents who requested or during neighborhood blitzes. Fire companies and our Public Educators reached 183,053 citizens through public out-reach programs.

In FY24, Fire Communications received 304,075 calls for service which resulted in 163,948 Incidents and 366,641 Responses. This was an increase in call volume of 1% over FY23 and ninety-three percent of all Emergency 911 calls in FY24 were answered within 20 seconds.

The Fire Prevention Bureau partnered with the City's Office of Planning and Development, City and County Engineering, City and County Fire, Memphis Light Gas and Water, and Office of Construction Code Enforcement to implement a new integrated software solution to achieve the greater convenience, clarity, transparency, and service of the development process and process steps to customers. This will allow for better coordination between the various divisions and add convenience for customers conducting business with the Fire Marshal's office.

The Memphis Fire Department Recruitment team used innovative ways to recruit both nationally and locally. They hired 239 new Firefighters from 24 states capturing 171 candidates with National Registry EMS certifications which helped the department reduce overtime costs and staffing pitfalls.

The Memphis Fire Department host an internal podcast called “Rumor Has It” to improve internal communication to keep personnel informed and up to date on all pertinent information they need to perform their duties. Memphis Fire Department has increased its social media presence on Facebook, Twitter, and TikTok to strengthen public relations and inform the community on public health, safety, and recruitment opportunities.

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.

Beginning in fiscal year 2025, EMS renewed a five-year agreement with Stryker for state-of-the-art medical equipment and supplies. This agreement includes Stryker’s newly patented cardiac monitor, LifePak 35, making the Memphis Fire Department one of the first fire departments in the United States to utilize this equipment and better care for patients. Through grant funding, the Crisis Assessment and Response to Emergencies (CARE) program increased personnel and response vehicles for responding to mental and behavioral health calls. EMS continues to study data for trends that drive positive change, while managing supply chain challenges for medical supplies, pharmaceuticals, and a continual increase in call volume. In addition, EMS and the Office of Emergency Management continue to partner with the Mid-South Emergency Planning Coalition to better serve the citizens of Memphis.

The Memphis Fire Department Training Academy updated the Professional Development program to include all levels of management with the goal of improving knowledge of leadership, workplace diversity, and day to day operations. Fire Training partnered with the State Fire Commission to update the qualification packet for new fire equipment operators to ensure compliance with NFPA 1002.

Data-driven decisions continue to shape how the Memphis Fire Department delivers services to the citizens of Memphis.

The Fire Prevention Bureau published Fire Prevention and Public Fire Education Planning Guide. The guide is intended to provide a framework for the focused delivery of Fire Prevention messaging the ongoing efforts of fire and life safety educational outreach programs. It correlates with the Tennessee State Fire Marshal’s plan to enhance clarity and consistency in reaching target audiences within the City of Memphis for maximum impact.

Fire Planning designed several renovation projects including Fire Station 34 and 46. The renovations solve the gender separation issues and both stations were retrofitted with more efficient LED lighting. The construction on these projects began in early FY24 and are nearing completion. Fire Station 11 Renovation Project made much-needed repairs and upgrades to our 2nd oldest operational fire station, while preserving the fire station’s original architectural design. Construction was recently completed on the Fire Station Patio Project, which provided covered outdoor cooking spaces for our fire fighters. The much-needed equipment upgrades at The Chester Anderson Training Center continue with the FY24 Audio/Visual Project. Fire Planning has Architectural and Engineering Projects coming up to continue these improvements at several other stations.

In addition, to partnering with Shelby County Schools to provide fire science curriculum for high school students, we are participating in the Summer Youth Employment program to provide participants an opportunity to obtain the knowledge and skills required to enter careers in the medical field. Teens, from the age of 17-19 engaging in a four-week curriculum that promotes knowledge of the human body, mathematic conversions, medical terminology, critical and strategic thinking, team collaboration, and research. These programs allow us to recruit applicants with an interest in joining the emergency services within the city.

Key Performance Indicators

| ADMINISTRATION | FY23 ACTUAL | FY24 GOAL | FY24 ACTUAL | FY25 GOAL | CATEGORY |
|---|--------------------|------------------|--------------------|------------------|-----------------|
| Citizen Complaints - Field Oper. - Make initial contact within 1 business day; resolve complaint within 10 business days | 100% | 100% | 100% | 100% | Government |
| Citizen Complaints - Fire Prevention - Complete safety investigations of life-threatening conditions on same business day; non-life-threatening conditions within two business days | 100% | 100% | 100% | 100% | Public Safety |
| | | | | | |
| SUPPORT SERVICES | FY23 ACTUAL | FY24 GOAL | FY24 ACTUAL | FY25 GOAL | CATEGORY |
| Fire Hydrant - Critical service, maintenance or repair complete within 1 business day | 99% | 100% | 100% | 100% | Public Safety |
| Fire Hydrant - Non-critical service, maintenance or repair complete within 1 business day | 95% | 95% | 95% | 95% | Public Safety |
| | | | | | |
| COMMUNICATIONS | FY23 ACTUAL | FY24 GOAL | FY24 ACTUAL | FY25 GOAL | CATEGORY |
| Answer all fire and emergency medical service calls within 20 seconds of receipt | 93% | 95% | 95% | 95% | Public Safety |
| Process all applicable Fire calls within 106 seconds of receipt. | 77% | 85% | 85% | 85% | Public Safety |
| | | | | | |
| FIRE PREVENTION | FY23 ACTUAL | FY24 GOAL | FY24 ACTUAL | FY25 GOAL | CATEGORY |
| Complete annual fire and life-safety code inspections for occupancies that require fire department approval for state licensing | 100% | 100% | 100% | 100% | Public Safety |
| Determine the cause and origin of all fires | 95% | 90% | 90% | 90% | Public Safety |
| Improve fire and life-safety through citizens attending public education and outreach programs | 191,744 | 250,000 | 188,053 | 200,000 | Public Safety |
| | | | | | |
| FIRE FIGHTING | FY23 ACTUAL | FY24 GOAL | FY24 ACTUAL | FY25 GOAL | CATEGORY |
| Turnout for fire incidents within 80 seconds | 80% | 80% | 80% | 68% | Public Safety |
| Respond to structure fire incidents within 320 seconds from time of dispatch for first arriving company on the scene | 77% | 80% | 80% | 71% | Public Safety |
| Perform smoke alarm outreach in at-risk residences | 10,370 | 7,500 | 10,709 | 8,000 | Public Safety |
| | | | | | |
| EMERGENCY MEDICAL SERVICES | FY23 ACTUAL | FY24 GOAL | FY24 ACTUAL | FY25 GOAL | CATEGORY |
| Staff 56 Advanced Life Support (ALS) companies daily | 99% | 99% | 90% | 100% | Public Safety |
| Respond to emergent incidents within 540 seconds from the time an ambulance is dispatched to arrival on the scene | 81% | 81% | 82% | 80% | Public Safety |
| Realize return of spontaneous circulation (ROSC) score for all non-traumatic adult patient arrests measures cardiac arrest outcomes | 29% | 29% | 24% | 25% | Public Safety |
| | | | | | |
| AIRPORT | FY23 ACTUAL | FY24 GOAL | FY24 ACTUAL | FY25 GOAL | CATEGORY |
| Achieve zero runway incursions or surface incidents | 0 | 0 | 0 | 0 | Public Safety |

Fire Services Legal Levels

Administration

Fire Administration provides leadership with responsible financial management, strategic planning, and customer service for employees and citizens. The 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 using critical data analysis.

Fire Apparatus Maintenance

Apparatus Maintenance interfaces with the Division of General Services Fleet Management for preventive maintenance, repair, and readiness of 24-hour emergency response equipment. This service center also handles contracts, specifications and work orders for areas such as Air Mask services.

Logistical Services

Logistical Services provides inventory and support of all service center needs. This service center furnishes medical supplies, office supplies, furniture, and household supplies to the firefighting and support bureaus. This center also maintains all fire hoses, fire hydrants, turnout clothing, and equipment covers for firefighting.

Fire – Training Services

The Fire Training Center trains and educates employees in the most advanced fire-fighting skills training 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 and fire suppression.

Communications

Communications provide receipt and transmission of all emergency calls. This service center receives all calls for fire and emergency medical services and dispatches the closest available fire company or emergency unit to be on the scene in the shortest possible time.

Fire Prevention

The Fire Prevention Service Center focuses on arson investigations, fire and life safety occupancy and special event inspections, construction and fire and life safety system plan reviews, and public fire and life safety educational outreach programs. Fire Prevention provides state-certified inspectors who ensure a response to perform plan reviews and fire code enforcement inspections within two workdays of receipt.

Fire Fighting

Fire Fighting provides an 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.

Emergency Medical Services

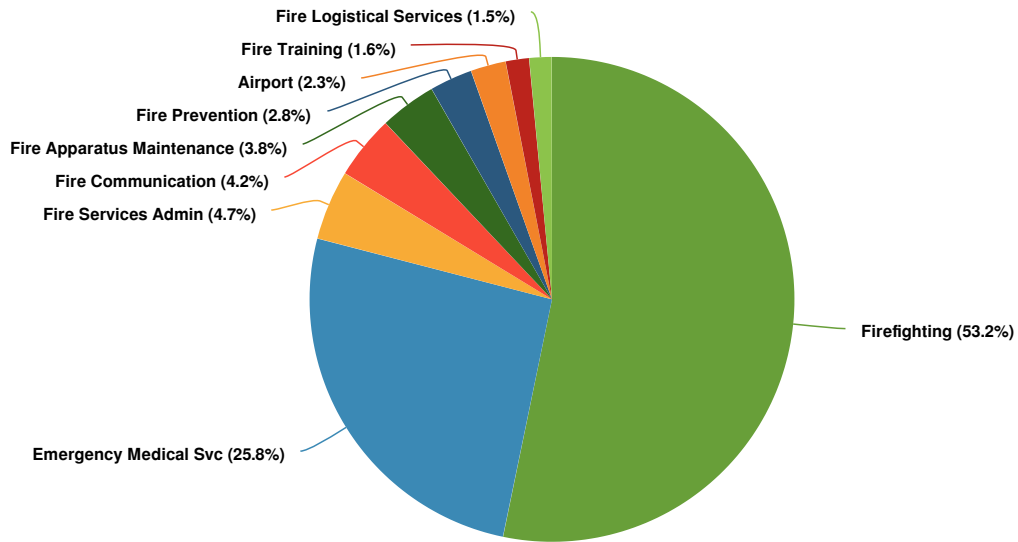
EMS provides an emergency pre-hospital medical response to the sick and injured citizens and visitors in the City of Memphis. The Memphis Fire Department has developed an EMS System which integrates three main components for the delivery of emergency medical care. The Office of Emergency Management provides support to area and incident Commanders through pre-planning community partnerships, and resource allocation outside of City government.

Airport

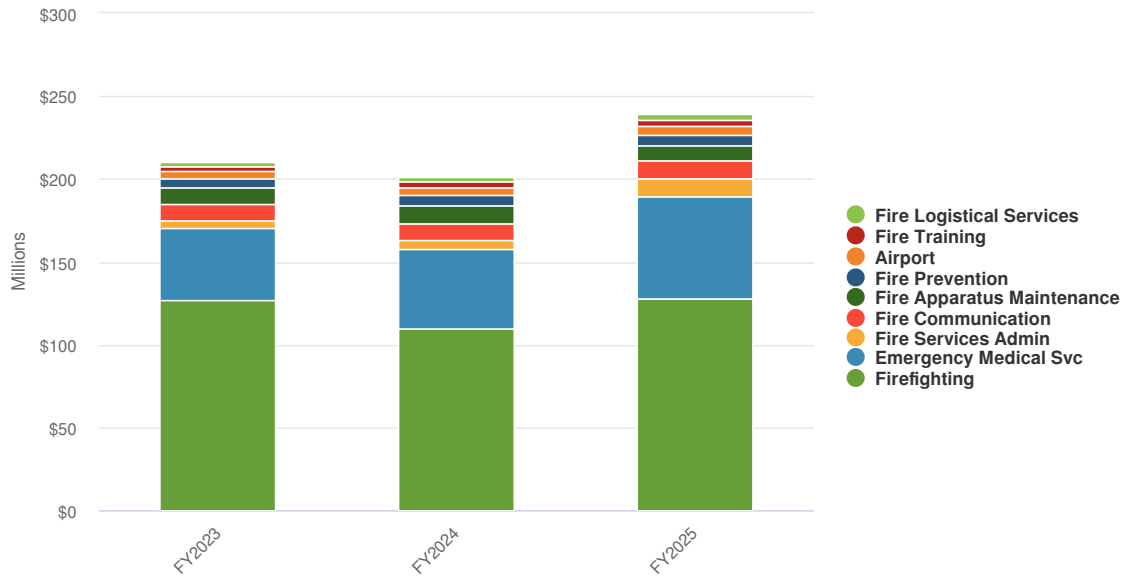
The Airport provides quality customer service through emergency fire response, emergency medical services, and special operations with emphasis on disaster preparedness involving airport emergencies.

Expenditures by Legal Level

Budgeted Expenditures by Legal Level



Budgeted and Historical Expenditures by Legal Level

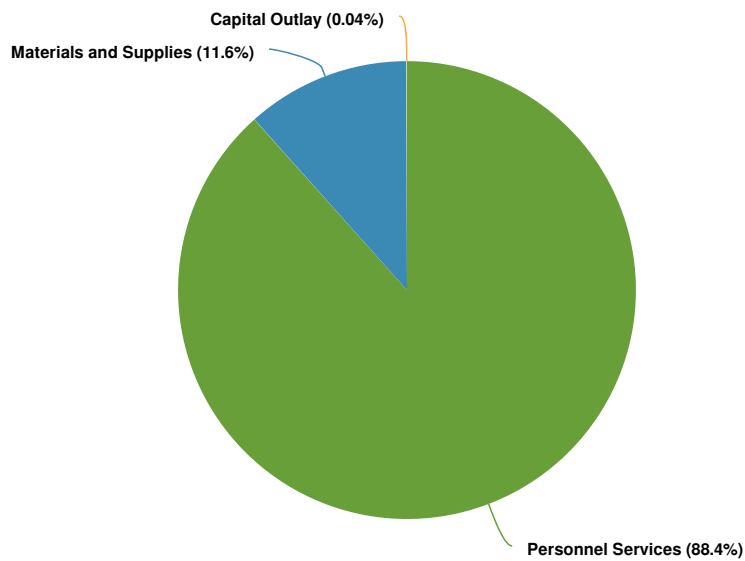


| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|----------------------|----------------------|----------------------|----------------------|
| Expenditures | | | | |
| Fire Services | | | | |
| Fire Services Admin | | | | |
| Personnel Services | \$2,841,067 | \$3,461,751 | \$3,221,860 | \$7,013,519 |
| Materials and Supplies | \$1,626,899 | \$2,122,500 | \$2,480,462 | \$4,182,800 |
| Total Fire Services Admin: | \$4,467,966 | \$5,584,251 | \$5,702,322 | \$11,196,319 |
| Fire Apparatus Maintenance | | | | |
| Personnel Services | \$77,005 | \$0 | \$0 | \$0 |
| Materials and Supplies | \$9,653,907 | \$10,785,116 | \$10,991,827 | \$9,059,243 |
| Total Fire Apparatus Maintenance: | \$9,730,912 | \$10,785,116 | \$10,991,827 | \$9,059,243 |
| Fire Logistical Services | | | | |
| Personnel Services | \$1,647,352 | \$1,894,402 | \$1,792,954 | \$2,098,567 |
| Materials and Supplies | \$1,186,817 | \$1,149,512 | \$1,313,228 | \$1,470,300 |
| Capital Outlay | \$38,821 | \$39,100 | \$39,000 | \$50,000 |
| Total Fire Logistical Services: | \$2,872,991 | \$3,083,014 | \$3,145,182 | \$3,618,867 |
| Fire Training | | | | |
| Personnel Services | \$2,541,757 | \$2,789,990 | \$2,954,126 | \$3,032,057 |
| Materials and Supplies | \$569,559 | \$610,940 | \$592,539 | \$693,980 |
| Capital Outlay | \$583 | \$2,900 | \$500 | \$3,000 |
| Total Fire Training: | \$3,111,899 | \$3,403,830 | \$3,547,165 | \$3,729,037 |
| Fire Communication | | | | |
| Personnel Services | \$6,199,195 | \$7,194,055 | \$7,278,867 | \$7,971,435 |
| Materials and Supplies | \$3,415,506 | \$2,071,672 | \$2,382,274 | \$2,179,650 |
| Total Fire Communication: | \$9,614,701 | \$9,265,727 | \$9,661,141 | \$10,151,086 |
| Fire Prevention | | | | |
| Personnel Services | \$5,606,747 | \$6,168,928 | \$6,257,924 | \$6,602,285 |
| Materials and Supplies | \$190,209 | \$211,835 | \$209,606 | \$226,985 |
| Total Fire Prevention: | \$5,796,956 | \$6,380,763 | \$6,467,530 | \$6,829,269 |
| Firefighting | | | | |
| Personnel Services | \$122,711,088 | \$107,499,352 | \$121,456,605 | \$124,789,099 |
| Materials and Supplies | \$2,460,562 | \$2,207,515 | \$3,768,279 | \$2,810,121 |
| Total Firefighting: | \$125,171,650 | \$109,706,867 | \$125,224,884 | \$127,599,220 |
| Emergency Medical Svc | | | | |
| Personnel Services | \$37,434,049 | \$41,779,805 | \$42,186,286 | \$55,107,779 |
| Materials and Supplies | \$6,293,200 | \$6,437,372 | \$6,501,510 | \$6,708,850 |
| Capital Outlay | \$13,532 | \$14,000 | \$14,000 | \$14,000 |
| Misc Expense | \$360 | \$0 | \$0 | \$0 |
| Total Emergency Medical Svc: | \$43,741,142 | \$48,231,177 | \$48,701,795 | \$61,830,629 |

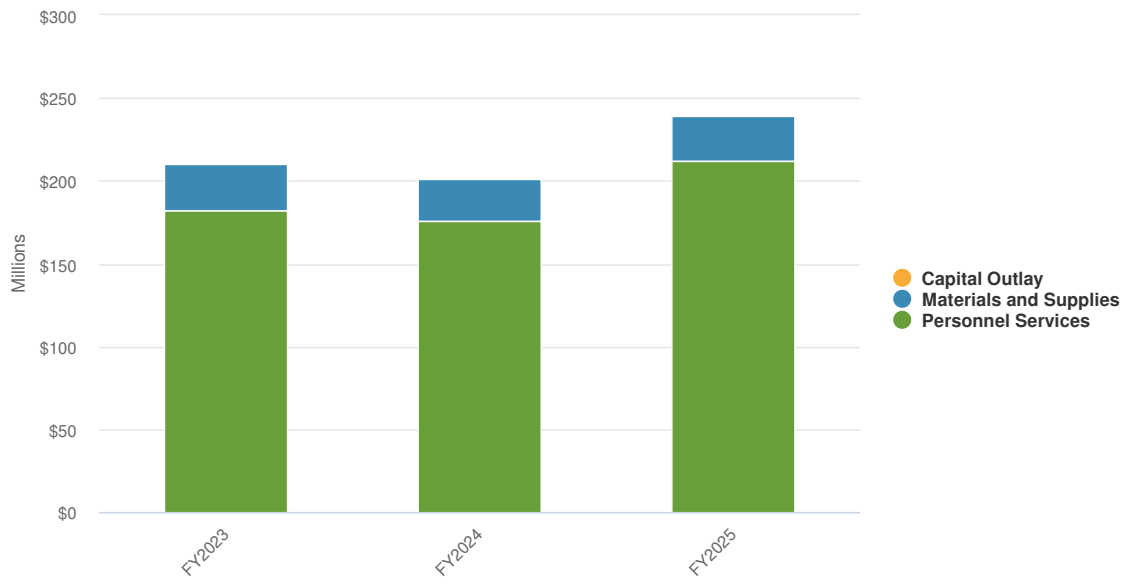
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------------------------------|----------------------|----------------------|----------------------|----------------------|
| Airport | | | | |
| Personnel Services | \$4,228,485 | \$4,630,969 | \$5,266,990 | \$5,219,314 |
| Materials and Supplies | \$239,798 | \$252,209 | \$290,622 | \$376,066 |
| Capital Outlay | \$30,000 | \$30,000 | \$17,327 | \$30,000 |
| Total Airport: | \$4,498,283 | \$4,913,178 | \$5,574,939 | \$5,625,380 |
| Fire Services LL | | | | |
| Transfers Out | \$0 | \$0 | \$125,226 | \$0 |
| Total Fire Services LL: | \$0 | \$0 | \$125,226 | \$0 |
| Total Fire Services: | \$209,006,500 | \$201,353,923 | \$219,142,011 | \$239,639,049 |
| Total Expenditures: | \$209,006,500 | \$201,353,923 | \$219,142,011 | \$239,639,049 |

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|-----------------------------------|---------------|----------------|------------------|----------------|
| Personnel Services | | | | |
| Full-Time Salaries | \$89,062,686 | \$121,728,749 | \$100,671,167 | \$145,594,099 |
| Holiday Salary Full Time | \$612,945 | \$0 | \$638,167 | \$0 |
| Vacation Leave | \$11,059,396 | \$0 | \$13,068,571 | \$0 |
| Bonus Leave | \$68,648 | \$0 | \$39,678 | \$0 |
| Sick Leave | \$7,977,565 | \$0 | \$9,584,822 | \$0 |
| Vacation Day Paid | \$324,360 | \$0 | \$496,346 | \$0 |
| Overtime | \$21,104,652 | \$13,772,091 | \$21,140,117 | \$19,747,356 |
| Holiday Fire/Police | \$5,279,699 | \$4,853,000 | \$5,644,366 | \$5,585,070 |
| Out of Rank Pay | \$1,758,103 | \$1,592,500 | \$2,226,025 | \$2,062,500 |
| Hazardous Duty Pay | \$122,836 | \$121,000 | \$123,692 | \$144,200 |
| College Incentive Pay | \$2,516,640 | \$2,861,580 | \$2,861,640 | \$3,067,571 |
| Longevity Pay | \$732,302 | \$643,680 | \$733,619 | \$655,560 |
| Shift Differential | \$36,838 | \$46,900 | \$46,461 | \$44,900 |
| Bonus Days | \$180,200 | \$2,000,000 | \$113,705 | \$379,100 |
| PTO Final Pay | \$3,271,583 | \$1,375,596 | \$3,435,204 | \$3,286,941 |
| Job Incentive | \$954,454 | \$998,400 | \$1,066,187 | \$1,020,600 |
| MFD Retention Bonus Program | \$8,032,351 | \$0 | -\$25,409 | \$0 |
| Fire Extended Duty Bonus | \$230,874 | \$0 | \$700,421 | \$0 |
| Pension | \$7,565,201 | \$6,945,810 | \$7,990,655 | \$7,575,759 |
| Supplemental Pension | \$3,769 | \$2,803 | \$2,746 | \$1,962 |
| Social Security | \$20,620 | \$14,161 | \$11,918 | \$14,161 |
| Pension ADC | \$8,628,000 | \$8,586,100 | \$8,586,100 | \$12,997,970 |
| Group Life Insurance | \$157,624 | \$330,658 | \$179,816 | \$369,989 |
| Unemployment | \$129,280 | \$116,960 | \$117,327 | \$122,480 |
| Pension 401a Match | \$992 | \$1,833 | \$478 | \$1,833 |
| Medicare | \$2,154,893 | \$1,664,351 | \$2,342,943 | \$1,815,041 |
| Long Term Disability | \$437,089 | \$332,672 | \$486,585 | \$362,238 |
| Health Insurance - Choice Plan | \$6,097,983 | \$0 | \$798,833 | \$1,407,672 |
| Benefits Adjustments | \$0 | \$1,876,602 | \$0 | \$2,716,253 |
| Health Insurance-Select Plan | \$11,364,460 | \$16,979,196 | \$17,689,378 | \$15,841,896 |
| Salaries - Part Time/Temporary | \$158,646 | \$193,972 | \$76,670 | \$140,741 |
| On the Job Injury | \$3,225,880 | \$1,580,396 | \$1,737,644 | \$2,392,396 |
| Proposed ISL | \$0 | \$0 | \$0 | \$2,925,757 |
| Bonus Pay | \$41,792 | \$0 | \$36,801 | \$0 |
| Referral Bonus Pay | \$16,500 | \$0 | \$4,000 | \$0 |
| Sign On Bonus Pay | \$23,750 | \$0 | \$90,055 | \$150,000 |
| Spot Bonus Pay | \$250 | \$0 | \$0 | \$0 |
| Sign On Bonus Pay OT | \$1,877 | \$0 | \$3,231 | \$0 |
| MFD Salary Sales Tax Ref Recovery | \$0 | -\$12,816,000 | -\$11,748,000 | -\$13,456,800 |
| MFD Retention Bonus Recovery | -\$8,032,351 | \$0 | -\$2,149,130 | \$0 |
| Expense Recovery - Personnel | -\$2,035,640 | -\$383,757 | -\$1,244,681 | -\$303,000 |
| MFD Retention Bonus Program OT | \$0 | \$0 | \$2,836,955 | \$0 |
| Tuition Reimb Supplemental | \$0 | \$0 | \$511 | \$0 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|
| General Retention Bonus Program | \$0 | \$0 | \$0 | \$1,500 |
| MFD Pension ADC Expense Recovery | \$0 | \$0 | \$0 | -\$4,831,690 |
| Total Personnel Services: | \$183,286,747 | \$175,419,252 | \$190,415,612 | \$211,834,054 |
| Materials and Supplies | | | | |
| City Hall Printing | \$2,326 | \$0 | \$3,054 | \$0 |
| Facility Repair & Carpentry | \$11,006 | \$15,000 | \$10,229 | \$15,000 |
| City Shop Charges | \$6,823,980 | \$7,668,949 | \$7,668,949 | \$6,590,159 |
| City Shop Fuel | \$2,378,983 | \$2,750,166 | \$2,750,166 | \$1,893,534 |
| City Computer Svc Equipment | \$50,685 | \$62,500 | \$66,643 | \$125,500 |
| Pers Computer Software | \$1,866 | \$442,072 | \$441,847 | \$481,600 |
| Printing - Outside | \$0 | \$500 | \$0 | \$500 |
| Supplies - Outside | \$197,342 | \$246,000 | \$279,893 | \$272,000 |
| Hand Tools | \$4,141 | \$22,500 | \$76,869 | \$23,500 |
| Clothing | \$561,675 | \$710,000 | \$716,375 | \$743,330 |
| Household Supplies | \$592,550 | \$380,600 | \$615,176 | \$502,600 |
| Ammunition & Explosives | \$488 | \$500 | \$460 | \$500 |
| Safety Equipment | \$153,465 | \$172,500 | \$287,280 | \$286,000 |
| Drafting/Photo Supplies | \$5,537 | \$8,500 | \$7,352 | \$8,500 |
| Medical Supplies | \$3,148,158 | \$3,000,000 | \$2,954,171 | \$3,020,166 |
| Athletic/Recreational Supplies | \$0 | \$1,000 | \$0 | \$1,000 |
| Outside Postage | \$2,379 | \$1,600 | \$3,936 | \$1,600 |
| Lumber & Wood Products | \$10,302 | \$13,000 | \$1,253 | \$13,000 |
| Paints Oils & Glass | \$5,800 | \$7,000 | \$7,000 | \$7,000 |
| Steel & Iron Products | \$2,388 | \$2,000 | \$2,360 | \$2,000 |
| Pipe Fittings & Castings | \$49,688 | \$70,000 | \$70,000 | \$70,000 |
| Lime Cement & Gravel | \$1,373 | \$6,000 | \$3,646 | \$6,000 |
| Materials and Supplies | \$94,593 | \$115,975 | \$117,600 | \$134,425 |
| Outside Vehicle Repair | \$129,642 | \$90,000 | \$89,706 | \$140,000 |
| Outside Equipment Repair/Maintenance | \$2,305,989 | \$1,300,000 | \$1,327,710 | \$1,352,450 |
| Internal Repairs and Maintenance | \$189,350 | \$173,313 | \$137,428 | \$202,000 |
| Medical/Dental/Veterinary | \$5,169 | \$15,300 | \$5,296 | \$10,000 |
| Advertising/Publication | \$0 | \$0 | \$0 | \$375,000 |
| Outside Phone/Communications | \$220,161 | \$225,000 | \$197,525 | \$225,000 |
| Janitorial Services | \$0 | \$0 | \$29,350 | \$30,000 |
| Security | \$0 | \$600 | \$580 | \$600 |
| Seminars/Training/Education | \$90,087 | \$230,600 | \$88,935 | \$200,940 |
| Misc Professional Services | \$5,847,330 | \$5,433,400 | \$7,514,321 | \$6,480,000 |
| Textbooks | \$49,976 | \$88,000 | \$40,491 | \$88,000 |
| Travel Expense | \$54,488 | \$92,500 | \$42,129 | \$137,050 |
| Relocation Expense | \$0 | \$20,000 | \$0 | \$1,003,200 |
| Outside Fuel | \$28,958 | \$30,630 | \$4,001 | \$39,200 |
| Mileage | \$28,090 | \$42,500 | \$38,754 | \$38,250 |
| Utilities | \$1,886,788 | \$1,800,000 | \$2,124,500 | \$2,222,771 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|----------------------|-----------------------|-------------------------|-----------------------|
| Hazardous Materials Clean-up | -\$4,152 | \$0 | -\$264 | \$0 |
| Insurance | \$3,520 | \$0 | \$15 | \$0 |
| Claims | \$149,890 | \$90,000 | \$137,191 | \$177,000 |
| Lawsuits | \$221,153 | \$400,000 | \$411,915 | \$550,000 |
| Dues/Memberships/Periodicals | \$29,855 | \$40,165 | \$25,339 | \$41,920 |
| Rent | \$75,600 | \$100,800 | \$100,800 | \$100,800 |
| Misc Services and Charges | \$44,514 | \$70,500 | \$101,875 | \$60,400 |
| Minor Equipment | \$282,980 | \$35,500 | \$28,488 | \$35,500 |
| Expense Recovery - M & S | -\$101,659 | -\$126,500 | \$0 | \$0 |
| Total Materials and Supplies: | \$25,636,456 | \$25,848,671 | \$28,530,346 | \$27,707,995 |
| Capital Outlay | | | | |
| Furniture/Furnishings | \$52,937 | \$56,000 | \$53,500 | \$67,000 |
| Equipment | \$30,000 | \$30,000 | \$17,327 | \$30,000 |
| Total Capital Outlay: | \$82,937 | \$86,000 | \$70,827 | \$97,000 |
| Transfers Out | | | | |
| Oper Tfr Out - 2019 Sales Tax Referendum | \$0 | \$0 | \$125,226 | \$0 |
| Total Transfers Out: | \$0 | \$0 | \$125,226 | \$0 |
| Misc Expense | | | | |
| Prior Year Expense | \$360 | \$0 | \$0 | \$0 |
| Total Misc Expense: | \$360 | \$0 | \$0 | \$0 |
| Total: | \$209,006,500 | \$201,353,923 | \$219,142,011 | \$239,639,049 |

General Services



Melvin Jamerson
Interim Director, General Services

Mission Statement

The General Services Division's mission is to provide first-class maintenance and repair of buildings, vehicles, and other crucial support services. The General Services Division employs a diverse occupational workforce of 280 employees. General Services provides vital support for the Administration, City Divisions, and other governmental organizations in a cost-effective and efficient manner.

Organization Structure

Services

The City's General Services Division works in various ways to support the other Divisions that make up the City's service and administrative system. General Services ensures that the 571 city-owned facilities function properly and meet the Americans with Disabilities Act (ADA) accessibility requirements. The Division provides maintenance for over 5,000 pieces of the City's rolling stock, handles the sale and acquisition of real property, maintains 18 libraries, all police precincts, the Fire and Police training academy, and 236 city-owned vacant lots.

Performance Highlights

Real Estate Accomplishments:

- Developed and implemented Standard Operating Procedures (SOP) with Public-Facing Documents for Real Estate processes.
- Researched, negotiated, and managed the build out of the new employee Medical Clinic at 3295 Poplar Ave.
- Negotiated with Blue Suede Network for the Mayor's Fiber Optic Project.
- Negotiated the lease terms for the City's occupation of 100 N Main development.
- Purchased the former Southwest Twin Drive-in Site for community redevelopment projects.

Fleet Services (General/Internal Service Funds)

- The Fleet Management Administration moved from 671 St Jude Place and relocated to 2981 Julius Lewis Drive, a new facility near Lamar Ave and Knight Arnold Rd.
- The Fleet Management Body and Turf Shop relocated from 671 St Jude Place to a temporary location located at 2957 Gill St, until a permanent location at Municipal Complex II is completed by FY25.
- The Fleet Management Department opened a new light repair shop at 3375 Scheibler Rd, to support MPD's Uniform Patrol at the Austin Peay Station.

Building/Bass Pro/Grounds/Property Maintenance

- Convergent Access Control - New security measures to ensure employee safety (Building Maint.)
 - Phase 1 upgraded existing facility Commander to Avigilon System card readers (continues)
 - Phase 2 installed new door hardware staircase doors with access control (continues)
 - Phase 3 installed and upgraded surveillance (camera) systems and controls to rebuild a 500-ton chiller in the building HVAC system.
- Decommissioned the antiquated original building's back-up power generator and switched wiring to a newer plaza generator (Building Maint.)
- City Hall – Plaza Renovation (Building Maint.)
 - Phase 1 upgraded, rebuilt and waterproofed South and West sides Planters.
 - Phase 2 upgraded, rebuilt and waterproofed East side/Main Planters.
 - Phase 3 created green space on North side.
- Municipal Complex II (Old Coke Facility) (Building Maint)

Bring online to house office space for multiple divisions/departments

- Creating New Fleet Facility to be opened by
 - Created fueling facility
- Water and Sewer Line Repairs (Property Maintenance)
- Inclement Weather Repairs (Property Maintenance)
 - Simmons Liberty Bowl
 - Overton Park Shell
 - Ed Rice Community Center
 - Office of Emergency Management
- LED Retrofits (Property Maintenance)
 - City Hall (Lobby)
 - MFD Training Center
 - Various Fire Houses (7)
- Roofing Upgrades (Property Maintenance)
- Modernization Projects (Property Maintenance)
 - Memphis Police Department Public Safety Building (2nd and 7th Floors)
- Sustention Projects (Property Maintenance)
 - City Hall Garage
 - City Hall Exterior Steps

- Provided Maintenance Services for 138 Vacant City Lots/Blighted Properties (Grounds Maintenance)
- Maintained grounds for 56 City of Memphis Facilities providing over 896 cuts (Grounds Maintenance)
- Chiller, Cooler repair (Bass Pro)

Key Performance Indicators

| PROPERTY/BUILDING MAINTENANCE | FY23 ACTUAL* | FY24 GOAL | FY24 ACTUAL | FY25 GOAL | CATEGORY |
|--|-----------------|--------------|----------------|--------------|------------|
| Property Maintenance: Total number of jobs completed annually | 12,000 | 12,000 | 11100 | 12,000 | Government |
| Property Maintenance: The # of preventative maintenance work orders completed annually | 1,200 | 1,200 | 1156 | 1,200 | Government |
| Property Maintenance: The percentage of priority 1 jobs completed in 24 hours | 90% | 90% | 80% | 90% | Government |
| # of Work Order for Preventive | 900 | 900 | 900 | 900 | Government |
| # of Work Order for Routine | 850 | 850 | 850 | 850 | Government |
| # of City Hall work orders completed annually (total of Prevent and Routine) | 1,700 | 1,700 | 1,575 | 1,700 | 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 maintenance work orders completed | 1,700 | 1,700 | 1,620 | 1,700 | Government |
| # of certified mailings processed | 10,000 | 10,000 | 7,836 | 8,000 | Government |
| # of pieces of regular and presorted mail processed | 600,000 | 600,000 | 474,823 | 500,000 | Government |
| REAL ESTATE | FY23 ACTUAL | FY23 GOAL | FY24 ACTUAL | FY25 GOAL | CATEGORY |
| # of surplus properties sold annually | 10 | 20 | 14 | 15 | Government |
| # of easement and encroachment agreements completed annually | 95 | 90 | 65 | 70 | Government |
| Revenue generated annually | \$1,500,000 | \$500,000 | \$517,120 | \$475,000 | Government |
| FLEET MANAGEMENT | FY23 ACTUAL | FY23 GOAL | FY24 ACTUAL | FY24 GOAL | CATEGORY |
| Average vehicle repair time (in days) | 2.7 | 2.8 | 2.77 | 3 | Government |
| % of fleet available | 93.40% | 95.00% | 93.38% | 90.00% | Government |
| % of stock parts available | 79.00% | 80.00% | 71.00% | 80.00% | Government |
| <i>*Estimates, to be revisited</i> | | | | | |

Issues & Trends

The General Services Division provides internal support functions that contribute to the overall appearance and functionality of City-owned facilities, property, vehicles, and equipment. Additionally, General Services will also be facilitating in the following:

1. Commissioning a feasibility study to determine the true condition of the city's fleet and property assets and the best budget methodology (fee for services or centralized budget) for fleet and property maintenance for all city-owned assets.
2. Finalizing and implementing a new Facility work order system.
3. Implementing GPS installation on city-owned fleet.
4. Initiating the data collection and work to gain Energy Star Certification of our facilities.

General Services Legal Levels

Administration

General Services Administration provides management, direction, and administrative support to 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.

Property Maintenance

This legal level includes Property Maintenance, Bass Pro, Grounds Maintenance and Building Maintenance (OCH, Mail, Coke Facilities and Public Safety Building). The overall goal of the Property Maintenance legal level is to provide cost-effective maintenance and repair, administer warranties for City facilities, make recommendations on all plans regarding construction and major repairs, and provide a preventive maintenance program focusing on our customers' service delivery expectations. The Mail Services department provides services to all City Government centers and is responsible for interoffice and postal delivery of mail, the administration of the copier contracts, and handling of the purchasing of all paper for the City of Memphis.

Real Estate

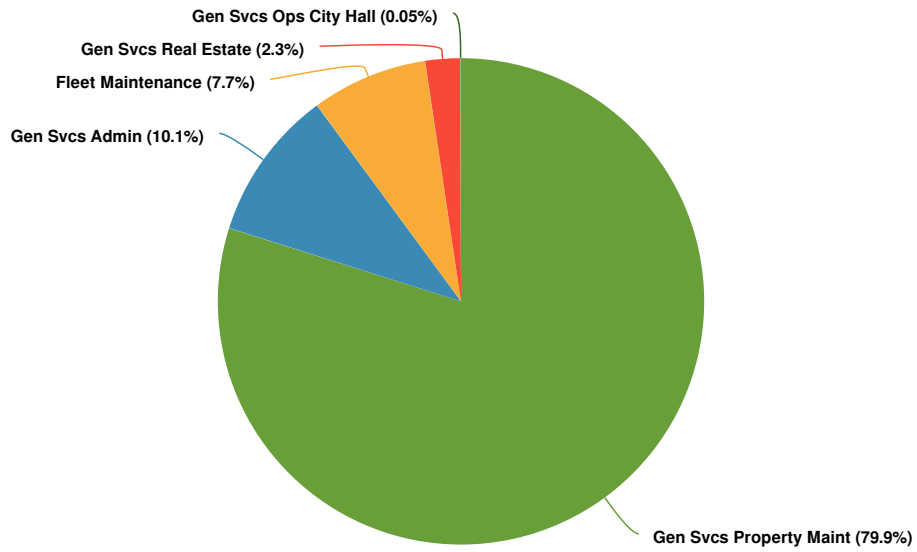
Real Estate is responsible for cataloging & managing city-owned property and facilities; drafting contracts for various easements, leases, and road improvement projects; and the acquisition and disposition of real property and acquiring land and facilities for the City's use. We also manage and facilitate the sale of excess city facilities, parcels, and rights-of-way along with various other real property questions, concerns or special projects. We assist other City divisions by helping to identify space needed for their service centers to run effectively and efficiently. Real Estate works with Engineering and acts as TDOT's Local Public Agency (LPA) to acquire Right of Way (ROW) for road improvement projects in the Memphis local area. Real Estate negotiates and acts as project manager for all City leases concerning real property. Additionally, Real Estate provides services such as analysis, performing feasibility studies and directives related to the development of future projects.

Fleet Management

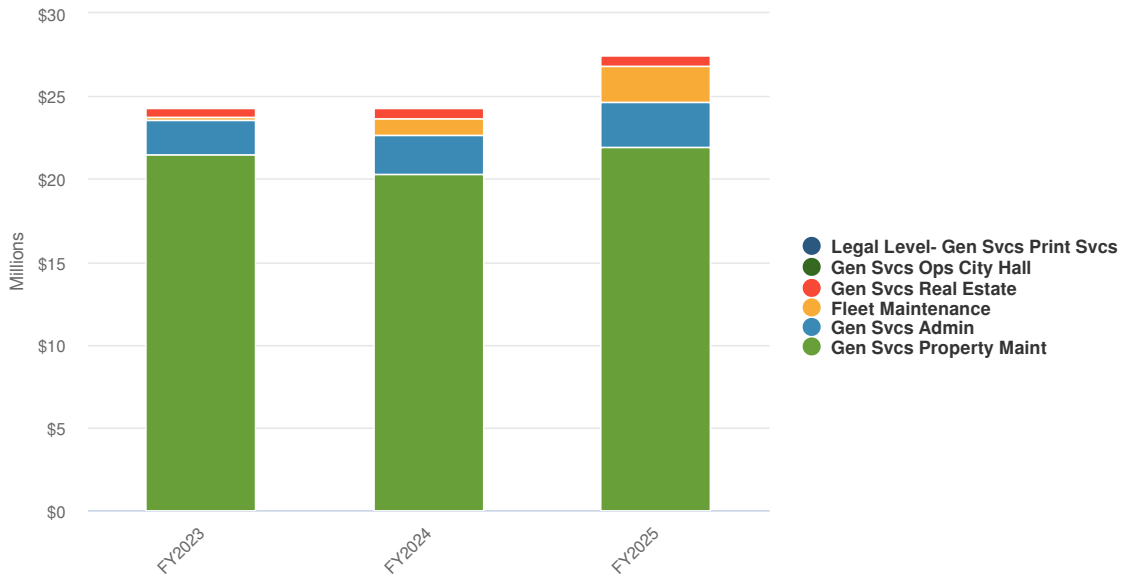
This legal level includes the Fleet's personnel costs, which are funded by recoveries from the General Fund for users of fleet services.

Expenditures by Legal Level

Budgeted Expenditures by Legal Level



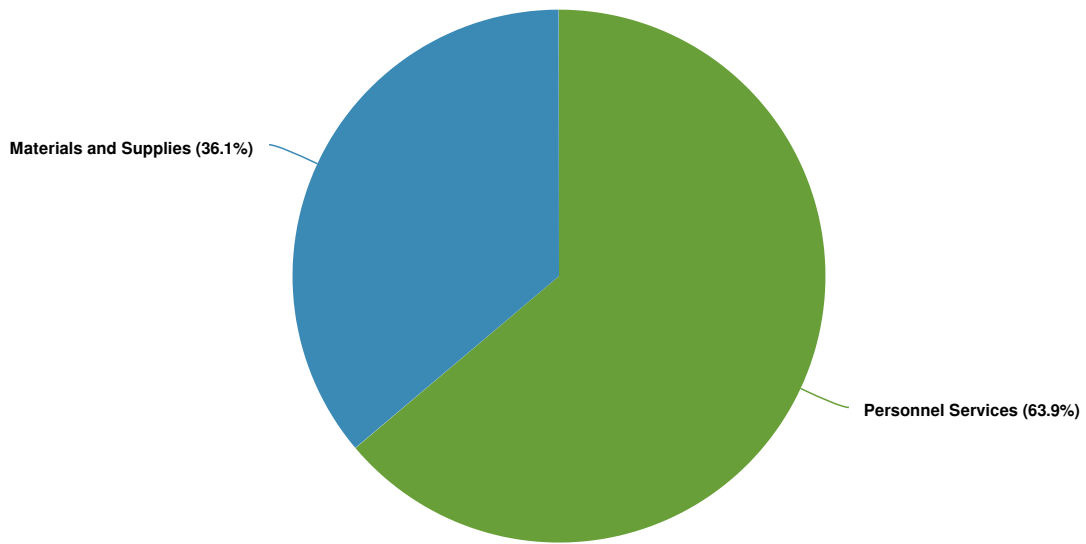
Budgeted and Historical Expenditures by Legal Level



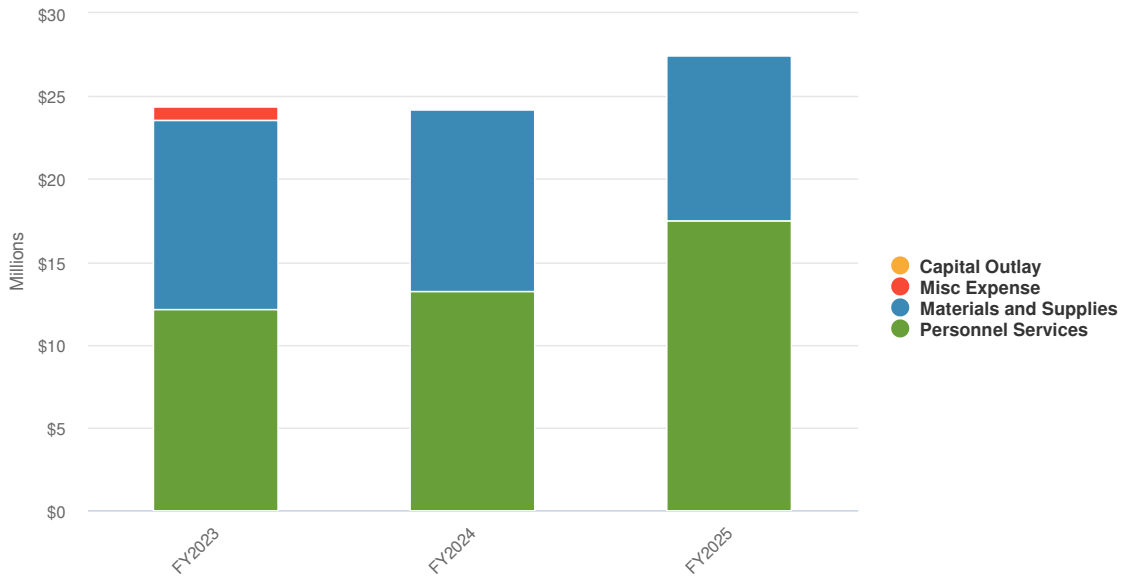
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|---------------------|---------------------|---------------------|---------------------|
| Expenditures | | | | |
| General Services | | | | |
| Gen Svcs Admin | | | | |
| Personnel Services | \$1,856,025 | \$2,067,692 | \$1,968,756 | \$2,255,389 |
| Materials and Supplies | \$251,402 | \$333,429 | \$332,318 | \$504,148 |
| Total Gen Svcs Admin: | \$2,107,427 | \$2,401,121 | \$2,301,074 | \$2,759,537 |
| Gen Svcs Property Maint | | | | |
| Personnel Services | \$9,758,481 | \$9,798,457 | \$11,412,153 | \$12,670,069 |
| Materials and Supplies | \$10,044,087 | \$10,379,721 | \$11,247,372 | \$9,256,074 |
| Capital Outlay | \$23,283 | \$84,999 | \$171,963 | \$0 |
| Misc Expense | \$750,000 | \$0 | \$0 | \$0 |
| Total Gen Svcs Property Maint: | \$20,575,852 | \$20,263,177 | \$22,831,488 | \$21,926,143 |
| Gen Svcs Real Estate | | | | |
| Personnel Services | \$403,398 | \$411,111 | \$453,287 | \$487,651 |
| Materials and Supplies | \$179,722 | \$251,913 | \$74,016 | \$146,457 |
| Total Gen Svcs Real Estate: | \$583,120 | \$663,024 | \$527,303 | \$634,109 |
| Gen Svcs Ops City Hall | | | | |
| Materials and Supplies | -\$627,116 | \$0 | \$20,219 | \$14,984 |
| Total Gen Svcs Ops City Hall: | -\$627,116 | \$0 | \$20,219 | \$14,984 |
| Fleet Maintenance | | | | |
| Personnel Services | \$639,321 | \$958,194 | \$2,861,635 | \$2,116,000 |
| Materials and Supplies | \$1,440 | \$0 | \$0 | \$0 |
| Total Fleet Maintenance: | \$640,761 | \$958,194 | \$2,861,635 | \$2,116,000 |
| Legal Level- Gen Svcs Print Svcs | | | | |
| Materials and Supplies | \$130 | \$0 | \$0 | \$0 |
| Total Legal Level- Gen Svcs Print Svcs: | \$130 | \$0 | \$0 | \$0 |
| Total General Services: | \$23,280,174 | \$24,285,516 | \$28,541,718 | \$27,450,772 |
| Total Expenditures: | \$23,280,174 | \$24,285,516 | \$28,541,718 | \$27,450,772 |

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | | | | |
| Full-Time Salaries | \$12,097,320 | \$15,621,033 | \$13,441,730 | \$19,756,770 |
| Holiday Salary Full Time | \$792,821 | \$0 | \$883,883 | \$0 |
| Vacation Leave | \$1,046,330 | \$0 | \$1,135,091 | \$0 |
| Bonus Leave | \$637 | \$0 | \$0 | \$0 |
| Sick Leave | \$767,005 | \$0 | \$1,076,696 | \$0 |
| COVID-19 OJI | \$4,171 | \$0 | \$0 | \$0 |
| CIT | \$720 | \$640 | \$640 | \$640 |
| CIT OT | \$23 | \$37 | \$37 | \$37 |
| Overtime | \$1,856,568 | \$570,410 | \$2,352,930 | \$1,653,910 |
| Out of Rank Pay | \$17,848 | \$2,144 | \$11,558 | \$2,144 |
| Hazardous Duty Pay | \$93,644 | \$0 | \$100,950 | \$0 |
| College Incentive Pay | \$2,883 | \$0 | \$0 | \$0 |
| Longevity Pay | \$23,366 | \$0 | \$21,600 | \$0 |
| Shift Differential | \$21,062 | \$13,014 | \$8,308 | \$10,662 |
| PTO Final Pay | \$347,027 | \$210,363 | \$31,568 | \$152,747 |
| Job Incentive | \$0 | \$310,989 | \$183,205 | \$310,989 |
| Cert Pay | \$111,905 | \$70,000 | \$127,906 | \$70,000 |
| Extended Duty Bonus Pay | \$88 | \$0 | \$0 | \$0 |
| Pension | \$852,436 | \$924,988 | \$945,752 | \$1,090,523 |
| Supplemental Pension | \$14,007 | \$15,859 | \$14,972 | \$16,652 |
| Social Security | \$69,254 | \$2,102 | \$77,787 | \$2,102 |
| Pension ADC | \$1,322,767 | \$1,244,600 | \$1,244,600 | \$1,862,591 |
| Group Life Insurance | \$21,765 | \$46,878 | \$24,049 | \$53,109 |
| Unemployment | \$19,200 | \$19,600 | \$19,600 | \$21,680 |
| Pension 401a Match | \$8,863 | \$8,252 | \$10,744 | \$8,252 |
| Medicare | \$249,598 | \$235,323 | \$275,096 | \$272,355 |
| Long Term Disability | \$59,917 | \$47,065 | \$62,168 | \$54,471 |
| Health Insurance - Choice Plan | \$926,232 | \$0 | \$246,630 | \$427,008 |
| Health Insurance-Select Plan | \$1,153,784 | \$2,189,160 | \$2,268,281 | \$2,050,608 |
| Salaries - Part Time/Temporary | \$535,982 | \$650,000 | \$627,673 | \$555,552 |
| On the Job Injury | \$148,569 | \$140,704 | \$95,118 | \$138,704 |
| Bonus Pay | \$156,407 | \$4,792 | \$548,087 | \$0 |
| Referral Bonus Pay | \$3,000 | \$3,000 | \$3,000 | \$0 |
| Sign On Bonus Pay | \$20,000 | \$25,000 | \$10,000 | \$12,500 |
| Spot Bonus Pay | \$0 | \$0 | \$1,750 | \$0 |
| Sign On Bonus Pay OT | \$1,655 | \$2,000 | \$402 | \$2,000 |
| Expense Recovery - Personnel | -\$10,089,624 | -\$9,122,498 | -\$9,155,980 | -\$11,091,397 |
| General Retention Bonus Program | \$0 | \$0 | \$0 | \$94,500 |
| Total Personnel Services: | \$12,657,226 | \$13,235,454 | \$16,695,830 | \$17,529,109 |
| Materials and Supplies | | | | |
| City Hall Printing | \$72,767 | \$150,000 | \$105,759 | \$75,508 |
| Document Reproduction - City | \$0 | \$250 | \$0 | \$0 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|--------------------|---------------------|---------------------|--------------------|
| City Storeroom Supplies | \$0 | \$23,000 | \$10,800 | \$7,805 |
| City Shop Charges | \$382,839 | \$678,841 | \$511,250 | \$714,795 |
| City Shop Fuel | \$183,504 | \$412,893 | \$155,718 | \$336,464 |
| Outside Computer Services | \$86,897 | \$86,500 | \$2,800 | \$0 |
| City Computer Svc Equipment | \$8,342 | \$14,950 | \$16,500 | \$16,179 |
| Data/Word Process Software | \$0 | \$1,000 | \$0 | \$500 |
| Pers Computer Software | \$0 | \$166,152 | \$626 | \$40,000 |
| Supplies - Outside | \$58,689 | \$34,107 | \$92,500 | \$70,928 |
| Hand Tools | \$32,181 | \$50,000 | \$35,097 | \$44,406 |
| Clothing | \$59,053 | \$52,439 | \$62,750 | \$62,500 |
| Household Supplies | \$36,597 | \$54,000 | \$46,565 | \$47,000 |
| Safety Equipment | \$4,494 | \$20,500 | \$11,500 | \$11,000 |
| Outside Postage | \$503,112 | \$530,600 | \$476,860 | \$443,559 |
| Asphalt Products | \$0 | \$60,000 | \$0 | \$25,000 |
| Lime Cement & Gravel | \$0 | \$4,000 | \$1,500 | \$1,000 |
| Chemicals | \$13,879 | \$45,000 | \$4,397 | \$20,000 |
| Materials and Supplies | \$2,082,587 | \$1,918,217 | \$2,427,797 | \$1,814,410 |
| Miscellaneous Expense | \$560 | \$0 | \$0 | \$0 |
| Outside Vehicle Repair | \$20,063 | \$2,500 | \$300 | \$5,000 |
| Outside Equipment Repair/Maintenance | \$271,478 | \$270,120 | \$195,772 | \$243,303 |
| Facilities Structure Repair - Outside | \$729,672 | \$500,000 | \$1,200,000 | \$250,487 |
| Advertising/Publication | \$3,543 | \$6,000 | \$3,900 | \$6,000 |
| Outside Phone/Communications | \$90,246 | \$78,100 | \$94,687 | \$70,500 |
| Janitorial Services | \$496,393 | \$507,000 | \$624,585 | \$966,401 |
| Security | \$861,497 | \$904,000 | \$878,756 | \$999,000 |
| Seminars/Training/Education | \$13,987 | \$29,650 | \$39,765 | \$68,850 |
| Misc Professional Services | \$1,760,130 | \$1,279,938 | \$1,780,508 | \$1,362,468 |
| Travel Expense | \$1,814 | \$6,500 | \$3,000 | \$6,000 |
| Utilities | \$1,827,367 | \$2,000,000 | \$1,843,354 | \$1,495,800 |
| Insurance | \$0 | \$4,806 | \$0 | \$0 |
| Claims | \$8,372 | \$20,000 | \$6,500 | \$20,000 |
| Lawsuits | \$20,477 | \$50,000 | \$0 | \$50,000 |
| Dues/Memberships/Periodicals | \$4,265 | \$7,000 | \$1,000 | \$6,000 |
| Rent | \$0 | \$60,000 | \$36,480 | \$40,000 |
| Misc Services and Charges | \$143,010 | \$162,000 | \$170,286 | \$284,800 |
| Equipment Rental | \$287,500 | \$1,000,000 | \$1,011,228 | \$616,000 |
| Expense Recovery - M & S | -\$215,650 | -\$225,000 | -\$178,735 | -\$300,000 |
| WYPL Supplies & Printing Expense - Library | \$0 | \$0 | \$120 | \$0 |
| Total Materials and Supplies: | \$9,849,665 | \$10,965,063 | \$11,673,925 | \$9,921,663 |
| Capital Outlay | | | | |
| Equipment | \$23,283 | \$84,999 | \$171,963 | \$0 |
| Total Capital Outlay: | \$23,283 | \$84,999 | \$171,963 | \$0 |

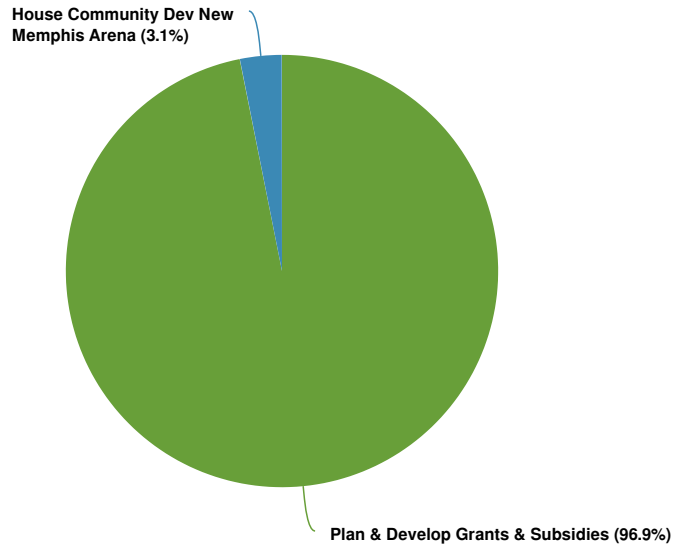
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|----------------------------|----------------------|-----------------------|-------------------------|-----------------------|
| Misc Expense | | | | |
| Prior Year Expense | \$750,000 | \$0 | \$0 | \$0 |
| Total Misc Expense: | \$750,000 | \$0 | \$0 | \$0 |
| Total: | \$23,280,174 | \$24,285,516 | \$28,541,718 | \$27,450,772 |

Grants & Agencies

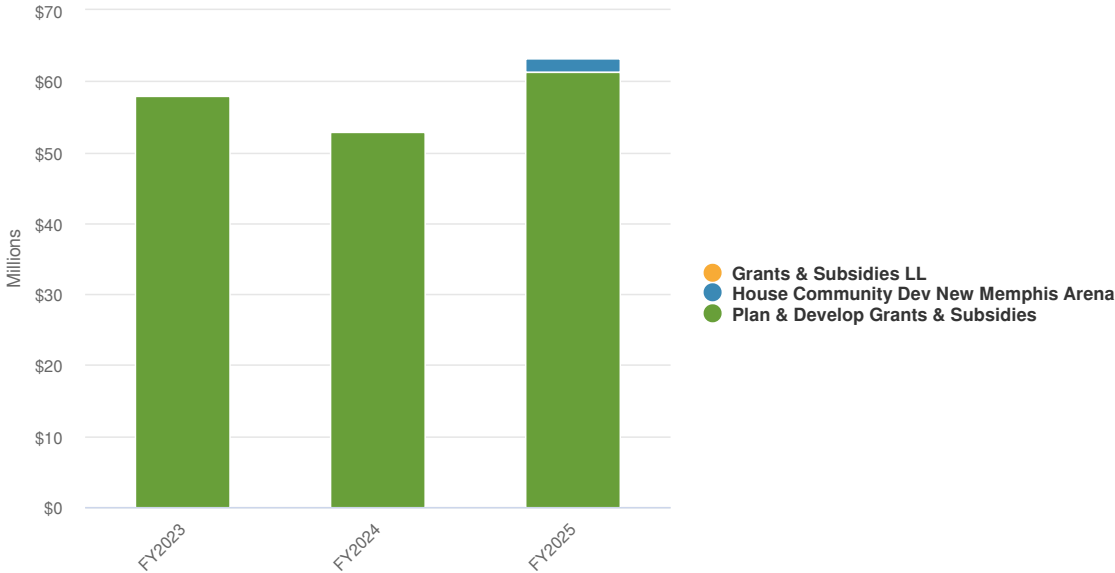
The funding in this Division represents the City of Memphis support to community agencies that deliver key services to citizens in need.

Expenditures by Legal Level

Budgeted Expenditures by Legal Level



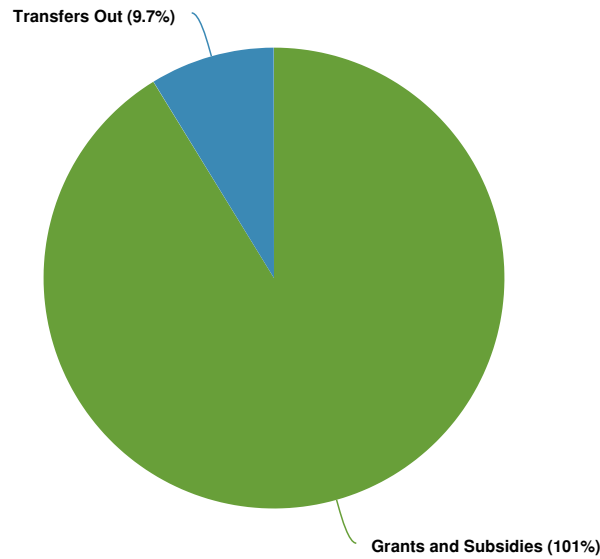
Budgeted and Historical Expenditures by Legal Level



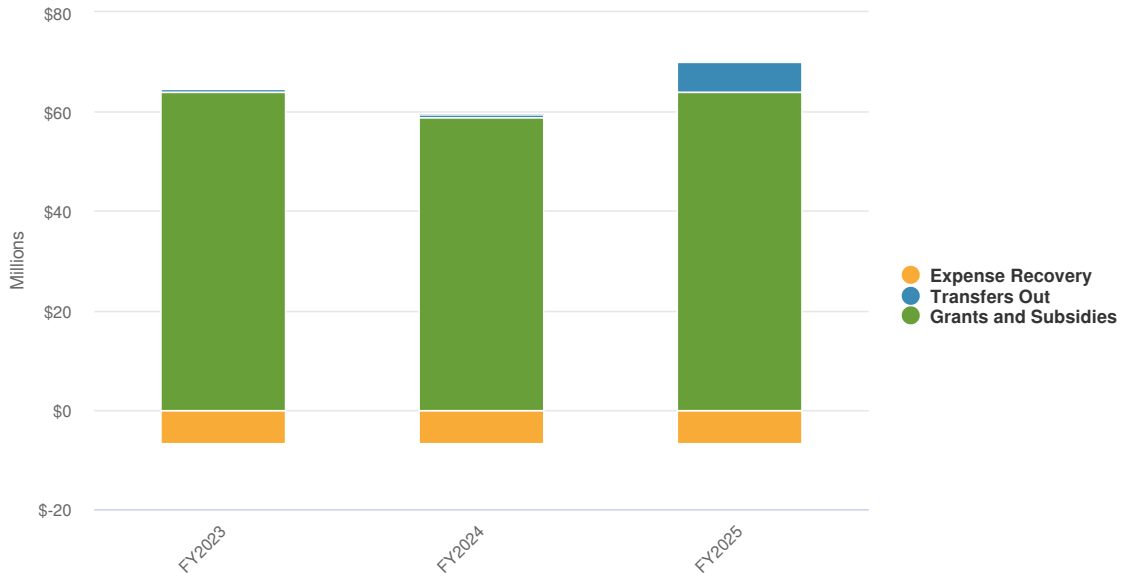
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|---------------------|---------------------|---------------------|---------------------|
| Expenditures | | | | |
| Grants & Subsidies | | | | |
| Plan & Develop Grants & Subsidies | | | | |
| Grants and Subsidies | \$58,501,010 | \$52,790,253 | \$83,489,001 | \$61,251,249 |
| Landmarks Commission | \$0 | \$0 | -\$2 | \$0 |
| Total Plan & Develop Grants & Subsidies: | \$58,501,010 | \$52,790,253 | \$83,488,999 | \$61,251,249 |
| House Community Dev New Memphis Arena | \$0 | \$0 | \$1,975,000 | \$1,975,000 |
| Total House Community Dev New Memphis Arena: | \$0 | \$0 | \$1,975,000 | \$1,975,000 |
| Grants & Subsidies LL | \$25,000 | \$0 | -\$424 | \$0 |
| Total Grants & Subsidies LL: | \$25,000 | \$0 | -\$424 | \$0 |
| Total Grants & Subsidies: | \$58,526,010 | \$52,790,253 | \$85,463,575 | \$63,226,249 |
| Total Expenditures: | \$58,526,010 | \$52,790,253 | \$85,463,575 | \$63,226,249 |

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|---------------------|---------------------|---------------------|---------------------|
| Materials and Supplies | | | | |
| Travel Expense | \$0 | \$0 | -\$864 | \$0 |
| Unreported Travel | \$0 | \$0 | \$438 | \$0 |
| Total Materials and Supplies: | \$0 | \$0 | -\$426 | \$0 |
| Expense Recovery | | | | |
| Expense Recovery - State Street Aid | -\$6,481,574 | -\$6,750,000 | -\$6,750,000 | -\$6,750,000 |
| Total Expense Recovery: | -\$6,481,574 | -\$6,750,000 | -\$6,750,000 | -\$6,750,000 |
| Transfers Out | | | | |
| Oper Tfr Out - New Memphis Arena Fund | \$0 | \$0 | \$1,975,000 | \$1,975,000 |
| Oper Tfr Out- Affordable Housing Fund | \$0 | \$0 | \$0 | \$3,600,000 |
| Oper Tfr Out - HUB Community Impact Fund | \$1,000,000 | \$550,000 | \$550,000 | \$550,000 |
| Total Transfers Out: | \$1,000,000 | \$550,000 | \$2,525,000 | \$6,125,000 |
| Grants and Subsidies | | | | |
| Payment To Subgrantees | \$25,000 | \$0 | \$1,300,000 | \$0 |
| Aging Commission of the Mid-South | \$144,000 | \$144,000 | \$144,000 | \$144,000 |
| Elections | \$0 | \$2,000,000 | \$1,617,983 | \$0 |
| Community Initiatives Grants for Non-Profits | \$3,105,428 | \$3,850,000 | \$3,357,450 | \$2,600,000 |
| Blight Authority of Memphis, Inc. | \$400,000 | \$400,000 | \$400,000 | \$400,000 |
| Memphis & Shelby County Film and Television Commission | \$225,000 | \$225,000 | \$225,000 | \$225,000 |
| Pensioners Insurance | \$16,653,116 | \$8,373,569 | \$17,846,884 | \$15,073,569 |
| Memphis River Parks Partnership | \$3,100,474 | \$3,099,000 | \$3,099,000 | \$3,099,000 |
| Memphis Area Transit Authority | \$29,170,000 | \$30,670,000 | \$50,670,000 | \$30,670,000 |
| MLGW Citizen's Assistance - Grants | \$969,441 | \$1,000,000 | \$1,000,000 | \$1,000,000 |
| Family Safety Center of Memphis and Shelby County | \$450,000 | \$450,000 | \$450,000 | \$450,000 |
| Urban Art | \$0 | \$150,000 | \$150,000 | \$150,000 |
| Juvenile Intervention and Faith-Based Follow Up (JIFF) | \$250,000 | \$0 | \$0 | \$0 |
| Black Business Association | \$300,000 | \$300,000 | \$300,000 | \$300,000 |
| Convention Center | \$2,425,000 | \$1,585,349 | \$1,585,349 | \$996,345 |
| Innovate Memphis | \$300,000 | \$300,000 | \$300,000 | \$300,000 |
| Kindred Place | \$110,000 | \$110,000 | \$110,000 | \$110,000 |
| Shelby County School Mixed Drink Proceeds | \$4,546,791 | \$5,000,000 | \$5,800,000 | \$5,000,000 |
| 2015 Shelby County School Settlement | \$1,333,335 | \$1,333,335 | \$1,333,335 | \$1,333,335 |
| The 800 Initiative | \$500,000 | \$0 | \$0 | \$0 |
| Public Safety Initiatives | \$0 | \$0 | \$0 | \$2,000,000 |
| Total Grants and Subsidies: | \$64,007,584 | \$58,990,253 | \$89,689,001 | \$63,851,249 |
| Total: | \$58,526,010 | \$52,790,253 | \$85,463,575 | \$63,226,249 |

Housing & Community Development



Ashley Cash
HCD Director

The HCD Division's mission is to make our City and our neighborhoods strong, by improving the quality of life for every neighbor and neighborhood, by providing loans, grants, education, and expert advice, and direct and indirect services to our entire community.

Organization Structure

Services

The Housing and Community Development (HCD) Division works every day to improve Memphis and the lives of Memphians. Its broad range of services include fighting homelessness, giving children safer homes, providing affordable housing, strengthening neighborhoods, and growing the economy with major projects. To do this, HCD provides loans, grants, education, expert advice, and direct and indirect services to our entire community.

Performance Highlights

- Provided down payment assistance to 10 low-to-moderate income families buying homes within the city limits.
- Provided financial assistance to 1 teacher, 5 public safety workers, and 28 middle-income homebuyers who purchased a home within the City limits through the Down Payment Assistance Program.
- Shelby County Office of Sustainability and the HCD Weatherization Program were awarded a grant to train contractors, provide certification scholarships and award performance incentives to increase unit production.
- Weatherization Program is continuing to work through its current waiting list of 335 applications. Completed 19 units. Several other units are in process and substantially completed.
- Affordable Housing Department - For FY24, HCD provided 703 safe, quality, and affordable homes for low-moderate income families through 9 of the Housing Programs-CHDO, MAHTF (Rounds 1-3), CHAP, CIP (Foote Park at South City), Affordable Rental Development, ARPA, and Shelby County Home Repair). A total of 511 housing units are occupied.
- Lead Program-For FY24 the program continues working on startup activities-promoting program activities, screening and enrolling applicants, contracting to assist with initial environmental inspections, home health assessments, clearances and training opportunities for Section 3 workers in the local area. In FY2024, the program addressed 17 units that house children with elevated blood lead levels that reside or visit for a significant amount of time throughout the year.

Issues & Trends

The City of Memphis Division of Housing & Community Development continues to work on strengthening practices around the timely processing of contracts and invoices. HCD is working to align current and future programming to meet the needs of rising materials and home costs. HCD will continue to work with the Finance Division on grants reconciliation to ensure appropriate spending and reporting of local and federal funds.

Key Performance Indicators

| Performance Indicator | FY23 Actual | FY24 Goal | FY24 Actual | FY25 Goal | Category |
|---|-------------|-----------|-------------|-----------|---------------|
| Housing | | | | | |
| Households supported through rental assistance | 219 | 200 | 82 | 100 | Neighborhoods |
| New units produced | 47 | 40 | 3 | 18 | Neighborhoods |
| Existing units rehabilitated | 101 | 100 | 117 | 295 | Neighborhoods |
| Down payment assistance (federal and city funded) | 70 | 100 | 44 | 100 | Neighborhoods |
| Units weatherized | 14 | 50 | 19 | 25 | Neighborhoods |
| Lead Hazard Units Remediated | | 100 | 54 | 55 | Neighborhoods |
| Lead Hazard Units Repaired with Supplemental Funding | | 50 | 24 | 25 | Neighborhoods |
| HOPWA | | | | | |
| Short term rent, mortgage, and utility assistance to prevent homelessness of the individual or family | 124 | 175 | 198 | 188 | Neighborhoods |
| Tenant-based rental assistance | | 140 | 128 | 188 | Neighborhoods |
| Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds | 18 | 20 | 12 | 28 | Neighborhoods |
| Units provided in transitional short term housing facilities are developed, leased, or operated with HOPWA funds. | 28 | 30 | 42 | 30 | Neighborhoods |

Housing & Community Development Legal Levels

Administration

Administration provides the day to day administrative and technical support in the areas of executive oversight, human resources, budget, finance, strategic planning, compliance, and legal affairs to the division.

Housing

Housing creates homeownership opportunities for families buying real estate within the corporate limits of Memphis by assisting with down payment and closing costs.

Economic Development

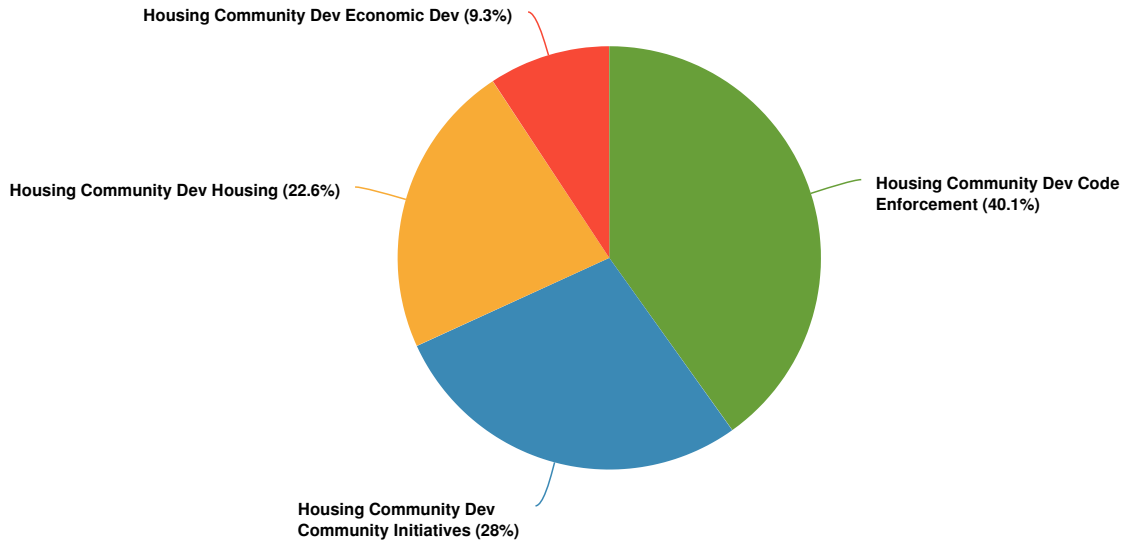
Economic Development provides financing opportunities for emerging and existing small businesses for job creation and retention through public-private partnerships.

Community Initiatives

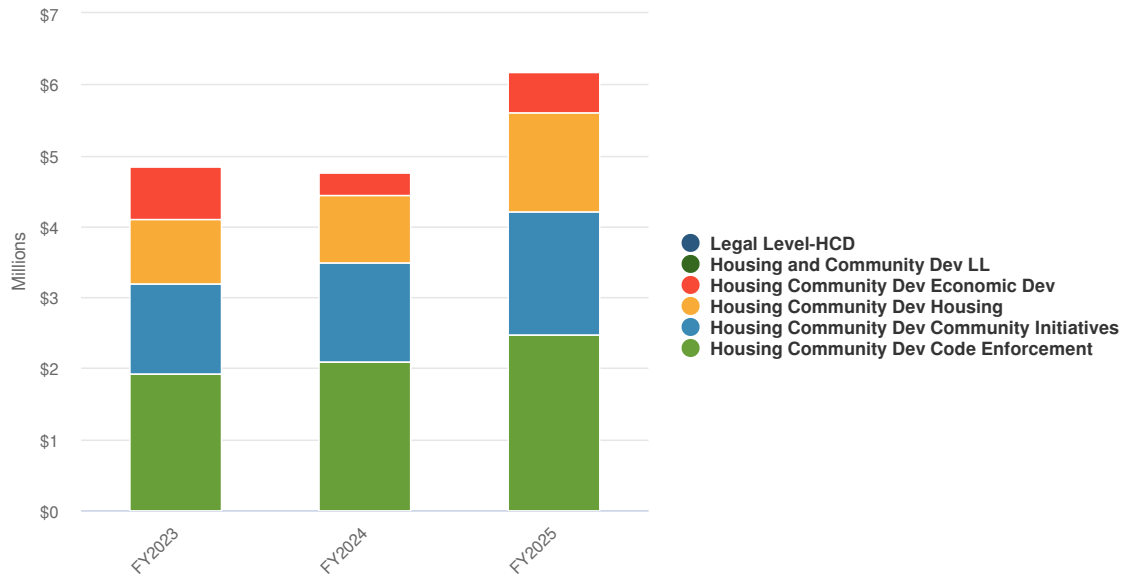
Community Initiatives utilizes local funding to address community-based needs through grants and sponsorships for outreach activities.

Expenditures by Legal Level

Budgeted Expenditures by Legal Level



Budgeted and Historical Expenditures by Legal Level

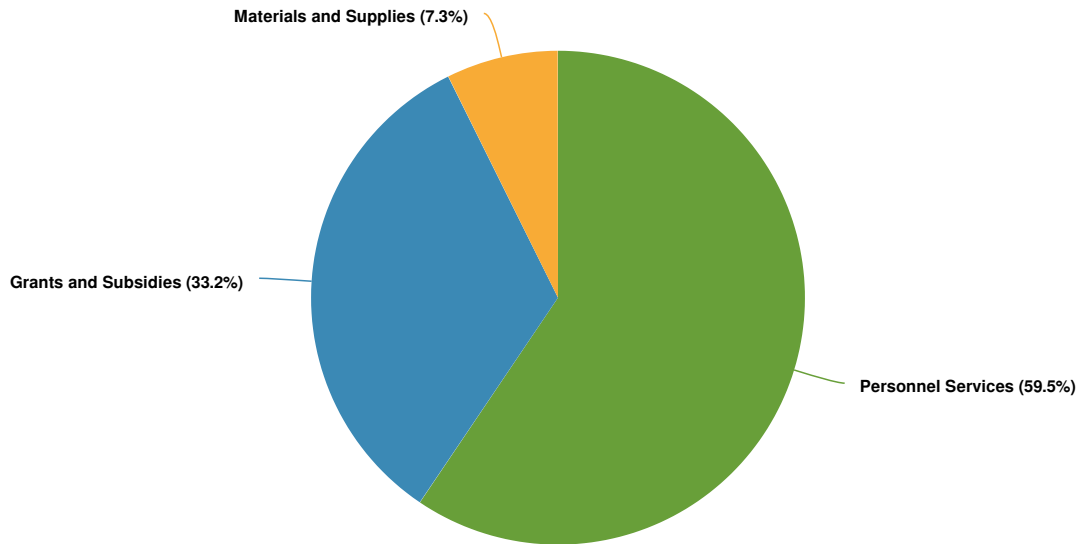


| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|--------------------|--------------------|--------------------|--------------------|
| Expenditures | | | | |
| Housing & Community Development | | | | |
| Housing Community Dev Code Enforcement | | | | |
| Personnel Services | \$1,640,634 | \$1,545,819 | \$1,686,356 | \$2,043,297 |
| Materials and Supplies | \$257,838 | \$548,596 | \$361,495 | \$431,686 |
| Misc Expense | \$1,293 | \$0 | \$0 | \$0 |
| Total Housing Community Dev Code Enforcement: | \$1,899,765 | \$2,094,415 | \$2,047,852 | \$2,474,983 |
| Housing Community Dev Housing | | | | |
| Personnel Services | \$272,039 | \$215,454 | \$344,239 | \$409,286 |
| Materials and Supplies | \$106 | \$350 | \$421 | \$350 |
| Grants and Subsidies | \$652,638 | \$725,000 | \$722,659 | \$981,125 |
| Total Housing Community Dev Housing: | \$924,783 | \$940,804 | \$1,067,318 | \$1,390,761 |
| Housing Community Dev Economic Dev | | | | |
| Personnel Services | \$155,525 | \$174,864 | \$237,876 | \$421,459 |
| Grants and Subsidies | \$581,085 | \$150,000 | \$150,000 | \$150,000 |
| Total Housing Community Dev Economic Dev: | \$736,610 | \$324,864 | \$387,876 | \$571,459 |
| Housing Community Dev Community Initiatives | | | | |
| Personnel Services | \$479,747 | \$560,817 | \$547,717 | \$791,932 |
| Materials and Supplies | \$28,554 | \$35,948 | \$37,592 | \$20,210 |
| Grants and Subsidies | \$810,702 | \$800,013 | \$850,882 | \$916,339 |
| Total Housing Community Dev Community Initiatives: | \$1,319,003 | \$1,396,778 | \$1,436,192 | \$1,728,482 |
| Legal Level-HCD | | | | |
| Business Development Center | | | | |
| Materials and Supplies | \$0 | \$0 | \$0 | \$0 |
| Grants and Subsidies | \$0 | \$0 | -\$177 | \$0 |
| Total Business Development Center: | \$0 | \$0 | -\$178 | \$0 |
| Personnel Services | \$12,203 | \$0 | \$0 | \$0 |
| Total Personnel Services: | \$12,203 | \$0 | \$0 | \$0 |
| Materials and Supplies | \$1 | \$0 | \$0 | \$0 |
| Total Materials and Supplies: | \$1 | \$0 | \$0 | \$0 |
| Total Legal Level-HCD: | \$12,204 | \$0 | -\$178 | \$0 |
| Housing and Community Dev LL | | | | |
| Materials and Supplies | \$7,507 | \$0 | \$0 | \$0 |
| Grants and Subsidies | \$500 | \$0 | \$0 | \$0 |
| Total Housing and Community Dev LL: | \$8,007 | \$0 | \$0 | \$0 |
| Total Housing & Community Development: | \$4,900,373 | \$4,756,862 | \$4,939,061 | \$6,165,685 |

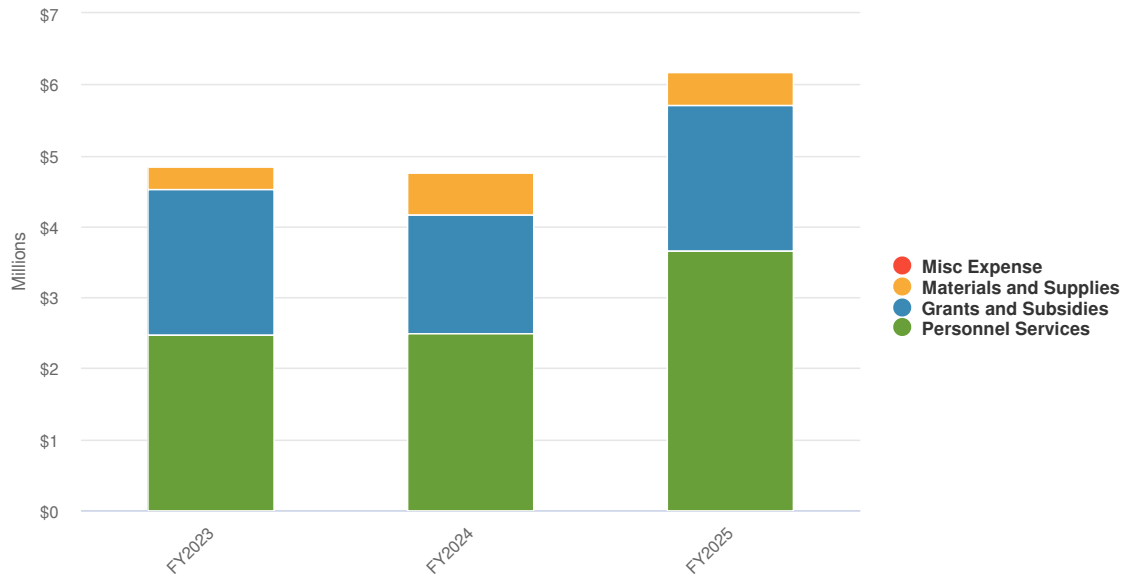
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---------------------|---------------|----------------|------------------|----------------|
| Total Expenditures: | \$4,900,373 | \$4,756,862 | \$4,939,061 | \$6,165,685 |

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|
| Personnel Services | | | | |
| Full-Time Salaries | \$2,594,223 | \$3,683,208 | \$2,859,408 | \$4,285,425 |
| Holiday Salary Full Time | \$173,622 | \$0 | \$195,422 | \$0 |
| Vacation Leave | \$263,074 | \$0 | \$226,580 | \$0 |
| Bonus Leave | \$180 | \$0 | \$0 | \$0 |
| Sick Leave | \$197,777 | \$0 | \$150,254 | \$0 |
| Overtime | \$314 | \$0 | \$227 | \$0 |
| Out of Rank Pay | \$9,150 | \$0 | \$19,692 | \$0 |
| Longevity Pay | \$107 | \$0 | \$107 | \$0 |
| Shift Differential | \$30 | \$0 | \$13 | \$0 |
| PTO Final Pay | \$56,458 | \$0 | \$9,614 | \$0 |
| Pension | \$194,895 | \$204,091 | \$212,330 | \$233,445 |
| Social Security | \$3,328 | \$0 | \$3,703 | \$0 |
| Pension ADC | \$267,376 | \$263,600 | \$263,600 | \$392,486 |
| Group Life Insurance | \$4,649 | \$9,981 | \$9,981 | \$11,609 |
| Unemployment | \$3,600 | \$3,840 | \$3,840 | \$4,000 |
| Medicare | \$46,502 | \$49,732 | \$49,803 | \$56,852 |
| Long Term Disability | \$12,659 | \$9,197 | \$12,644 | \$10,665 |
| Health Insurance - Choice Plan | \$137,407 | \$0 | \$17,241 | \$47,916 |
| Benefits Adjustments | \$0 | \$3,656 | \$0 | \$3,686 |
| Health Insurance-Select Plan | \$322,944 | \$477,480 | \$433,968 | \$378,660 |
| Salaries - Part Time/Temporary | \$54,561 | \$58,968 | \$32,212 | \$40,688 |
| On the Job Injury | \$0 | \$0 | \$1,497 | \$0 |
| Tuition Reimbursement - New | \$0 | \$8,000 | \$8,000 | \$8,000 |
| Proposed ISL | \$0 | \$0 | \$0 | \$172,500 |
| Bonus Pay | \$87,285 | \$0 | \$86,882 | \$0 |
| Referral Bonus Pay | \$4,500 | \$0 | \$1,500 | \$0 |
| Expense Recovery - Personnel | -\$1,874,494 | -\$2,274,799 | -\$1,782,330 | -\$2,285,399 |
| Potential Raises | \$0 | \$0 | \$0 | \$305,442 |
| Total Personnel Services: | \$2,560,148 | \$2,496,954 | \$2,816,188 | \$3,665,974 |
| Materials and Supplies | | | | |
| City Hall Printing | \$797 | \$8,000 | \$8,000 | \$8,000 |
| City Hall Postage | \$0 | \$8,000 | \$8,000 | \$8,000 |
| Document Reproduction - City | \$0 | \$0 | \$2,733 | \$0 |
| City Shop Charges | \$1,426 | \$4,460 | \$4,460 | \$4,655 |
| Info Sys Phone/Communication | \$2,878 | \$15,000 | \$15,000 | \$15,000 |
| City Shop Fuel | \$4,010 | \$7,850 | \$7,850 | \$3,880 |
| City Computer Svc Equipment | \$6,927 | \$60,000 | \$19,144 | \$34,125 |
| Pers Computer Software | \$720 | \$0 | \$4,000 | \$3,200 |
| Printing - Outside | \$0 | \$2,500 | \$2,500 | \$2,500 |
| Supplies - Outside | \$34,043 | \$55,895 | \$25,577 | \$39,126 |
| Document Reproduction - Outside | \$17,800 | \$25,000 | \$10,000 | \$10,000 |
| Drafting/Photo Supplies | \$0 | \$1,200 | \$1,200 | \$1,200 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|----------------------|-----------------------|-------------------------|-----------------------|
| Medical Supplies | \$0 | \$3,500 | \$3,500 | \$3,500 |
| Outside Postage | \$300 | \$0 | \$768 | \$0 |
| Advertising/Publication | \$3,882 | \$5,169 | \$5,169 | \$3,877 |
| Outside Phone/Communications | \$4,089 | \$0 | \$1,842 | \$0 |
| Weed Control/Chemical Service | \$0 | \$0 | \$0 | \$0 |
| Seminars/Training/Education | \$13,302 | \$12,325 | \$11,198 | \$23,514 |
| Misc Professional Services | \$111,578 | \$256,505 | \$104,910 | \$161,598 |
| Travel Expense | \$6,418 | \$12,000 | \$21,604 | \$12,000 |
| Auto Allowance | \$0 | \$2,300 | \$2,300 | \$2,300 |
| Mileage | \$385 | \$1,400 | \$1,400 | \$1,260 |
| Utilities | \$6,324 | \$0 | \$12,507 | \$0 |
| Insurance | \$0 | \$20,000 | \$20,000 | \$20,000 |
| Lawsuits | \$0 | \$25,000 | \$10,000 | \$15,000 |
| Dues/Memberships/Periodicals | \$1,899 | \$5,738 | \$5,738 | \$5,738 |
| Misc Services and Charges | \$77,228 | \$53,052 | \$90,028 | \$73,773 |
| Bank Charges | \$0 | \$0 | \$80 | \$0 |
| Total Materials and Supplies: | \$294,007 | \$584,895 | \$399,509 | \$452,246 |
| Grants and Subsidies | | | | |
| Payment To Subgrantees | \$25,354 | \$175,000 | \$165,006 | \$175,000 |
| Community Development Grants | \$309,801 | \$330,976 | \$367,399 | \$422,862 |
| Homeless Initiative | \$238,732 | \$282,500 | \$304,506 | \$282,500 |
| Downpayment Assist/City | \$60,000 | \$200,000 | \$198,139 | \$280,000 |
| Social Services Administration | \$162,169 | \$129,537 | \$128,977 | \$153,977 |
| MHA/HCD Community Development Projects | \$100,000 | \$57,000 | \$57,000 | \$50,000 |
| Middle Income Housing | \$567,784 | \$500,000 | \$502,514 | \$683,125 |
| Contr Assist Prog/Bonding | \$0 | \$0 | -\$177 | \$0 |
| River Parks Docking | \$581,085 | \$0 | \$0 | \$0 |
| Business & Economic Development Grants | \$0 | \$0 | \$0 | \$0 |
| Total Grants and Subsidies: | \$2,044,925 | \$1,675,013 | \$1,723,364 | \$2,047,464 |
| Misc Expense | | | | |
| Prior Year Expense | \$1,293 | \$0 | \$0 | \$0 |
| Total Misc Expense: | \$1,293 | \$0 | \$0 | \$0 |
| Total: | \$4,900,373 | \$4,756,862 | \$4,939,061 | \$6,165,685 |

Human Resources



Fonda Fouche'
Chief Human Resources Officer

Mission Statement

The Human Resources Division's mission is to establish a value-driven culture and build a brilliant workforce.

Organization Structure

Services

The City's Human Resources Division has seven (7) strategic areas: HR Administrative Services, Talent Management, Equity, Labor, & Diversity & Inclusion, Workplace Safety and Compliance, Total Rewards, HR Operations, HR Analytics and Performance. These teams work together to ensure the City of Memphis remains a competitive choice of employment for Memphis and the Mid-South.

Performance Highlights

- Successful transition of the new Administration
- Reinstated two (2) Employee Medical Plan choices while keeping premiums at a flat rate
- Created and implemented City of Memphis Employee Handbook
- Updated and migrated all City policies to Navex Policy Tech, which is accessible on-line through the City's website
- Forty (40) days or less on time to fill new positions
- A success rate of 100% on closing all OSHA/TOSHA related complaints with zero citations
- 100% Compliance for Internal Safety Audits
- Exceeded the DOT Random Selection for Drug Testing Percentage
- Held first Professional Development Career Expo
- Opened New Employee Health Services Facilities that is operated by CareATC
- Enhanced on the job injuries (OJI) Appeals Process with efficiencies

Issues & Trends

The Human Resources Division works hard to recruit, retain, and develop talent for the City of Memphis.

For 2025, the Human Resources Division expects to continue to recruit, retain, and develop talent to build the best workforce for the City of Memphis and will also focus on career pathways.

The clinic's services has expanded from acute care to full service primary care.

The Human Resources Division has made it a priority and will continue to help others by volunteering our time and talents with Memphis Shelby County Schools and other charitable community organizations, expanding our reach and demonstrating the City of Memphis as an organization that values service.

Key Performance Indicators

| Performance Indicator | FY23 Actual | FY24 Goal | FY24 Actual | FY25 Goal | Category |
|--|----------------|--------------|----------------|--------------|------------|
| ADMINISTRATION | | | | | |
| Turnover: Resignation Rate of All Full-Time | 7.40% | 6.00% | 6.60% | 6.00% | Government |
| Police: Resignation Rate of Commissioned | 3.30% | 4.00% | 2.70% | 4.00% | Government |
| Fire: Resignation Rate of Commissioned* | 7.70% | 6.00% | 4.60% | 5.00% | Government |
| <i>* Excludes resignations due to not achieving a licensure.</i> | | | | | |
| TALENT MANAGEMENT | | | | | |
| Average: Time to Fill (Days) | 48 | 50 | 40 | 45 | Government |

Human Resources Legal Levels

HR Administration

The Administration spearheads strategic human capital initiatives for the City of Memphis with a focus on attracting, developing, equipping, and retaining an engaged workforce.

Talent Management

Talent Management oversees the recruiting and retention of top talent for the City of Memphis. This includes Public Safety for all, with an emphasis on talent acquisition, training & professional development, and promotional assessments.

Total Rewards

Total Rewards develops and administers benefit programs including health care, wellness, retirement, leave administration and compensation strategies to support the City’s focus on recruiting and retaining an engaged workforce.

Equal Employee Opportunity (EEO), Labor, Diversity & Inclusion

Equal Employee Opportunity (EEO), Labor, Diversity & Inclusion creates initiatives and programs to establish a fair and inclusive work environment to support Memphis’ diverse workforce and community. The team develops internal employee resource group programming, maintains policies, facilitates labor discussions, and provides external outreach to best serve the City.

Workplace Safety & Compliance (WPS&C) is encompassed at this legal level. The goal of WPS&C is to mitigate or eliminate hazards in the workplace and ensure all employees are safe. The WPS&C Office of HR consists of Drug Testing, Safety & Compliance, and Infection control Care. WPS&C provides guidance through educational safety training, internal audits, and safety awareness.

HR Operations

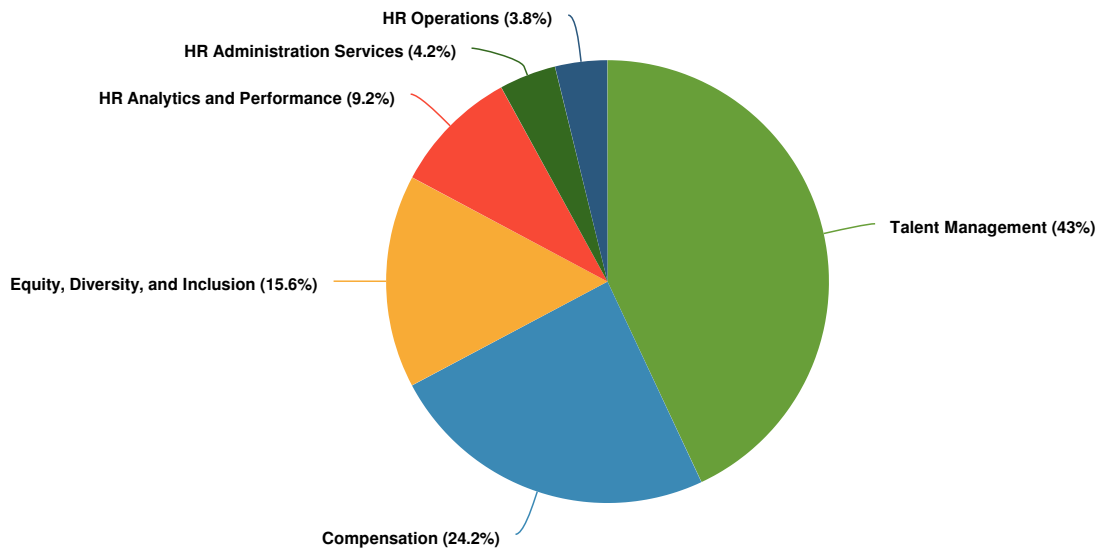
HR Operations partners with HR Business Partners and other Division Partners to develop and implement best practices to increase the efficiency and effectiveness of the HR Division.

HR Analytics and Performance

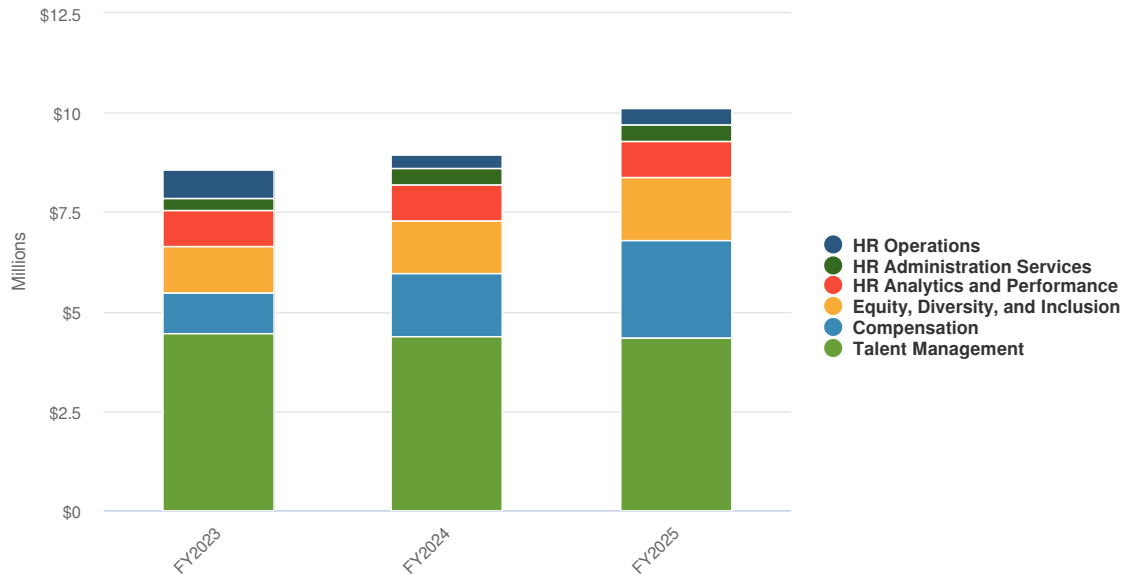
HR Analytics and Performance administers employee performance management programs, tracks HR metrics, and analyzes workforce utilization and trends to drive automation and maximize efficiency. HR Analytics and Performance also includes HR Solutions, which administers HR-related technology and process improvements, and Data Management, which maintains accurate core HR data to support payroll and other essential operations.

Expenditures by Legal Level

Budgeted Expenditures by Legal Level



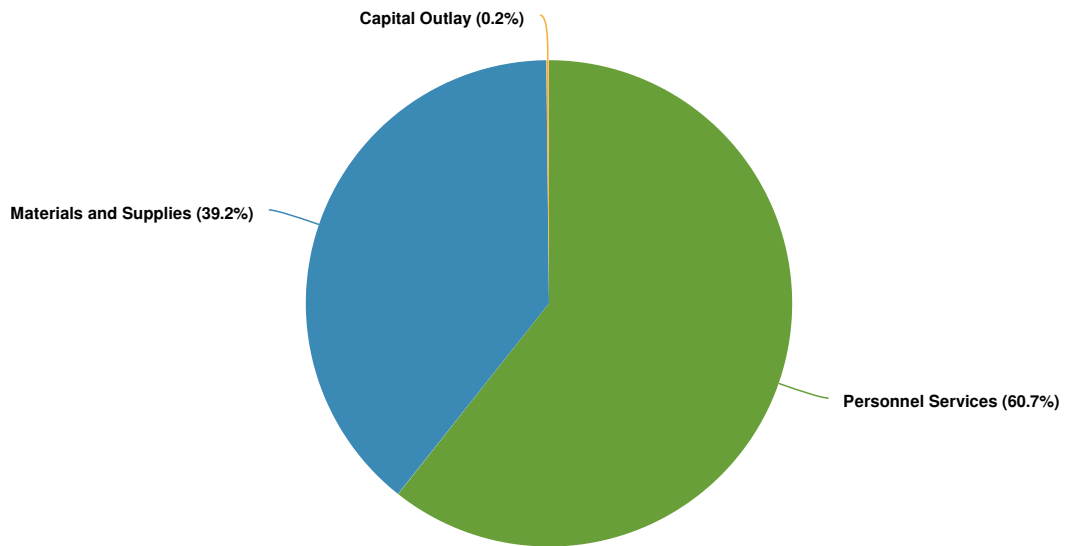
Budgeted and Historical Expenditures by Legal Level



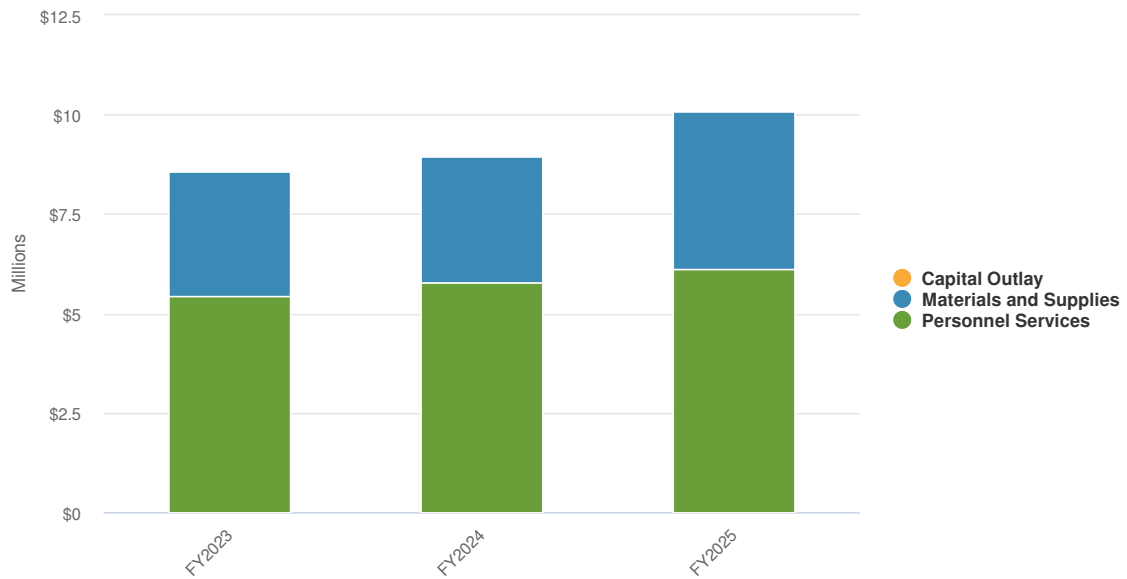
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|--------------------|--------------------|---------------------|---------------------|
| Expenditures | | | | |
| Human Resources | | | | |
| HR Administration Services | | | | |
| Personnel Services | \$230,234 | \$263,717 | \$269,335 | \$291,089 |
| Materials and Supplies | \$87,275 | \$150,161 | \$143,332 | \$121,319 |
| Capital Outlay | \$11,089 | \$10,000 | \$10,337 | \$8,000 |
| Total HR Administration Services: | \$328,597 | \$423,878 | \$423,004 | \$420,408 |
| Talent Management | | | | |
| Personnel Services | \$2,665,651 | \$2,265,569 | \$2,045,320 | \$2,172,331 |
| Materials and Supplies | \$1,802,494 | \$2,112,672 | \$2,860,763 | \$2,168,320 |
| Capital Outlay | \$9,000 | \$10,000 | \$10,000 | \$8,000 |
| Total Talent Management: | \$4,477,146 | \$4,388,241 | \$4,916,083 | \$4,348,651 |
| Compensation | | | | |
| Personnel Services | \$642,057 | \$1,193,339 | \$1,225,321 | \$1,282,412 |
| Materials and Supplies | \$403,345 | \$403,805 | \$1,075,281 | \$1,163,600 |
| Total Compensation: | \$1,045,402 | \$1,597,143 | \$2,300,602 | \$2,446,012 |
| Equity, Diversity, and Inclusion | | | | |
| Personnel Services | \$805,033 | \$939,698 | \$910,139 | \$1,192,959 |
| Materials and Supplies | \$419,221 | \$370,100 | \$373,199 | \$380,088 |
| Total Equity, Diversity, and Inclusion: | \$1,224,254 | \$1,309,797 | \$1,283,338 | \$1,573,048 |
| HR Operations | | | | |
| Personnel Services | \$299,577 | \$335,877 | \$334,617 | \$372,126 |
| Materials and Supplies | \$12,139 | \$14,000 | \$16,057 | \$13,000 |
| Total HR Operations: | \$311,716 | \$349,877 | \$350,674 | \$385,126 |
| HR Analytics and Performance | | | | |
| Personnel Services | \$804,799 | \$770,204 | \$799,328 | \$819,797 |
| Materials and Supplies | \$106,440 | \$125,655 | \$115,175 | \$111,995 |
| Total HR Analytics and Performance: | \$911,239 | \$895,859 | \$914,503 | \$931,792 |
| Total Human Resources: | \$8,298,353 | \$8,964,796 | \$10,188,204 | \$10,105,037 |
| Total Expenditures: | \$8,298,353 | \$8,964,796 | \$10,188,204 | \$10,105,037 |

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|
| Personnel Services | | | | |
| Full-Time Salaries | \$3,068,261 | \$3,800,173 | \$3,014,006 | \$4,041,557 |
| Holiday Salary Full Time | \$187,293 | \$0 | \$181,646 | \$0 |
| Vacation Leave | \$174,098 | \$0 | \$178,035 | \$0 |
| Bonus Leave | \$0 | \$0 | \$610 | \$0 |
| Sick Leave | \$52,342 | \$0 | \$81,148 | \$0 |
| Overtime | \$1,643 | \$0 | \$2 | \$0 |
| Out of Rank Pay | \$18,876 | \$21,672 | \$36,848 | \$18,372 |
| PTO Final Pay | \$87,551 | \$0 | \$21,507 | \$0 |
| Job Incentive | \$0 | \$0 | \$100 | \$0 |
| Pension | \$187,021 | \$201,943 | \$192,004 | \$233,466 |
| Social Security | \$27,700 | \$0 | \$25,631 | \$0 |
| Pension ADC | \$271,619 | \$280,600 | \$280,600 | \$407,824 |
| Group Life Insurance | \$4,654 | \$8,819 | \$4,253 | \$10,597 |
| Unemployment | \$3,600 | \$3,360 | \$3,360 | \$3,600 |
| Medicare | \$57,097 | \$49,629 | \$55,468 | \$56,032 |
| Long Term Disability | \$13,213 | \$9,926 | \$12,689 | \$11,206 |
| Health Insurance - Choice Plan | \$96,027 | \$0 | \$31,518 | \$69,948 |
| Benefits Adjustments | \$0 | \$38,787 | \$0 | \$34,672 |
| Health Insurance-Select Plan | \$244,191 | \$320,820 | \$298,803 | \$293,988 |
| Salaries - Part Time/Temporary | \$446,532 | \$595,530 | \$455,883 | \$510,356 |
| On the Job Injury | -\$1,067 | \$600 | \$0 | \$600 |
| Tuition Reimbursement - New | \$393,535 | \$193,500 | \$379,103 | \$268,500 |
| Book Reimbursement - New | \$6,286 | \$6,500 | \$9,274 | \$6,500 |
| Student Loan Repayment | \$131,572 | \$360,000 | \$347,889 | \$285,000 |
| Bonus Pay | \$99,546 | \$0 | \$83,404 | \$0 |
| Sign On Bonus Pay | \$1,250 | \$0 | \$0 | \$0 |
| Spot Bonus Pay | \$4,500 | \$0 | \$2,750 | \$0 |
| Expense Recovery - Personnel | -\$129,989 | -\$123,454 | -\$112,471 | -\$121,504 |
| Total Personnel Services: | \$5,447,351 | \$5,768,404 | \$5,584,060 | \$6,130,715 |
| Materials and Supplies | | | | |
| City Hall Printing | \$7,656 | \$4,190 | \$6,861 | \$8,840 |
| City Shop Charges | \$2,577 | \$635 | \$568 | \$1,717 |
| City Shop Fuel | \$2,410 | \$598 | \$1,167 | \$2,544 |
| Outside Computer Services | \$0 | \$5,200 | \$5,000 | \$3,000 |
| City Computer Svc Equipment | \$31,009 | \$43,650 | \$50,298 | \$53,390 |
| Data/Word Process Software | -\$200 | \$0 | \$263 | \$400 |
| Pers Computer Software | \$0 | \$4,473 | \$0 | \$4,000 |
| Supplies - Outside | \$26,637 | \$44,665 | \$28,057 | \$36,815 |
| Outside Postage | \$270 | \$750 | \$568 | \$750 |
| Materials and Supplies | \$52,087 | \$18,000 | \$44,969 | \$45,200 |
| Miscellaneous Expense | \$498 | \$2,605 | \$2,265 | \$2,605 |
| Medical/Dental/Veterinary | \$445,441 | \$449,215 | \$154,789 | \$442,500 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------------------------------------|----------------------|-----------------------|-------------------------|-----------------------|
| Advertising/Publication | \$75,003 | \$115,100 | \$137,074 | \$58,575 |
| Outside Phone/Communications | \$43,712 | \$51,030 | \$53,047 | \$51,138 |
| Seminars/Training/Education | \$19,560 | \$68,394 | \$79,783 | \$82,800 |
| Misc Professional Services | \$2,637,295 | \$2,721,262 | \$3,705,049 | \$2,816,688 |
| Rewards and Recognition | \$35,773 | \$46,950 | \$49,008 | \$51,450 |
| Travel Expense | \$64,702 | \$87,700 | \$63,518 | \$58,008 |
| Mileage | \$830 | \$2,850 | \$194 | \$2,850 |
| Lawsuits | \$0 | \$25,000 | \$5,000 | \$25,000 |
| Dues/Memberships/Periodicals | \$10,220 | \$22,319 | \$12,522 | \$27,600 |
| Rent | \$1,209 | \$80,170 | \$92,906 | \$124,300 |
| Misc Services and Charges | \$7,437 | \$12,150 | \$9,858 | \$7,960 |
| Expense Recovery - M & S | -\$708,493 | -\$705,665 | -\$7,404 | -\$10,000 |
| Catering | \$75,278 | \$75,150 | \$88,447 | \$60,193 |
| Total Materials and Supplies: | \$2,830,913 | \$3,176,391 | \$4,583,807 | \$3,958,322 |
| Capital Outlay | | | | |
| Furniture/Furnishings | \$20,089 | \$20,000 | \$20,337 | \$16,000 |
| Total Capital Outlay: | \$20,089 | \$20,000 | \$20,337 | \$16,000 |
| Total: | \$8,298,353 | \$8,964,796 | \$10,188,204 | \$10,105,037 |

Information Technology



Eric Keane
Chief Information Officer

Mission Statement

The Information Technology Division aims to collaborate with MPD, MFD, Communications, and Policy on Crime Tech Recommendations. Implement advanced data analytics solutions to identify patterns and leverage data-driven insights for law enforcement agencies. Provide innovative solutions and improved infrastructure to support public safety. Leverage emerging technologies to build smart city infrastructure. Design and support software applications that the City Divisions and Citizens of Memphis utilize.

Organization Structure

Services

The Information Technology Division is committed to ensuring efficient operations of all information technology systems and infrastructure, including, but not limited to, applications, servers, telecom, mobility, service desk, data network, security, data centers, project management, strategic initiatives, computer hardware/software, and peripheral equipment.

Performance Highlights

The Information Technology Division (ITD) delivers substantial improvements in critical infrastructure and network security, ensuring reliability and performance of our systems across multiple facilities.

Wireless Network Enhancement - Supporting the increasing demand for wireless connectivity, ITD deployed additional wireless access points across City Hall and multiple public libraries. This enhancement has significantly boosted coverage, providing city employees and residents with faster, more reliable internet access, improving both productivity and user experience in high-traffic areas.

Fiber Optic Replacement - Successfully installed new city-owned fiber optic connectivity to high bandwidth facilities, replacing outdated infrastructure. This investment ensures faster data transfer speeds and higher reliability for city operations, positioning the city to better meet future demands for digital services and connectivity.

Disaster Recovery Orchestrator Implementation Strengthening our disaster recovery and business continuity planning, ITD automated our failover processes with a Disaster Recovery (DR) Orchestrator. This tool ensures the rapid restoration of critical systems in the event of a disruption, minimizing downtime and protecting essential city services from extended outages.

Privileged Access Management (PAM) Solution Deployment - Recognizing the growing importance of cybersecurity, we deployed a Privileged Access Management (PAM) tool to secure and control access to sensitive systems. This solution helps mitigate the risk of insider threats and unauthorized access by enforcing stricter controls on privileged accounts.

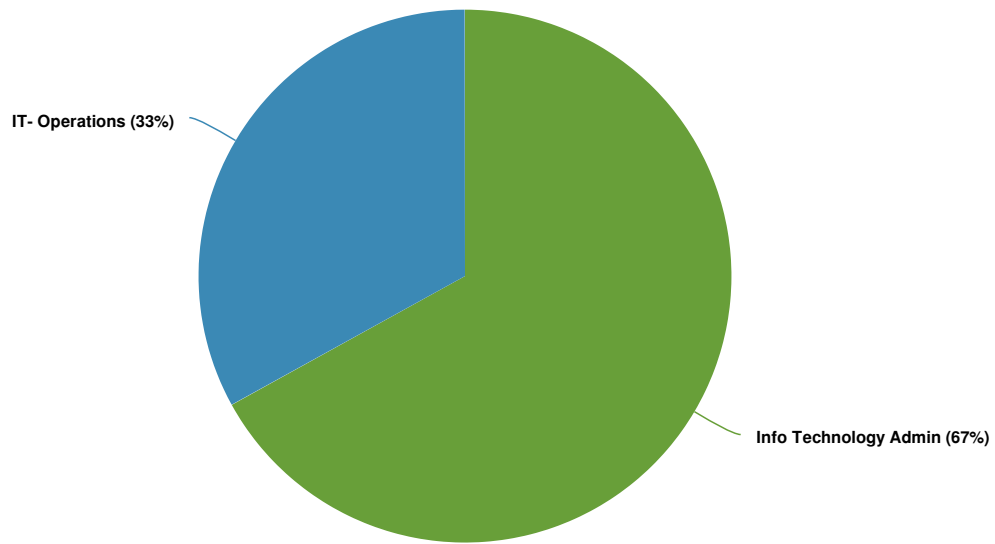
Third-Party Risk Assessment Service - Launched a comprehensive Third-Party Risk Assessment service to evaluate better and manage the risks posed by our vendors and partners. This proactive measure ensures that all third-party services adhere to our security standards, reducing potential vulnerabilities across our supply chain.

SD-WAN Expansion - Our expansion of Software-Defined Wide Area Network (SD-WAN) connectivity to multiple lower-bandwidth facilities has optimized network performance and cost-efficiency. This technology enhances the flexibility and scalability of our network, ensuring that even remote sites have access to robust and secure connections.

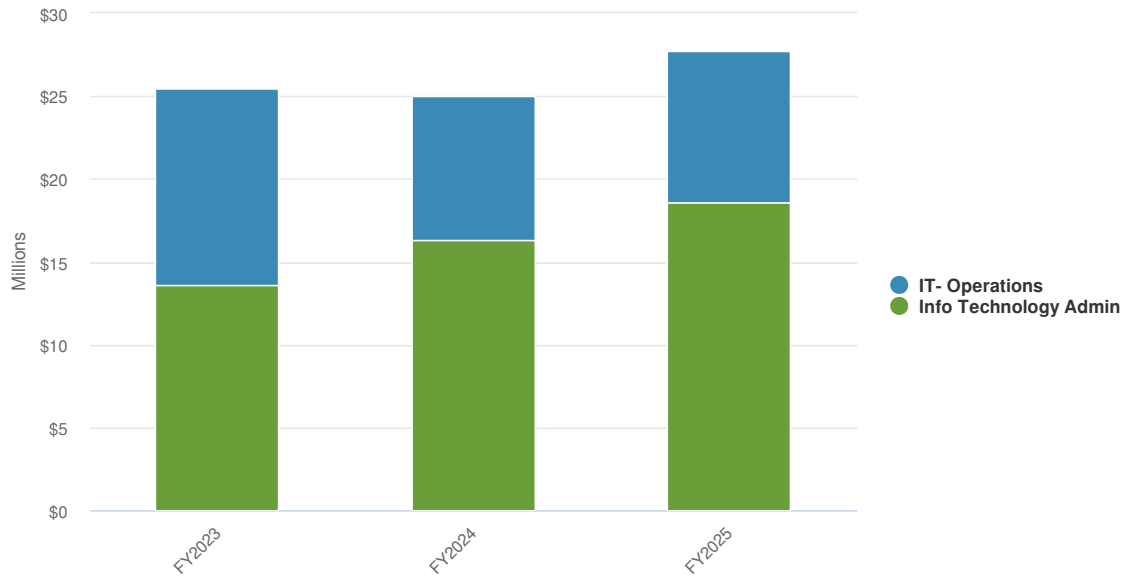
City Broadband Project Commencement - ITD officially kicked off the City Broadband Project, aimed at increasing affordable internet access for underserved communities. This ambitious project will not only boost digital inclusion but also support economic growth and educational opportunities by expanding high-speed internet availability to all corners of the city.

Expenditures by Legal Level

Budgeted Expenditures by Legal Level



Budgeted and Historical Expenditures by Legal Level



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Expenditures | | | | |
| Information Technology | | | | |
| Info Technology Admin | | | | |
| Personnel Services | \$1,791,917 | \$2,648,426 | \$2,307,736 | \$2,828,018 |
| Materials and Supplies | \$11,234,415 | \$13,704,635 | \$13,390,213 | \$15,754,718 |
| Capital Outlay | \$19,693 | \$0 | \$1,516 | \$1,516 |
| Misc Expense | \$174,347 | \$0 | \$0 | \$0 |
| Total Info Technology Admin: | \$13,220,371 | \$16,353,061 | \$15,699,464 | \$18,584,252 |
| IT- Operations | | | | |
| Personnel Services | \$2,674,496 | \$4,502,102 | \$3,993,791 | \$4,745,960 |
| Materials and Supplies | \$7,570,995 | \$4,181,000 | \$3,999,995 | \$4,413,431 |
| Total IT- Operations: | \$10,245,491 | \$8,683,102 | \$7,993,786 | \$9,159,390 |
| Total Information Technology: | \$23,465,862 | \$25,036,163 | \$23,693,250 | \$27,743,642 |
| Total Expenditures: | \$23,465,862 | \$25,036,163 | \$23,693,250 | \$27,743,642 |

Issues & Trends

The Information Technology Division pays third-party vendors above market rates to supply functional resources for positions and service desk support.

The Information Technology Division's operating budget for FY25 will allow the use of emerging technologies to build smart city infrastructure that can optimize resource utilization, improve urban planning, and enhance residents' quality of life.

Key Performance Indicators

| Key Performance Indicator | FY23 Actual | FY24 Goal | FY24 Actual | FY25 Goal | Category |
|---|-------------|-----------|-------------|-----------|------------|
| ADMINISTRATION | | | | | |
| Submit accurate invoices to ensure payment is within 30 days of receipt | 85% | 90% | 90% | 90% | Government |
| Adhere to Contract Compliance for Minority Women Business Enterprise (MWBE) goal for technology spend | 40% | 40% | 38% | 40% | Government |
| OPERATIONS | | | | | |
| Network Availability | 99% | 99% | 99% | 99% | Government |
| Server Availability | 99% | 99% | 99% | 99% | 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 |

Information Technology Legal Levels

Administration

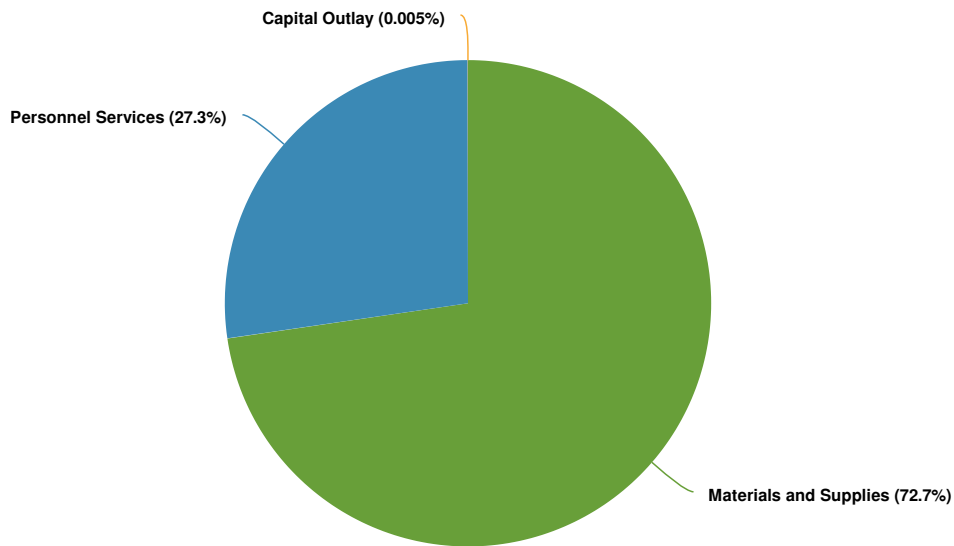
The Information Technology Administration ensures that the Divisions' mission, vision, and values are upheld. Directs all City IT functions, HR employee relations, strategic initiatives, manages the operating and capital improvement budgets, processes contracts and procures technical hardware and software.

Operations

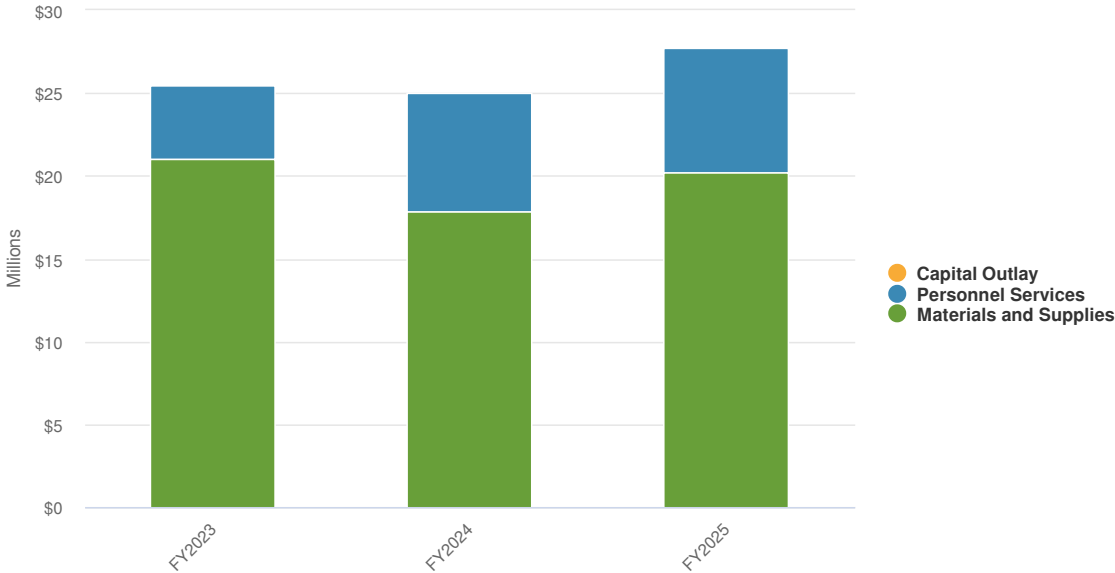
The Operations Departments are the central hub for all technological functions. These departments maintain and support over 120 applications, manage the network infrastructure, manage a world-class data center, implement, and maintain the City's security policies and procedures, plan and oversee projects, conduct training, provide technical support for software and hardware, and telephone systems.

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | | | | |
| Full-Time Salaries | \$3,229,899 | \$5,687,385 | \$4,321,662 | \$5,726,008 |
| Holiday Salary Full Time | \$186,915 | \$0 | \$260,388 | \$0 |
| Vacation Leave | \$113,353 | \$0 | \$196,786 | \$0 |
| Bonus Leave | \$95 | \$0 | \$0 | \$0 |
| Sick Leave | \$48,877 | \$0 | \$117,864 | \$0 |
| Out of Rank Pay | \$0 | \$0 | \$1,901 | \$0 |
| PTO Final Pay | \$0 | \$92,000 | \$38,542 | \$92,000 |
| Pension | \$163,793 | \$316,780 | \$239,067 | \$314,011 |
| Social Security | \$1,059 | \$0 | \$0 | \$0 |
| Pension ADC | \$174,601 | \$383,800 | \$383,800 | \$574,939 |
| Group Life Insurance | \$3,547 | \$12,389 | \$6,104 | \$14,285 |
| Unemployment | \$2,240 | \$5,600 | \$5,940 | \$5,200 |
| Medicare | \$48,883 | \$76,787 | \$71,955 | \$75,363 |
| Long Term Disability | \$9,976 | \$15,357 | \$17,112 | \$15,073 |
| Health Insurance - Choice Plan | \$109,084 | \$0 | \$9,112 | \$20,736 |
| Health Insurance-Select Plan | \$235,080 | \$515,808 | \$496,124 | \$504,828 |
| Salaries - Part Time/Temporary | \$17,088 | \$44,622 | \$0 | \$41,052 |
| Bonus Pay | \$121,922 | \$0 | \$135,170 | \$0 |
| Potential Raises | \$0 | \$0 | \$0 | \$190,484 |
| Total Personnel Services: | \$4,466,414 | \$7,150,528 | \$6,301,527 | \$7,573,977 |
| Materials and Supplies | | | | |
| City Hall Printing | \$0 | \$100 | \$68 | \$100 |
| City Shop Charges | \$1,444 | \$1,274 | \$363 | \$1,773 |
| City Shop Fuel | \$4,455 | \$3,260 | \$3,041 | \$3,260 |
| City Computer Svc Equipment | \$1,036,125 | \$200,000 | \$94,026 | \$197,850 |
| Pers Computer Software | \$7,966,858 | \$10,651,000 | \$10,733,567 | \$12,995,682 |
| Supplies - Outside | \$27,868 | \$10,000 | \$535 | \$10,000 |
| Outside Postage | \$648 | \$500 | \$500 | \$500 |
| Advertising/Publication | \$0 | \$1,000 | \$1,000 | \$750 |
| Outside Phone/Communications | \$2,290,557 | \$2,535,000 | \$2,229,176 | \$2,332,905 |
| Seminars/Training/Education | \$30,429 | \$20,000 | \$21,199 | \$35,970 |
| Misc Professional Services | \$8,155,914 | \$4,726,000 | \$4,564,420 | \$4,799,517 |
| Rewards and Recognition | \$4,857 | \$2,500 | \$1,408 | \$2,500 |
| Travel Expense | \$10,561 | \$10,000 | \$10,596 | \$10,000 |
| Mileage | \$3,883 | \$0 | \$0 | \$0 |
| Claims | \$0 | \$5,000 | \$0 | \$0 |
| Lawsuits | \$0 | \$100,000 | \$100,000 | \$100,000 |
| Dues/Memberships/Periodicals | \$2,034 | \$1,000 | \$1,072 | \$1,030 |
| Rent | \$0 | \$364,000 | \$364,375 | \$364,375 |
| Misc Services and Charges | \$140,636 | \$60,000 | \$69,861 | \$116,937 |
| Expense Recovery - Telephones | -\$870,859 | -\$805,000 | -\$805,000 | -\$805,000 |
| Total Materials and Supplies: | \$18,805,409 | \$17,885,635 | \$17,390,207 | \$20,168,149 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|------------------------------|----------------------|-----------------------|-------------------------|-----------------------|
| Capital Outlay | | | | |
| Furniture/Furnishings | \$19,693 | \$0 | \$1,516 | \$1,516 |
| Total Capital Outlay: | \$19,693 | \$0 | \$1,516 | \$1,516 |
| Misc Expense | | | | |
| Prior Year Expense | \$174,347 | \$0 | \$0 | \$0 |
| Total Misc Expense: | \$174,347 | \$0 | \$0 | \$0 |
| Total: | \$23,465,862 | \$25,036,163 | \$23,693,250 | \$27,743,642 |

Library Services



Keenon McCloy
Director

Mission Statement

The City of Memphis Public Libraries (MPL) serves as your place to socially connect, stimulate learning, and exemplify innovative growth in the community.

Organization Structure

Library Services

Since its inception in 1893, MPL has worked diligently to improve equitable access to services, provide literacy and educational opportunities for all ages and learning levels, and to meet the diverse needs of customers. This rich legacy continues today in the form of innovative programming designed to ensure our community's most vulnerable citizens can utilize our vast resources, including traditional library services, targeted community outreach, and digital collections, programs, and resources. In addition, each of our libraries strives to offer programs and resources targeted to the unique needs of their service area. This robust continuum of programming is designed to bring people of all walks of life together for meaningful interactions and educational experiences. MPL's overarching goal is to create learning opportunities and service resources that meet the needs of all we serve, regardless of age, race, socioeconomic status, gender identity, educational attainment, or sexual orientation. In a world full of constant changes and ongoing uncertainty for many, MPL is a community touchstone, an encouraging source of hope, equity, and opportunity.

Expenditures by Fund

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---------------------------------------|---------------|----------------|------------------|----------------|
| General Fund | | | | |
| Full-Time Salaries | \$9,468,724 | \$12,934,672 | \$11,525,066 | \$13,355,457 |
| Holiday Salary Full Time | \$607,020 | \$0 | \$807,020 | \$0 |
| Vacation Leave | \$736,858 | \$0 | \$707,994 | \$0 |
| Bonus Leave | \$848 | \$0 | \$0 | \$0 |
| Sick Leave | \$516,176 | \$0 | \$616,176 | \$0 |
| COVID-19 OJI | \$3,047 | \$0 | \$0 | \$0 |
| Overtime | \$1,123 | \$0 | \$1,850 | \$0 |
| Out of Rank Pay | \$9,802 | \$0 | \$10,802 | \$0 |
| PTO Final Pay | \$171,409 | \$150,000 | \$300,000 | \$150,000 |
| Pension | \$559,866 | \$737,850 | \$737,850 | \$758,828 |
| Supplemental Pension | \$226 | \$788 | \$788 | \$0 |
| Social Security | \$52,787 | \$0 | \$57,672 | \$27,694 |
| Pension ADC | \$947,688 | \$1,014,300 | \$1,014,300 | \$1,448,618 |
| Group Life Insurance | \$12,628 | \$27,175 | \$27,175 | \$28,834 |
| Unemployment | \$20,880 | \$20,960 | \$20,960 | \$20,880 |
| Medicare | \$166,030 | \$174,006 | \$174,006 | \$181,397 |
| Long Term Disability | \$45,935 | \$35,520 | \$35,520 | \$36,527 |
| Health Insurance - Choice Plan | \$666,945 | \$0 | \$57,054 | \$352,020 |
| Benefits Adjustments | \$0 | \$57,672 | \$0 | \$57,673 |
| Health Insurance-Select Plan | \$1,165,349 | \$1,939,176 | \$1,939,176 | \$1,502,808 |
| Salaries - Part Time/Temporary | \$824,766 | \$930,202 | \$930,202 | \$489,974 |
| On the Job Injury | \$69,202 | \$15,000 | \$32,000 | \$15,000 |
| Proposed ISL | \$0 | \$190,000 | \$0 | \$0 |
| Attrition | \$0 | -\$129,843 | \$0 | -\$355,049 |
| Bonus Pay | \$263,598 | \$8,310 | \$269,048 | \$0 |
| Sign On Bonus Pay | \$17,095 | \$0 | \$0 | \$0 |
| Spot Bonus Pay | \$250 | \$0 | \$250 | \$0 |
| City Hall Printing | \$4,359 | \$0 | \$5,000 | \$0 |
| City Shop Charges | \$38,500 | \$41,875 | \$41,875 | \$58,273 |
| City Shop Fuel | \$17,751 | \$29,285 | \$16,000 | \$29,285 |
| City Computer Svc Equipment | \$1,433 | \$4,900 | \$4,900 | \$4,900 |
| Pers Computer Software | \$0 | \$614,129 | \$614,129 | \$614,129 |
| Printing - Outside | \$0 | \$2,270 | \$4,500 | \$2,270 |
| Supplies - Outside | \$181,018 | \$201,500 | \$200,000 | \$201,500 |
| Household Supplies | \$49,098 | \$42,410 | \$58,000 | \$42,410 |
| Outside Postage | \$879 | \$15,000 | \$1,200 | \$15,000 |
| Materials and Supplies | \$36,401 | \$50,000 | \$53,270 | \$50,000 |
| Library Books | \$726,108 | \$790,501 | \$1,407,095 | \$665,473 |
| Tower Lease Expense - Library | \$22,887 | \$25,285 | \$35,022 | \$25,285 |
| WYPL Arkansas Tower Expense - Library | \$16,036 | \$30,000 | \$31,490 | \$30,000 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|---------------------|---------------------|---------------------|---------------------|
| Outside Equipment Repair/Maintenance | \$1,530 | \$72,828 | \$72,828 | \$72,828 |
| Facilities Structure Repair - Outside | \$144,516 | \$242,043 | \$242,043 | \$242,043 |
| Outside Phone/Communications | \$33,945 | \$15,000 | \$15,157 | \$15,000 |
| Outside Phone/Communications | \$145 | \$0 | \$0 | \$0 |
| Janitorial Services | \$517,989 | \$700,010 | \$701,464 | \$1,478,422 |
| Security | \$1,728,712 | \$1,586,914 | \$1,689,351 | \$1,653,366 |
| Seminars/Training/Education | \$3,015 | \$2,500 | \$3,400 | \$2,500 |
| Misc Professional Services | \$115,538 | \$120,263 | \$155,883 | \$108,237 |
| Travel Expense | \$1,213 | \$5,000 | \$10,000 | \$5,000 |
| Mileage | \$6,474 | \$12,000 | \$12,000 | \$12,000 |
| Utilities | \$1,053,060 | \$1,305,792 | \$1,305,792 | \$1,053,060 |
| Insurance | \$0 | \$0 | \$39 | \$0 |
| Claims | \$0 | \$2,500 | \$2,500 | \$0 |
| Dues/Memberships/Periodicals | \$13,482 | \$25,000 | \$25,000 | \$25,000 |
| Credit Card Fees - Expense | \$3,043 | \$12,500 | \$6,000 | \$12,500 |
| Misc Services and Charges | \$6,161 | \$17,069 | \$21,638 | \$17,069 |
| Expense Recovery - Personnel | -\$88,151 | \$0 | -\$50,000 | \$0 |
| Prior Year Expense | \$370 | \$0 | \$0 | \$0 |
| Oper Tfr Out - Library Retirement Fund | \$939,017 | \$471,000 | \$471,000 | \$471,000 |
| Total General Fund: | \$21,902,780 | \$24,543,364 | \$26,421,487 | \$24,977,210 |

Performance Highlights

- Memphis Public Libraries remains on the cutting edge by opening several new and renovated libraries, which includes Orange Mound in 2024, and Frayser in 2025.
- Teen Innovation Centers have been installed in almost all library branches to keep the youth actively learning and engaged with their neighborhood library beyond childhood. An additional two (2) Teen Innovation Centers are scheduled to launch in FY25.
- MPL's advanced Explore Memphis (EM) summer reading and learning program is designed to combat the summer stagnation and encourage life-long learning. EM includes reading incentives, free summer camps, arts and cultural events, and a wide range of dynamic programs.
- MPL has launched a series of ongoing education and lifelong learning courses including French and Spanish for travelers, digital photography and videography, website design, healthy cooking, launching a business, sign language, book writing and publishing, and much more.
- Staff has increased adult literacy programs to include HiSET classes in several libraries, as well as offering ESL/ELL classes in Cordova and throughout the community with Connect Crew.
- LINC/2-1-1 has established workstations in high-need neighborhood branches to offer increased support to vulnerable populations and recently added staff social workers to assist with complex needs and customers who require additional support.
- Staff has expanded financial literacy programs to include a multi-session curriculum, resources for those looking to start a new business, targeted collection items, and workshops on relevant topics including budgeting and financial planning. Also, many library branches added additional resources for entrepreneurs, including a mentorship program pairing established business owners with those just starting a business.

Issues & Trends

MPL serves more than 2 million people each year through in-person and virtual resources, and staff works continuously to improve the breadth of services available to the community. As a trusted institution that strives to increase access for underserved populations, the library offers an environment of diversity and inclusion that expands and engages disenfranchised people across our city and in the highest poverty areas. Service numbers have rebounded from the pandemic, and MPL presents thousands of programs focused on workforce development, STEAM (Science, Technology, Engineering, Arts, Mathematics), and grade-level reading, especially through the summer with Explore Memphis.

The library also ensures that all Memphians have access to technology to build 21st century skills and advance in lifelong learning. Due to significant access barriers faced by many households, MPL has made strategic community outreach an ultimate organizational priority. Branch staff and the Connect Crew mobile program team conduct outreach to area schools, service providers, and residential facilities to offer programs onsite, as well as to market upcoming library offerings.

Also, MPL has expanded mobile circulation to take collection items to traditionally underserved communities and host library card sign-up events. Recent efforts have included partnering with local senior living facilities to provide technology and training to increase resource access for older adults at high risk for social isolation. Staff is also working to increase bilingual programs and has translated critical portions of the website into Spanish. The MPL will also continue to focus on successful collaborations with more than 200 local partner agencies for greater collective impact. During the next fiscal year, MPL will also expand digital literacy programs, implement strategic programs designed to bring people of all walks together for meaningful interactions, expand lifelong learning and homework assistance opportunities, and continue to increase staff development efforts to better serve our customers.

Key Performance Indicators

| Performance Indicator | FY23 Actual | FY24 Goal | FY24 Actual | FY25 Goal | Category |
|---|-------------|-----------|-------------|-----------|---------------|
| # of customers who access library services in person and remotely | 1,563,068 | 2,500,000 | 1,571,089 | 1,500,000 | Neighborhoods |
| # of customers who use LINC/2-1-1 to connect with information and services | 67,617 | 65,000 | 52,477 | 60,000 | Government |
| # of customers who attend programs that support job search, career development, and entrepreneurship | 2,062 | 10,000 | 2,349 | 5,000 | Economy |
| # of customers who attend other types of cultural and life-long learning programs | 50,000 | 50,000 | 43,527 | 50,000 | Neighborhoods |
| # of community outreach events that support literacy, educational growth, and job/career/business development | 440 | 800 | 417 | 800 | Economy |
| # of youth participating in programs that support literacy skill development | 14,850 | 20,000 | 21,670 | 20,000 | Youth |
| # of youth participating in programs that support STEAM skill development | 11,168 | 25,000 | 15,489 | 25,000 | Youth |
| # of youth participating in the summer Explore Memphis Program | 14,918 | 30,000 | 19,231 | 30,000 | Youth |

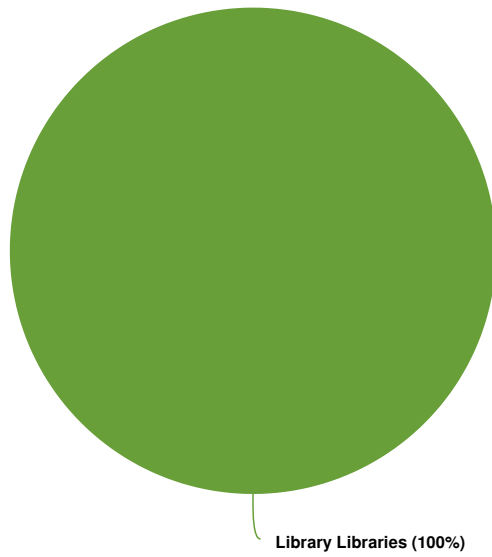
Library Legal Levels

Library Services: Legal Level Summary

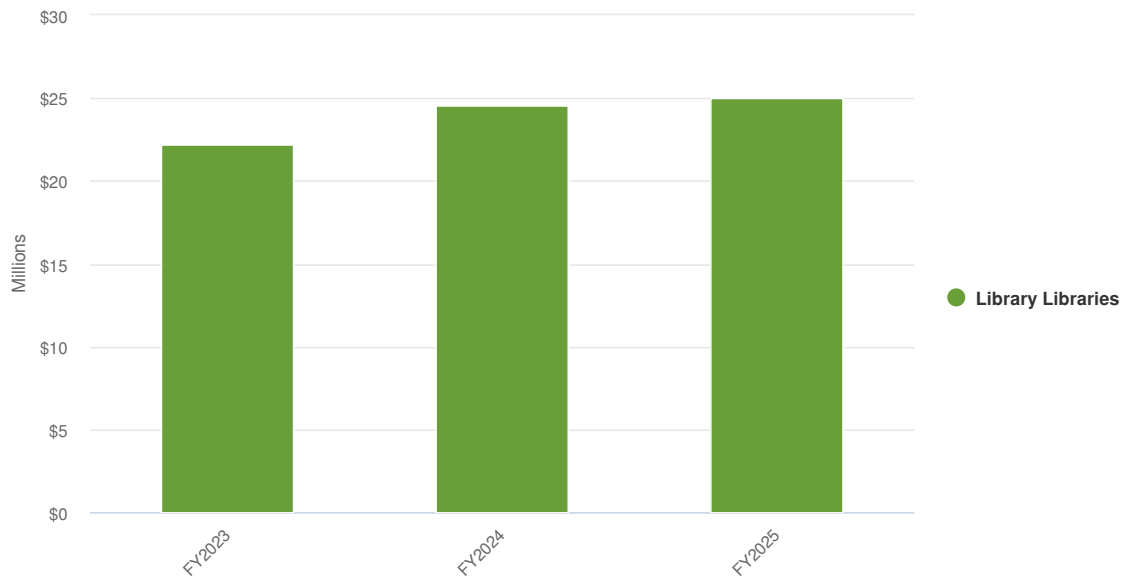
Library Services provides general administrative support for all library agencies including regional branch management, adult service and youth service coordination, which includes computer training, story time programs, summer reading programs, and workshops for the citizens of Memphis and Shelby County.

Expenditures by Legal Level

Budgeted Expenditures by Legal Level



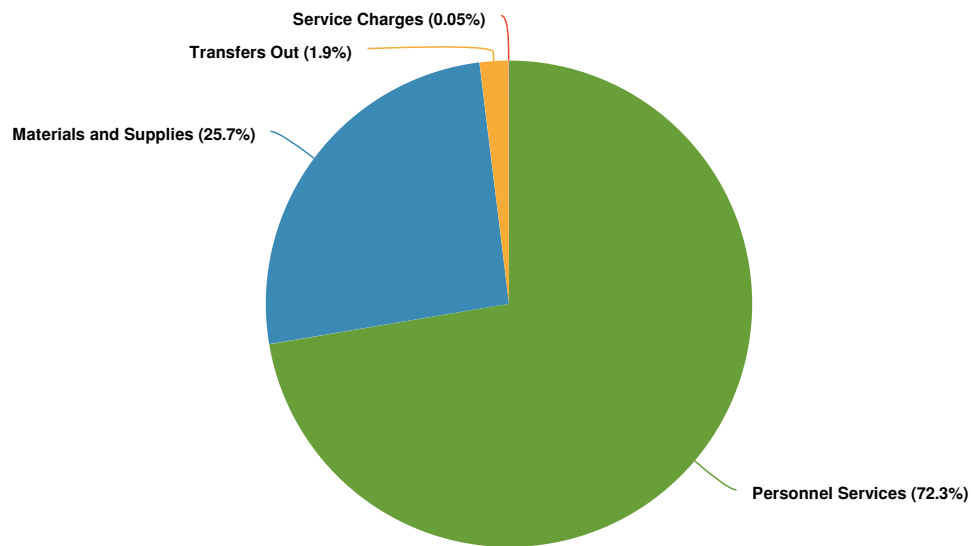
Budgeted and Historical Expenditures by Legal Level



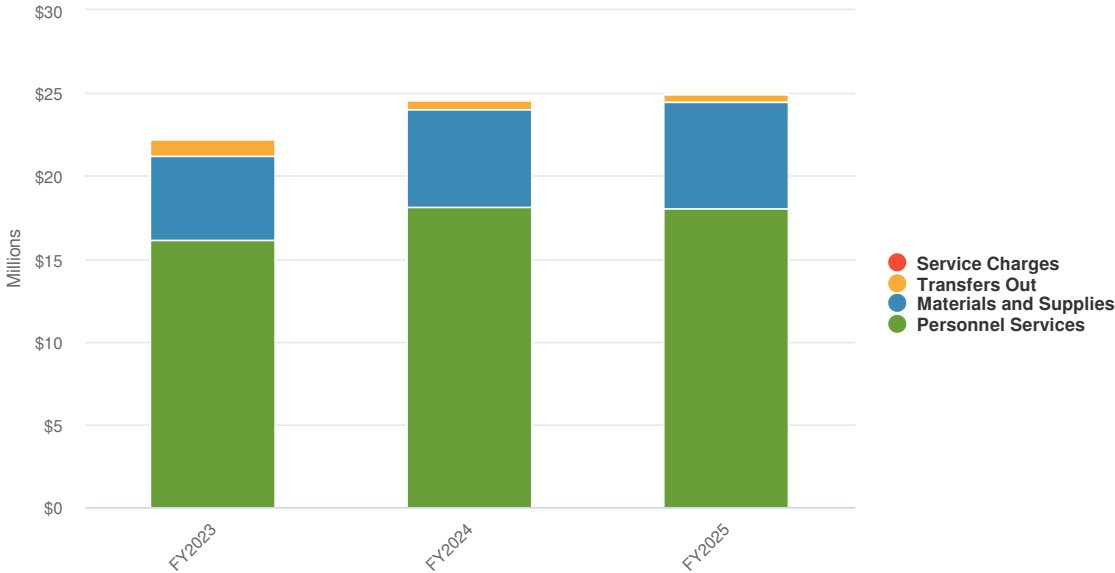
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|
| Expenditures | | | | |
| Libraries | | | | |
| Library Libraries | | | | |
| Personnel Services | \$16,240,102 | \$18,105,790 | \$19,214,910 | \$18,070,661 |
| Materials and Supplies | \$4,720,249 | \$5,954,074 | \$6,729,577 | \$6,423,050 |
| Transfers Out | \$939,017 | \$471,000 | \$471,000 | \$471,000 |
| Service Charges | \$3,043 | \$12,500 | \$6,000 | \$12,500 |
| Misc Expense | \$370 | \$0 | \$0 | \$0 |
| Total Library Libraries: | \$21,902,780 | \$24,543,364 | \$26,421,487 | \$24,977,210 |
| Total Libraries: | \$21,902,780 | \$24,543,364 | \$26,421,487 | \$24,977,210 |
| Total Expenditures: | \$21,902,780 | \$24,543,364 | \$26,421,487 | \$24,977,210 |

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | | | | |
| Full-Time Salaries | \$9,468,724 | \$12,804,829 | \$11,525,066 | \$13,000,408 |
| Holiday Salary Full Time | \$607,020 | \$0 | \$807,020 | \$0 |
| Vacation Leave | \$736,858 | \$0 | \$707,994 | \$0 |
| Bonus Leave | \$848 | \$0 | \$0 | \$0 |
| Sick Leave | \$516,176 | \$0 | \$616,176 | \$0 |
| COVID-19 OJI | \$3,047 | \$0 | \$0 | \$0 |
| Overtime | \$1,123 | \$0 | \$1,850 | \$0 |
| Out of Rank Pay | \$9,802 | \$0 | \$10,802 | \$0 |
| PTO Final Pay | \$171,409 | \$150,000 | \$300,000 | \$150,000 |
| Pension | \$559,866 | \$737,850 | \$737,850 | \$758,828 |
| Supplemental Pension | \$226 | \$788 | \$788 | \$0 |
| Social Security | \$52,787 | \$0 | \$57,672 | \$27,694 |
| Pension ADC | \$947,688 | \$1,014,300 | \$1,014,300 | \$1,448,618 |
| Group Life Insurance | \$12,628 | \$27,175 | \$27,175 | \$28,834 |
| Unemployment | \$20,880 | \$20,960 | \$20,960 | \$20,880 |
| Medicare | \$166,030 | \$174,006 | \$174,006 | \$181,397 |
| Long Term Disability | \$45,935 | \$35,520 | \$35,520 | \$36,527 |
| Health Insurance - Choice Plan | \$666,945 | \$0 | \$57,054 | \$352,020 |
| Benefits Adjustments | \$0 | \$57,672 | \$0 | \$57,673 |
| Health Insurance-Select Plan | \$1,165,349 | \$1,939,176 | \$1,939,176 | \$1,502,808 |
| Salaries - Part Time/Temporary | \$824,766 | \$930,202 | \$930,202 | \$489,974 |
| On the Job Injury | \$69,202 | \$15,000 | \$32,000 | \$15,000 |
| Proposed ISL | \$0 | \$190,000 | \$0 | \$0 |
| Bonus Pay | \$263,598 | \$8,310 | \$269,048 | \$0 |
| Sign On Bonus Pay | \$17,095 | \$0 | \$0 | \$0 |
| Spot Bonus Pay | \$250 | \$0 | \$250 | \$0 |
| Expense Recovery - Personnel | -\$88,151 | \$0 | -\$50,000 | \$0 |
| Total Personnel Services: | \$16,240,102 | \$18,105,790 | \$19,214,910 | \$18,070,661 |
| Materials and Supplies | | | | |
| City Hall Printing | \$4,359 | \$0 | \$5,000 | \$0 |
| City Shop Charges | \$38,500 | \$41,875 | \$41,875 | \$58,273 |
| City Shop Fuel | \$17,751 | \$29,285 | \$16,000 | \$29,285 |
| City Computer Svc Equipment | \$1,433 | \$4,900 | \$4,900 | \$4,900 |
| Pers Computer Software | \$0 | \$614,129 | \$614,129 | \$614,129 |
| Printing - Outside | \$0 | \$2,270 | \$4,500 | \$2,270 |
| Supplies - Outside | \$181,018 | \$201,500 | \$200,000 | \$201,500 |
| Household Supplies | \$49,098 | \$42,410 | \$58,000 | \$42,410 |
| Outside Postage | \$879 | \$15,000 | \$1,200 | \$15,000 |
| Materials and Supplies | \$36,401 | \$50,000 | \$53,270 | \$50,000 |
| Library Books | \$726,108 | \$790,501 | \$1,407,095 | \$665,473 |
| Tower Lease Expense - Library | \$22,887 | \$25,285 | \$35,022 | \$25,285 |
| WYPL Arkansas Tower Expense - Library | \$16,036 | \$30,000 | \$31,490 | \$30,000 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|----------------------|-----------------------|-------------------------|-----------------------|
| Outside Equipment Repair/Maintenance | \$1,530 | \$72,828 | \$72,828 | \$72,828 |
| Facilities Structure Repair - Outside | \$144,516 | \$242,043 | \$242,043 | \$242,043 |
| Outside Phone/Communications | \$34,090 | \$15,000 | \$15,157 | \$15,000 |
| Janitorial Services | \$517,989 | \$700,010 | \$701,464 | \$1,478,422 |
| Security | \$1,728,712 | \$1,586,914 | \$1,689,351 | \$1,653,366 |
| Seminars/Training/Education | \$3,015 | \$2,500 | \$3,400 | \$2,500 |
| Misc Professional Services | \$115,538 | \$120,263 | \$155,883 | \$108,237 |
| Travel Expense | \$1,213 | \$5,000 | \$10,000 | \$5,000 |
| Mileage | \$6,474 | \$12,000 | \$12,000 | \$12,000 |
| Utilities | \$1,053,060 | \$1,305,792 | \$1,305,792 | \$1,053,060 |
| Insurance | \$0 | \$0 | \$39 | \$0 |
| Claims | \$0 | \$2,500 | \$2,500 | \$0 |
| Dues/Memberships/Periodicals | \$13,482 | \$25,000 | \$25,000 | \$25,000 |
| Misc Services and Charges | \$6,161 | \$17,069 | \$21,638 | \$17,069 |
| Total Materials and Supplies: | \$4,720,249 | \$5,954,074 | \$6,729,577 | \$6,423,050 |
| | | | | |
| Transfers Out | | | | |
| Oper Tfr Out - Library Retirement Fund | \$939,017 | \$471,000 | \$471,000 | \$471,000 |
| Total Transfers Out: | \$939,017 | \$471,000 | \$471,000 | \$471,000 |
| | | | | |
| Service Charges | | | | |
| Credit Card Fees - Expense | \$3,043 | \$12,500 | \$6,000 | \$12,500 |
| Total Service Charges: | \$3,043 | \$12,500 | \$6,000 | \$12,500 |
| | | | | |
| Misc Expense | | | | |
| Prior Year Expense | \$370 | \$0 | \$0 | \$0 |
| Total Misc Expense: | \$370 | \$0 | \$0 | \$0 |
| Total: | \$21,902,780 | \$24,543,364 | \$26,421,487 | \$24,977,210 |

Memphis Parks



Nick Walker
Director

Mission Statement

The Memphis Parks Division's mission is to create positive and safe places to provide community-centered experiences that connect all Memphians, celebrate life, and strengthen mind and body.

Organization Structure

Services

Memphis Parks inspires community pride through our parks, facilities, trails, programs, and recreation services. The Division provides an array of services for people of all ages, supporting their engagement in health, wellness, lifelong learning, leisure, and recreational activities. We are the center of the community.

Performance Highlights

- The all-new \$4.5 million Charles & Cleophus Clubhouse and driving range at the Links at Pine Hill were completed and opened on June 22, 2024.
- Memphis Parks opened an additional splash pad in FY24 at McFarland Park.
- Riverview Community Center re-opened on May 29, 2024, after a \$2.5 million renovation.
- Gaisman Community Center opened December 16, 2023, after a \$14 million rebuild and the long-awaited Gaisman Parks soccer fields were completed as a part of the renovation.
- Play Your Park hosted the third annual and largest-to-date (more than 8,000 attendees) Liberty 4 All firework show at Liberty Park, the first ever Magic Show in the Park, eight fantastic Family Fun Friday nights, Poetry Slam in the Park, and a host of other community-based activities.
- Memphis Parks successfully launched the second phase of its online membership software to include Point of Sale component to enhance the user experience.
- Gaisman and Ed Rice Community Centers were awarded third place and honorable mention by the Urban Land Institute.
- Memphis Parks has applied for accreditation from the National Recreation & Parks Association's Commission for Accreditation of Park and Recreation Agencies (CAPRA). This accreditation will serve as a visible commitment to the high quality of operation, management and service to the community provided by Memphis Parks.

Issues & Trends

The Memphis Parks Division continues to focus on meeting citizens' expectations for service delivery, quality customer service, diverse programming, and well-managed facilities. The Division also continues to focus its efforts to expand quality programmatic opportunities for all citizens, with an emphasis on youth and young adults 5 to 24 years of age. Memphis Parks strives to be a place for all people to gather, celebrate, and engage in activities that promote health, well-being, community, and the environment.

Key Performance Indicators

| Performance Indicators | FY23 Actual | FY2024 Goal | FY2024 Actual | FY2025 Goal | Category |
|--|-------------|-------------|---------------|-------------|---------------|
| Community Centers | | | | | |
| Community Center Adult attendance | 206,393 | 208,000 | 202,294 | 208,000 | Neighborhoods |
| Community Center Youth attendance | 272,712 | 275,000 | 210,968 | 275,000 | Youth |
| Senior Center Attendance | 74,069 | 78,000 | 86,659 | 88,000 | Neighborhoods |
| Specialty Center Attendance | 5,761 | 6,000 | 5,703 | 6,600 | Neighborhoods |
| Summer Camp registrations | 1,748 | 2,200 | 2,299 | 2,420 | Youth |
| Meals served to youth | 272,818 | 275,000 | 282,301 | 302,500 | Youth |
| Meals served to seniors | 33,403 | 35,000 | 38,080 | 38,500 | Neighborhoods |
| Golf | | | | | |
| Golf rounds | 145,128 | 152,000 | 160,184 | 167,200 | Neighborhoods |
| Youth golf rounds | 6,276 | 7,000 | 7,469 | 7,700 | Youth |
| Athletics | | | | | |
| Youth Participants | 2,600 | 3,500 | 3,100 | 3,500 | Youth |
| Adult Participants | 1,800 | 2,500 | 1,900 | 2,500 | Recreation |
| Aquatics | | | | | |
| Youth Participants | 4,200 | 4,500 | 3,100 | 4,500 | Youth |
| Adult Participants | 2,500 | 3,000 | 1,900 | 3,000 | Recreation |
| Park Operations | | | | | |
| Grass Cutting- % of mowing tasks complete within 17 days | 56.37% | 75% | 61.09% | 75% | Operations |
| Total issues addressed by rangers | 2,693 | 8,000 | 6,882 | 8,800 | Operations |
| Business Operations | | | | | |
| Parks scheduled reservations | 375 | 440 | 458 | 484 | Neighborhoods |
| Accounts Payable- % paid in 30 days | 84% | 90% | 82% | 90% | Operations |
| Grant dollars raised | \$ 266,750 | \$ 500,000 | \$ 943,752 | \$ 550,000 | Operations |
| Community Engagement | | | | | |
| New Social Media Followers | 3,684 | 3,500 | 7,553 | 3,850 | Operations |

Memphis Parks Legal Levels

Administration

Parks Administration provides leadership, strategic planning, financial management and administrative support to enhance efficient and effective delivery of parks and recreation services.

Planning & Development

Planning and Development implements the Capital Improvement Program (CIP) for Memphis Parks by designing, constructing, repurposing, and repairing park amenities and green spaces.

Park Operations

Park Operations provides maintenance and operating support for Memphis parks and green spaces, including playgrounds, walking trails, and sports fields, as well as houses the Memphis Parks' Park Rangers. Park Rangers assist in efforts to enforce park rules and city ordinances while increasing visibility with patrols and creating relationships with the community. Park Rangers also work with Park Operations by reporting any maintenance issues that are seen while on patrols.

Museums

Museums inspire visitors to discover human cultures, history, the humanities, the natural world, technology, and the universe through facilities such as the Museum of Science and History, 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. Museums is operated through a public/private partnership with Memphis Museums, Inc. (MMI).

Memphis 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 the Memphis Zoological Society.

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. The Museum is operated through a public/private partnership with the Memphis Brooks Museum of Art, Inc.

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.

Sports Centers

Located in Liberty Park, adjacent to the Memphis Sports & Events Center and athletic fields, Liberty Pocket Park features a 1/5-mile walking trail, turf field, and 10 pieces of interactive cardio equipment. Designed with stormwater bioswale and native plantings, the park also includes a misting station and water fountain.

Centers

Centers provide recreational programs and leisure services to the citizens of Memphis through its community and senior center facilities.

Golf

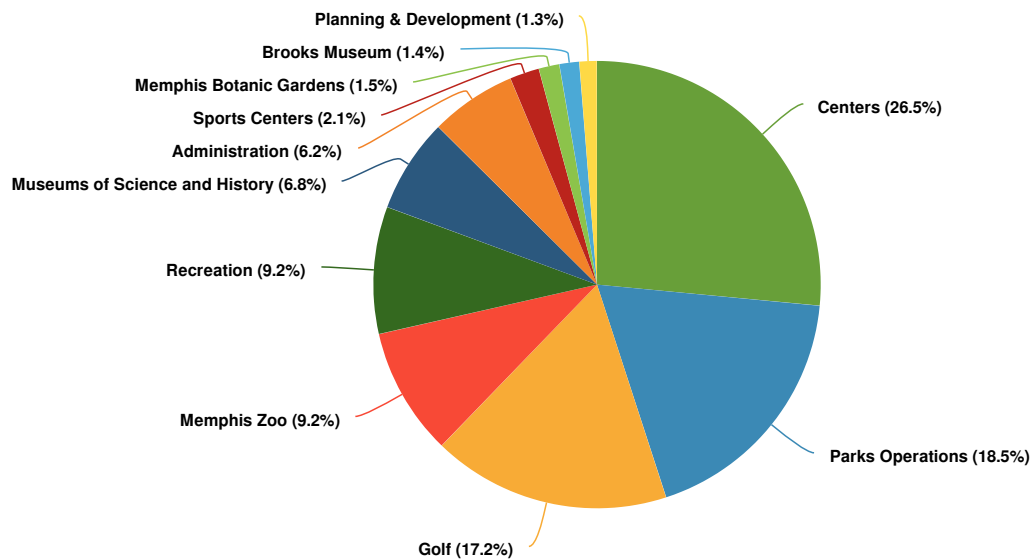
Golf provides seven quality golf facilities throughout the City for golfers of all levels to enjoy the game.

Recreation

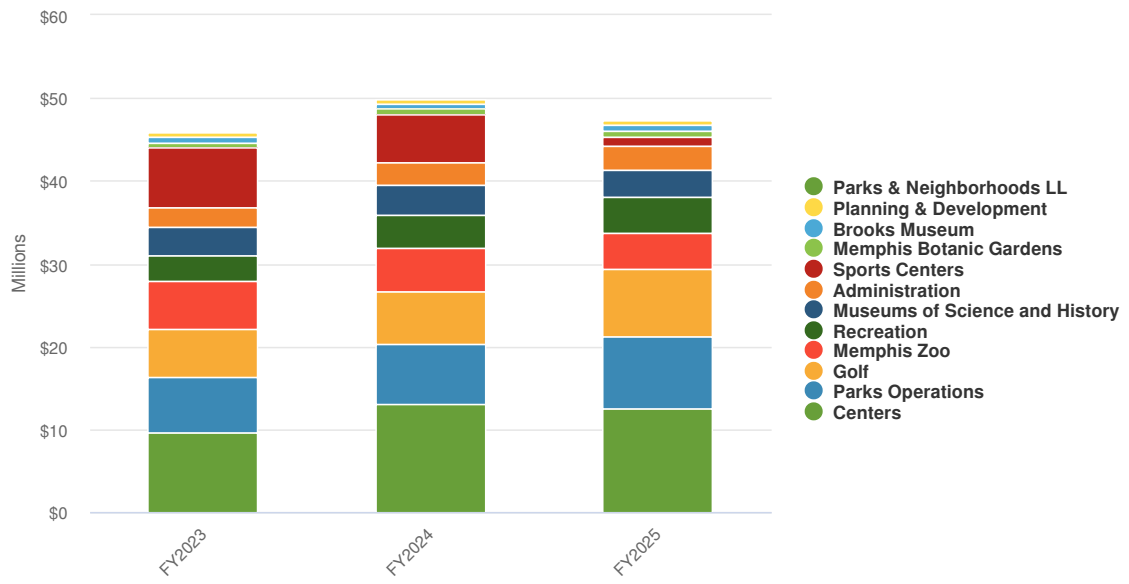
Recreation provides outdoor recreational activities, aquatics, organized sports, and special events that enhance the quality of life through exercise and involvement.

Expenditures by Legal Level

Budgeted Expenditures by Legal Level



Budgeted and Historical Expenditures by Legal Level

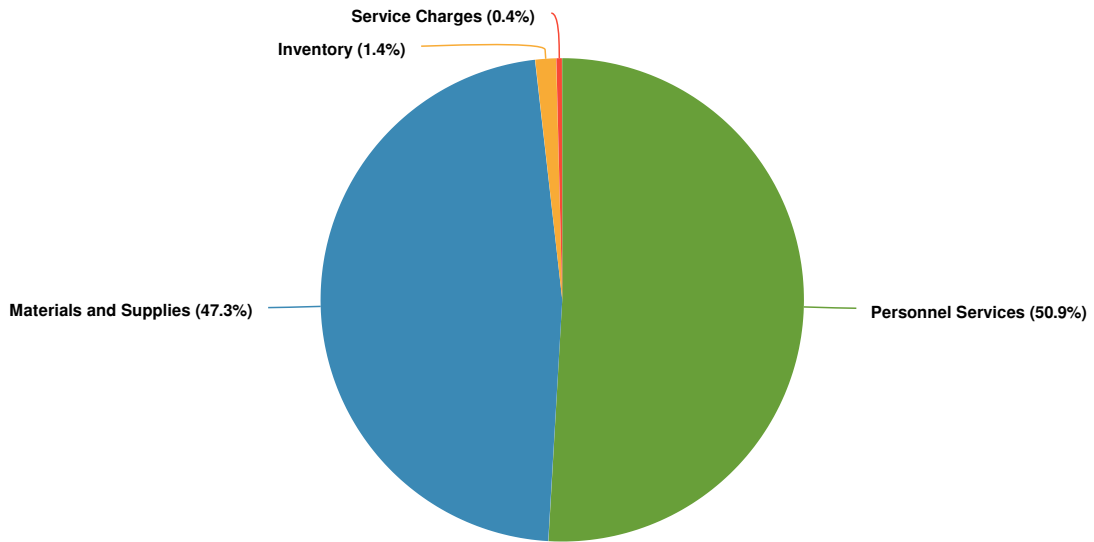


| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|--------------------|---------------------|---------------------|---------------------|
| Expenditures | | | | |
| Memphis Parks | | | | |
| Administration | | | | |
| Personnel Services | \$1,352,455 | \$1,507,544 | \$1,526,468 | \$1,893,844 |
| Materials and Supplies | \$973,422 | \$1,205,980 | \$1,284,451 | \$1,050,284 |
| Total Administration: | \$2,325,877 | \$2,713,524 | \$2,810,918 | \$2,944,129 |
| Planning & Development | | | | |
| Personnel Services | \$386,699 | \$431,504 | \$422,105 | \$561,389 |
| Materials and Supplies | \$69,383 | \$23,667 | \$42,294 | \$38,849 |
| Total Planning & Development: | \$456,081 | \$455,171 | \$464,399 | \$600,238 |
| Parks Operations | | | | |
| Personnel Services | \$3,783,612 | \$4,531,122 | \$5,009,880 | \$5,633,419 |
| Materials and Supplies | \$2,859,531 | \$2,796,075 | \$3,108,797 | \$3,114,702 |
| Total Parks Operations: | \$6,643,143 | \$7,327,197 | \$8,118,677 | \$8,748,121 |
| Museums of Science and History | | | | |
| Personnel Services | \$1,521,787 | \$1,691,795 | \$1,659,489 | \$684,573 |
| Materials and Supplies | \$1,816,290 | \$1,829,886 | \$1,839,067 | \$2,536,864 |
| Total Museums of Science and History: | \$3,338,077 | \$3,521,681 | \$3,498,556 | \$3,221,436 |
| Memphis Zoo | | | | |
| Materials and Supplies | \$4,061,442 | \$5,176,350 | \$4,719,660 | \$4,360,425 |
| Total Memphis Zoo: | \$4,061,442 | \$5,176,350 | \$4,719,660 | \$4,360,425 |
| Brooks Museum | | | | |
| Materials and Supplies | \$671,448 | \$671,448 | \$671,448 | \$671,448 |
| Total Brooks Museum: | \$671,448 | \$671,448 | \$671,448 | \$671,448 |
| Memphis Botanic Gardens | | | | |
| Personnel Services | \$167,320 | \$176,174 | \$125,496 | \$132,748 |
| Materials and Supplies | \$430,084 | \$433,945 | \$529,344 | \$581,690 |
| Total Memphis Botanic Gardens: | \$597,404 | \$610,119 | \$654,841 | \$714,438 |
| Sports Centers | | | | |
| Materials and Supplies | \$7,214,361 | \$5,885,133 | \$6,543,744 | \$1,003,320 |
| Total Sports Centers: | \$7,214,361 | \$5,885,133 | \$6,543,744 | \$1,003,320 |
| Centers | | | | |
| Personnel Services | \$6,643,955 | \$9,493,316 | \$8,041,555 | \$9,096,679 |
| Materials and Supplies | \$2,958,625 | \$3,531,097 | \$3,574,190 | \$3,445,619 |
| Capital Outlay | \$1,587 | \$2,000 | \$2,000 | \$0 |
| Total Centers: | \$9,604,167 | \$13,026,413 | \$11,617,745 | \$12,542,298 |

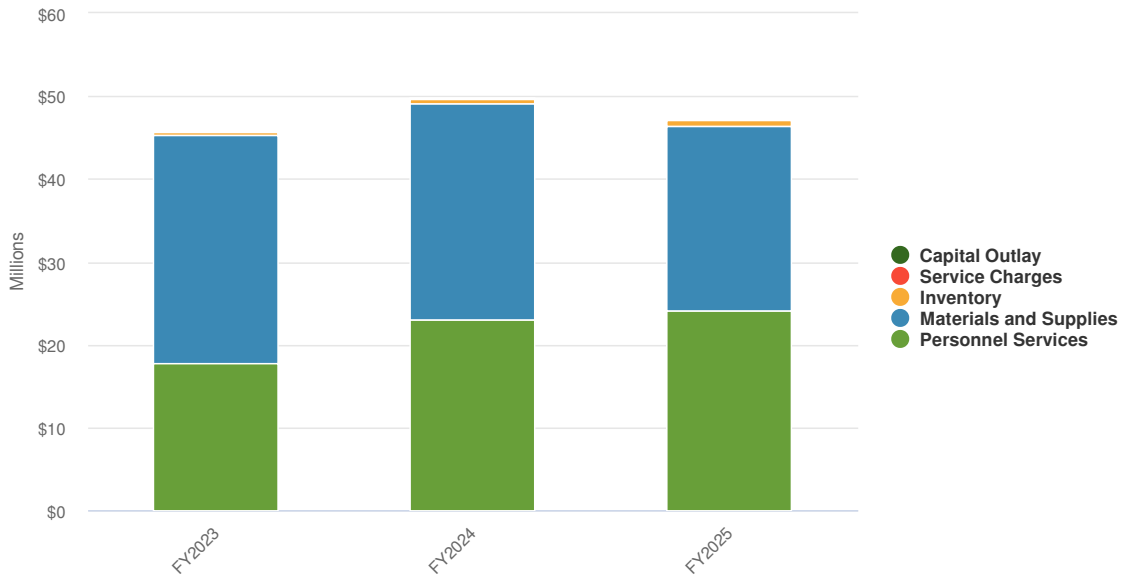
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|---------------------|---------------------|---------------------|---------------------|
| Golf | | | | |
| Personnel Services | \$2,833,208 | \$2,932,237 | \$3,150,782 | \$3,841,181 |
| Materials and Supplies | \$2,523,701 | \$2,825,770 | \$2,869,679 | \$3,454,881 |
| Inventory | \$423,971 | \$495,700 | \$678,024 | \$664,101 |
| Service Charges | \$94,013 | \$127,627 | \$117,956 | \$183,316 |
| Total Golf: | \$5,874,892 | \$6,381,335 | \$6,816,441 | \$8,143,479 |
| Recreation | | | | |
| Recreation | | | | |
| Personnel Services | \$0 | \$0 | \$0 | \$153,847 |
| Materials and Supplies | \$0 | \$0 | \$0 | \$5,750 |
| Total Recreation: | \$0 | \$0 | \$0 | \$159,597 |
| Personnel Services | \$1,318,995 | \$2,211,357 | \$1,645,153 | \$2,091,821 |
| Total Personnel Services: | \$1,318,995 | \$2,211,357 | \$1,645,153 | \$2,091,821 |
| Materials and Supplies | \$1,723,953 | \$1,842,770 | \$2,435,134 | \$2,097,211 |
| Total Materials and Supplies: | \$1,723,953 | \$1,842,770 | \$2,435,134 | \$2,097,211 |
| Total Recreation: | \$3,042,949 | \$4,054,126 | \$4,080,287 | \$4,348,629 |
| Parks & Neighborhoods LL | | | | |
| Materials and Supplies | \$103 | \$0 | \$0 | \$0 |
| Total Parks & Neighborhoods LL: | \$103 | \$0 | \$0 | \$0 |
| Total Memphis Parks: | \$43,829,943 | \$49,822,496 | \$49,996,715 | \$47,297,960 |
| Total Expenditures: | \$43,829,943 | \$49,822,496 | \$49,996,715 | \$47,297,960 |

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | | | | |
| Full-Time Salaries | \$8,099,014 | \$10,880,683 | \$9,277,050 | \$13,421,137 |
| Holiday Salary Full Time | \$501,002 | \$0 | \$576,307 | \$0 |
| Vacation Leave | \$516,697 | \$0 | \$628,124 | \$0 |
| Bonus Leave | \$676 | \$0 | \$8,423 | \$0 |
| Sick Leave | \$283,935 | \$0 | \$326,356 | \$0 |
| COVID PT Admin | \$2,070 | \$0 | \$801 | \$0 |
| Overtime | \$70,211 | \$97,600 | \$140,570 | \$92,300 |
| Out of Rank Pay | \$11,150 | \$6,500 | \$10,552 | \$2,875 |
| Hazardous Duty Pay | \$3,635 | \$5,000 | \$7,664 | \$5,000 |
| Longevity Pay | \$2,788 | \$0 | \$2,370 | \$0 |
| Shift Differential | \$2,963 | \$3,000 | \$570 | \$3,000 |
| PTO Final Pay | \$94,920 | \$30,000 | \$175,989 | \$45,000 |
| Pension | \$404,550 | \$492,281 | \$467,791 | \$582,831 |
| Supplemental Pension | \$44,945 | \$46,121 | \$51,333 | \$58,952 |
| Social Security | \$439,327 | \$67,514 | \$532,201 | \$71,543 |
| Pension ADC | \$808,503 | \$664,000 | \$664,000 | \$1,084,624 |
| Group Life Insurance | \$12,888 | \$27,785 | \$18,416 | \$30,671 |
| Unemployment | \$14,080 | \$14,720 | \$14,900 | \$17,360 |
| Pension 401a Match | \$18,492 | \$26,509 | \$20,220 | \$26,509 |
| Medicare | \$210,302 | \$178,507 | \$248,591 | \$216,317 |
| Long Term Disability | \$36,708 | \$28,140 | \$40,567 | \$34,568 |
| Health Insurance - Choice Plan | \$521,728 | \$0 | \$85,184 | \$166,140 |
| Benefits Adjustments | \$0 | \$425,696 | \$0 | \$468,670 |
| Health Insurance-Select Plan | \$903,030 | \$1,581,888 | \$1,520,181 | \$1,447,404 |
| Salaries - Part Time/Temporary | \$5,227,126 | \$6,440,354 | \$6,546,599 | \$5,607,823 |
| On the Job Injury | \$41,148 | \$59,000 | \$27,704 | \$26,750 |
| Proposed ISL | \$0 | \$1,874,000 | \$0 | \$665,026 |
| Bonus Pay | \$190,426 | \$23,250 | \$182,167 | \$0 |
| Sign On Bonus Pay | \$2,500 | \$0 | \$7,783 | \$0 |
| Spot Bonus Pay | \$3,250 | \$2,500 | \$13,300 | \$15,000 |
| Sign On Bonus Pay OT | \$0 | \$0 | \$20 | \$0 |
| Expense Recovery - Personnel | -\$460,030 | \$0 | -\$14,806 | \$0 |
| Total Personnel Services: | \$18,008,030 | \$22,975,048 | \$21,580,927 | \$24,089,500 |
| Materials and Supplies | | | | |
| City Hall Printing | \$1,191 | \$100 | \$2,019 | \$0 |
| Document Reproduction - City | \$370 | \$1,500 | \$0 | \$0 |
| City Storeroom Supplies | \$1,104 | \$3,100 | \$0 | \$0 |
| Facility Repair & Carpentry | \$19,915 | \$42,275 | \$4,373 | \$25,000 |
| City Shop Charges | \$770,136 | \$979,311 | \$660,316 | \$1,020,408 |
| City Shop Fuel | \$396,133 | \$498,903 | \$357,078 | \$442,032 |
| City Computer Svc Equipment | \$21,930 | \$23,885 | \$36,067 | \$48,650 |
| Pers Computer Software | \$1,078 | \$55,892 | \$51,711 | \$55,612 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Printing - Outside | \$80,463 | \$63,780 | \$13,580 | \$24,040 |
| Supplies - Outside | \$144,822 | \$114,545 | \$180,699 | \$115,600 |
| Food Expense | \$108,124 | \$110,000 | \$104,966 | \$79,000 |
| Hand Tools | \$6,120 | \$7,000 | \$17,276 | \$7,000 |
| Clothing | \$48,478 | \$95,850 | \$75,473 | \$124,400 |
| Household Supplies | \$311,617 | \$20,500 | \$24,555 | \$29,500 |
| Safety Equipment | \$8,824 | \$16,481 | \$38,272 | \$164,750 |
| Drafting/Photo Supplies | \$184 | \$0 | \$0 | \$0 |
| Athletic/Recreational Supplies | \$310,041 | \$380,000 | \$591,860 | \$399,899 |
| Outside Postage | \$377 | \$100 | \$662 | \$0 |
| Asphalt Products | \$2,635 | \$0 | \$0 | \$0 |
| Lumber & Wood Products | \$11,479 | \$5,000 | \$3,197 | \$5,000 |
| Lime Cement & Gravel | \$8,734 | \$4,000 | \$8,022 | \$4,000 |
| Chemicals | \$370,618 | \$422,766 | \$522,559 | \$443,607 |
| Materials and Supplies | \$288,211 | \$1,048,078 | \$631,038 | \$524,000 |
| Miscellaneous Expense | \$28,568 | \$0 | \$22,390 | \$0 |
| Outside Vehicle Repair | \$39,662 | \$18,000 | \$12,392 | \$26,600 |
| Outside Equipment Repair/Maintenance | \$327,761 | \$453,839 | \$377,154 | \$332,960 |
| Maintenance Of Grounds | \$0 | \$0 | \$152 | \$0 |
| Horticulture | \$14,381 | \$10,000 | \$9,852 | \$10,000 |
| Advertising/Publication | \$8,848 | \$25,500 | \$11,822 | \$70,800 |
| Outside Phone/Communications | \$73,020 | \$60,054 | \$81,739 | \$94,405 |
| Janitorial Services | \$0 | \$0 | \$0 | \$0 |
| Security | \$716,456 | \$785,214 | \$1,163,064 | \$741,986 |
| Seminars/Training/Education | \$37,624 | \$87,500 | \$87,135 | \$82,250 |
| Misc Professional Services | \$11,820,636 | \$9,451,322 | \$12,259,799 | \$5,912,683 |
| Travel Expense | \$54,629 | \$83,500 | \$76,596 | \$55,725 |
| Mileage | \$8,934 | \$1,000 | \$4,149 | \$0 |
| Utilities | \$5,060,360 | \$5,482,825 | \$5,173,752 | \$5,986,190 |
| Sewer Fees | \$1,673,275 | \$1,300,000 | \$2,338,471 | \$1,800,000 |
| Claims | \$4,582 | \$5,000 | \$0 | \$5,000 |
| Lawsuits | \$0 | \$75,000 | \$50,000 | \$75,000 |
| Dues/Memberships/Periodicals | \$26,617 | \$29,835 | \$40,776 | \$26,500 |
| Rent | -\$3,952 | \$39,903 | \$30,788 | \$39,903 |
| Misc Services and Charges | \$1,304,769 | \$3,156,191 | \$1,323,504 | \$1,976,850 |
| Minor Equipment | \$7,125 | \$15,600 | \$16,279 | \$13,600 |
| Equipment Rental | \$1,186,462 | \$1,248,772 | \$1,282,521 | \$1,598,093 |
| Expense Recovery - M & S | \$0 | \$0 | -\$68,250 | \$0 |
| Total Materials and Supplies: | \$25,302,342 | \$26,222,121 | \$27,617,808 | \$22,361,042 |
| Capital Outlay | | | | |
| Equipment | \$1,587 | \$2,000 | \$2,000 | \$0 |
| Total Capital Outlay: | \$1,587 | \$2,000 | \$2,000 | \$0 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|-------------------------------|----------------------|-----------------------|-------------------------|-----------------------|
| Inventory | | | | |
| Inventory Purchases | \$181,312 | \$209,400 | \$363,670 | \$298,359 |
| Food Inventory | \$242,660 | \$286,300 | \$314,354 | \$365,742 |
| Total Inventory: | \$423,971 | \$495,700 | \$678,024 | \$664,101 |
| Service Charges | | | | |
| Credit Card Fees - Expense | \$94,013 | \$127,627 | \$117,956 | \$183,316 |
| Total Service Charges: | \$94,013 | \$127,627 | \$117,956 | \$183,316 |
| Total: | \$43,829,943 | \$49,822,496 | \$49,996,715 | \$47,297,960 |

Police Services



Cerelyn "CJ" Davis
Interim Chief of Police Services

Mission Statement

The Memphis Police Department's mission is to create and maintain an environment of public safety for the citizens of the City of Memphis. The Police department is committed to accomplishing its mission by protecting the lives and property of all citizens of the City of Memphis, treating every citizen with compassion, courtesy, professionalism, and respect, while efficiently rendering police services and enforcing the laws.

Organization Structure

Services

The Police Division provides law enforcement services to the City of Memphis. 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, and vigorously enforcing traffic laws.

Performance Highlights

The Police Training Academy reports the following highlights for the fiscal year:

- The Academy graduated 136 Police Officers.

Strategies and Special Projects highlights for the fiscal year:

- The department combined the Planning, Research & Accreditation Unit (PRAU) with the Research and Development for Accreditation. Annually, the PRAU conducts four (4) field details aimed at hot spots for crime drivers, such as Motor Vehicle Theft (MVT), Theft from Motor Vehicle (TFMV), and shoplifting. Also, PRAU strives to conduct four (4) community outreach events.
- PRAU altered hours throughout details in order to target high-crime areas during peak times.
- Successfully, PRAU conducted six (6) details in which incidences of MVT and TFMV did not occur in targeted areas.
- Engaging with the community, PRAU visited multiple sites, including youth outreach at the Purple House and KROC Center at Tillman Station.
- PRAU participated in a soup kitchen for the homeless and raised money and supplies for veterans, totaling over \$700.00 in donations.
- The Memphis Police Department continues to foster external relations to ensure proper relationships are established and maintained with stakeholders (e.g., courts, community, etc.)

Violent Crimes Unit (VCU) reports the following accomplishments:

- VCU achieved a 44% clearance rate in robberies (vehicles stolen), and in carjackings. In 2024, a total of 1,055 lbs. of Marijuana, 255 lbs. of Fentanyl, and 46 lbs. of Cocaine were seized. The total street value of all the drugs seized was approximately \$12,052,592; the total currency seized was \$1,086,912.
- In total, 1,574 arrested with 336 drug offenses, 534 other arrests, and 702 warrant arrests.
- 267 stolen vehicles were recovered with 250 arrests associated; VCU eliminated 25 Chop Shops and 110 vehicles seized.
- 479 weapons were confiscated.
- VCU achieved a 16% clearance rate on Interstate Shootings.
- VCU achieved a 12% clearance rate for Aggravated Assault with firearms discharged.

Sex Crimes reports the following accomplishments:

- The Internet Crimes Against Children Taskforce (ICAC) received 774 cybertips from the National Center for Missing and Exploited Children (NCMEC). The Unit resolved 216 of the 774 cybertips in the Memphis jurisdiction. Investigators closed 70 of the cybertips by arrests.
- In 2024, the clearance rate was 45%, ICAC investigated 492 memos, 183 reportable offenses, and made 82 arrests.
- Clearance rate of 99%, MPD monitored 2208 Registered Sex Offenders during FY24. The Sex Offender Registry Unit received 386 reports, 24 memos, and made 383 arrests for violations of the registry. The clearance rate of 99%.
- Sex Crimes Adult Unit investigated 496 memos, 986 cases, and made 456 arrests, with a clearance rate of 46%.
- The Juvenile Abuse Squad investigated 1266 memos, 574 reportable offenses, and made 256 arrests. The total cleared breakdown was 92 cleared by arrest or exceptional, 164 by other or warrant, resulting in a clearance rate of 45%.

Grants Office reports the following accomplishments:

- MPD is the recipient of the Violent Crime Intervention Fund (VCIF) grant totaling \$39.5M over five years. Also, MPD has received several more grants totaling \$2,631,000 within the last five fiscal years from the Department of Justice (DOJ) Bureau of Justice Assistance, DOJ Office of Victims of Crime, Tennessee Highway Safety Office, Department of Homeland Security (DHS) Federal Emergency Management Agency, Office of Community Oriented Policing Services (COPS) and the Office of National Drug Control.
- Aligned the Grants Unit with the Finance Division in order to ensure consistent accounting principles across all MPD financial units. In addition, the PIO's office has been overhauled to add more sworn staff with specific responsibilities and a media professional with broadcast experience.

Investigative Services reports on the following accomplishments:

- Homicide - Homicide achieved a 51% clearance rate during Fiscal Year 2024.
- Domestic Violence - DV investigated 10,335 cases with 3,253 arrests, achieving a clearance rate of 32%.

Issues & Trends

The mission of the Memphis Police Department is to reduce crime by providing quality public safety in partnership with our community. Our vision is for Memphis to be recognized for zero tolerance for crime as well as its compassion and responsiveness to the needs, rights, and expectations of all its citizens. The Memphis Police Department continues to make great progress in providing safe environments for the citizens of Memphis while developing strong partnerships within the community.

Key Performance Indicators

| Performance Indicators | FY23 Actuals | FY24 Goal | FY24 Actuals | FY25 Goal | Category |
|---|--------------|-------------|--------------|-------------|---------------|
| EXECUTIVE ADMINISTRATION | | | | | |
| % of police recruits who completed academy training | 78% | 83% | 81% | 83% | Public Safety |
| Turnover (% of sworn officers who voluntarily left the force) | 2% | 5% | 3% | 5% | Public Safety |
| % of exit interviews completed | 95% | 95% | 84% | 95% | Public Safety |
| SUPPORT SERVICES | | | | | |
| % of incoming calls answered within 20 seconds | 90% | 95% | 94% | 94% | Public Safety |
| % of patrol officers trained as fingerprint technicians | 78% | 80% | 81% | 80% | Public Safety |
| Number of Crime Stoppers tips that result in arrests | 159 | 305 | 316 | 320 | Public Safety |
| PRECINCTS | | | | | |
| Part I violent crime rate (incidents per 100,000 population) | 1679 | 1% Decrease | 1,696 | 1% Decrease | Public Safety |
| Part I Violent crime incidents (#) | 10,430 | 1% Decrease | 10,740 | 1% Decrease | Public Safety |
| Part I property crime rate (incidents per 100,000 population) | 8530 | 3% Decrease | 7,715 | 3% Decrease | Public Safety |
| Part I property crime incidents (#) | 52974 | 3% Decrease | 48,841 | 3% Decrease | Public Safety |
| Total Part I crime incidents (#) | 63404 | 2% Decrease | 59,581 | 2% Decrease | Public Safety |
| Number of arrests of youth gun offenders (age 16-24) | 1345 | 1,583 | 1,122 | 1,583 | Public Safety |
| Number of city-wide gun recoveries | 4515 | 5,518 | 4,625 | 5,518 | Public Safety |
| INVESTIGATIVE SERVICES | | | | | |
| Clearance rates for violent Blue Crush crimes | 21% | 33% | 21% | 33% | Public Safety |
| Clearance rates for property-related Blue Crush crimes | 8% | 12% | 6% | 12% | Public Safety |
| SPECIAL OPERATIONS | | | | | |
| Number of community awareness/education programs conducted by C.O.P.S | 523 | 550 | 303 | 330 | Public Safety |

Police Legal Levels

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. The 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.

Support Services

Support Services provides services to meet the fiscal and human resource needs of the Memphis Police Department.

Precincts

The Uniform Patrol Division is the foundation of the Memphis Police Department. The men and women assigned to Uniform Patrol perform the most visible and recognizable functions for the Department. Uniform Patrol exists to protect and to serve the citizens of Memphis with valor and professionalism while working to improve public safety, strengthen community partnerships, and enhance the overall quality of life of the citizens of the City of Memphis.

Investigative Services

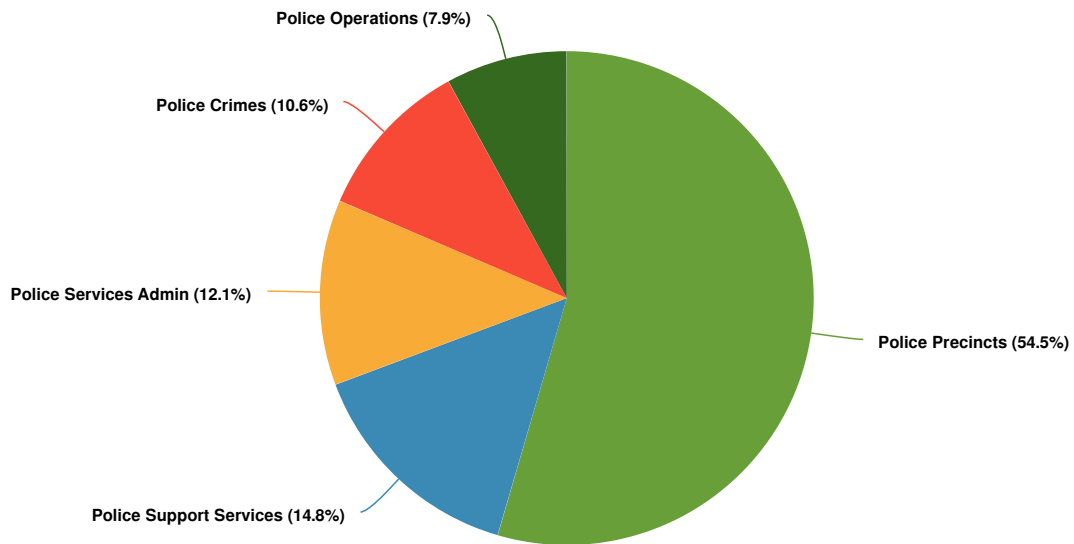
Investigative Services investigates criminal activity and follows up on reports generated by Uniform Patrol. Investigative Services fully embraces the Memphis Police Department's community policing philosophy and supports the Department's goal to reduce crime. Investigators and detectives assigned to Investigative Services attend neighborhood meetings, patrol briefings, and canvas neighborhoods to enhance internal and external collaboration.

Special Operations

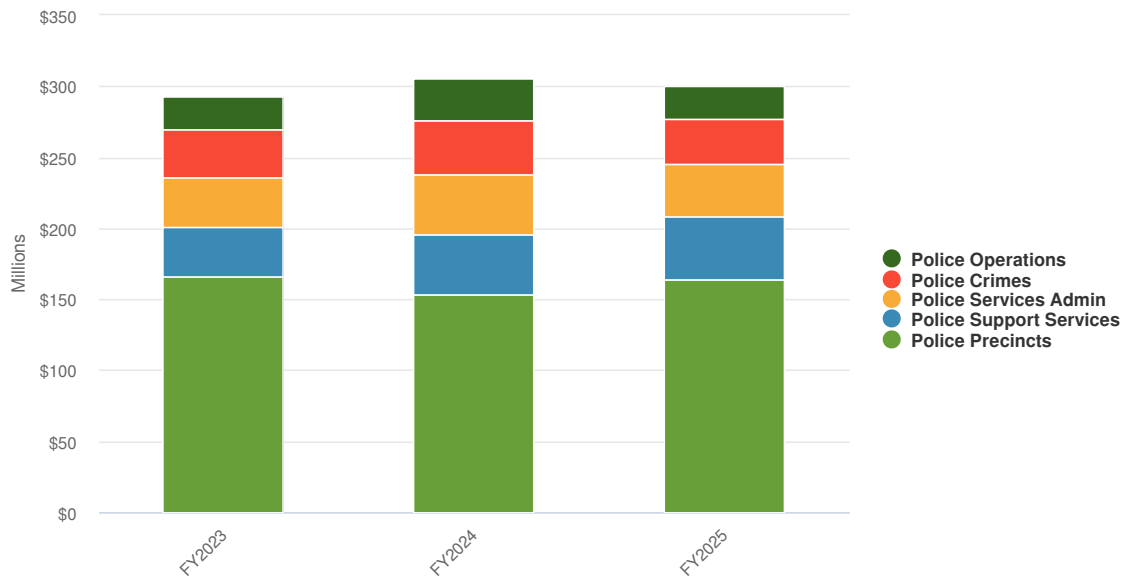
Special Operations provides the Memphis Police Department with specialized support units of highly training officers to assist in enforcing State and City ordinances and assists in promoting a safe environment for the citizens of the City of Memphis. It includes the following squads: Air Support, Canine Unit, City Court Officers/Warrant Squad, Crime Prevention Unit, Harbor Patrol, Homeland Security, Mounted Patrol, Organized Crime Unit, T.A.C.T. Unit, and Traffic Division.

Expenditures by Legal Level

Budgeted Expenditures by Legal Level



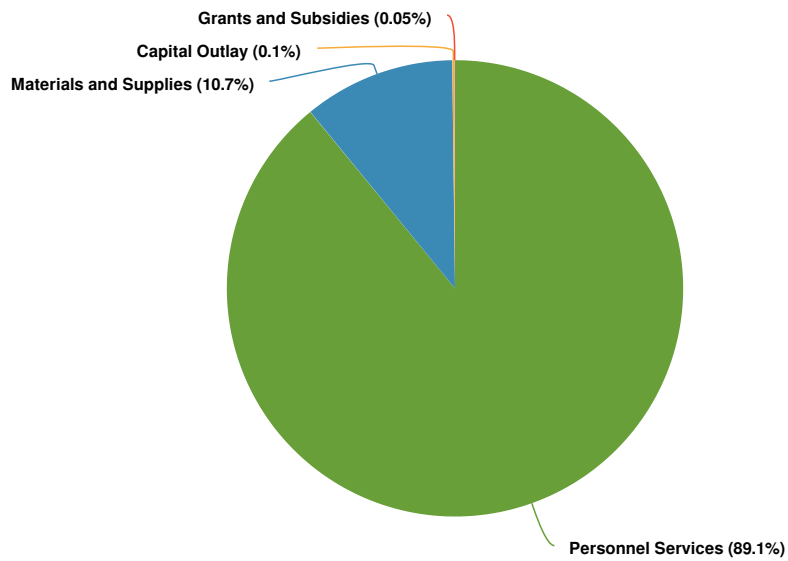
Budgeted and Historical Expenditures by Legal Level



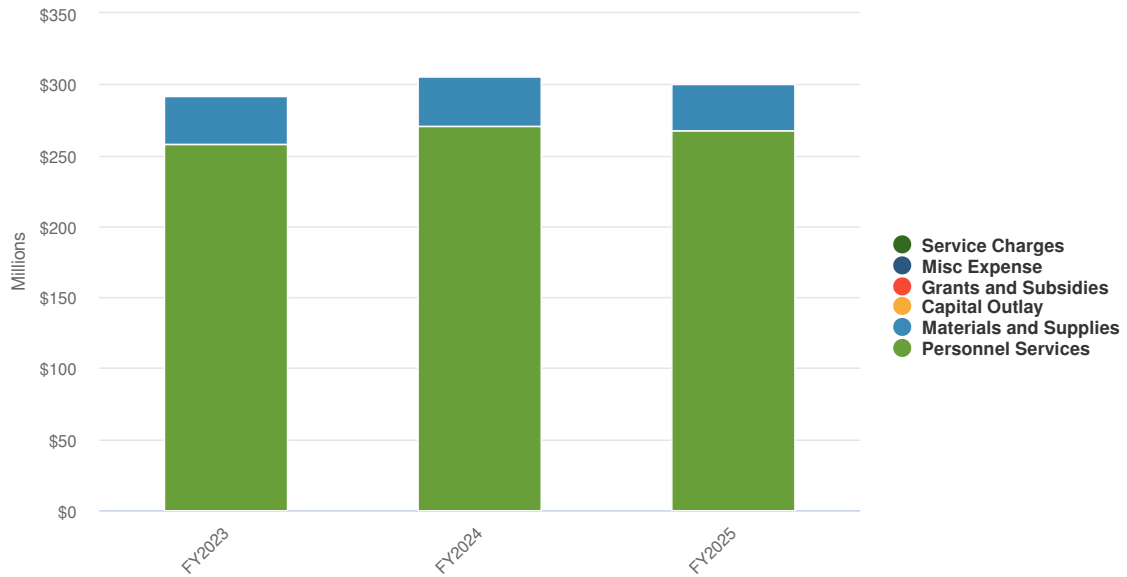
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|
| Expenditures | | | | |
| Police Services | | | | |
| Police Services Admin | | | | |
| Personnel Services | \$28,244,995 | \$33,188,294 | \$30,260,548 | \$26,481,262 |
| Materials and Supplies | \$7,320,245 | \$8,905,067 | \$10,870,152 | \$10,030,366 |
| Grants and Subsidies | \$6,750 | \$0 | \$0 | \$0 |
| Misc Expense | \$2,532 | \$0 | \$0 | \$0 |
| Total Police Services Admin: | \$35,574,523 | \$42,093,361 | \$41,130,700 | \$36,511,628 |
| Police Support Services | | | | |
| Personnel Services | \$25,868,499 | \$31,496,725 | \$30,214,434 | \$32,581,321 |
| Materials and Supplies | \$9,042,482 | \$10,613,893 | \$9,329,957 | \$11,562,301 |
| Capital Outlay | \$48,322 | \$436,900 | \$418,393 | \$321,400 |
| Service Charges | \$19,199 | \$0 | \$15,681 | \$0 |
| Misc Expense | \$229 | \$0 | \$1,274 | \$0 |
| Total Police Support Services: | \$34,978,732 | \$42,547,518 | \$39,979,740 | \$44,465,022 |
| Police Precincts | | | | |
| Personnel Services | \$154,124,435 | \$144,263,552 | \$170,334,159 | \$156,181,022 |
| Materials and Supplies | \$9,293,920 | \$9,079,737 | \$6,706,481 | \$7,519,054 |
| Capital Outlay | \$34,340 | \$54,000 | \$47,805 | \$54,000 |
| Grants and Subsidies | \$0 | \$150,000 | \$17,118 | \$150,000 |
| Misc Expense | \$1,035 | \$0 | \$36,295 | \$0 |
| Total Police Precincts: | \$163,453,730 | \$153,547,290 | \$177,141,857 | \$163,904,075 |
| Police Crimes | | | | |
| Personnel Services | \$32,656,505 | \$35,455,638 | \$37,186,219 | \$30,869,463 |
| Materials and Supplies | \$2,999,918 | \$2,735,602 | \$1,612,105 | \$1,010,307 |
| Misc Expense | \$0 | \$0 | \$7,554 | \$0 |
| Total Police Crimes: | \$35,656,423 | \$38,191,240 | \$38,805,877 | \$31,879,770 |
| Police Operations | | | | |
| Personnel Services | \$18,408,646 | \$26,791,590 | \$20,094,367 | \$21,681,970 |
| Materials and Supplies | \$2,261,327 | \$2,642,359 | \$2,242,958 | \$2,194,468 |
| Misc Expense | \$0 | \$0 | \$34,485 | \$0 |
| Total Police Operations: | \$20,669,972 | \$29,433,949 | \$22,371,809 | \$23,876,438 |
| Total Police Services: | \$290,333,380 | \$305,813,357 | \$319,429,984 | \$300,636,934 |
| Total Expenditures: | \$290,333,380 | \$305,813,357 | \$319,429,984 | \$300,636,934 |

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|-----------------------------------|---------------|----------------|------------------|----------------|
| Personnel Services | | | | |
| Full-Time Salaries | \$130,030,084 | \$186,625,912 | \$153,297,100 | \$175,149,229 |
| Holiday Salary Full Time | \$999,735 | \$0 | \$879,560 | \$0 |
| Vacation Leave | \$11,166,344 | \$0 | \$12,789,830 | \$0 |
| Bonus Leave | \$4,091 | \$0 | \$0 | \$0 |
| Sick Leave | \$9,299,940 | \$0 | \$10,717,497 | \$0 |
| COVID-19 OJI | \$32,501 | \$0 | \$4,481 | \$0 |
| CIT | \$350,823 | \$0 | \$459,815 | \$0 |
| CIT OT | \$99,777 | \$0 | \$145,184 | \$0 |
| CIT Adj | \$6,794 | \$0 | \$3,132 | \$0 |
| Overtime | \$34,855,702 | \$24,206,706 | \$47,464,130 | \$32,000,000 |
| Holiday Fire/Police | \$6,846,059 | \$6,500,000 | \$7,602,634 | \$6,500,000 |
| Out of Rank Pay | \$970,217 | \$954,048 | \$1,007,253 | \$905,779 |
| Hazardous Duty Pay | \$115,485 | \$293,663 | \$141,243 | \$149,768 |
| College Incentive Pay | \$4,739,763 | \$4,642,949 | \$5,623,600 | \$4,931,150 |
| Longevity Pay | \$1,339,485 | \$1,449,618 | \$1,500,246 | \$1,482,101 |
| Shift Differential | \$699,806 | \$636,837 | \$110,638 | \$24,313 |
| PTO Final Pay | \$3,824,036 | \$3,012,705 | \$4,878,985 | \$2,859,502 |
| Job Incentive | \$21,866 | \$0 | \$21,460 | \$0 |
| Cert Pay | \$5,034 | \$0 | \$5,700 | \$0 |
| MPD Retention Bonus Program | \$10,900,833 | \$0 | \$0 | \$0 |
| Pension | \$10,668,399 | \$10,412,418 | \$11,378,885 | \$10,992,860 |
| Supplemental Pension | \$18,562 | \$18,447 | \$10,033 | \$1,002 |
| Social Security | \$145,297 | \$49,043 | \$149,831 | \$4,603 |
| Pension ADC | \$13,314,696 | \$12,839,500 | \$12,839,500 | \$19,281,237 |
| Group Life Insurance | \$208,387 | \$459,529 | \$240,193 | \$495,889 |
| Unemployment | \$186,480 | \$188,560 | \$188,560 | \$187,440 |
| Pension 401a Match | \$5,462 | \$8,493 | \$2,170 | \$0 |
| Medicare | \$3,065,766 | \$2,491,506 | \$3,565,360 | \$2,624,413 |
| Long Term Disability | \$618,583 | \$502,392 | \$723,612 | \$528,546 |
| Health Insurance - Choice Plan | \$9,277,964 | \$0 | \$1,853,629 | \$3,247,860 |
| Benefits Adjustments | \$0 | \$5,122,072 | \$0 | \$5,122,072 |
| Health Insurance-Select Plan | \$15,252,033 | \$23,425,584 | \$25,179,788 | \$20,179,188 |
| Salaries - Part Time/Temporary | \$1,475,261 | \$2,119,120 | \$1,943,835 | \$2,111,497 |
| On the Job Injury | \$2,913,128 | \$2,963,570 | \$1,855,478 | \$2,358,343 |
| Payroll Reserve | \$0 | \$100 | \$0 | \$100 |
| Bonus Pay | \$153,315 | \$0 | \$178,354 | \$0 |
| Referral Bonus Pay | \$340,500 | \$0 | \$295,200 | \$0 |
| Sign On Bonus Pay | \$70,856 | \$0 | \$98,500 | \$2,200,000 |
| Spot Bonus Pay | \$1,250 | \$0 | \$7,500 | \$0 |
| Sign On Bonus Pay OT | \$5,741 | \$0 | \$2,521 | \$0 |
| MPD Salary Sales Tax Ref Recovery | \$0 | -\$16,434,000 | -\$16,434,000 | -\$17,255,700 |
| MPD Retention Bonus Recovery | -\$10,900,833 | \$0 | -\$2,628,397 | \$0 |
| Expense Recovery - Personnel | -\$3,826,141 | -\$1,292,973 | -\$3,437,659 | -\$1,135,308 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|
| MPD Sign On Bonus Pay | \$0 | \$0 | \$58,500 | \$0 |
| MPD Retention Bonus Program OT | \$0 | \$0 | \$3,365,097 | \$0 |
| Tuition Reimb Supplemental | \$0 | \$0 | \$750 | \$0 |
| General Retention Bonus Program | \$0 | \$0 | \$0 | \$16,500 |
| MFD Pension ADC Expense Recovery | \$0 | \$0 | \$0 | -\$7,167,347 |
| Total Personnel Services: | \$259,303,080 | \$271,195,799 | \$288,089,726 | \$267,795,038 |
| Materials and Supplies | | | | |
| City Hall Printing | \$3,258 | \$0 | \$3,436 | \$0 |
| City Storeroom Supplies | \$1,271 | \$2,000 | \$218 | \$0 |
| Facility Repair & Carpentry | \$88,354 | \$134,000 | \$57,239 | \$134,000 |
| City Shop Charges | \$5,866,121 | \$6,002,971 | \$5,037,527 | \$5,739,812 |
| City Shop Fuel | \$4,296,237 | \$5,846,089 | \$3,882,844 | \$3,999,950 |
| Outside Computer Services | \$3,297,738 | \$4,550,000 | \$2,939,381 | \$4,200,000 |
| City Computer Svc Equipment | \$106,626 | \$125,000 | \$58,720 | \$125,000 |
| Data/Word Processing Equipment | \$159,586 | \$135,000 | \$78,949 | \$235,000 |
| Data/Word Process Software | \$439,450 | \$824,396 | \$655,740 | \$1,024,396 |
| Pers Computer Software | \$15 | \$36,168 | \$0 | \$36,168 |
| Printing - Outside | \$47,365 | \$49,200 | \$63,856 | \$49,200 |
| Supplies - Outside | \$588,800 | \$423,539 | \$570,696 | \$619,539 |
| Food Expense | \$1,400 | \$0 | \$0 | \$0 |
| Hand Tools | \$0 | \$0 | -\$140 | \$0 |
| Clothing | \$946,385 | \$999,999 | \$1,392,177 | \$1,077,499 |
| Household Supplies | \$998 | \$0 | \$0 | \$0 |
| Ammunition & Explosives | \$464,807 | \$500,000 | \$1,062,287 | \$500,000 |
| Safety Equipment | \$395,840 | \$850,000 | \$468,548 | \$840,000 |
| Drafting/Photo Supplies | \$18,562 | \$18,000 | \$1,510 | \$18,000 |
| Medical Supplies | \$10,177 | \$16,186 | \$0 | \$16,186 |
| Outside Postage | \$59,497 | \$37,500 | \$21,753 | \$3,900 |
| Chemicals | \$560 | \$0 | \$0 | \$0 |
| Materials and Supplies | \$2,993,976 | \$650,001 | \$497,895 | \$575,118 |
| Miscellaneous Expense | \$15,891 | \$8,038 | \$1,380 | \$8,038 |
| Operation Police Canine | \$62,839 | \$60,000 | \$58,455 | \$60,000 |
| Operation Police DUI Unit | \$44,507 | \$78,000 | \$114,643 | \$78,000 |
| Operation Police Traffic Unit | \$52,247 | \$90,000 | \$39,757 | \$90,000 |
| Operation Police Mounted | \$159,309 | \$68,000 | \$168,629 | \$68,000 |
| Operation Police TACT | \$180,452 | \$262,478 | \$289,974 | \$250,078 |
| Operation Police Aircraft | \$509,691 | \$375,000 | \$376,462 | \$375,000 |
| Outside Vehicle Repair | \$24,185 | \$53,500 | \$91,469 | \$53,500 |
| Outside Equipment Repair/Maintenance | \$64,598 | \$28,000 | \$10,620 | \$28,000 |
| Special Investigations | \$1,100 | \$50,000 | \$0 | \$50,000 |
| Medical/Dental/Veterinary | \$15,022 | \$38,000 | \$13,064 | \$38,000 |
| Advertising/Publication | \$19,901 | \$25,000 | \$3,526 | \$525,000 |
| Outside Phone/Communications | \$2,460,887 | \$1,307,800 | \$1,475,934 | \$1,457,800 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--|----------------------|-----------------------|-------------------------|-----------------------|
| Janitorial Services | \$429,946 | \$365,599 | \$445,714 | \$602,299 |
| Security | \$309,703 | \$320,000 | \$373,096 | \$320,000 |
| Weed Control/Chemical Service | \$125 | \$12,300 | \$12,800 | \$12,300 |
| Seminars/Training/Education | \$80,254 | \$92,403 | \$170,485 | \$220,349 |
| Fixed Charges | \$1,921,378 | \$1,501,100 | \$703,092 | \$1,100 |
| Misc Professional Services | \$2,249,928 | \$2,284,656 | \$4,705,196 | \$3,390,956 |
| Travel Expense | \$188,492 | \$156,322 | \$233,640 | \$356,322 |
| Outside Fuel | \$357 | \$1,300 | \$815 | \$1,300 |
| Mileage | \$367 | \$0 | \$0 | \$0 |
| Utilities | \$1,328,090 | \$1,087,064 | \$1,322,639 | \$1,087,064 |
| Claims | \$838,682 | \$950,000 | \$739,145 | \$950,000 |
| Lawsuits | \$1,161,310 | \$2,500,000 | \$1,348,307 | \$1,800,000 |
| Dues/Memberships/Periodicals | \$12,123 | \$12,500 | \$10,619 | \$12,500 |
| Rent | \$395,069 | \$1,673,001 | \$1,664,700 | \$1,673,001 |
| Misc Services and Charges | \$881,741 | \$991,976 | \$1,299,504 | \$1,229,549 |
| Expense Recovery - M & S | -\$2,277,324 | -\$1,615,427 | -\$1,704,645 | -\$1,615,427 |
| Total Materials and Supplies: | \$30,917,892 | \$33,976,658 | \$30,761,653 | \$32,316,496 |
| Capital Outlay | | | | |
| Furniture/Furnishings | \$36,336 | \$28,900 | \$0 | \$28,900 |
| Equipment | \$46,326 | \$462,000 | \$466,198 | \$346,500 |
| Total Capital Outlay: | \$82,662 | \$490,900 | \$466,198 | \$375,400 |
| Service Charges | | | | |
| Credit Card Fees - Expense | \$19,199 | \$0 | \$15,681 | \$0 |
| Total Service Charges: | \$19,199 | \$0 | \$15,681 | \$0 |
| Grants and Subsidies | | | | |
| Community Initiatives Grants for Non-Profits | \$0 | \$150,000 | \$17,118 | \$150,000 |
| Professional Services | \$6,750 | \$0 | \$0 | \$0 |
| Total Grants and Subsidies: | \$6,750 | \$150,000 | \$17,118 | \$150,000 |
| Misc Expense | | | | |
| Prior Year Expense | \$3,797 | \$0 | \$79,608 | \$0 |
| Total Misc Expense: | \$3,797 | \$0 | \$79,608 | \$0 |
| Total: | \$290,333,380 | \$305,813,357 | \$319,429,984 | \$300,636,934 |

Public Works



Joy Touliatos
Director

Mission Statement

The Public Works Division's mission is to provide excellent customer service to our community and its citizens. Through innovative, efficient and sustainable best practices. The Public Works Division strives to be responsive and communicative to those we serve, to ensure and create a culture of safety, and to be recognized as an organization that represents the very best of our profession.

Organization Structure

Services

Services provided by the Public Works Division are instrumental in the City's system for addressing environmental, public health, and local transportation issues. Public Works manages the maintenance of streets with services including storm water infrastructure, asphalt paving, pothole and cut/patch repair, the removal of snow and ice from bridges and streets, as well as street sweeping. The Division operates and maintains the City's wastewater collection and treatment system, including two treatment plants. The systems are responsible for protecting the City of Memphis 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.

Performance Highlights

- Investigated 149 storm water pollution discharge sites.
- Industrial Monitoring and Pretreatment inspected and regulated approximately 100 industrial customers and waste haulers that discharged approximately 10 billion gallons of wastewater.
- Continued sanitary sewer assessment and rehabilitation in accordance with USEPA, DOJ and City of Memphis Consent Decree ahead of the established schedule. Assessed approximately 217 miles of sanitary sewer.
- Completed construction of \$15M AW Willis Sewer Relocation project of 48-inch pipe.
- Completed construction of \$4.4M MC Stiles WWTP Grit Tank Electrical improvements and Influent Pump Station Generator.
- Completed construction of \$14.5M Environmental Maintenance Relocation project by constructing 2 new buildings to relocate Environmental Maintenance and Inspections, Industrial Monitoring and Pretreatment, and the Stormwater Department. These departments were relocated from leased space to new buildings on City property with other Public Works departments.
- Completed construction of over \$3M and over 6 miles for various sanitary sewers cured in place pipe projects.
- Drain Maintenance provided services for 5,257 service requests. Flooding concerns were reduced by 14% from last year based on the 977 flooding concerns reported this year.
- Sweeper Department provided street sweeping services for 1,407 service requests encompassing 10,155 lane miles of sweeping.
- Treated 56 billion gallons of wastewater.
- Inspected and cleaned 167 miles of sanitary sewer mainline.
- Memphis City Beautiful's Adopt A Trash Can Program allows neighborhood organizations to have up to 5 trash cans installed in their community to help prevent litter. Currently, 75 trash cans have been adopted by 22 groups.
- The Adopt a Park Program expanded with a total of 59 city parks adopted by neighborhoods, churches, schools and civic organizations. The program is designed to engage community volunteers to help keep parks clean, green and litter free.
- 426 Households dropped off 32,254 pounds of materials to be recycled at the second Recycle Roundup Event hosted by the Tennessee Environmental Council and Memphis City Beautiful.
- 105 Littering motorists were reported on the Memphis Beautiful's 55-Clean Litter Hotline.
- Grounds Services inspected and created 15,233 service requests. There were 4,105 properties brought into compliance with 11,128 cuts by Grounds Services. There were 101,256 tires and 1,274 illegal signs removed.
- Environmental Enforcement investigated 8,100 cases for illegal dumping. There were 645 court cases generated. There were 3,000 sites cleaned by the mitigation team.
- Code Enforcement Responded to more than 35,127 property code complaints, with an average time of 4.03 days of first notice of residential violation.
- Demolished more than 219 property units and boarded 2,637 property openings.

Issues & Trends

The 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 implemented certification requirements to increase the knowledge, skills, and expertise of departmental staff responsible for enforcement efforts. Education and outreach are key strategies being used in the community to build partnerships that will create, improve, and promote the City's efforts to eradicate blight.

Public Works implemented a new strategy for increased enforcement of litter and illegal dumping ordinances by creating a new service center housed under Neighborhood Improvement called, Environmental Enforcement. In response to the recurring challenges surrounding illegal dumping Public Works has expanded its operations in Environmental Enforcement to now include a new illegal dumping operation to improve and enhance the City's response.

The International Property Maintenance Code (IPMC) was adopted by the City of Memphis in January 2019 and was recently amended to include a chronic nuisance ordinance. Code Enforcement will partner with MPD to evaluate whether these properties have a pattern of applicable criminal activity as well. Public Works also recently obtained the authority to impose property maintenance inspection fees, chronic nuisance fees, demolition fees, and other property maintenance fees.

The Division is continuing upgrades at the TE Maxson (South) Wastewater Treatment Plant to provide sufficient capacity to serve future residential and industrial growth. Three of five phases are being implemented and the upgrades will take 3 years to complete. The Division is finalizing design to rehabilitate the biosolids processing area for MC Stiles (North). The Division is in year 10 of the Consent Decree which requires assessment and rehabilitation of the sanitary sewer system to address overflows. The program is ahead of schedule and performing as expected. The City maintains one of the lowest sewer fees in the country which is advantageous to economic development as well as serving the community.

Key Performance Indicators

| STREET MAINTENANCE | FY23 ACTUAL | FY24 GOAL | FY24 ACTUAL | FY25 GOAL | CATEGORY |
|--|--------------------|------------------|--------------------|------------------|-----------------|
| Repaving cycle (years) | 30 | 25 | 25 | 30 | Neighborhoods |
| Street repairs performed annually (#) | 8,247 | 7,000 | 6,929 | 7,000 | Neighborhoods |
| Quantity of litter removed from right of way (yards) | 9,630 | 13,000 | 21,500 | 20,000 | Neighborhoods |
| Average time to fill potholes in response to citizen request (days) | 4.6 | 4.2 | 3.0 | 4.0 | Neighborhoods |
| NEIGHBORHOOD IMPROVEMENT | FY23 ACTUAL | FY24 GOAL | FY24 ACTUAL | FY25 GOAL | CATEGORY |
| Average time to first notice of residential violation | 5.79 days | 5 days | 4.03 days | 5 days | Neighborhoods |
| Average time to bring grass/weeds violations into compliance for unoccupied properties | 18.91 days | 28 days | 19 days | 28 days | Neighborhoods |

Finance Legal Levels

Administration

The Public Works Administration department provides support services to facilitate standardization, practical guidelines, and established procedures for conducting business to achieve Public Works' mission: to ensure timely and accurate operational procedures for budget, purchasing, payroll/personnel, as well as technical and data support.

Street Maintenance

Street Maintenance provides the Right of Way (R.O.W.) maintenance on city streets including asphalt paving, pothole repairs, cut and patch repairs, snow and ice removal, and other related services for the care of City of Memphis.

Neighborhood Improvement

Neighborhood Improvement focuses on improving the quality of life for the citizens of Memphis through constant efforts to beautify the city, promote education and engagement, and eradicate blight. The department provides grass mitigation services and enforcement of the city's housing/commercial codes of ordinance while maintaining the safety, health, and environmental standards for the community and the citizens of the City of Memphis.

Enterprise Funds Overview

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

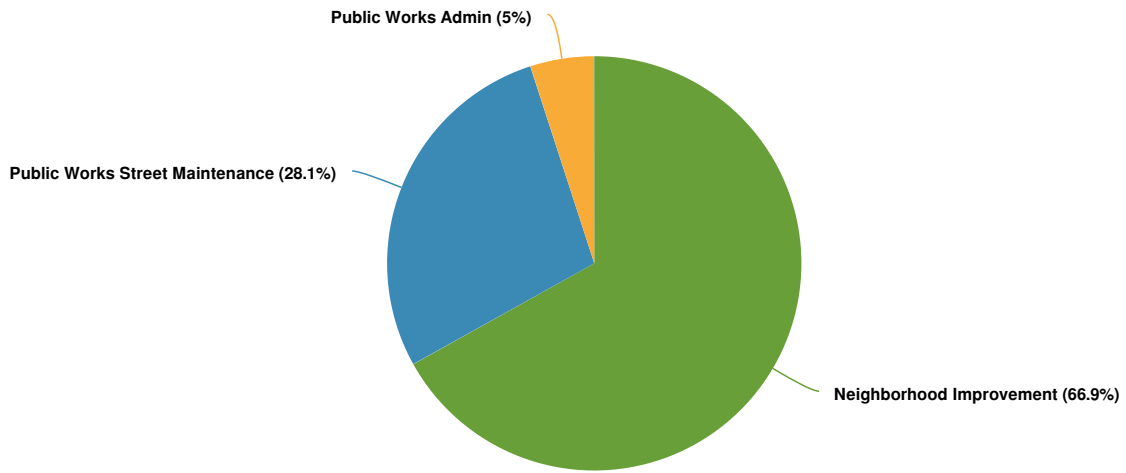
This fund is used to account for the operations and maintenance of the wastewater collection and treatment facilities owned and operated by the City of Memphis. The City of Memphis wastewater system is a combination of approximately 3,200 miles of sewers, over 95 lift stations, and 2 large Wastewater Treatment Plants that serve all of Memphis, 6 adjacent municipalities, parts of unincorporated Shelby County, and over 100 significant industrial users. As part of our strategic initiatives, a sewer Master Plan has been developed which will guide the fund in terms of future operations, management, and long-term investments. Other initiatives include the utilization of a new program to improve the management of the collection system based upon prioritization of assessed conditions. Memphis continues to rank as having one of the lowest wastewater rates in the nation. The last increase in sewer fees was in FY2020.

Storm Water Fund

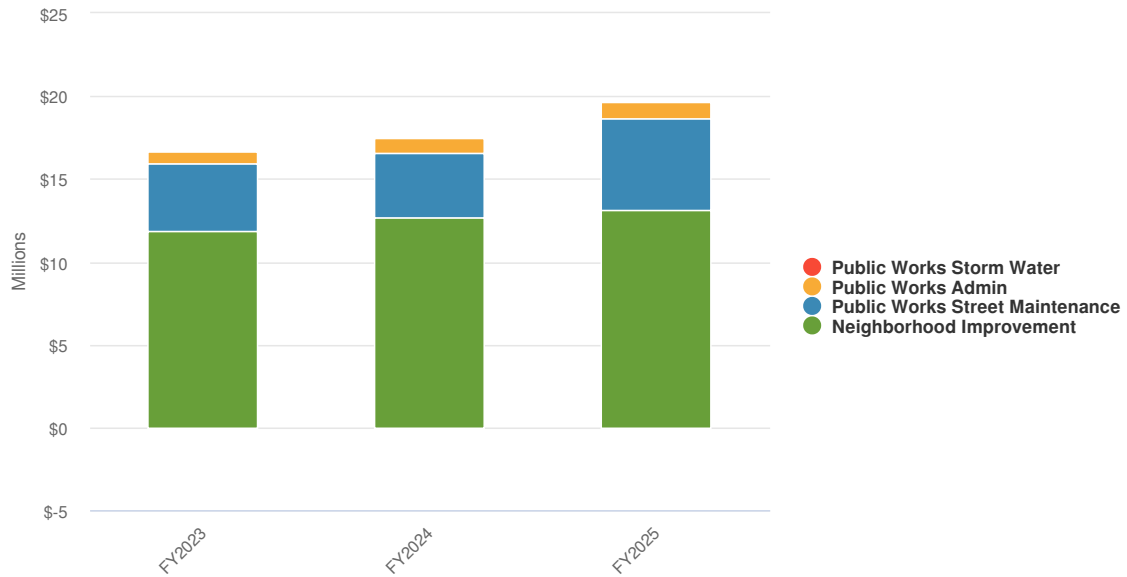
This fund is used to account for the operations and maintenance of the stormwater facilities owned and operated by the City of Memphis. The City of Memphis stormwater system is a combination of nearly 248 miles of concrete channels, 1,550 miles of culverts, and 55,611 road inlets which serve an area of 324 square miles. In addition, 7 pumping stations with a combination of earthen levees and concrete walls for flood control. The stormwater fund is undertaking a master planning effort to assess the condition of all the public drainage systems and to identify and prioritize solutions for abating or mitigating property flooding. The outcomes of this plan will guide future operations, management, and long-term investments. Memphis stormwater rates are consistent with similar cities and infrastructure. The last increase in stormwater fees was in FY2022.

Expenditures by Legal Level

Budgeted Expenditures by Legal Level



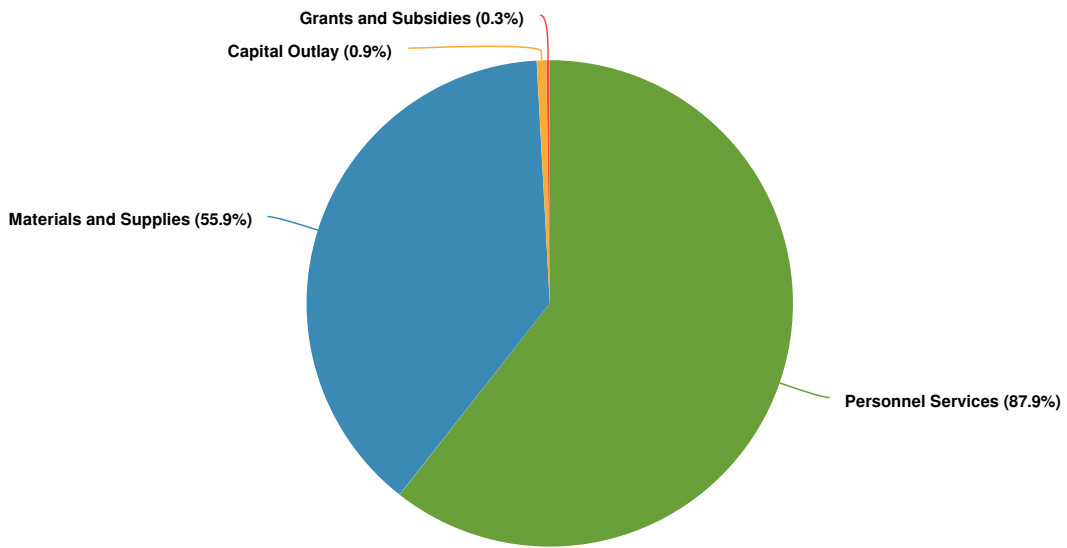
Budgeted and Historical Expenditures by Legal Level



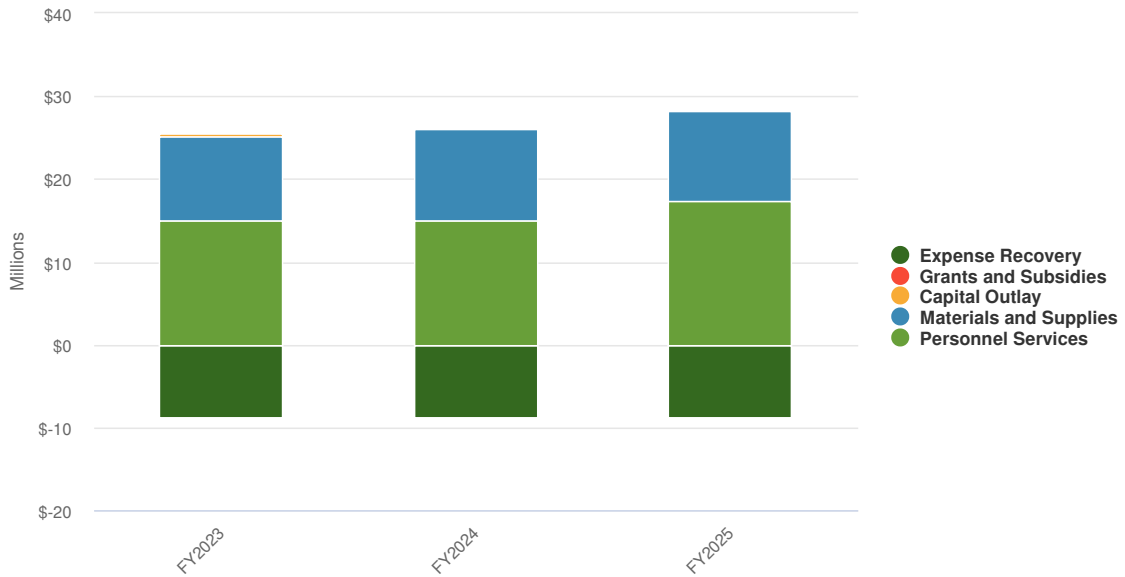
| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|---|----------------------|-----------------------|-------------------------|-----------------------|
| Expenditures | | | | |
| Public Works | | | | |
| Public Works Admin | | | | |
| Personnel Services | \$393,113 | \$320,370 | \$437,865 | \$351,067 |
| Materials and Supplies | \$231,663 | \$570,568 | \$3,126,711 | \$630,449 |
| Total Public Works Admin: | \$624,776 | \$890,938 | \$3,564,576 | \$981,516 |
| Public Works Street Maintenance | | | | |
| Personnel Services | \$5,586,706 | \$5,029,946 | \$6,441,104 | \$6,213,046 |
| Materials and Supplies | \$3,528,625 | \$4,197,343 | \$4,335,172 | \$4,662,036 |
| Expense Recovery | -\$3,701,225 | -\$5,375,000 | -\$5,375,000 | -\$5,375,000 |
| Grants and Subsidies | \$0 | \$19,875 | \$519,875 | \$19,875 |
| Total Public Works Street Maintenance: | \$5,414,106 | \$3,872,164 | \$5,921,151 | \$5,519,957 |
| Public Works Storm Water | | | | |
| Personnel Services | -\$210 | \$0 | \$0 | \$0 |
| Total Public Works Storm Water: | -\$210 | \$0 | \$0 | \$0 |
| Neighborhood Improvement | | | | |
| Personnel Services | \$9,276,024 | \$9,645,974 | \$12,865,044 | \$10,711,334 |
| Materials and Supplies | \$6,463,350 | \$6,288,068 | \$6,214,037 | \$5,698,504 |
| Capital Outlay | \$85,463 | \$180,000 | \$209,461 | \$180,000 |
| Expense Recovery | -\$3,203,388 | -\$3,475,000 | -\$3,475,000 | -\$3,475,000 |
| Grants and Subsidies | \$1,295 | \$42,625 | \$42,625 | \$42,625 |
| Total Neighborhood Improvement: | \$12,622,745 | \$12,681,667 | \$15,856,167 | \$13,157,463 |
| Total Public Works: | \$18,661,417 | \$17,444,769 | \$25,341,894 | \$19,658,936 |
| Total Expenditures: | \$18,661,417 | \$17,444,769 | \$25,341,894 | \$19,658,936 |

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| Personnel Services | | | | |
| Full-Time Salaries | \$9,468,918 | \$11,650,433 | \$12,424,397 | \$13,174,544 |
| Holiday Salary Full Time | \$632,367 | \$0 | \$708,237 | \$0 |
| Vacation Leave | \$766,871 | \$0 | \$938,852 | \$0 |
| Bonus Leave | \$195 | \$0 | \$0 | \$0 |
| Sick Leave | \$670,043 | \$0 | \$801,964 | \$0 |
| Overtime | \$360,086 | \$341,640 | \$639,255 | \$550,702 |
| Out of Rank Pay | \$20,961 | \$34,900 | \$34,726 | \$32,400 |
| Hazardous Duty Pay | \$1,504 | \$700 | \$1,200 | \$1,200 |
| College Incentive Pay | \$78 | \$0 | \$0 | \$0 |
| Longevity Pay | \$5,015 | \$0 | \$4,852 | \$0 |
| Shift Differential | \$4,352 | \$4,847 | \$5,555 | \$9,847 |
| PTO Final Pay | \$217,493 | \$61,800 | \$87,185 | \$61,800 |
| Required Special License Pay | \$3,700 | \$3,950 | \$5,400 | \$5,000 |
| Extended Duty Bonus Pay | \$47,300 | \$0 | \$181,300 | \$100,000 |
| Pension | \$531,222 | \$658,745 | \$667,089 | \$686,327 |
| Supplemental Pension | \$52,985 | \$60,818 | \$66,255 | \$74,002 |
| Social Security | \$216,808 | \$175,160 | \$323,571 | \$175,160 |
| Pension ADC | \$976,011 | \$887,500 | \$887,500 | \$1,367,288 |
| Group Life Insurance | \$16,263 | \$36,222 | \$34,728 | \$40,760 |
| Unemployment | \$18,320 | \$19,280 | \$19,280 | \$19,520 |
| Pension 401a Match | \$21,095 | \$24,111 | \$30,019 | \$24,111 |
| Medicare | \$191,345 | \$198,695 | \$216,662 | \$211,953 |
| Long Term Disability | \$46,950 | \$39,390 | \$52,955 | \$41,550 |
| Health Insurance - Choice Plan | \$629,862 | \$0 | \$114,585 | \$237,492 |
| Benefits Adjustments | \$0 | \$72,894 | \$0 | \$81,764 |
| Health Insurance-Select Plan | \$1,146,368 | \$1,913,844 | \$1,949,453 | \$1,856,916 |
| Salaries - Part Time/Temporary | \$1,120,196 | \$1,071,217 | \$1,258,248 | \$1,040,398 |
| On the Job Injury | \$212,735 | \$37,000 | \$468,274 | \$38,000 |
| Bonus Pay | \$139,040 | \$46,400 | \$142,021 | \$0 |
| Sign On Bonus Pay | \$74,500 | \$0 | \$53,000 | \$15,000 |
| Spot Bonus Pay | \$6,000 | \$0 | \$2,250 | \$1,750 |
| Sign On Bonus Pay OT | \$304 | \$0 | \$1,668 | \$0 |
| Expense Recovery - Personnel | -\$2,343,255 | -\$2,343,255 | -\$2,376,468 | -\$2,572,037 |
| Total Personnel Services: | \$15,255,634 | \$14,996,290 | \$19,744,013 | \$17,275,446 |
| Materials and Supplies | | | | |
| City Hall Printing | \$12,221 | \$0 | \$21,070 | \$2,500 |
| City Storeroom Supplies | \$0 | \$0 | \$156 | \$0 |
| Facility Repair & Carpentry | \$29,245 | \$66,742 | \$21,223 | \$76,720 |
| City Shop Charges | \$737,798 | \$668,134 | \$676,993 | \$1,022,311 |
| City Shop Fuel | \$430,069 | \$627,436 | \$423,117 | \$627,436 |
| Outside Computer Services | \$53,913 | \$55,584 | \$150,494 | \$55,584 |
| City Computer Svc Equipment | \$49,187 | \$19,730 | \$29,928 | \$25,230 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Pers Computer Software | \$64,062 | \$63,363 | \$55,957 | \$63,591 |
| Printing - Outside | \$6,140 | \$8,014 | \$8,014 | \$8,014 |
| Clothing | \$73,356 | \$91,032 | \$120,361 | \$91,032 |
| Safety Equipment | \$21,900 | \$23,000 | \$22,339 | \$23,000 |
| Outside Postage | \$14,618 | \$25,000 | \$18,795 | \$25,000 |
| Asphalt Products | \$4,550,478 | \$4,806,250 | \$4,657,392 | \$4,806,250 |
| Lumber & Wood Products | \$824 | \$2,500 | \$2,500 | \$2,500 |
| Paints Oils & Glass | \$262 | \$1,000 | \$1,000 | \$2,700 |
| Pipe Fittings & Castings | \$870 | \$40,000 | \$65,000 | \$40,000 |
| Lime Cement & Gravel | \$48,262 | \$50,643 | \$50,643 | \$50,643 |
| Chemicals | \$0 | \$10,941 | \$11,365 | \$10,941 |
| Materials and Supplies | \$776,248 | \$967,647 | \$473,497 | \$979,258 |
| Outside Vehicle Repair | \$38,279 | \$100,000 | \$70,425 | \$105,000 |
| Outside Equipment Repair/Maintenance | \$355,253 | \$167,259 | \$148,619 | \$167,259 |
| Disaster/Storm Damage | \$0 | \$0 | \$2,540,000 | \$0 |
| Advertising/Publication | \$14,688 | \$15,000 | \$7,000 | \$11,250 |
| Outside Phone/Communications | \$233,771 | \$156,360 | \$290,555 | \$156,860 |
| Security | \$165 | \$1,500 | \$1,500 | \$1,500 |
| Weed Control/Chemical Service | \$12,998 | \$266,000 | \$278,799 | \$266,000 |
| Seminars/Training/Education | \$47,417 | \$80,000 | \$116,777 | \$85,000 |
| Misc Professional Services | \$4,648,717 | \$4,565,000 | \$4,863,272 | \$4,849,858 |
| Travel Expense | \$13,948 | \$10,000 | \$25,777 | \$10,000 |
| Utilities | \$427,553 | \$453,933 | \$403,918 | \$383,333 |
| Demolitions | \$2,382,983 | \$2,167,661 | \$2,218,435 | \$1,441,031 |
| Claims | \$74,815 | \$250,000 | \$277,700 | \$275,100 |
| Lawsuits | \$0 | \$175,000 | \$489,283 | \$200,000 |
| Dues/Memberships/Periodicals | \$3,134 | \$10,000 | \$7,000 | \$10,000 |
| Misc Services and Charges | \$150,254 | \$152,500 | \$168,265 | \$154,000 |
| Minor Equipment | \$6,462 | \$15,000 | \$15,000 | \$18,338 |
| Expense Recovery - M & S | -\$5,056,250 | -\$5,056,250 | -\$5,056,250 | -\$5,056,250 |
| Total Materials and Supplies: | \$10,223,638 | \$11,055,979 | \$13,675,920 | \$10,990,990 |
| Capital Outlay | | | | |
| Furniture/Furnishings | \$4,271 | \$160,000 | \$184,283 | \$160,000 |
| Equipment | \$81,192 | \$20,000 | \$25,178 | \$20,000 |
| Total Capital Outlay: | \$85,463 | \$180,000 | \$209,461 | \$180,000 |
| Expense Recovery | | | | |
| Expense Recovery - State Street Aid | -\$6,904,613 | -\$8,850,000 | -\$8,850,000 | -\$8,850,000 |
| Total Expense Recovery: | -\$6,904,613 | -\$8,850,000 | -\$8,850,000 | -\$8,850,000 |
| Grants and Subsidies | | | | |
| Professional Services | \$1,295 | \$62,500 | \$562,500 | \$62,500 |
| Total Grants and Subsidies: | \$1,295 | \$62,500 | \$562,500 | \$62,500 |

| Name | FY2023 Actual | FY2024 Adopted | FY2024 Estimated | FY2025 Adopted |
|--------|---------------|----------------|------------------|----------------|
| Total: | \$18,661,417 | \$17,444,769 | \$25,341,894 | \$19,658,936 |

CAPITAL IMPROVEMENT PROGRAM (CIP)

Budget Development Process

The Office of Strategic Planning uses financial data provided by City Divisions to facilitate the review and approval of the Capital Improvement Plan (CIP) Budgets.

The Capital Improvement Program (CIP) is a five-year plan for capital allocations that is reviewed annually for priority adherence and project variances. This plan examines each city project and specifies the source of financing for projected expenditures. Requested projects are analyzed by the Finance Division and external bond counsel to be compiled and reviewed by the Mayor of Memphis. Every year in April, the Mayor presents the plan to the Memphis City Council along with the Operating Budget and Tax Rate. The Council's adoption of the Annual Operating Budget, CIP Budget, and Tax Rate by Ordinance authorizes the spending of a portion of engineering, architecture, land acquisition, development costs, and rolling stock through administrative appropriations. Funds for construction costs, equipment, and all acquisition contracts are subject to additional authorization by the Council. Prior and current CIP appropriations will remain in the plan until the Division in charge of the project or City Council determines that the project is complete and should be defunded. Project allocations that have not been appropriated by the end of each Fiscal Year are subject to additional approval by the Chief Financial Officer. The CFO may elect to have unappropriated allocations carried forward into the next year, reallocated to another project, or removed from the Capital Improvement Plan.

The Office of Strategic Planning monitors the CIP Budget through the use of tracking reports, which are reviewed upon submission of the budget and monitored throughout the year. The CIP Budget may be amended by resolution if approved by the Memphis City Council.

The Capital Improvement Budget and five year plans are prepared annually to forecast anticipated capital expenditures and funding. The total project costs and the funding sources (local, state, federal, and private) are estimated. The Capital Improvement Program is prepared after a rigorous review and evaluation of all proposed projects. The office of Building Design and Construction reviews the scope and feasibility of all requests involving construction and major renovations to city-owned structures. The office of Debt Management studies the monetary feasibility of the projects submitted against future funding needs. The single-year adopted Capital Improvement Plan allocates capital expenditures for the current budget year. The CIP Budget must be in full compliance with the Capital Improvement Program applicable to the fiscal year that it covers.

While some projects are automatically appropriated with the adoption of the annual CIP budget, appropriation of funding for others requires additional City Council approval.

Executive CIP Overview

The Fiscal Year 2025 Adopted CIP Budget aligns with current mission-critical projects and those mandated by law. This year also includes the initiation of planned spending on new projects to promote economic and community development.

The Fiscal Years 2025-2029 Capital Improvement Program (CIP) is a multi-year plan for capital expenditures to replace and expand the City's infrastructure, vehicles and equipment. Capital improvements in the context of this material may refer to the purchase or construction, replacement or improvements made to City-owned capital assets. Capital improvements are generally addressed in a capital budget that may span several years, as opposed to the annual operating budgets of other governmental funds. The program is updated annually to reflect the latest priorities, updated cost estimates and available revenue sources.

The purpose of the CIP Plan is to outline the funding for capital projects and capital acquisitions that will be of long-term benefit to the citizens of Memphis. Generational equity is important to consider, as both present and future users pay for and enjoy projects included in the City of Memphis Capital Improvement Plan.

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 CIP Budget is a one-year allocation. 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 carried-forward projects, a reallocation of unappropriated funding. The City attempts to budget annual General Obligation (G.O.) Bonds specifically at an average rate of retirement of older bonds. This is currently approximately \$94.4 million.

The FY25 CIP Adopted Budget by funding source is outlined below:

\$94,439,996 for General Obligation (G.O.) Bond
\$40,270,000 for Public Works Storm Water Fund
\$85,000,000 for Public Works Environmental Maintenance Sewer Fund

The FY25 CIP Approved Carry Forward by funding source is outlined below:

\$4,367,277 for General Obligation (G.O.) Bond
\$17,650,343 for Public Works Storm Water Fund
\$199,499,756 for Public Works Environmental Maintenance Sewer Fund

General Obligation Bonds Eligibility

This is intended to provide very general guidelines to inform proposers of projects about whether the project may be eligible for City of Memphis general obligation bond financing. It is not intended to be a detailed exposition of the law in this complex area, and does not address all aspects of public finance. Accordingly, consultation with the Finance Division is strongly encouraged.

It is important to note that not all activities and improvements are eligible for bond financing, even if they are capital improvements, and no matter how beneficial they may be to the City and its inhabitants. Projects can be financed only if they are authorized by statute, and this is a significant limitation. In general, general obligation bond financing of an item of cost requires that it be (1) specifically mentioned in Tennessee Code Annotated (TCA) 9-21-105(21) as part of the definition of a “public works project”, and (2) owned by the City, and operated or maintained by or on behalf of the City, and part of the public domain. Proposals for financing should describe the item with sufficient detail as to its nature, location, ownership, and operation and use, in order to permit a determination based on these criteria. For convenience, a copy of Section 105(21) follows. If there is any question as to an item’s eligibility, it should be confirmed by the Finance Division.

Private property or improvements to private property, whether owned by a non-profit or other organization, should not be financed with general obligation bonds. Operation of a financed facility by any person or entity other than the City (including operation by others under contract or other arrangement with the City) should be discussed in advance with the Finance Division, even if the facility otherwise meets the criteria for general obligation bond financing, as this may affect the tax treatment of interest on the bonds or have other implications that might require a different method of financing or prevent financing altogether.

There are other state of TN statutes that permit financing of specific facilities under specified circumstances and by various means, which do not include general obligation bonds. The permissible uses of these authorizations is limited in terms of scope and availability, and the Finance Division should be consulted prior to submission of a proposal to utilize them. It also should be noted that the foregoing relates principally to bond financing as the source of funds for projects. Projects also may be funded as part of the CIP budget utilizing other funds, depending on availability and City Council determinations to allocate them.

(22) (A) “Public works project” includes any (1) or any combination of the following: acquisitions of land for the purpose of providing or preserving open land; airports; alleys; ambulances; auditoriums; bridges; city and town halls; convention and event centers; corrective, detention, and penal facilities, including, but not limited to, jails and transition centers; courthouses; culverts; curbs; dispensaries; drainage systems, including storm water sewers and drains; electric plants and systems; equipment, including vehicles; technology equipment and related software used for local government purposes; expositions; facilities for persons with disabilities; facilities for the indigent; fairgrounds and fairground facilities; fire department equipment and buildings; fire alarm systems; flood control; garbage collection and disposal systems; gas and natural gas systems and storage facilities; greenways; heat plants and systems; harbor and riverfront improvements; health centers and clinics, including medical and mental health centers and clinics; highways; highway and street equipment; hospitals; hotels and supporting or incidental facilities built by local governments that are built adjacent to and as a supporting facility of civic or convention centers located in municipalities that have created a central business improvement district under the Central Business Improvement District Act of 1971, compiled in title 7, chapter 84; improvements made pursuant to a plan of improvement for a central business improvement district created pursuant to the Central Business Improvement District Act of 1971; law enforcement and emergency services equipment; levees; libraries; markets; memorials; museums; nursing homes; parks; parking facilities; parkways; playgrounds; plazas; port facilities; docks and dock facilities, including any terminal storage and transportation facilities incident thereto; public art; public buildings; preserves; railroads, including the extension of railroads and railway beltlines and switches; reclamation of land; recreation centers and facilities; reservoirs; rights-of-way; river and navigation improvements; roads; schools; transportation equipment for schools; sewers; sewage and waste water systems, including, but not limited to, collection, drainage, treatment, and disposal systems; ship canals; sidewalks; stadiums; streets; swimming pools; thermal transfer generating plants or distribution systems or both; tunnels; viaducts; voting machines; water treatment distribution and storage systems; wharves; and zoos

(B) “Public works project” also includes:

“Business park,” which includes land and rights, easements and franchises relating thereto, and may include roads and streets, water, sewer, electric and other utilities, landscaping and related elements as required for the orderly development and use of corporate or professional office space by one (1) or more commercial, financial or service business, and such appurtenant land for necessary incidental use. “Business park” does not include a retail operation except for an incidental retail use. A “business park” shall contain not less than five (5) acres of land. The building finance committee in the industrial development division of the department of economic and community development is authorized and empowered to determine whether a local government shall have the right to engage in any or all of the rights and privileges accompanying such a public works project. Before a local government can undertake the financing of such a public works project, it shall apply to the committee for a certificate of public purpose and necessity. The committee shall issue such a certificate once it is affirmatively determined that:

1. There are adequate property values and suitable financial conditions so that the total bonded indebtedness of the local government, solely for this authorized purpose and those other purposes authorized by title 7, chapter 55 and title 13, chapter 16, shall not exceed ten percent (10%) of the total assessed valuation of all the property in the local government ascertained by the last completed assessment at the time of the issuance of such bonds; and
2. The project is well conceived, has a reasonable prospect of success, will provide economic development and employment, will tend to encourage businesses to locate there and will not become a burden upon the taxpayers of the local government;
 1. "Industrial park", which includes land, rights, easements and franchises relating thereto, and may include adequate roads and streets, water and sewer facilities, utilities and docks and terminals. Any of the foregoing improvements which are to be located within the geographic boundaries of the industrial park may only be financed after compliance with title 13, chapter 16, part 2;
 2. "Urban renewal project", which means the same as such projects which are defined in §§ 13-20- 209 – 13-20-215. Any local government is hereby authorized to contribute money, property, and municipal services to any public agency engaged in the development of urban renewal projects in that local government;
 3. "Urban transit facility" which includes any or all real and personal property needed to provide public passenger transportation by means of street railway, electric railway, incline railroad, trolley coach, bus, motor coach, or any combination thereof, including terminal, maintenance and storage facility, whether owned and operated by a local government or owned by a local government and leased to private operators, all of which are hereby found and determined to be in the public interest and a proper public purpose;
 4. Facilities for the storage and maintenance of the items of equipment which constitute public works projects;
 5. Facilities or capital expenditures paid or incurred with respect to property located in a "recovery zone," as defined in § 1400U-1(b) of the Internal Revenue Code of 1986, codified in 26 U.S.C. § 1400U-1(b), that are made for a "qualified economic development purpose," as defined in § 1400U-2(c) of the Internal Revenue Code of 1986, codified in 26 U.S.C. § 1400U-2(c);
 6. Facilities or expenditures paid or incurred for "qualified conservation purposes," as defined in § 54D(f) of the Internal Revenue Code of 1986, codified in 26 U.S.C. § 54D(f), in connection with the issuance of "qualified energy conservation bonds", as defined in § 54D of the Internal Revenue Code of 1986, codified in 26 U.S.C. § 54D;
 1. All property real and personal, appurtenant thereto or connected with any public works project, work or undertaking and the existing public works project, work or undertaking, if any, to which such public works project, work or undertaking is an extension, addition, betterment or improvement; and
 2. Facilities or capital expenditures paid or incurred with respect to the development of affordable housing or workforce housing in a county having a metropolitan form of government with a population of not less than six hundred thousand (600,000), according to the 2010 federal census or any subsequent federal census, including expenditures related to a housing trust fund established in accordance with title 7, chapter 8 or title 13, chapter 23, part 5. For purposes of this subdivision (21)(B)(ix), only local governments within which the affordable or workforce housing is located are authorized to issue debt or borrow money, and in no event, shall the credit of any county, city, or town be given or loaned to or in aid of any person, company, association, or corporation, within the meaning of the Constitution of Tennessee, Article II, § 29, without first complying with the applicable requirements of the Constitution of Tennessee, Article II, § 29;
4. This enumeration does not exclude any other project for the benefit of the people at large of any local government where any state or federal agency will match the funds of the local government with grants-in-aid or gratuities to subsidize or assist the development of a public works project;
5. Notwithstanding subdivision (21)(B)(i), a certificate of public purpose and necessity shall not be required for a public works project of a local government with a population of not less than three hundred thousand (300,000), according to the 2000 federal census or any subsequent federal census. The total pledge of full faith and credit of any such local government related to the project shall not exceed ten percent (10%) of the total assessed valuation of all property in the local government, ascertained by the last completed assessment at the time of issuance of the obligations. In any resolution pledging the full faith and credit and unlimited taxing power of any such local government to secure any obligations related to a public works project, the governing body of the local government shall state that the project being considered is well conceived, has a reasonable prospect for success, will provide proper economic development and employment, and will not likely become a burden on the taxpayers of the local government.

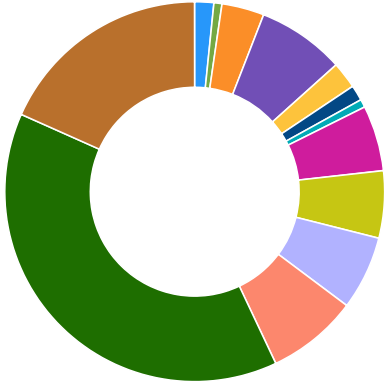
Capital Improvement Program: One-year Plan

Total Capital Requested

\$219,709,996

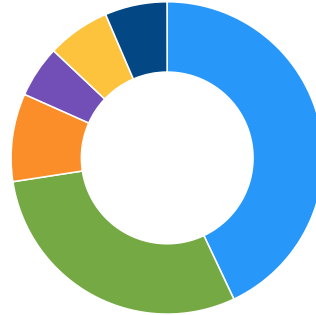
69 Capital Improvement Projects

Total Funding Requested by Department



| | |
|--------------------------------------|-------------------------|
| City Engineering (2%) | \$3,575,000.00 |
| Executive (1%) | \$1,500,000.00 |
| Fire Services (4%) | \$7,937,765.00 |
| General Services (7%) | \$16,350,000.00 |
| Housing & Community Development (2%) | \$5,000,000.00 |
| Information Technology (1%) | \$2,900,000.00 |
| Libraries (1%) | \$1,500,000.00 |
| MATA (6%) | \$12,292,231.00 |
| Memphis Parks (6%) | \$12,550,000.00 |
| Police Services (6%) | \$13,815,000.00 |
| Public Works (8%) | \$17,020,000.00 |
| Public Works Sewer (39%) | \$85,000,000.00 |
| Public Works Storm Water (18%) | \$40,270,000.00 |
| TOTAL | \$219,709,996.00 |

Total Funding Requested by Source



| | |
|---------------------------------|-------------------------|
| General Obligation Bonds (43%) | \$94,439,996.00 |
| Sewer Capital Pay Go (30%) | \$65,000,000.00 |
| Sewer Revenue Bonds (9%) | \$20,000,000.00 |
| Storm Water Capital Pay Go (5%) | \$11,780,000.00 |
| Storm Water Revenue Bonds (7%) | \$14,322,000.00 |
| WIFIA Loan (6%) | \$14,168,000.00 |
| TOTAL | \$219,709,996.00 |

Fiscal Year 2025 Adopted CIP Budget: GO Bonds Only



City Engineering Requests

Itemized Requests for 2025

HSIP Coverline **\$150,000**

This project will provide matching funds for Highway Safety Improvement Program (HSIP) projects directed by the State. The Federal Highway Administration defines HSIP as a "program to achieve a reduction in traffic fatalities and serious injuries..."

Traffic Calming Devices Coverline **\$1,250,000**

This project is for the installation of traffic-calming devices such as speed humps, traffic circles, and rumble strips on local neighborhood streets that have documented speeding problems and meet established criteria for installation. This is an...

Traffic Safety Development Coverline **\$500,000**

This project funds specific traffic safety development initiatives by District as identified and mandated by members of the City Council.

Traffic Signals Coverline **\$1,275,000**

This project is used to purchase traffic signal materials that will provide greater safety, improve the flow of traffic, and to upgrade existing traffic signals that do not meet safety standards. New controllers, poles, and other equipment will be...

Urban Arts Installation Coverline **\$400,000**

This project makes funding available to create artworks that function as an essential element within the overall design of various City projects, complementing existing or proposed architectural elements within capital improvement projects. The...

Total: \$3,575,000

Executive Requests

Itemized Requests for 2025

MSCS Infrastructure Improvements Phase 1 **\$1,000,000**

Contribution by the City of Memphis to assist in the pertinent efforts to ensure that MSCS education spaces do not serve as barriers for students to receive the caliber of educational experience they deserve. Phase 1 includes projects in all City...

The Memphis Metropolitan Land Bank Authority (MMLBA) **\$500,000**

Purchase of blighted properties in accordance with The Memphis Metropolitan Land Bank Authority (MMLBA) policies. The Memphis Metropolitan Land Bank Authority (MMLBA) is a quasi-governmental nonprofit agency established in 2015 by the Memphis City...

Total: \$1,500,000

Fire Services Requests

Itemized Requests for 2025

| | |
|--|--------------------|
| Building Resilient Infrastructure & Communities | \$337,765 |
| Matching Grant Funds for Building Resilient Infrastructure & Communities. | |
| Chester Anderson Training Center Improvements | \$625,000 |
| Renovations of the MFD Training Center at 4341 Robertson Rd, Memphis, TN 38127. | |
| EMA Sirens | \$150,000 |
| This project is used to fund the city's emergency warning sirens, which are utilized during inclement weather to alert citizens of potentially hazardous conditions. The project is ongoing each fiscal year, with the expectation that funding... | |
| Fire Station Gender Separation | \$300,000 |
| Installing gender separation partitions in fire stations throughout the City of Memphis. | |
| Fire Station Improvement Coverline | \$4,000,000 |
| This project provides funds for major repair and renovations of existing facilities and fire stations. | |
| New Fire Station 28 | \$1,250,000 |
| Replacement of Fire Station No 28 at 1510 Chelsea Ave, Memphis, TN 38108. New location to be determined. | |
| Personal Protective Equipment | \$1,275,000 |
| This project provides funds to replace turnout ensembles that have become unusable and to provide new turnout ensembles for fire recruits. This is the firefighter's primary protection and is governed by the National Fire Protection Association... | |
| Total: \$7,937,765 | |

General Services Requests

Itemized Requests for 2025

170 N Main (MPD building)**\$100,000**

Modifications and minor repairs to the City building at 170 N Main St. The building primarily serves as the City's public safety building.

City Hall Improvements 2**\$500,000**

Ongoing renovations to City Hall at 125 N Main St, Memphis, TN, 38103.

Coke Facility**\$1,500,000**

This project funds the adaptive reuse of the former Coke Bottling Facility at 499 S. Hollywood. The repurposed facility will compensate for the loss of the primary fueling location near the center of Memphis. Furthermore, this location will house...

Convention Center Coverline**\$250,000**

This project serves as the annual coverline to provide funding for necessary repairs and upgrades to the Renasant Convention Center located at 255 N Main St, Memphis, TN 38103.

Fleet Capital Acquisition Purchases**\$11,000,000**

A government's financial and multi-year capital plans should address the continuing investment necessary to properly maintain its capital assets. Such practices should include proactive steps to promote adequate investment in capital renewal and...

Major Modifications Coverline**\$3,000,000**

This project provides funds for major modifications, renovations and improvements to City-owned facilities and capital assets. Repairs may include asphalt, roofing, electrical, plumbing, carpentry and HVAC improvements.

Total: \$16,350,000

Housing & Community Development Requests

Itemized Requests for 2025

Fairgrounds Redevelopment **\$500,000**

Additional items added to Fairgrounds Redevelopment project scope.

Liberty Park Phase 2 **\$1,500,000**

Infrastructure additions to Liberty Park.

Pinch Infrastructure **\$250,000**

This project will allow coordination and project management of the TN Fast Track Grant, which requires a local match of grant funding, and minor infrastructure improvements in the Pinch District. The aforementioned grant will reimburse the City...

Raleigh Springs **\$1,000,000**

Planned additions and amenities include a food truck/farmer's market area at Raleigh Springs Town Center.

Southwest Twin **\$1,750,000**

Redevelopment of a blighted drive-in movie theater located at 4233 South Third Street. The project will include the relocation of two public facilities, Levi Library and MPD substation. Additional civic recreational usages are planned to be...

Total: \$5,000,000

Information Technology Requests

Itemized Requests for 2025

Cyber Security Infrastructure Upgrades**\$500,000**

This project funds the continuous security posture assessment and implements a third party risk assessment solution to protect digital systems, networks, and data from unauthorized access, theft, or damage. The project will help reduce the...

Desktop & Applications Infrastructure**\$600,000**

This project funds the programmatic replacement of obsolete equipment and maintenance of city-wide technology infrastructure. The City has numerous workstations, laptops, and other ancillary equipment scheduled to be replaced to meet the data...

Implementation Modernization**\$500,000**

This project funds an effort to modernize and upgrade the enterprise application infrastructure currently used by the City of Memphis through enterprise application upgrades and development platform improvements.

Operational Infrastructure Enhancements**\$1,000,000**

This project funds the replacement of aging wireless access point devices, enhancement of wireless internet coverage, replacement of key network switches, continuation of network segmentation, installation of new City-owned fiber optic...

Technology Improvement Coverline**\$300,000**

Coverline for information technology related expenses due to improvements or repairs in City of Memphis-owned facilities.

Total: \$2,900,000

Libraries Requests

Itemized Requests for 2025

Library Improvement Coverline

\$1,500,000

This project will cover deferred maintenance in all library branches throughout the City of Memphis. The FY25 funding will be used for escalator and elevator repairs at the Main Library branch.

Total: \$1,500,000

MATA Requests

Itemized Requests for 2025

Bus Facility Improvements **\$523,231**

Improvements to bus shelters throughout the City.

Fixed Route Buses **\$4,440,000**

Purchase of fixed route buses to be used by the Memphis Area Transit Authority (MATA).

Innovation Corridor BRT **\$7,041,500**

This project provides funds for the development of a new Bus Rapid Transit (BRT) line connecting downtown with The University of Memphis. The project will utilize several local funding sources.

Paratransit Vehicles **\$287,500**

Purchase of new paratransit vehicles to be utilized by MATA.

Total: \$12,292,231

Memphis Parks Requests

Itemized Requests for 2025

Audubon Golf Course Clubhouse**\$500,000**

Construction of a new clubhouse at the newly redesigned Audubon Golf Course at 4160 Park Ave, Memphis, TN 38117.

Botanic Garden Infrastructure**\$500,000**

This project will fund infrastructure improvements and upgrades to Botanic Garden facilities. The Fiscal Year 2024 funds will assist with construction of a new Youth Education and Tropical Plants Greenhouse.

Brooks Museum**\$500,000**

Funding to support the construction of a new Brooks Museum in Downtown Memphis. Memphis' new art museum is inspired by the history and geography of the city and designed, to the smallest detail, to showcase our incredible art collection. Located...

Douglass Splash Pad**\$1,200,000**

Completion of a new splash pad at Douglass Park.

Lichterman Major Maintenance**\$350,000**

This project funds phases of major maintenance to keep Lichterman Nature Center facilities up to date and operating properly. FY24 improvements include refurbishment of the greenhouse, boardwalk repairs, and drainage improvements.

MRPP Coverline**\$250,000**

This project represents the annual allocation for major repairs, renovations, modifications and improvements to the various parks and facilities managed and maintained by the Memphis River Parks Partnership (MRPP). The parks managed by MRPP...

New Lester Community Center**\$7,500,000**

This project provides construction funding for the new 29,000 sq. foot Lester Community Center in the Binghampton neighborhood. The new facility will replace the existing 1978 structure with a new up-to-date center to serve the surrounding...

Park Improvements Coverline**\$1,500,000**

This project is used to provide funding for renovations and equipment for multiple facilities managed by Memphis Parks. The funds will be distributed equally across all City Council districts. The project is ongoing as funding allows.

Zoo Major Maintenance**\$250,000**

This project provides funding for the Memphis Zoological Society to help fund repairs and upgrades to the existing exhibits, grounds, and any emergency needs. This project is continued each fiscal year as funds are made available.

Total: \$12,550,000

Police Services Requests

Itemized Requests for 2025

| | |
|---------------------------------|---------------------|
| Axon Enterprise Solution | \$10,000,000 |
|---------------------------------|---------------------|

Comprehensive package of body-worn cameras, Taser, Axon digital evidence management, and accompanying software applications to capture, preserve, and manage evidence.

| | |
|-------------------------------|--------------------|
| Helicopter Maintenance | \$1,400,000 |
|-------------------------------|--------------------|

Repairs to the City of Memphis Police Holicopters.

| | |
|---------------------------------|--------------------|
| New Mount Moriah Station | \$1,000,000 |
|---------------------------------|--------------------|

This project provides funds towards replacing the existing Mount Moriah Police precinct at 2602 Mt. Moriah. The current facility was constructed in 1980.

| | |
|-----------------------------------|--------------------|
| Police Academy Renovations | \$1,215,000 |
|-----------------------------------|--------------------|

This project funds the renovation of the Memphis Police Training Academy through upgrades and expansion. The final project is expected to include a renovated gym, sprinkler system, office area, and exterior features. Additional classrooms and...

| | |
|-------------------------------|------------------|
| Violent Crime Building | \$200,000 |
|-------------------------------|------------------|

Renovations to the Violent Crime Building.

Total: \$13,815,000

Public Works Requests

Itemized Requests for 2025

ADA Curb Ramp Coverline **\$1,000,000**

This project is for the installation of curb ramps on intersection corners throughout the City as required by the Americans with Disabilities Act (ADA). The project is continuous as funding permits.

Asphalt Paving Coverline **\$10,000,000**

This project funds the asphalt paving activities performed or contracted by the City of Memphis. This is an ongoing project each fiscal year as allowed by approved funding.

Audubon Mitigation (Holmes Rd from Malone to Lamar) **\$70,000**

Audubon Mitigation is a grant-funded sister project to Holmes Rd from Malone to Lamar Ave. Both projects share a project number, PW01179. The Fiscal Year 2025 funding is for continuation of NEPA reevaluation and design plan efforts.

Bridge Repair Coverline **\$800,000**

This project is for the rehabilitation of active bridges that have received poor ratings from the State of TN. The project is ongoing as funding allows.

Harbor Avenue **\$800,000**

Repairs to Harbor Ave.

Holmes Road - Horn lake to RR **\$3,000,000**

Holmes Road resurfacing from Horn Lake to the rail road.

Sidewalks Coverline **\$1,000,000**

This project will provide funding for replacement of sidewalks if property owners have not complied with sidewalk repair notices and public sidewalks adjacent to city-owned properties. In order to reimburse the City, property owners will have an...

STBG Repaving **\$350,000**

Funds will be utilized to support Surface Transportation Block Grant (STBG) programs. The federal government provides funding through the Surface Transportation Block Grant (STBG) Program to each of the states for road, transit, active...

Total: \$17,020,000

Public Works Sewer Requests

Itemized Requests for 2025

Misc. Subdivisions Outfalls Coverline**\$2,500,000**

This project provides funding to connect new subdivisions to the City of Memphis sewer system. Funding for this project is based on an annual assessment and is utilized when specific projects are identified.

Rehab Existing System Coverline**\$17,000,000**

This project funds the repair, rehabilitation, and replacement of portions of the existing sewer collection and treatment system as needed. The project is ongoing as funding allows and utilized when specific projects are identified.

Service Unsewered Coverline**\$2,000,000**

This project provides funds to extend sewer service to areas within the City of Memphis that do not have existing sewer connections. The project is ongoing as funding allows and utilized when specific projects are identified.

Sewer Assessment and Rehab**\$20,000,000**

This project will fund a sanitary sewer condition assessment and rehabilitation program in response to state and federal environmental mandates.

South Plant Expansion**\$8,000,000**

This project funds the expansion of the T.E. Maxson Wastewater Treatment Facility. Project outcomes are the construction of additional equipment used in primary clarification, blowers, ABF Towers, equipment used for final clarification,...

Stiles Plant Modification**\$5,000,000**

This project funds modifications of the Maynard C. Stiles Wastewater Treatment Plant. Included is the construction or modification of treatment facilities and ancillary structures to bring them into compliance with federal and state...

Stiles WWTF Biosolids Upgrades**\$30,500,000**

This project is for the construction and modification of treatment facilities and ancillary structures to meet federal and state government requirements for the removal and disposal of digested bio solids.

Total: \$85,000,000

Public Works Storm Water Requests

Itemized Requests for 2025

Curb & Gutter Misc Locations **\$500,000**

This project will provide funds for the repair and replacement of curbs and gutters throughout the City of Memphis. This project is ongoing each fiscal year as funding permits.

Design Coverline **\$13,230,000**

This project covers the costs for improvements to the existing drainage system, proposed new drainage projects, and the development of Drainage Master Plans throughout the City of Memphis. All funding allocated for this project in a given Fiscal...

Drainage Coverline **\$25,690,000**

This project is for improvements to existing drainage systems and new projects identified by Drainage Master Plans throughout the City of Memphis. All funding allocated for this project in a given Fiscal Year should be appropriated to active...

Flood Mitigation Coverline **\$350,000**

This project funds the acquisition of properties to mitigate flooding. The project is ongoing as funding allows.

Storm Water Bridge Repair Coverline **\$500,000**

This project is for storm water related repairs and improvements to the 402 existing bridges within the City of Memphis. Two to three major projects and several smaller projects are expected each year. The types of projects anticipated include...

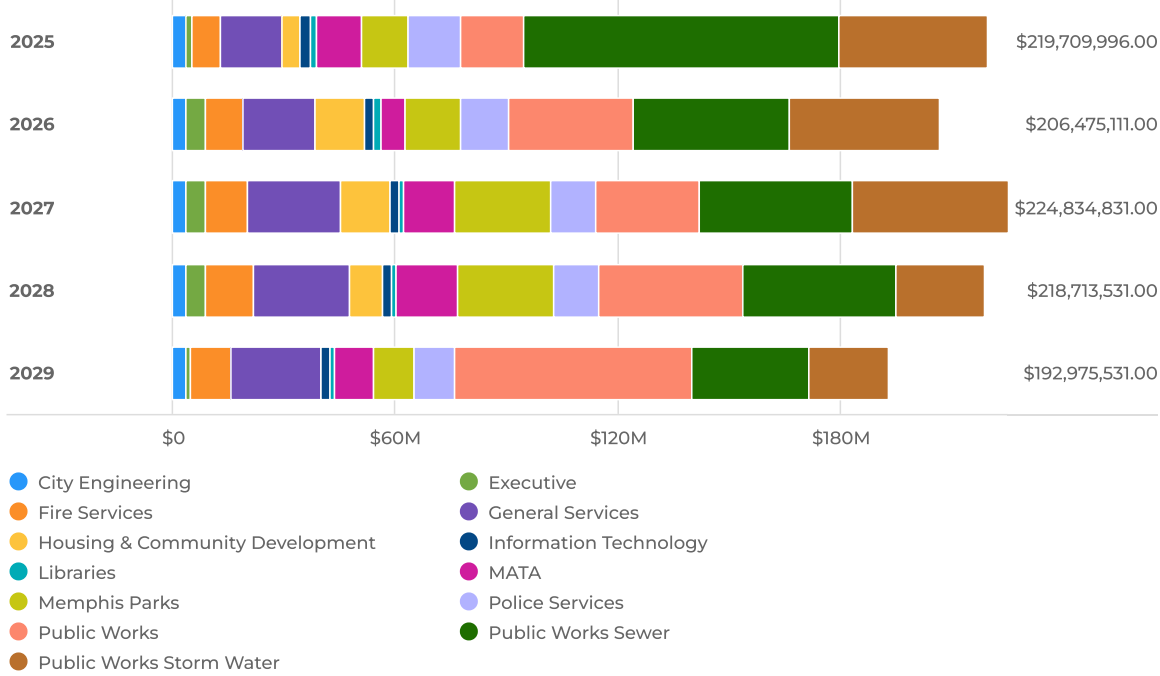
Total: \$40,270,000

Capital Improvement Program: Five-year Plan

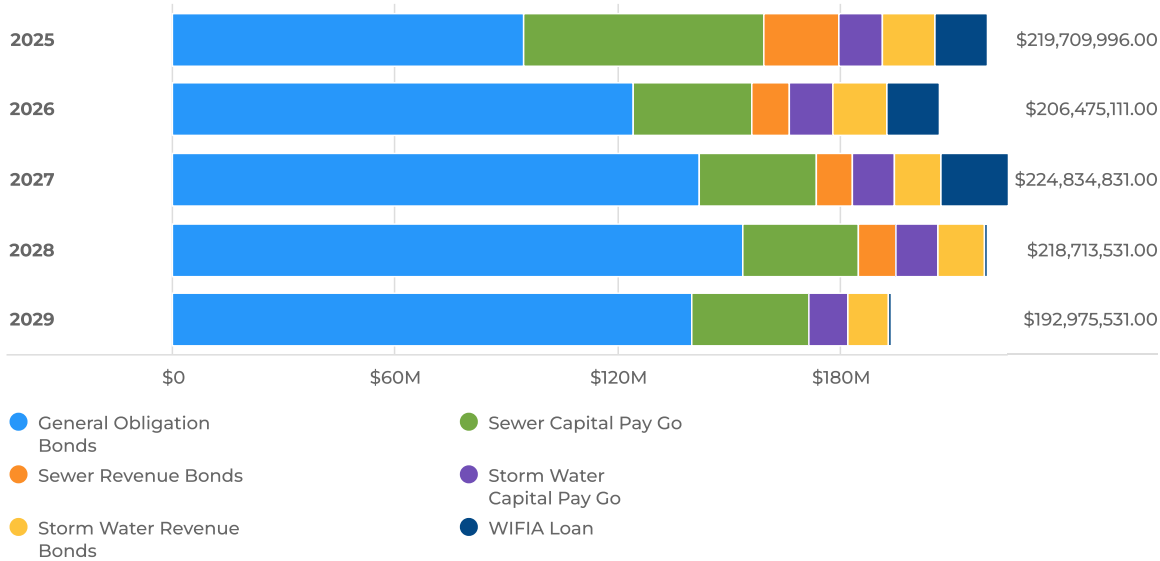
Total Capital Requested \$1,062,709,000

96 Capital Improvement Projects

Total Funding Requested by Department



Total Funding Requested by Source



City Engineering Requests

Itemized Requests for 2025-2030

| | |
|-----------------------|------------------|
| HSIP Coverline | \$750,000 |
|-----------------------|------------------|

This project will provide matching funds for Highway Safety Improvement Program (HSIP) projects directed by the State. The Federal Highway Administration defines HSIP as a "program to achieve a reduction in traffic fatalities and serious injuries...

| | |
|--|--------------------|
| Traffic Calming Devices Coverline | \$8,050,000 |
|--|--------------------|

This project is for the installation of traffic-calming devices such as speed humps, traffic circles, and rumble strips on local neighborhood streets that have documented speeding problems and meet established criteria for installation. This is an...

| | |
|---|--------------------|
| Traffic Safety Development Coverline | \$1,500,000 |
|---|--------------------|

This project funds specific traffic safety development initiatives by District as identified and mandated by members of the City Council.

| | |
|----------------------------------|--------------------|
| Traffic Signals Coverline | \$6,315,000 |
|----------------------------------|--------------------|

This project is used to purchase traffic signal materials that will provide greater safety, improve the flow of traffic, and to upgrade existing traffic signals that do not meet safety standards. New controllers, poles, and other equipment will be...

| | |
|--|--------------------|
| Urban Arts Installation Coverline | \$2,000,000 |
|--|--------------------|

This project makes funding available to create artworks that function as an essential element within the overall design of various City projects, complementing existing or proposed architectural elements within capital improvement projects. The...

| |
|----------------------------|
| Total: \$18,615,000 |
|----------------------------|

Executive Requests

Itemized Requests for 2025-2030

MSCS Infrastructure Improvements Phase 1

\$13,000,000

Contribution by the City of Memphis to assist in the pertinent efforts to ensure that MSCS education spaces do not serve as barriers for students to receive the caliber of educational experience they deserve. Phase 1 includes projects in all City...

The Memphis Metropolitan Land Bank Authority (MMLBA)

\$4,500,000

Purchase of blighted properties in accordance with The Memphis Metropolitan Land Bank Authority (MMLBA) policies. The Memphis Metropolitan Land Bank Authority (MMLBA) is a quasi-governmental nonprofit agency established in 2015 by the Memphis City...

Total: \$17,500,000

Fire Services Requests

Itemized Requests for 2025-2030

| | |
|--|---------------------|
| Building Resilient Infrastructure & Communities | \$1,337,765 |
| Matching Grant Funds for Building Resilient Infrastructure & Communities. | |
| Chester Anderson Training Center Improvements | \$3,125,000 |
| Renovations of the MFD Training Center at 4341 Robertson Rd, Memphis, TN 38127. | |
| Drill Tower Improvements | \$6,000,000 |
| This project is for improvements to the drill tower at the Claude Armour Training Center. | |
| EMA Sirens | \$799,880 |
| This project is used to fund the city's emergency warning sirens, which are utilized during inclement weather to alert citizens of potentially hazardous conditions. The project is ongoing each fiscal year, with the expectation that funding... | |
| Fire Station 32 Grant | \$260,000 |
| Grant matching funds for Fire Station No 32 improvements. This station is vital to the river emergency response team. | |
| Fire Station Gender Separation | \$1,500,000 |
| Installing gender separation partitions in fire stations throughout the City of Memphis. | |
| Fire Station Improvement Coverline | \$17,000,000 |
| This project provides funds for major repair and renovations of existing facilities and fire stations. | |
| New Fire Station 23 | \$7,250,000 |
| Replacing Fire Station No 23 at 3468 Jackson Ave, Memphis, TN 38122. | |
| New Fire Station 28 | \$9,375,000 |
| Replacement of Fire Station No 28 at 1510 Chelsea Ave, Memphis, TN 38108. New location to be determined. | |
| Personal Protective Equipment | \$6,475,000 |
| This project provides funds to replace turnout ensembles that have become unusable and to provide new turnout ensembles for fire recruits. This is the firefighter's primary protection and is governed by the National Fire Protection Association... | |
| Total: \$53,122,645 | |

General Services Requests

Itemized Requests for 2025-2030

170 N Main (MPD building)**\$100,000**

Modifications and minor repairs to the City building at 170 N Main St. The building primarily serves as the City's public safety building.

City Hall Improvements 2**\$5,500,000**

Ongoing renovations to City Hall at 125 N Main St, Memphis, TN, 38103.

Coke Facility**\$6,000,000**

This project funds the adaptive reuse of the former Coke Bottling Facility at 499 S. Hollywood. The repurposed facility will compensate for the loss of the primary fueling location near the center of Memphis. Furthermore, this location will house...

Convention Center Coverline**\$1,700,000**

This project serves as the annual coverline to provide funding for necessary repairs and upgrades to the Renasant Convention Center located at 255 N Main St, Memphis, TN 38103.

Fleet Capital Acquisition Purchases**\$56,000,000**

A government's financial and multi-year capital plans should address the continuing investment necessary to properly maintain its capital assets. Such practices should include proactive steps to promote adequate investment in capital renewal and...

Major Modifications Coverline**\$42,000,000**

This project provides funds for major modifications, renovations and improvements to City-owned facilities and capital assets. Repairs may include asphalt, roofing, electrical, plumbing, carpentry and HVAC improvements.

Total: \$111,300,000

Housing & Community Development Requests

Itemized Requests for 2025-2030

Fairgrounds Redevelopment **\$2,200,000**

Additional items added to Fairgrounds Redevelopment project scope.

Liberty Park Phase 2 **\$3,000,000**

Infrastructure additions to Liberty Park.

Pinch Infrastructure **\$250,000**

This project will allow coordination and project management of the TN Fast Track Grant, which requires a local match of grant funding, and minor infrastructure improvements in the Pinch District. The aforementioned grant will reimburse the City...

Raleigh Springs **\$4,000,000**

Planned additions and amenities include a food truck/farmer's market area at Raleigh Springs Town Center.

Southwest Twin **\$29,750,000**

Redevelopment of a blighted drive-in movie theater located at 4233 South Third Street. The project will include the relocation of two public facilities, Levi Library and MPD substation. Additional civic recreational usages are planned to be...

The Hospitality Hub North **\$1,500,000**

New facility to house the Hospitality Hub in North Memphis.

Total: \$40,700,000

Information Technology Requests

Itemized Requests for 2025-2030

Cyber Security Infrastructure Upgrades

\$2,500,000

This project funds the continuous security posture assessment and implements a third party risk assessment solution to protect digital systems, networks, and data from unauthorized access, theft, or damage. The project will help reduce the...

Desktop & Applications Infrastructure

\$1,600,000

This project funds the programmatic replacement of obsolete equipment and maintenance of city-wide technology infrastructure. The City has numerous workstations, laptops, and other ancillary equipment scheduled to be replaced to meet the data...

Implementation Modernization

\$2,500,000

This project funds an effort to modernize and upgrade the enterprise application infrastructure currently used by the City of Memphis through enterprise application upgrades and development platform improvements.

Operational Infrastructure Enhancements

\$5,000,000

This project funds the replacement of aging wireless access point devices, enhancement of wireless internet coverage, replacement of key network switches, continuation of network segmentation, installation of new City-owned fiber optic...

Technology Improvement Coverline

\$1,500,000

Coverline for information technology related expenses due to improvements or repairs in City of Memphis-owned facilities.

Total: \$13,100,000

Libraries Requests

Itemized Requests for 2025-2030

Library Improvement Coverline

\$6,500,000

This project will cover deferred maintenance in all library branches throughout the City of Memphis. The FY25 funding will be used for escalator and elevator repairs at the Main Library branch.

Total: \$6,500,000

MATA Requests

Itemized Requests for 2025-2030

| | |
|--|---------------------|
| Bus Facility Improvements | \$1,616,155 |
| Improvements to bus shelters throughout the City. | |
| Crosstown Connector Corridor | \$6,800,000 |
| North-South BRT line. | |
| Fixed Route Buses | \$16,815,000 |
| Purchase of fixed route buses to be used by the Memphis Area Transit Authority (MATA). | |
| Innovation Corridor BRT | \$7,041,500 |
| This project provides funds for the development of a new Bus Rapid Transit (BRT) line connecting downtown with The University of Memphis. The project will utilize several local funding sources. | |
| MATA Service Vehicles | \$255,000 |
| Purchase and repair of operational service vehicles owned by MATA. | |
| New Operations/Maintenance Facility | \$13,500,000 |
| Site purchase, design, and construction of a new operation and maintenance facility for MATA. | |
| Paratransit Vehicles | \$1,437,500 |
| Purchase of new paratransit vehicles to be utilized by MATA. | |
| Rail Facility Improvements | \$7,049,200 |
| Repairs and improvements to the track and maintenance facility used to operate MATA's fixed track trolley cars. | |
| Rail Vehicles | \$3,200,000 |
| Repairs to the trolley rails vehicles owned by MATA. | |
| Transit Amenities | \$2,100,000 |
| This project provides funds for the development of several items identified in the Transit Vision recommended plan adopted by the MATA board of commissioners. Included in the project are the development of three new street-level bus transfer... | |
| Total: \$59,814,355 | |

Memphis Parks Requests

Itemized Requests for 2025-2030

| | |
|--|---------------------|
| Audubon Golf Course Clubhouse | \$6,500,000 |
| Construction of a new clubhouse at the newly redesigned Audubon Golf Course at 4160 Park Ave, Memphis, TN 38117. | |
| Audubon Splash Pad | \$1,200,000 |
| Construction of a new splash pad at Audubon Park. | |
| Botanic Garden Infrastructure | \$500,000 |
| This project will fund infrastructure improvements and upgrades to Botanic Garden facilities. The Fiscal Year 2024 funds will assist with construction of a new Youth Education and Tropical Plants Greenhouse. | |
| Brooks Museum | \$1,500,000 |
| Funding to support the construction of a new Brooks Museum in Downtown Memphis. Memphis' new art museum is inspired by the history and geography of the city and designed, to the smallest detail, to showcase our incredible art collection. Located... | |
| Cobblestones Walkway | \$351,000 |
| Repairs to the Cobblestone walkway to provide safe access to the new Cobblestone Park currently under reconstruction. | |
| Community Center Replacement (Location TBD) | \$14,600,000 |
| Construction of a new community center. Location TBD pending facility feasibility study commissioned by the Memphis Parks division in Fiscal Year 2025. | |
| Community Center Replacement II (Location TBD) | \$7,600,000 |
| Construction of a new community center. Location TBD pending facility feasibility study commissioned by the Memphis Parks division in Fiscal Year 2025. | |
| Douglass Splash Pad | \$1,200,000 |
| Completion of a new splash pad at Douglass Park. | |
| Gooch Park Football Field | \$400,000 |
| Construction of a new football field at Gooch Park. | |
| Lester Aquatics Facility | \$7,000,000 |
| Construction of an aquatic facility at the newly redesigned Lester Community Center. | |
| Lichterman Major Maintenance | \$1,350,000 |
| This project funds phases of major maintenance to keep Lichterman Nature Center facilities up to date and operating properly. FY24 improvements include refurbishment of the greenhouse, boardwalk repairs, and drainage improvements. | |
| MRPP Coverline | \$3,050,000 |
| This project represents the annual allocation for major repairs, renovations, modifications and improvements to the various parks and facilities managed and maintained by the Memphis River Parks Partnership (MRPP). The parks managed by MRPP... | |
| Mud Island : Amphitheater | \$17,600,000 |
| Renovations to the Amphitheater on Mud Island. | |

New Lester Community Center**\$7,500,000**

This project provides construction funding for the new 29,000 sq. foot Lester Community Center in the Binghampton neighborhood. The new facility will replace the existing 1978 structure with a new up-to-date center to serve the surrounding...

Park Improvements Coverline**\$12,000,000**

This project is used to provide funding for renovations and equipment for multiple facilities managed by Memphis Parks. The funds will be distributed equally across all City Council districts. The project is ongoing as funding allows.

Tennis Major Maintenance**\$2,000,000**

This project provides funding to renew existing tennis courts. FY24 funding is scheduled to go towards the reconstruction of two outdoor courts at Glenview and one at Gaisman, and the resurfacing of four each at Bert Ferguson, Hickory Hill, and...

Wolf River Greenway - Various Phases**\$4,500,000**

Continued construction of the Wolf River Greenway, which is being completed in several phases. Fiscal Year 2024 funds will be combined with TDEC grant funds to complete sections 12A2, 12B and 13 of the Wolf River Greenway to make the...

Zoo Major Maintenance**\$1,250,000**

This project provides funding for the Memphis Zoological Society to help fund repairs and upgrades to the existing exhibits, grounds, and any emergency needs. This project is continued each fiscal year as funds are made available.

Total: \$90,101,000

Police Services Requests

Itemized Requests for 2025-2030

Axon Enterprise Solution **\$54,000,000**

Comprehensive package of body-worn cameras, Taser, Axon digital evidence management, and accompanying software applications to capture, preserve, and manage evidence.

Helicopter Maintenance **\$1,400,000**

Repairs to the City of Memphis Police Holicopters.

New Mount Moriah Station **\$2,000,000**

This project provides funds towards replacing the existing Mount Moriah Police precinct at 2602 Mt. Moriah. The current facility was constructed in 1980.

Police Academy Renovations **\$1,215,000**

This project funds the renovation of the Memphis Police Training Academy through upgrades and expansion. The final project is expected to include a renovated gym, sprinkler system, office area, and exterior features. Additional classrooms and...

Take-Home Car Program **\$3,000,000**

This project provides funding towards capital acquisition specifically for Police Services to allow certain commissioned officers to take City Police vehicles home in an effort to deter crime by promoting a community police presence. The project...

Violent Crime Building **\$200,000**

Renovations to the Violent Crime Building.

Total: \$61,815,000

Public Works Requests

Itemized Requests for 2025-2030

| | |
|---|---------------------|
| ADA Curb Ramp Coverline | \$5,000,000 |
| <p>This project is for the installation of curb ramps on intersection corners throughout the City as required by the Americans with Disabilities Act (ADA). The project is continuous as funding permits.</p> | |
| Asphalt Paving Coverline | \$90,000,000 |
| <p>This project funds the asphalt paving activities performed or contracted by the City of Memphis. This is an ongoing project each fiscal year as allowed by approved funding.</p> | |
| Audubon Mitigation (Holmes Rd from Malone to Lamar) | \$70,000 |
| <p>Audubon Mitigation is a grant-funded sister project to Holmes Rd from Malone to Lamar Ave. Both projects share a project number, PW01179. The Fiscal Year 2025 funding is for continuation of NEPA reevaluation and design plan efforts.</p> | |
| Bridge Repair Coverline | \$4,000,000 |
| <p>This project is for the rehabilitation of active bridges that have received poor ratings from the State of TN. The project is ongoing as funding allows.</p> | |
| Channel Ave Resurfacing | \$2,000,000 |
| <p>Full depth repairs to Channel Ave.</p> | |
| Elvis Presley Blvd Phase 3 | \$12,000,000 |
| <p>Phase 3 of Elvis Presley Boulevard improvements.</p> | |
| Harbor Avenue | \$1,600,000 |
| <p>Repairs to Harbor Ave.</p> | |
| Harbor Docks | \$4,000,000 |
| <p>Ongoing construction of several docks projects along the MS River.</p> | |
| Holmes - Malone to Lamar | \$2,300,000 |
| <p>Repairs to Holmes road from Malone Rd to Lamar Ave.</p> | |
| Holmes Road - Horn lake to RR | \$9,000,000 |
| <p>Holmes Road resurfacing from Horn Lake to the rail road.</p> | |
| Poplar Ave Streetscape Imp. | \$11,500,000 |
| <p>Streetscape improvements to Poplar Ave.</p> | |
| Shelby Drive Extension | \$25,000,000 |
| <p>Extension of Shelby Drive.</p> | |
| Sidewalks Coverline | \$3,000,000 |
| <p>This project will provide funding for replacement of sidewalks if property owners have not complied with sidewalk repair notices and public sidewalks adjacent to city-owned properties. In order to reimburse the City, property owners will have an...</p> | |
| STBG Repaving | \$2,200,000 |
| <p>Funds will be utilized to support Surface Transportation Block Grant (STBG) programs. The federal government provides funding through the Surface Transportation Block Grant (STBG) Program to each of the states for road, transit, active...</p> | |

Summer Ave. Streetscape Improvements

\$9,500,000

Streetscape improvements to Summer Ave.

Total: \$181,170,000



Public Works Sewer Requests

Itemized Requests for 2025-2030

Misc. Subdivisions Outfalls Coverline**\$12,500,000**

This project provides funding to connect new subdivisions to the City of Memphis sewer system. Funding for this project is based on an annual assessment and is utilized when specific projects are identified.

Rehab Existing System Coverline**\$85,000,000**

This project funds the repair, rehabilitation, and replacement of portions of the existing sewer collection and treatment system as needed. The project is ongoing as funding allows and utilized when specific projects are identified.

Service Unsewered Coverline**\$10,000,000**

This project provides funds to extend sewer service to areas within the City of Memphis that do not have existing sewer connections. The project is ongoing as funding allows and utilized when specific projects are identified.

Sewer Assessment and Rehab**\$50,000,000**

This project will fund a sanitary sewer condition assessment and rehabilitation program in response to state and federal environmental mandates.

South Plant Expansion**\$8,000,000**

This project funds the expansion of the T.E. Maxson Wastewater Treatment Facility. Project outcomes are the construction of additional equipment used in primary clarification, blowers, ABF Towers, equipment used for final clarification,...

Stiles Plant Modification**\$25,000,000**

This project funds modifications of the Maynard C. Stiles Wastewater Treatment Plant. Included is the construction or modification of treatment facilities and ancillary structures to bring them into compliance with federal and state...

Stiles WWTF Biosolids Upgrades**\$51,000,000**

This project is for the construction and modification of treatment facilities and ancillary structures to meet federal and state government requirements for the removal and disposal of digested bio solids.

Total: \$241,500,000

Public Works Storm Water Requests

Itemized Requests for 2025-2030

Curb & Gutter Misc Locations **\$2,500,000**

This project will provide funds for the repair and replacement of curbs and gutters throughout the City of Memphis. This project is ongoing each fiscal year as funding permits.

Design Coverline **\$58,066,000**

This project covers the costs for improvements to the existing drainage system, proposed new drainage projects, and the development of Drainage Master Plans throughout the City of Memphis. All funding allocated for this project in a given Fiscal...

Drainage Coverline **\$102,655,000**

This project is for improvements to existing drainage systems and new projects identified by Drainage Master Plans throughout the City of Memphis. All funding allocated for this project in a given Fiscal Year should be appropriated to active...

Flood Mitigation Coverline **\$1,750,000**

This project funds the acquisition of properties to mitigate flooding. The project is ongoing as funding allows.

Storm Water Bridge Repair Coverline **\$2,500,000**

This project is for storm water related repairs and improvements to the 402 existing bridges within the City of Memphis. Two to three major projects and several smaller projects are expected each year. The types of projects anticipated include...

Total: \$167,471,000

APPENDIX

CITY ENGINEERING REQUESTS



HSIP Coverline

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | City Engineering |
| Type | Capital Improvement |
| Project Number | EN01067 |

Description

This project will provide matching funds for Highway Safety Improvement Program (HSIP) projects directed by the State. The Federal Highway Administration defines HSIP as a "program to achieve a reduction in traffic fatalities and serious injuries on all public roads." These projects often include intersection and rail crossing improvements.

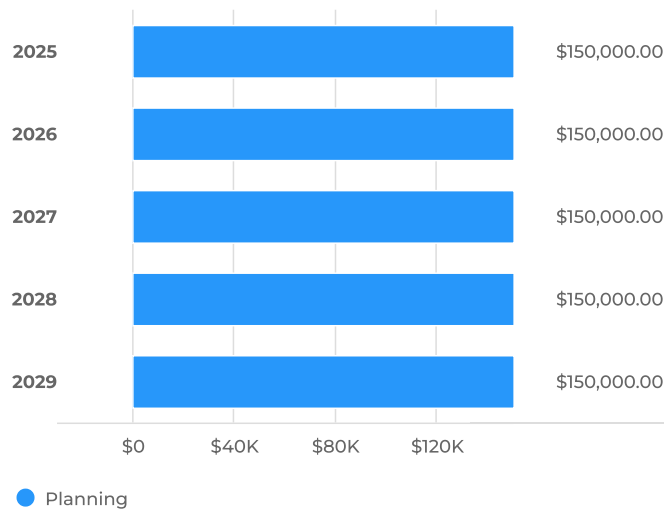
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

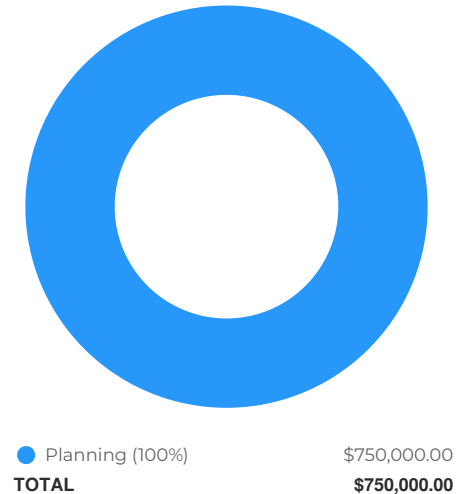
Capital Cost

| | | |
|------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$150,000 | \$750K | \$750K |

Capital Cost by Year



Capital Cost for Budgeted Years



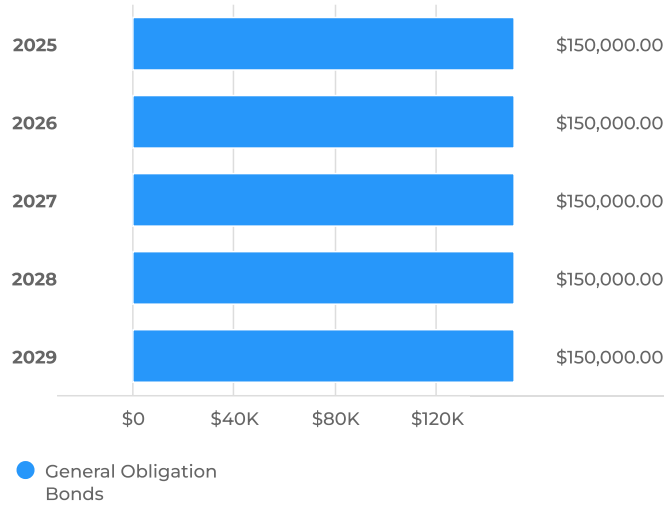
Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Planning | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$750,000 |
| Total | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$750,000 |

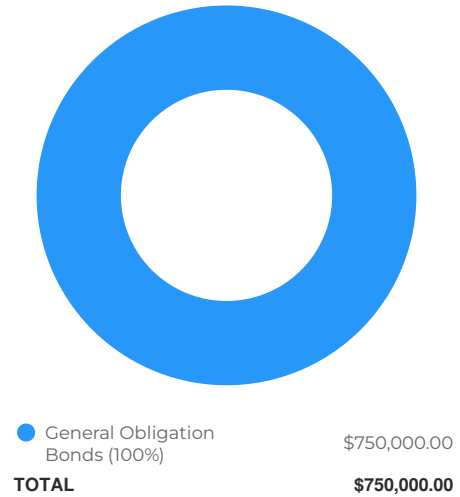
Funding Sources

FY2025 Budget **\$150,000** Total Budget (all years) **\$750K** Project Total **\$750K**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| General Obligation Bonds | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$750,000 |
| Total | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$750,000 |

Traffic Calming Devices Coverline

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | City Engineering |
| Type | Capital Improvement |
| Project Number | EN24200 |

Description

This project is for the installation of traffic-calming devices such as speed humps, traffic circles, and rumble strips on local neighborhood streets that have documented speeding problems and meet established criteria for installation. This is an extremely popular program in neighborhoods and requests continue to be received.

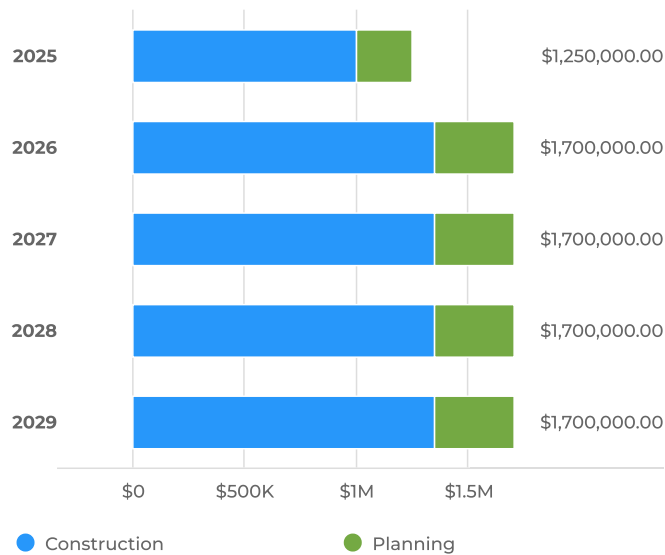
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

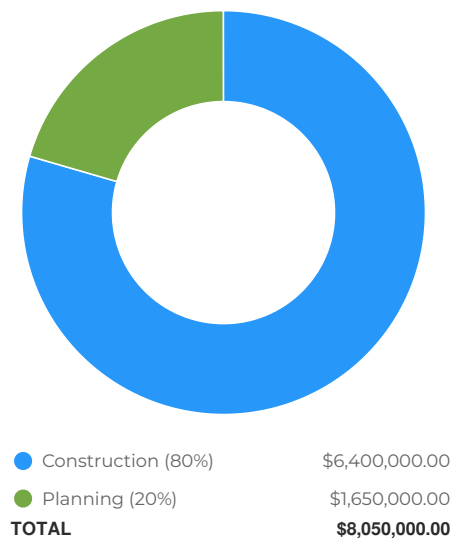
Capital Cost

| | | |
|--------------------|--------------------------|----------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$1,250,000 | \$8.05M | \$8.05M |

Capital Cost by Year



Capital Cost for Budgeted Years



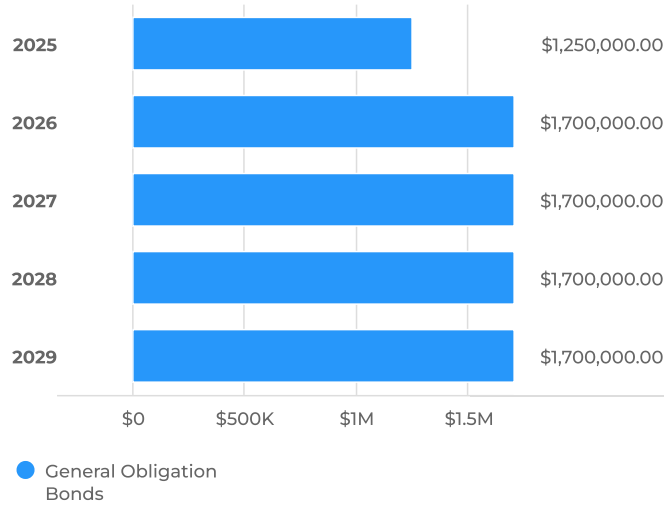
Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Planning | \$250,000 | \$350,000 | \$350,000 | \$350,000 | \$350,000 | \$1,650,000 |
| Construction | \$1,000,000 | \$1,350,000 | \$1,350,000 | \$1,350,000 | \$1,350,000 | \$6,400,000 |
| Total | \$1,250,000 | \$1,700,000 | \$1,700,000 | \$1,700,000 | \$1,700,000 | \$8,050,000 |

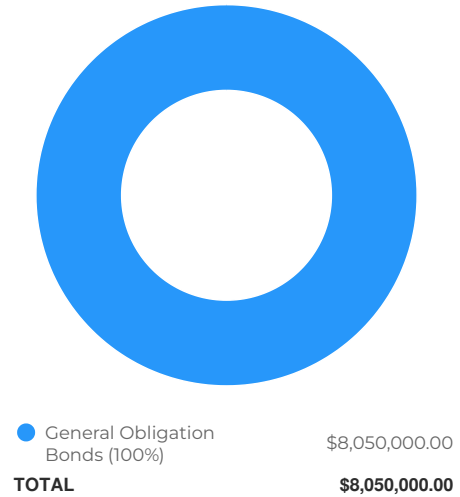
Funding Sources

FY2025 Budget **\$1,250,000** Total Budget (all years) **\$8.05M** Project Total **\$8.05M**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| General Obligation Bonds | \$1,250,000 | \$1,700,000 | \$1,700,000 | \$1,700,000 | \$1,700,000 | \$8,050,000 |
| Total | \$1,250,000 | \$1,700,000 | \$1,700,000 | \$1,700,000 | \$1,700,000 | \$8,050,000 |

Traffic Safety Development Coverline

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | City Engineering |
| Type | Capital Improvement |
| Project Number | EN24400 |

Description

This project funds specific traffic safety development initiatives by District as identified and mandated by members of the City Council.

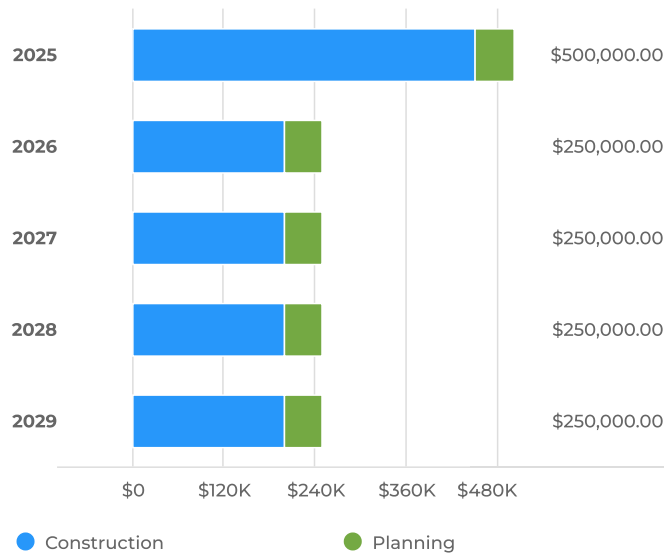
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

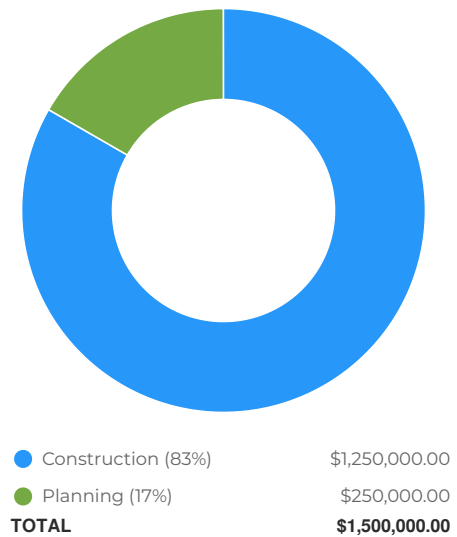
Capital Cost

| | | |
|------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$500,000 | \$1.5M | \$1.5M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Planning | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$250,000 |
| Construction | \$450,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$1,250,000 |
| Total | \$500,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$1,500,000 |

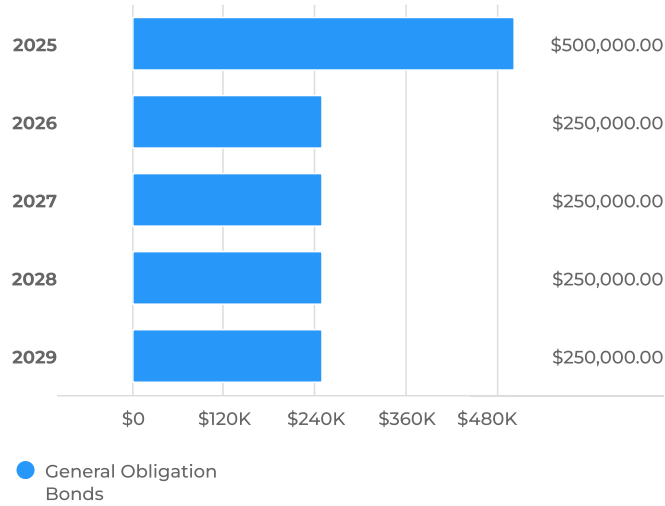
Funding Sources

FY2025 Budget
\$500,000

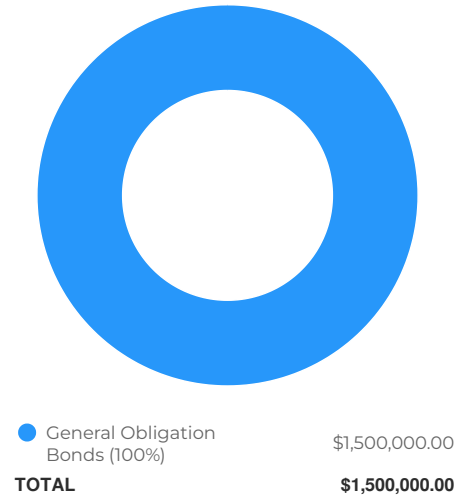
Total Budget (all years)
\$1.5M

Project Total
\$1.5M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| General Obligation Bonds | \$500,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$1,500,000 |
| Total | \$500,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$1,500,000 |

Traffic Signals Coverline

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | City Engineering |
| Type | Capital Improvement |
| Project Number | EN24100 |

Description

This project is used to purchase traffic signal materials that will provide greater safety, improve the flow of traffic, and to upgrade existing traffic signals that do not meet safety standards. New controllers, poles, and other equipment will be purchased to replace old and inoperable ones.

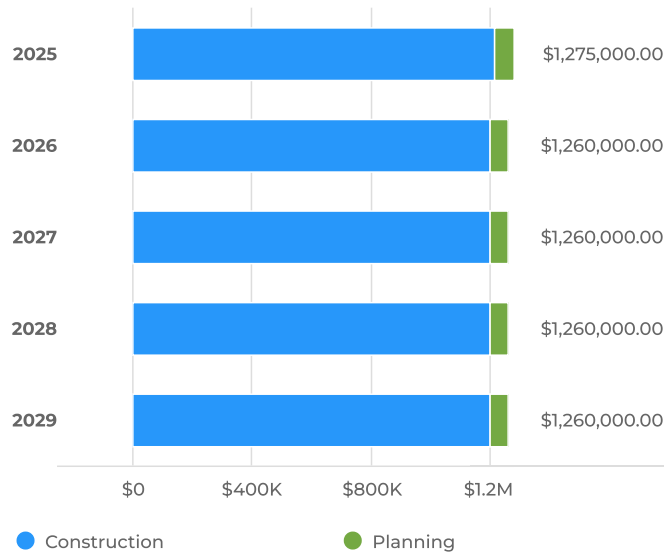
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

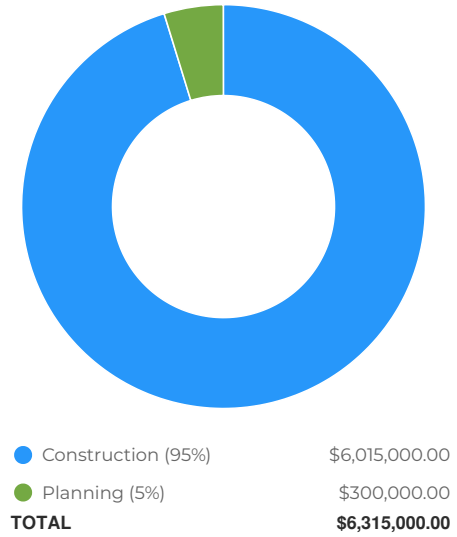
Capital Cost

| | | |
|--------------------|--------------------------|-----------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$1,275,000 | \$6.315M | \$6.315M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Planning | \$60,000 | \$60,000 | \$60,000 | \$60,000 | \$60,000 | \$300,000 |
| Construction | \$1,215,000 | \$1,200,000 | \$1,200,000 | \$1,200,000 | \$1,200,000 | \$6,015,000 |
| Total | \$1,275,000 | \$1,260,000 | \$1,260,000 | \$1,260,000 | \$1,260,000 | \$6,315,000 |

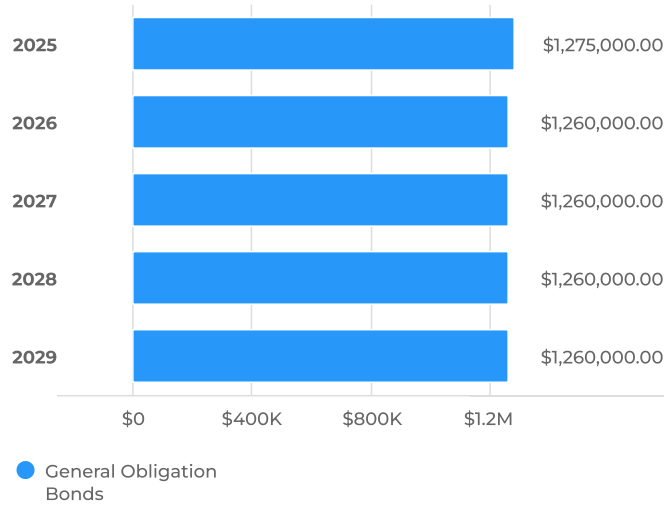
Funding Sources

FY2025 Budget
\$1,275,000

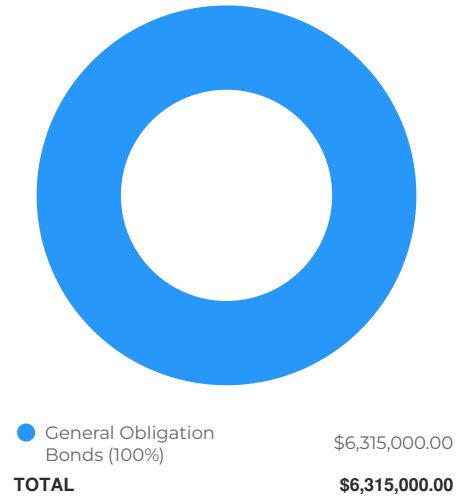
Total Budget (all years)
\$6.315M

Project Total
\$6.315M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| General Obligation Bonds | \$1,275,000 | \$1,260,000 | \$1,260,000 | \$1,260,000 | \$1,260,000 | \$6,315,000 |
| Total | \$1,275,000 | \$1,260,000 | \$1,260,000 | \$1,260,000 | \$1,260,000 | \$6,315,000 |

Urban Arts Installation Coverline

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | City Engineering |
| Type | Capital Improvement |
| Project Number | EN24300 |

Description

This project makes funding available to create artworks that function as an essential element within the overall design of various City projects, complementing existing or proposed architectural elements within capital improvement projects. The total funding for all Urban Art CIP may not exceed \$1.5 million in two successive fiscal years. Urban Art CIP is limited to \$1 million per fiscal year by Ordinance No. 4934.

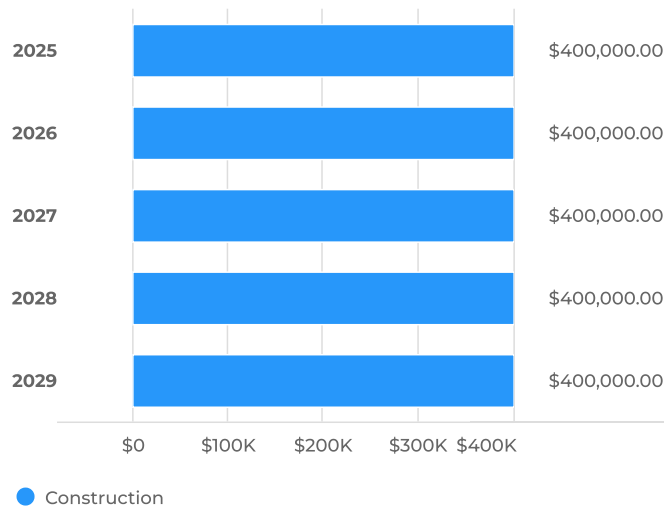
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

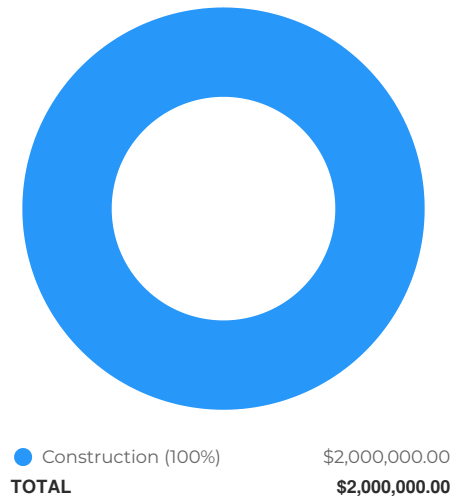
Capital Cost

| | | |
|------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$400,000 | \$2M | \$2M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Construction | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$2,000,000 |
| Total | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$2,000,000 |

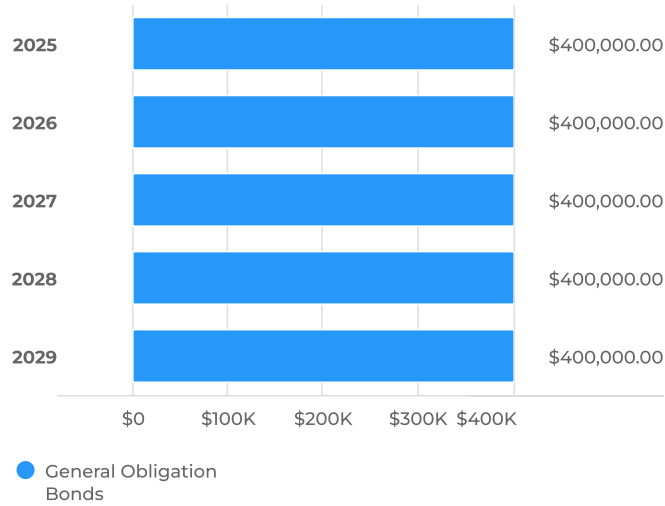
Funding Sources

FY2025 Budget
\$400,000

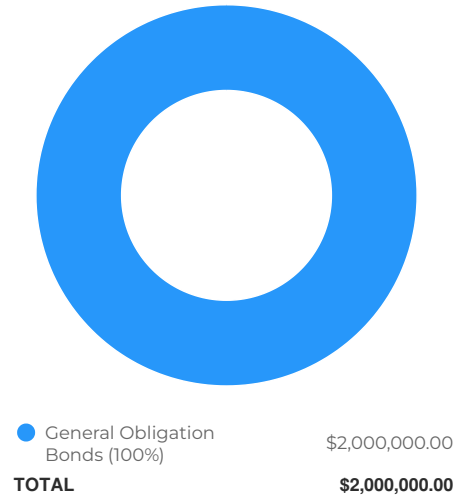
Total Budget (all years)
\$2M

Project Total
\$2M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| General Obligation Bonds | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$2,000,000 |
| Total | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$400,000 | \$2,000,000 |

EXECUTIVE REQUESTS

MSCS Infrastructure Improvements Phase 1

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Executive |
| Type | Capital Improvement |
| Project Number | GA07010 |

Description

Contribution by the City of Memphis to assist in the pertinent efforts to ensure that MSCS education spaces do not serve as barriers for students to receive the caliber of educational experience they deserve. Phase 1 includes projects in all City Council districts with a total amount of \$98M. The official request for the City of Memphis is \$25M between Fiscal Years 2025 and 2029.

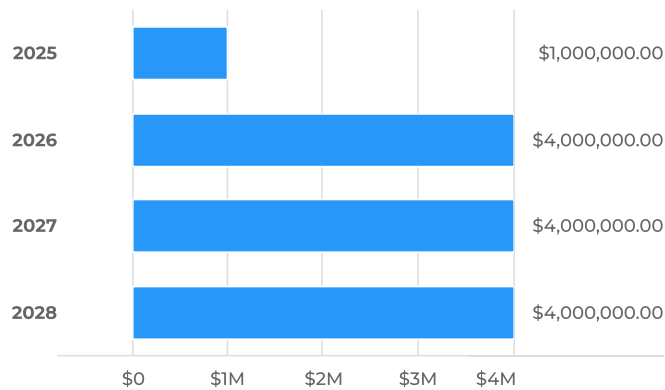
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

Capital Cost

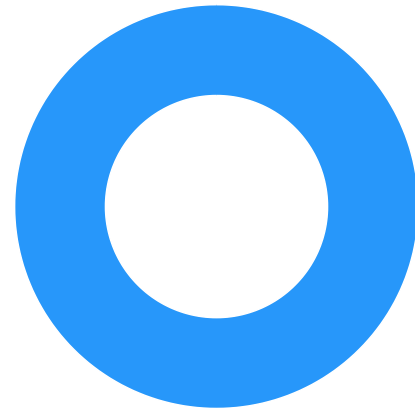
| | | |
|--------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$1,000,000 | \$13M | \$13M |

Capital Cost by Year



● Construction

Capital Cost for Budgeted Years



● Construction (100%) \$13,000,000.00
TOTAL \$13,000,000.00

Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | Total |
|--------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Construction | \$1,000,000 | \$4,000,000 | \$4,000,000 | \$4,000,000 | \$13,000,000 |
| Total | \$1,000,000 | \$4,000,000 | \$4,000,000 | \$4,000,000 | \$13,000,000 |

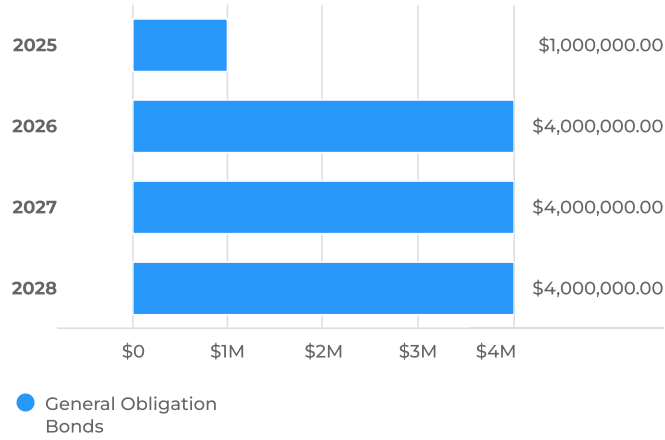
Funding Sources

FY2025 Budget
\$1,000,000

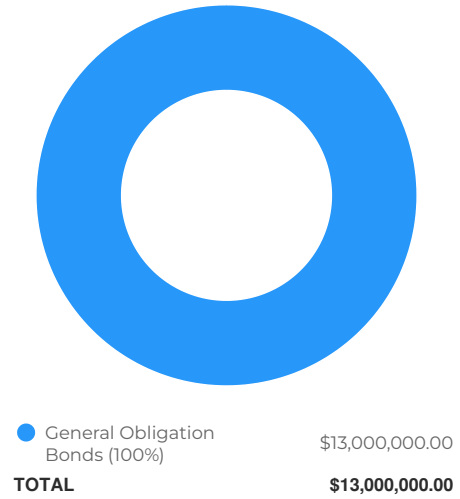
Total Budget (all years)
\$13M

Project Total
\$13M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | Total |
|--------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| General Obligation Bonds | \$1,000,000 | \$4,000,000 | \$4,000,000 | \$4,000,000 | \$13,000,000 |
| Total | \$1,000,000 | \$4,000,000 | \$4,000,000 | \$4,000,000 | \$13,000,000 |

The Memphis Metropolitan Land Bank Authority (MMLBA)

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Executive |
| Type | Capital Improvement |
| Project Number | GA01034 |

Description

Purchase of blighted properties in accordance with The Memphis Metropolitan Land Bank Authority (MMLBA) policies. The Memphis Metropolitan Land Bank Authority (MMLBA) is a quasi-governmental nonprofit agency established in 2015 by the Memphis City Council as a local land bank, within the meaning of the Tennessee Local Land Bank Program, Tenn. Code Ann. § 13-30-101. As a real estate development entity designed to eliminate blight and restore the tax base, its mission is to transform blighted properties into economic opportunities.

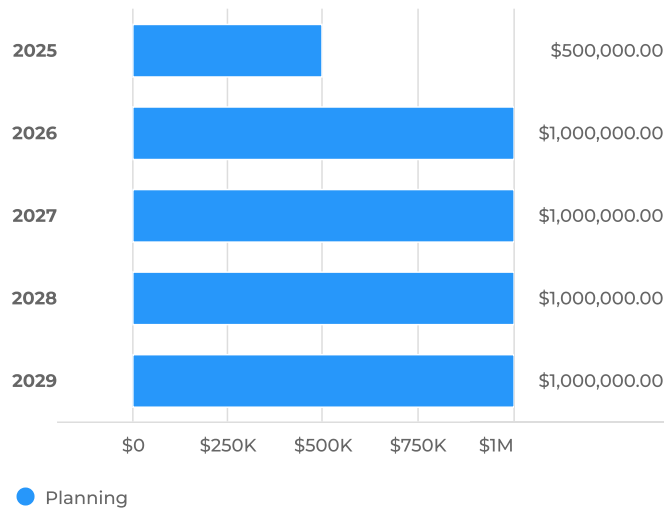
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

Capital Cost

| | | |
|------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$500,000 | \$4.5M | \$4.5M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Planning | \$500,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$4,500,000 |
| Total | \$500,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$4,500,000 |

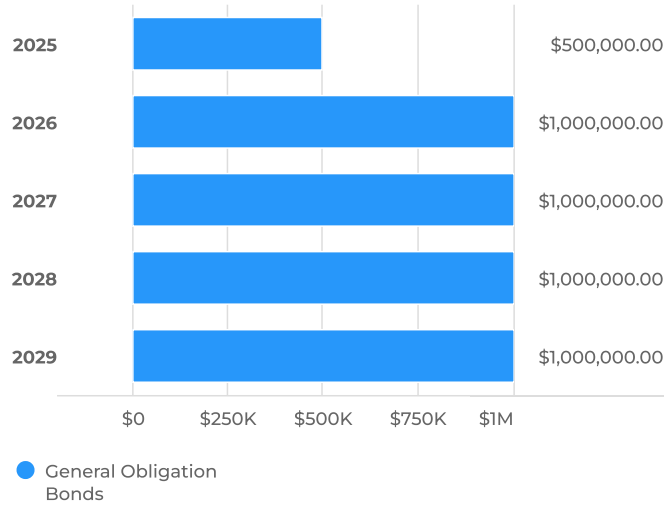
Funding Sources

FY2025 Budget
\$500,000

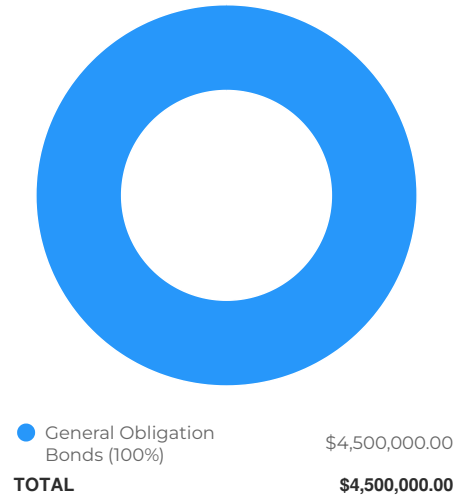
Total Budget (all years)
\$4.5M

Project Total
\$4.5M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| General Obligation Bonds | \$500,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$4,500,000 |
| Total | \$500,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$4,500,000 |

FIRE SERVICES REQUESTS

Building Resilient Infrastructure & Communities

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Fire Services |
| Type | Capital Improvement |
| Project Number | FS25004 |

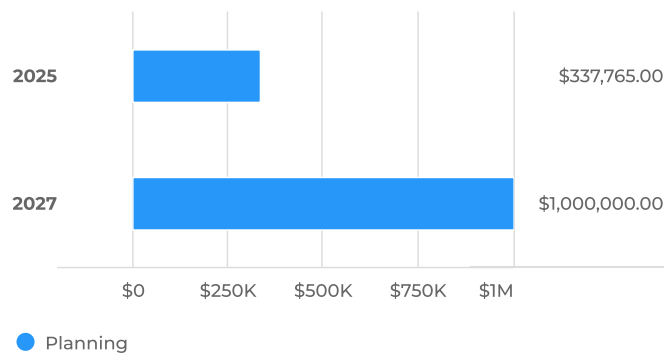
Description

Matching Grant Funds for Building Resilient Infrastructure & Communities.

Capital Cost

| | | |
|------------------|--------------------------|-----------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$337,765 | \$1.338M | \$1.338M |

Capital Cost by Year



Capital Cost for Budgeted Years



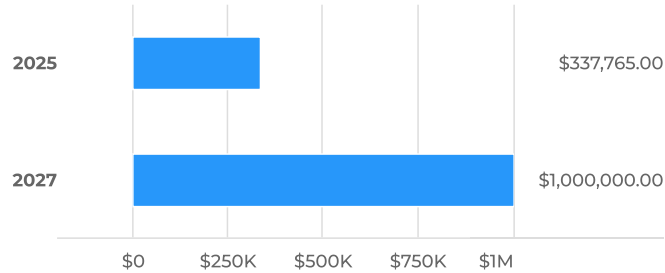
Capital Cost Breakdown

| Capital Cost | FY2025 | FY2027 | Total |
|--------------|------------------|--------------------|--------------------|
| Planning | \$337,765 | \$1,000,000 | \$1,337,765 |
| Total | \$337,765 | \$1,000,000 | \$1,337,765 |

Funding Sources

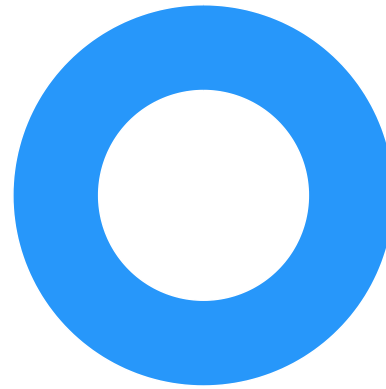
FY2025 Budget **\$337,765** Total Budget (all years) **\$1.338M** Project Total **\$1.338M**

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



● General Obligation Bonds (100%) \$1,337,765.00
TOTAL **\$1,337,765.00**

Funding Sources Breakdown

| Funding Sources | FY2025 | FY2027 | Total |
|--------------------------|------------------|--------------------|--------------------|
| General Obligation Bonds | \$337,765 | \$1,000,000 | \$1,337,765 |
| Total | \$337,765 | \$1,000,000 | \$1,337,765 |

Chester Anderson Training Center Improvements

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Fire Services |
| Type | Capital Improvement |
| Project Number | FS25003 |

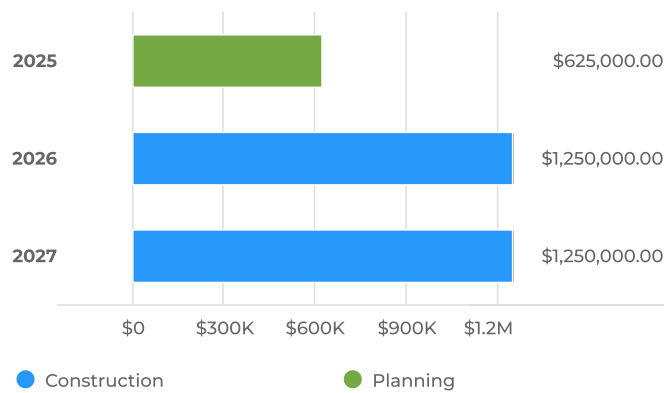
Description

Renovations of the MFD Training Center at 4341 Robertson Rd, Memphis, TN 38127.

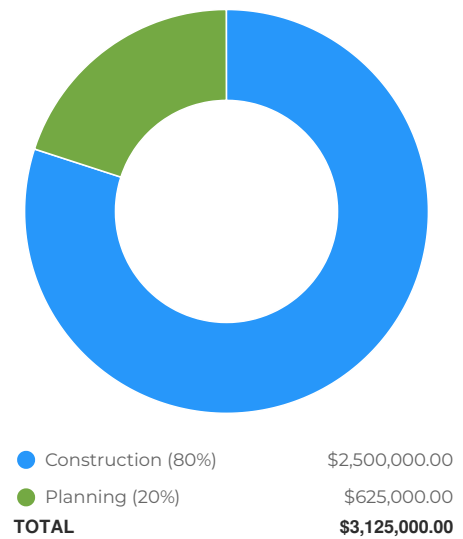
Capital Cost

| | | |
|------------------|--------------------------|-----------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$625,000 | \$3.125M | \$3.125M |

Capital Cost by Year



Capital Cost for Budgeted Years

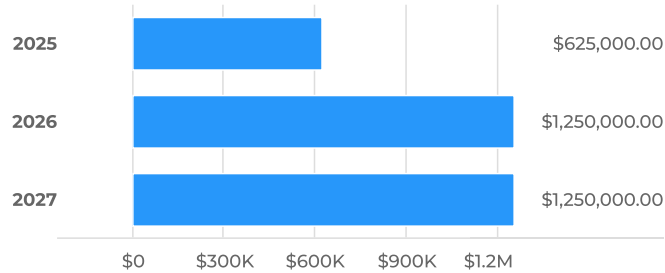


| Capital Cost Breakdown | | | | |
|------------------------|------------------|--------------------|--------------------|--------------------|
| Capital Cost | FY2025 | FY2026 | FY2027 | Total |
| Planning | \$625,000 | | | \$625,000 |
| Construction | | \$1,250,000 | \$1,250,000 | \$2,500,000 |
| Total | \$625,000 | \$1,250,000 | \$1,250,000 | \$3,125,000 |

Funding Sources

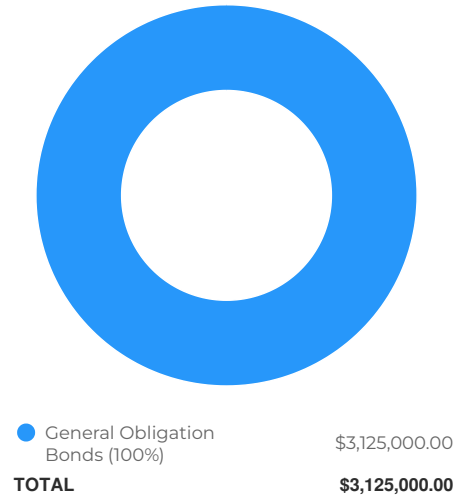
FY2025 Budget **\$625,000** Total Budget (all years) **\$3.125M** Project Total **\$3.125M**

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | Total |
|--------------------------|------------------|--------------------|--------------------|--------------------|
| General Obligation Bonds | \$625,000 | \$1,250,000 | \$1,250,000 | \$3,125,000 |
| Total | \$625,000 | \$1,250,000 | \$1,250,000 | \$3,125,000 |

Drill Tower Improvements

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Fire Services |
| Type | Capital Improvement |
| Project Number | FS02033 |

Description

This project is for improvements to the drill tower at the Claude Armour Training Center.

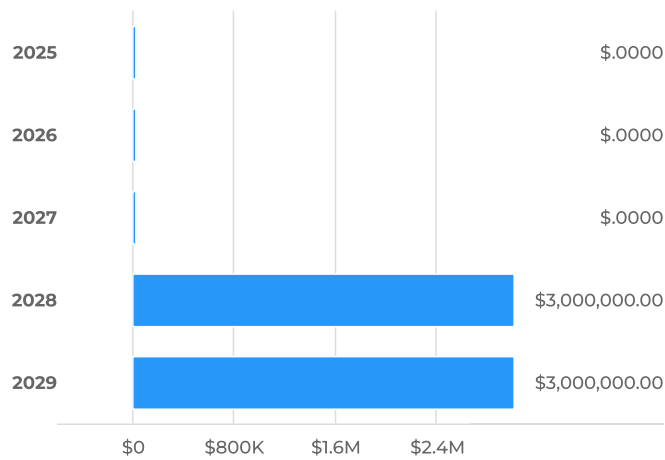
Details

City Council District(s) 5, 7, 8 (Super), 9 (Super)

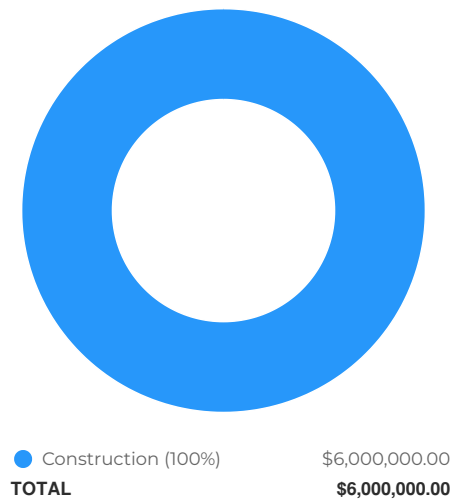
Capital Cost

Total Budget (all years) **\$6M**
 Project Total **\$6M**

Capital Cost by Year



Capital Cost for Budgeted Years



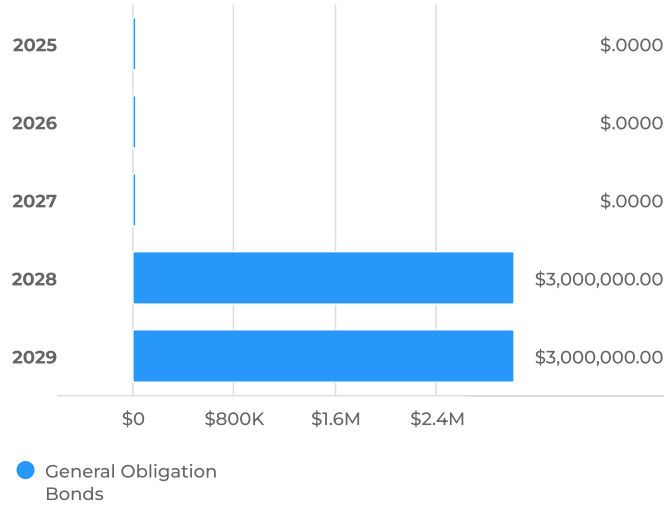
| Capital Cost Breakdown | | | | | | |
|------------------------|------------|------------|------------|--------------------|--------------------|--------------------|
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
| Construction | \$0 | \$0 | \$0 | \$3,000,000 | \$3,000,000 | \$6,000,000 |
| Total | \$0 | \$0 | \$0 | \$3,000,000 | \$3,000,000 | \$6,000,000 |

Funding Sources

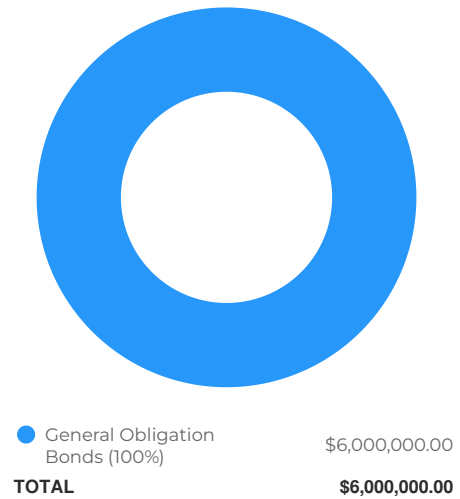
Total Budget (all years)
\$6M

Project Total
\$6M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------|------------|------------|--------------------|--------------------|--------------------|
| General Obligation Bonds | \$0 | \$0 | \$0 | \$3,000,000 | \$3,000,000 | \$6,000,000 |
| Total | \$0 | \$0 | \$0 | \$3,000,000 | \$3,000,000 | \$6,000,000 |

EMA Sirens

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Fire Services |
| Type | Capital Improvement |
| Project Number | FS02032 |

Description

This project is used to fund the city's emergency warning sirens, which are utilized during inclement weather to alert citizens of potentially hazardous conditions. The project is ongoing each fiscal year, with the expectation that funding will be exhausted by June 30.

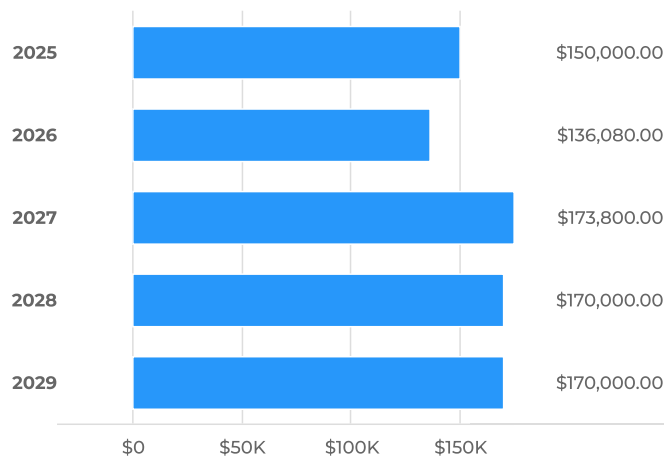
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

Capital Cost

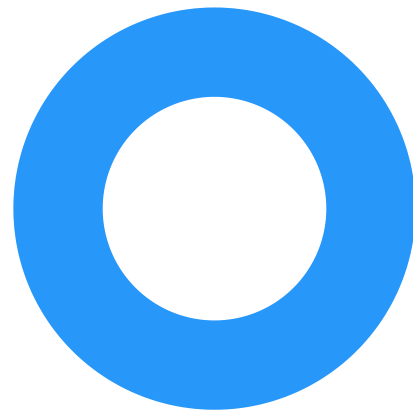
| | | |
|------------------|--------------------------|------------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$150,000 | \$799.88K | \$799.88K |

Capital Cost by Year



● Construction

Capital Cost for Budgeted Years



● Construction (100%) \$799,880.00
TOTAL \$799,880.00

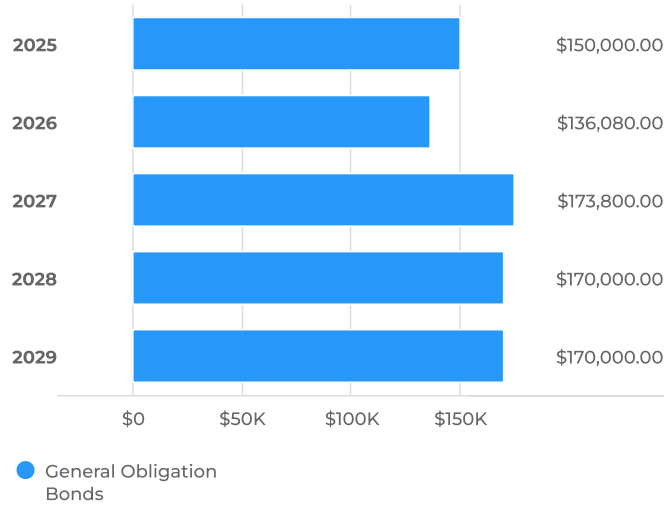
Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Construction | \$150,000 | \$136,080 | \$173,800 | \$170,000 | \$170,000 | \$799,880 |
| Total | \$150,000 | \$136,080 | \$173,800 | \$170,000 | \$170,000 | \$799,880 |

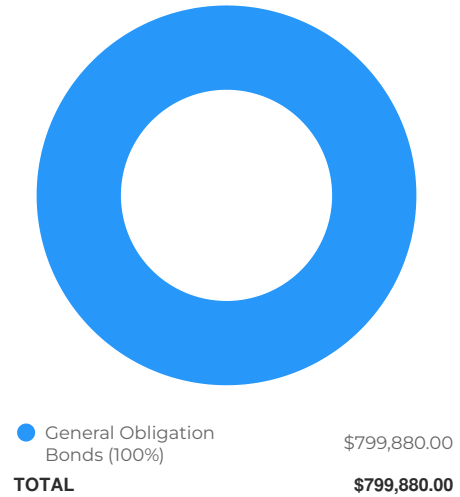
Funding Sources

FY2025 Budget **\$150,000** Total Budget (all years) **\$799.88K** Project Total **\$799.88K**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| General Obligation Bonds | \$150,000 | \$136,080 | \$173,800 | \$170,000 | \$170,000 | \$799,880 |
| Total | \$150,000 | \$136,080 | \$173,800 | \$170,000 | \$170,000 | \$799,880 |

Fire Station 32 Grant

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Fire Services |
| Type | Capital Improvement |
| Project Number | FS-TBD |

Description

Grant matching funds for Fire Station No 32 improvements. This station is vital to the river emergency response team.

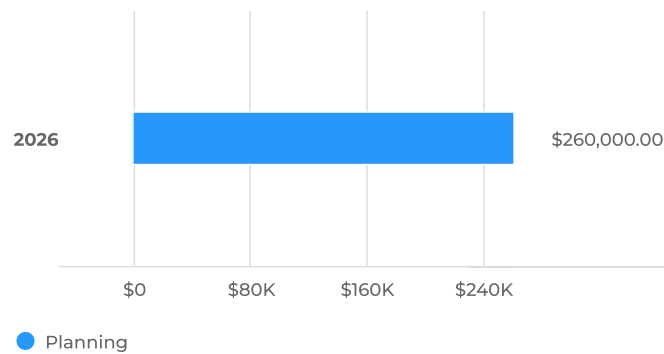
Details

| | |
|--------------------------|--------------|
| City Council District(s) | 6, 8 (Super) |
|--------------------------|--------------|

Capital Cost

| | |
|--------------------------|---------------|
| Total Budget (all years) | Project Total |
| \$260K | \$260K |

Capital Cost by Year



Capital Cost for Budgeted Years



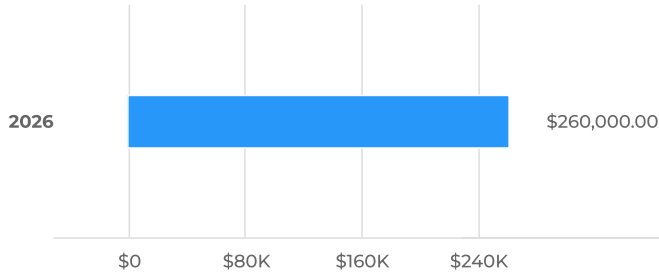
| Capital Cost Breakdown | | |
|------------------------|------------------|------------------|
| Capital Cost | FY2026 | Total |
| Planning | \$260,000 | \$260,000 |
| Total | \$260,000 | \$260,000 |

Funding Sources

Total Budget (all years)
\$260K

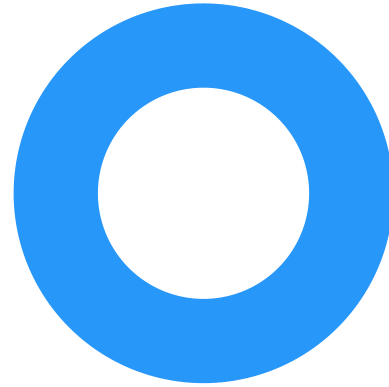
Project Total
\$260K

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



● General Obligation Bonds (100%) \$260,000.00
TOTAL \$260,000.00

Funding Sources Breakdown

| Funding Sources | FY2026 | Total |
|--------------------------|------------------|------------------|
| General Obligation Bonds | \$260,000 | \$260,000 |
| Total | \$260,000 | \$260,000 |

Fire Station Gender Separation

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Fire Services |
| Type | Capital Improvement |
| Project Number | FS25002 |

Description

Installing gender separation partitions in fire stations throughout the City of Memphis.

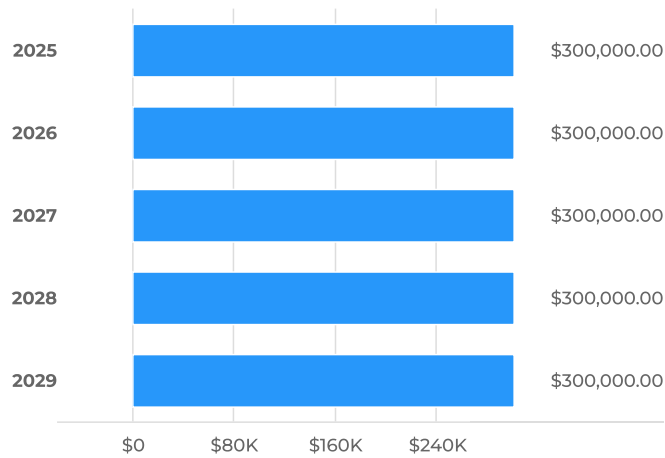
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

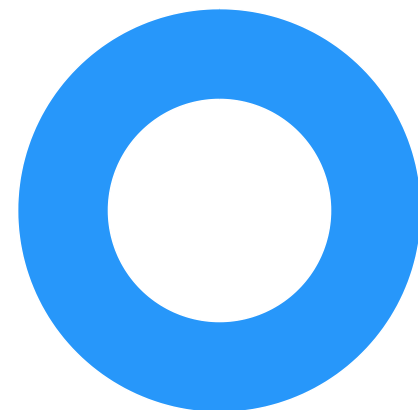
Capital Cost

| | | |
|------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$300,000 | \$1.5M | \$1.5M |

Capital Cost by Year



Capital Cost for Budgeted Years



TOTAL \$1,500,000.00

Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Construction | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$1,500,000 |
| Total | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$1,500,000 |

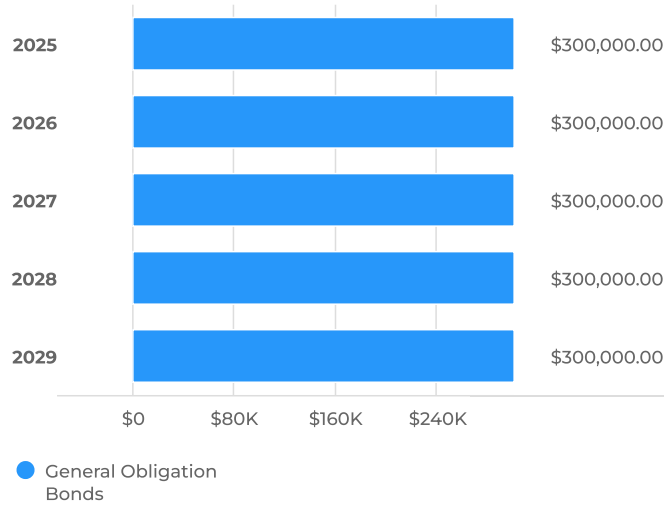
Funding Sources

FY2025 Budget
\$300,000

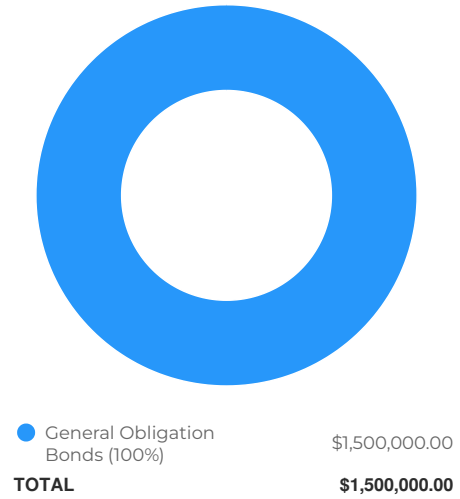
Total Budget (all years)
\$1.5M

Project Total
\$1.5M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| General Obligation Bonds | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$1,500,000 |
| Total | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$1,500,000 |

Fire Station Improvement Coverline

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Fire Services |
| Type | Capital Improvement |
| Project Number | FS24100 |

Description

This project provides funds for major repair and renovations of existing facilities and fire stations.

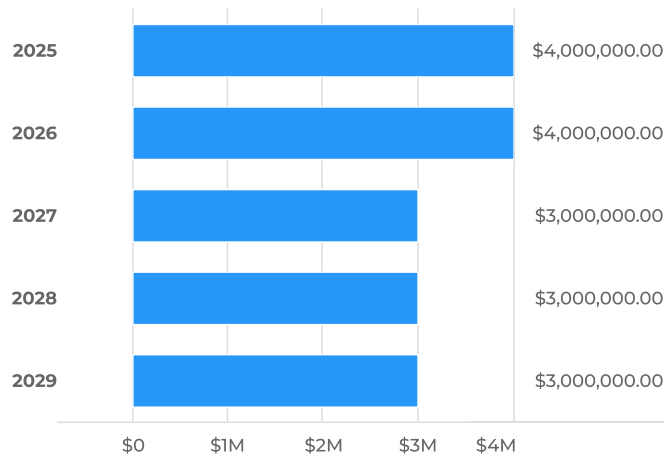
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

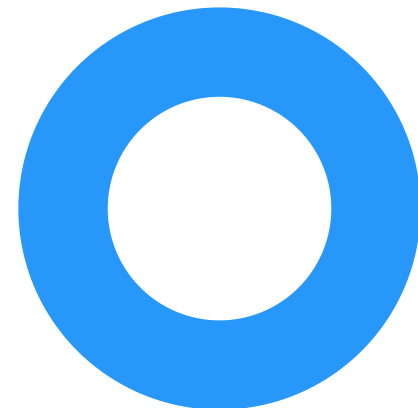
Capital Cost

| | | |
|--------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$4,000,000 | \$17M | \$17M |

Capital Cost by Year



Capital Cost for Budgeted Years



TOTAL \$17,000,000.00

| Capital Cost Breakdown | | | | | | |
|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
| Construction | \$4,000,000 | \$4,000,000 | \$3,000,000 | \$3,000,000 | \$3,000,000 | \$17,000,000 |
| Total | \$4,000,000 | \$4,000,000 | \$3,000,000 | \$3,000,000 | \$3,000,000 | \$17,000,000 |

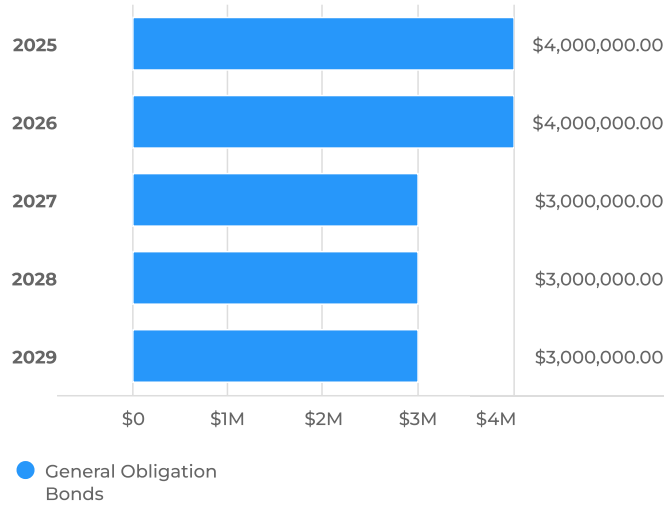
Funding Sources

FY2025 Budget
\$4,000,000

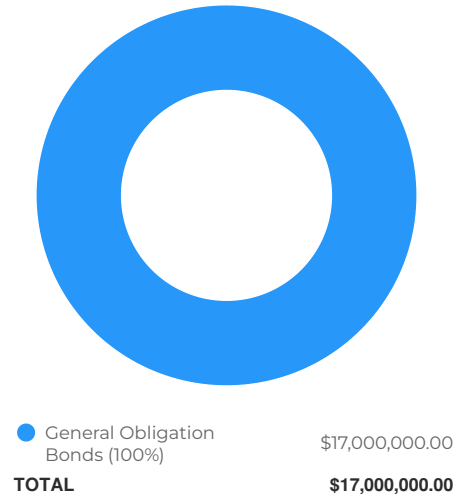
Total Budget (all years)
\$17M

Project Total
\$17M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| General Obligation Bonds | \$4,000,000 | \$4,000,000 | \$3,000,000 | \$3,000,000 | \$3,000,000 | \$17,000,000 |
| Total | \$4,000,000 | \$4,000,000 | \$3,000,000 | \$3,000,000 | \$3,000,000 | \$17,000,000 |

New Fire Station 23

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Fire Services |
| Type | Capital Improvement |
| Project Number | FS-TBD |

Description

Replacing Fire Station No 23 at 3468 Jackson Ave, Memphis, TN 38122.

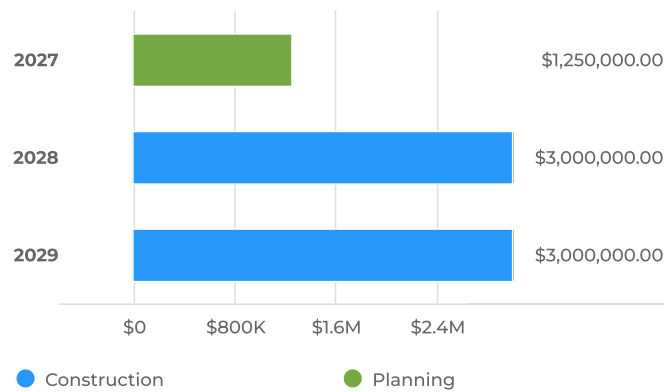
Details

City Council District(s) 5, 9 (Super)

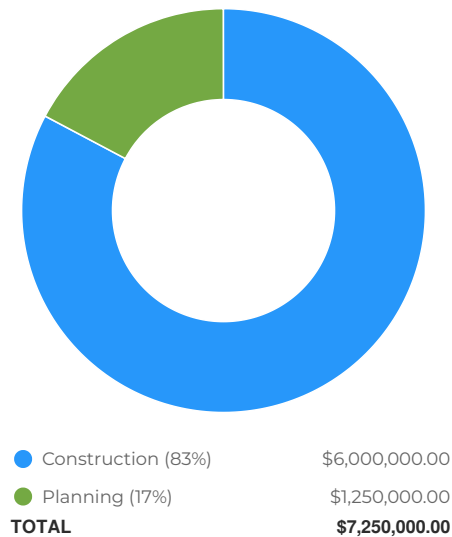
Capital Cost

| | |
|--------------------------|----------------|
| Total Budget (all years) | Project Total |
| \$7.25M | \$7.25M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

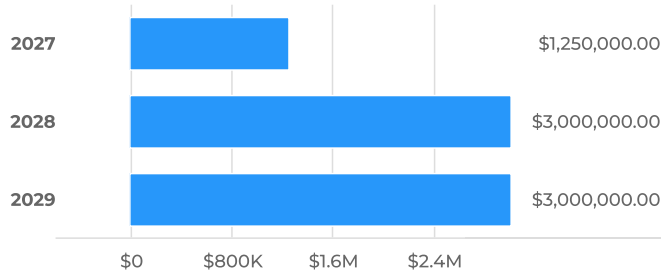
| Capital Cost | FY2027 | FY2028 | FY2029 | Total |
|--------------|--------------------|--------------------|--------------------|--------------------|
| Planning | \$1,250,000 | | | \$1,250,000 |
| Construction | | \$3,000,000 | \$3,000,000 | \$6,000,000 |
| Total | \$1,250,000 | \$3,000,000 | \$3,000,000 | \$7,250,000 |

Funding Sources

Total Budget (all years)
\$7.25M

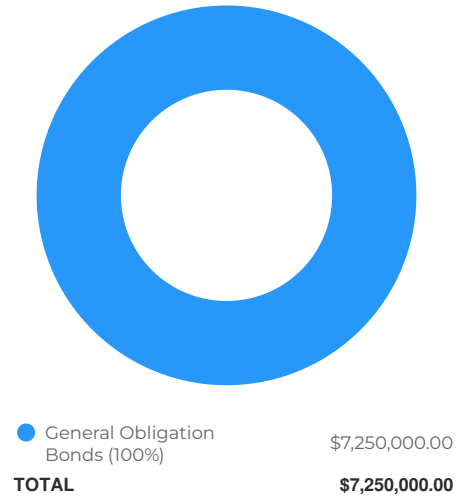
Project Total
\$7.25M

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|--------------------|--------------------|--------------------|--------------------|
| General Obligation Bonds | \$1,250,000 | \$3,000,000 | \$3,000,000 | \$7,250,000 |
| Total | \$1,250,000 | \$3,000,000 | \$3,000,000 | \$7,250,000 |

New Fire Station 28

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Fire Services |
| Type | Capital Improvement |
| Project Number | FS25001 |

Description

Replacement of Fire Station No 28 at 1510 Chelsea Ave, Memphis, TN 38108. New location to be determined.

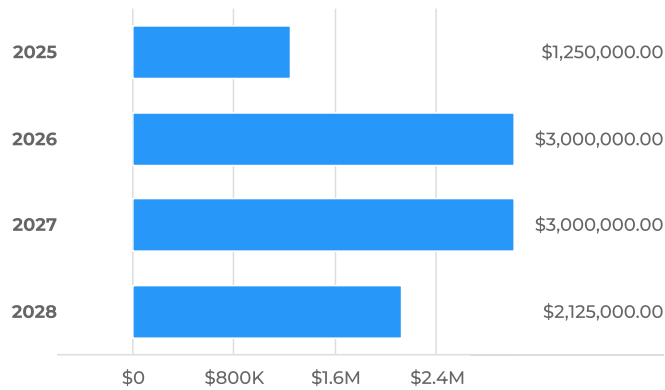
Details

City Council District(s) 7, 8 (Super)

Capital Cost

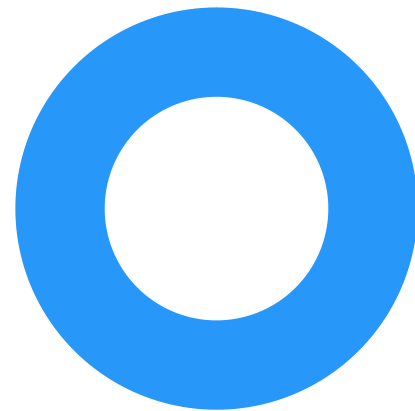
| | | |
|--------------------|--------------------------|-----------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$1,250,000 | \$9.375M | \$9.375M |

Capital Cost by Year



● Planning

Capital Cost for Budgeted Years



● Planning (100%) \$9,375,000.00
TOTAL \$9,375,000.00

Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | Total |
|--------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Planning | \$1,250,000 | \$3,000,000 | \$3,000,000 | \$2,125,000 | \$9,375,000 |
| Total | \$1,250,000 | \$3,000,000 | \$3,000,000 | \$2,125,000 | \$9,375,000 |

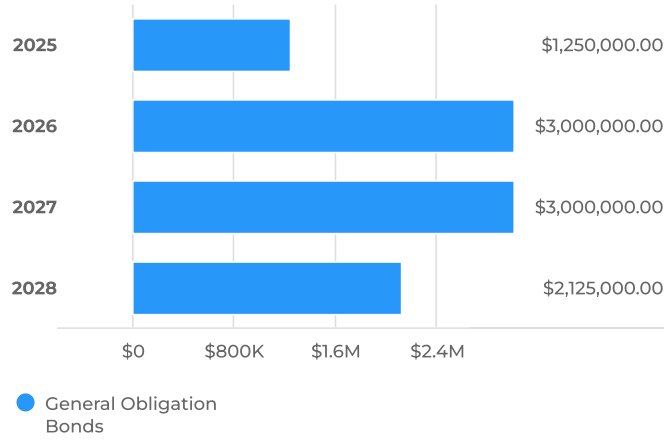
Funding Sources

FY2025 Budget
\$1,250,000

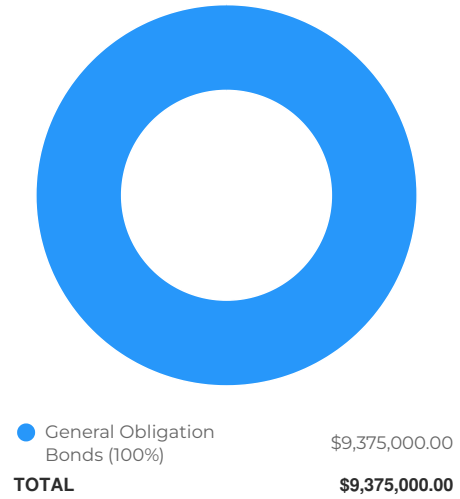
Total Budget (all years)
\$9.375M

Project Total
\$9.375M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | Total |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| General Obligation Bonds | \$1,250,000 | \$3,000,000 | \$3,000,000 | \$2,125,000 | \$9,375,000 |
| Total | \$1,250,000 | \$3,000,000 | \$3,000,000 | \$2,125,000 | \$9,375,000 |

Personal Protective Equipment

Overview

| | |
|----------------|-------------------|
| Request Owner | City of Memphis |
| Department | Fire Services |
| Type | Capital Equipment |
| Project Number | FS04012 |

Description

This project provides funds to replace turnout ensembles that have become unusable and to provide new turnout ensembles for fire recruits. This is the firefighter's primary protection and is governed by the National Fire Protection Association (NFPA-1971). It is also used to replace self-contained breathing apparatus (SCBA) equipment and is governed by the National Fire Protection Association (NFPA-1981). This is an ongoing project each fiscal year and funding is estimated to be exhausted by June 30th each year.

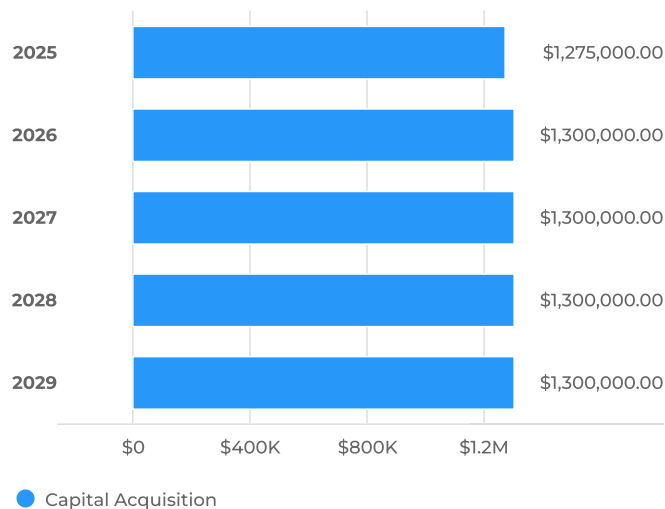
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

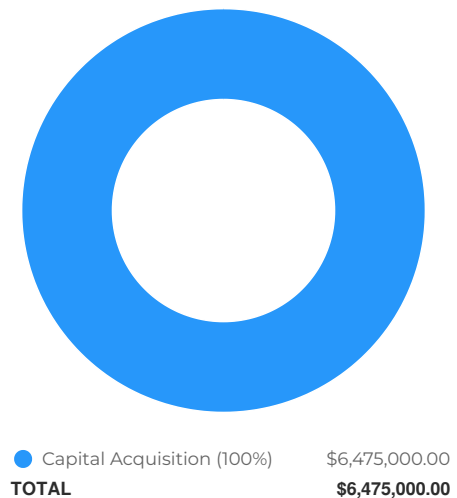
Capital Cost

| | | |
|--------------------|--------------------------|-----------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$1,275,000 | \$6.475M | \$6.475M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Capital Acquisition | \$1,275,000 | \$1,300,000 | \$1,300,000 | \$1,300,000 | \$1,300,000 | \$6,475,000 |
| Total | \$1,275,000 | \$1,300,000 | \$1,300,000 | \$1,300,000 | \$1,300,000 | \$6,475,000 |

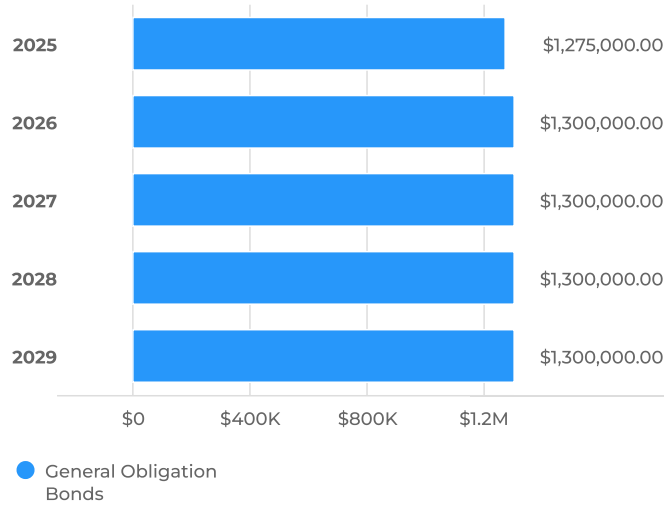
Funding Sources

FY2025 Budget
\$1,275,000

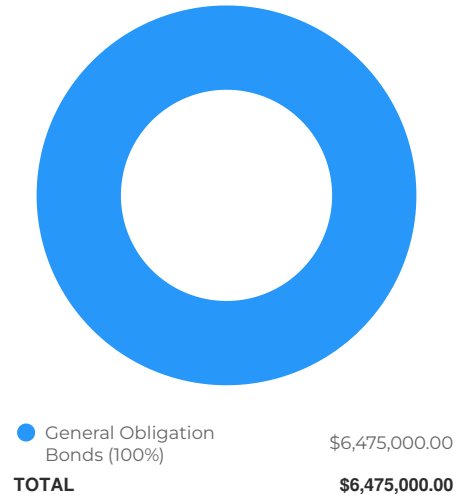
Total Budget (all years)
\$6.475M

Project Total
\$6.475M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| General Obligation Bonds | \$1,275,000 | \$1,300,000 | \$1,300,000 | \$1,300,000 | \$1,300,000 | \$6,475,000 |
| Total | \$1,275,000 | \$1,300,000 | \$1,300,000 | \$1,300,000 | \$1,300,000 | \$6,475,000 |

GENERAL SERVICES REQUESTS



170 N Main (MPD building)

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | General Services |
| Type | Capital Improvement |
| Project Number | GS20170 |

Description

Modifications and minor repairs to the City building at 170 N Main St. The building primarily serves as the City's public safety building.

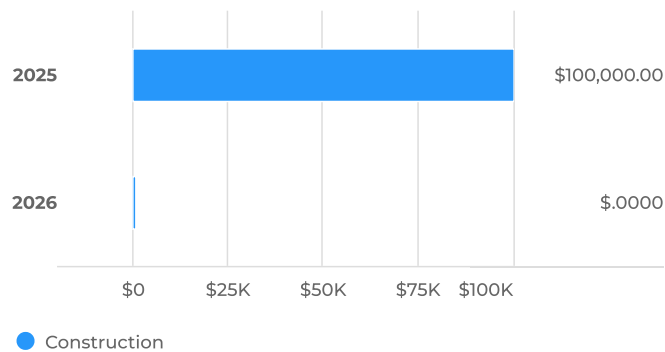
Details

City Council District(s) 7, 8 (Super)

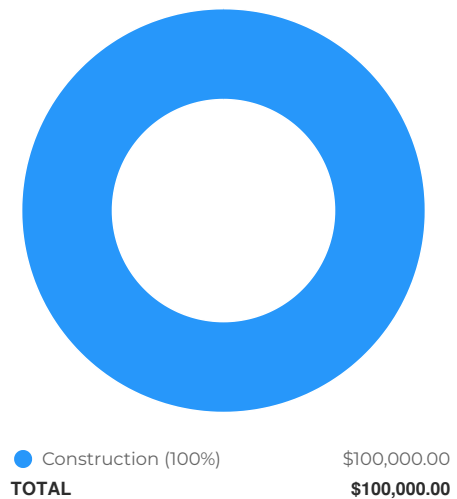
Capital Cost

| | | |
|------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$100,000 | \$100K | \$100K |

Capital Cost by Year



Capital Cost for Budgeted Years

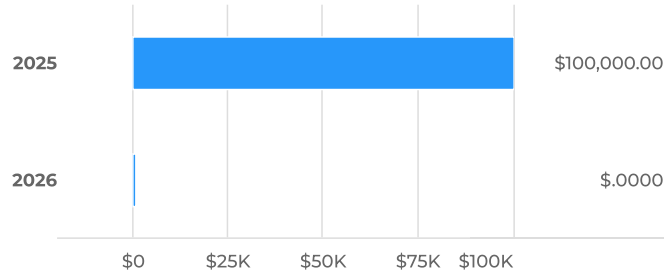


| Capital Cost Breakdown | | | |
|------------------------|------------------|------------|------------------|
| Capital Cost | FY2025 | FY2026 | Total |
| Construction | \$100,000 | \$0 | \$100,000 |
| Total | \$100,000 | \$0 | \$100,000 |

Funding Sources

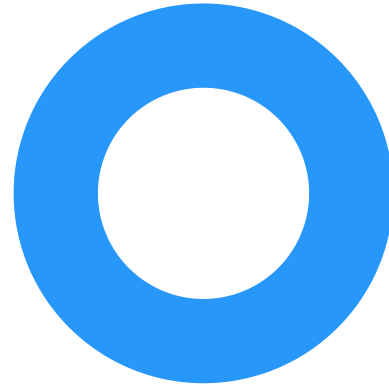
FY2025 Budget **\$100,000** Total Budget (all years) **\$100K** Project Total **\$100K**

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



● General Obligation Bonds (100%) \$100,000.00
TOTAL \$100,000.00

Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | Total |
|--------------------------|------------------|------------|------------------|
| General Obligation Bonds | \$100,000 | \$0 | \$100,000 |
| Total | \$100,000 | \$0 | \$100,000 |

City Hall Improvements 2

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | General Services |
| Type | Capital Improvement |
| Project Number | GS22202 |

Description

Ongoing renovations to City Hall at 125 N Main St, Memphis, TN, 38103.

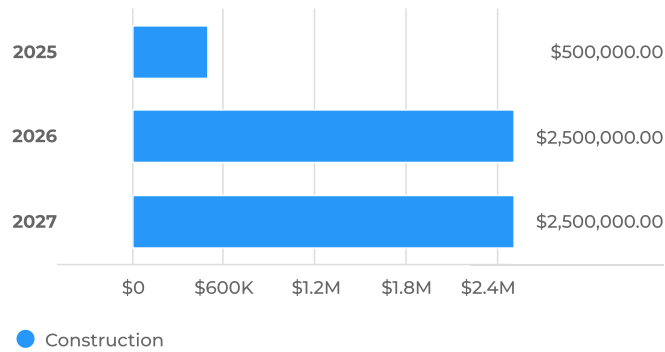
Details

City Council District(s) 7, 8 (Super)

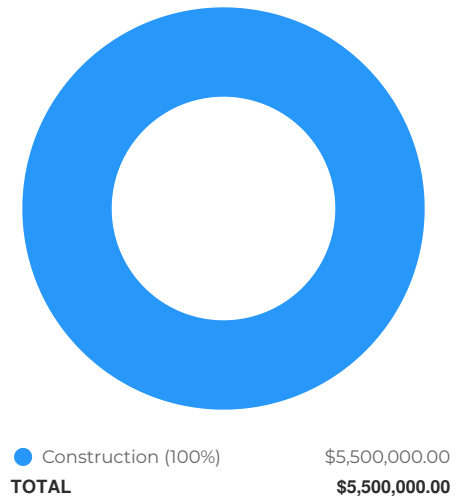
Capital Cost

| | | |
|------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$500,000 | \$5.5M | \$5.5M |

Capital Cost by Year



Capital Cost for Budgeted Years

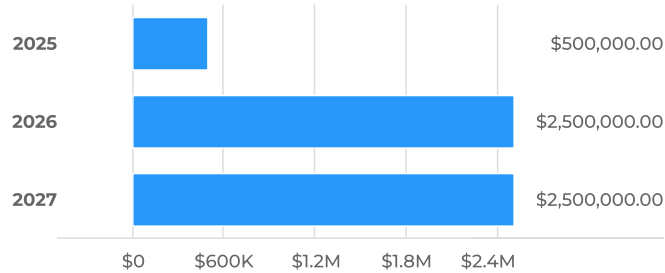


| Capital Cost Breakdown | | | | |
|------------------------|------------------|--------------------|--------------------|--------------------|
| Capital Cost | FY2025 | FY2026 | FY2027 | Total |
| Construction | \$500,000 | \$2,500,000 | \$2,500,000 | \$5,500,000 |
| Total | \$500,000 | \$2,500,000 | \$2,500,000 | \$5,500,000 |

Funding Sources

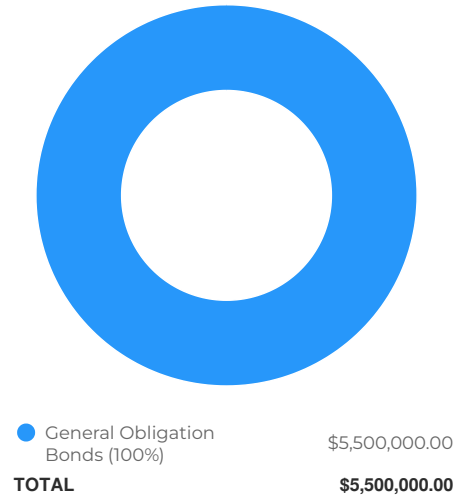
FY2025 Budget **\$500,000** Total Budget (all years) **\$5.5M** Project Total **\$5.5M**

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | Total |
|--------------------------|------------------|--------------------|--------------------|--------------------|
| General Obligation Bonds | \$500,000 | \$2,500,000 | \$2,500,000 | \$5,500,000 |
| Total | \$500,000 | \$2,500,000 | \$2,500,000 | \$5,500,000 |

Coke Facility

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | General Services |
| Type | Capital Improvement |
| Project Number | GS01049 |

Description

This project funds the adaptive reuse of the former Coke Bottling Facility at 499 S. Hollywood. The repurposed facility will compensate for the loss of the primary fueling location near the center of Memphis. Furthermore, this location will house several city operations that previously resided in obsolete facilities, including: Engineering Signal Maintenance and Signs & Markings, Public Works Code Enforcement and Grounds Services, and others forthcoming.

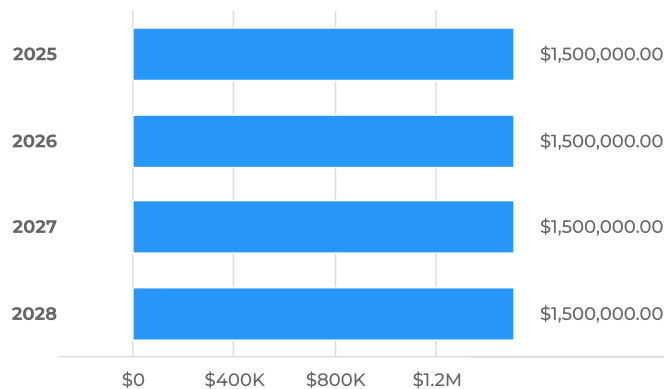
Details

City Council District(s) 4, 8 (Super)

Capital Cost

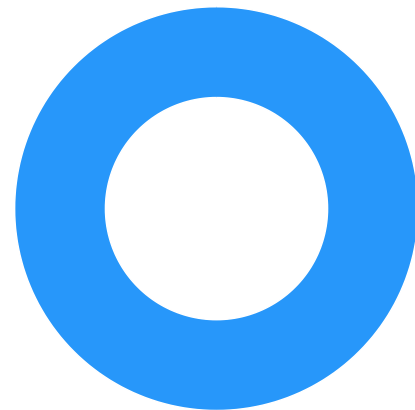
| | | |
|--------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$1,500,000 | \$6M | \$6M |

Capital Cost by Year



● Construction

Capital Cost for Budgeted Years



● Construction (100%) \$6,000,000.00
TOTAL \$6,000,000.00

Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | Total |
|--------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Construction | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$6,000,000 |
| Total | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$6,000,000 |

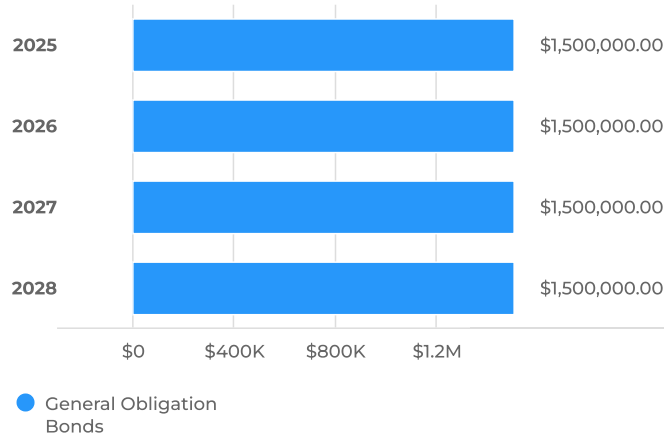
Funding Sources

FY2025 Budget
\$1,500,000

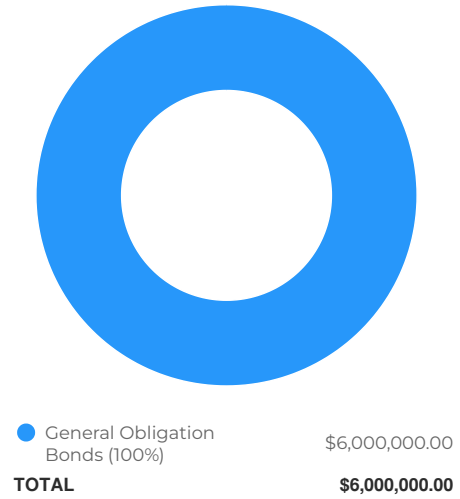
Total Budget (all years)
\$6M

Project Total
\$6M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | Total |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| General Obligation Bonds | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$6,000,000 |
| Total | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$6,000,000 |

Convention Center Coverline

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | General Services |
| Type | Capital Improvement |
| Project Number | GS24300 |

Description

This project serves as the annual coverline to provide funding for necessary repairs and upgrades to the Renasant Convention Center located at 255 N Main St, Memphis, TN 38103.

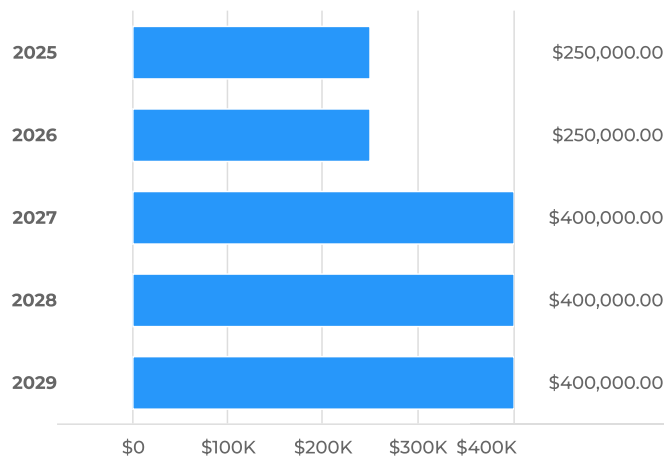
Details

City Council District(s) 7, 8 (Super)

Capital Cost

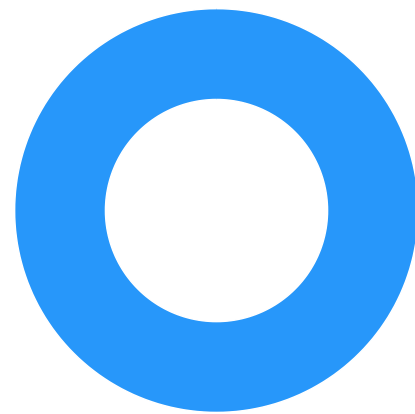
| | | |
|------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$250,000 | \$1.7M | \$1.7M |

Capital Cost by Year



● Construction

Capital Cost for Budgeted Years



● Construction (100%) \$1,700,000.00
TOTAL \$1,700,000.00

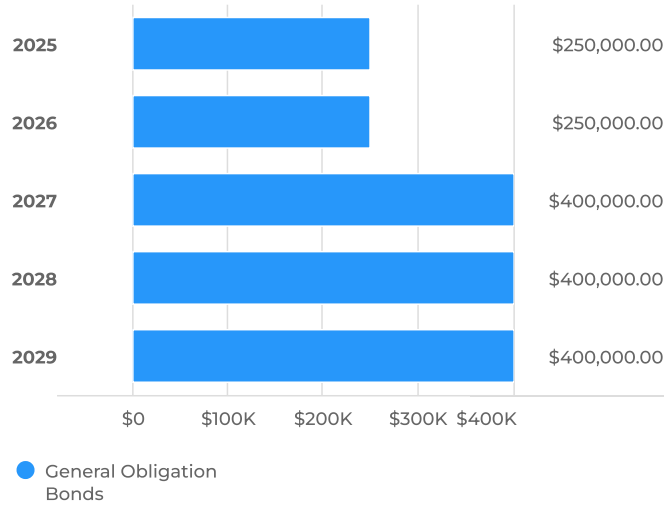
Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Construction | \$250,000 | \$250,000 | \$400,000 | \$400,000 | \$400,000 | \$1,700,000 |
| Total | \$250,000 | \$250,000 | \$400,000 | \$400,000 | \$400,000 | \$1,700,000 |

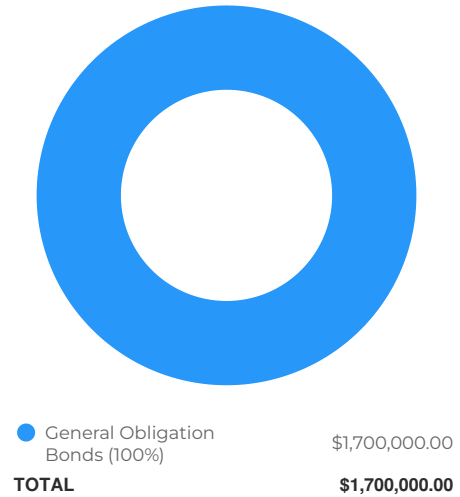
Funding Sources

FY2025 Budget **\$250,000** Total Budget (all years) **\$1.7M** Project Total **\$1.7M**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| General Obligation Bonds | \$250,000 | \$250,000 | \$400,000 | \$400,000 | \$400,000 | \$1,700,000 |
| Total | \$250,000 | \$250,000 | \$400,000 | \$400,000 | \$400,000 | \$1,700,000 |

Fleet Capital Acquisition Purchases

Overview

| | |
|----------------|------------------------------------|
| Request Owner | Tristan Gately-Sweatt, CIP Analyst |
| Department | General Services |
| Type | Capital Equipment |
| Project Number | GS0225A/B |

Description

A government's financial and multi-year capital plans should address the continuing investment necessary to properly maintain its capital assets. Such practices should include proactive steps to promote adequate investment in capital renewal and replacement and necessary expenditure levels for maintenance. This project funds capital acquisition and replacement for City of Memphis Divisions from Fiscal Year 2025 to 2028. Future allocations and the detailed capital acquisition breakdown are subject to City Council approval during each budget cycle.

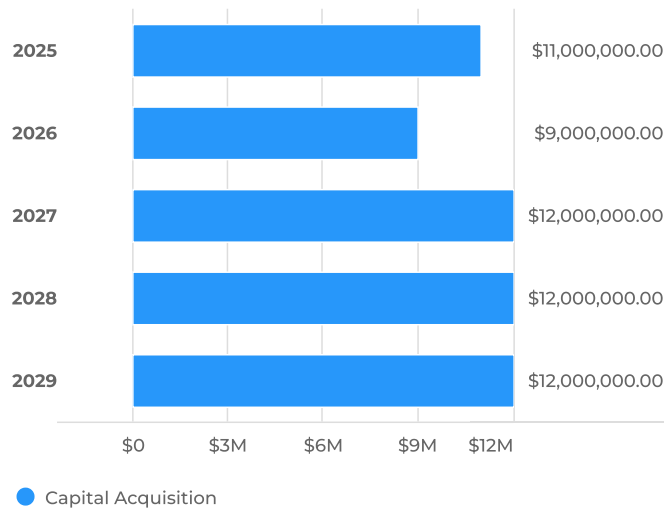
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

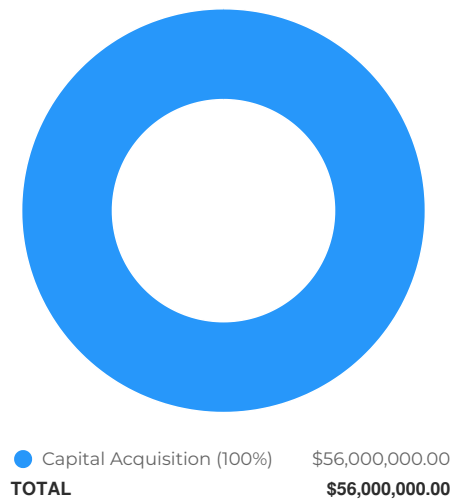
Capital Cost

| | | |
|---------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$11,000,000 | \$56M | \$56M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|---------------------|---------------------|--------------------|---------------------|---------------------|---------------------|---------------------|
| Capital Acquisition | \$11,000,000 | \$9,000,000 | \$12,000,000 | \$12,000,000 | \$12,000,000 | \$56,000,000 |
| Total | \$11,000,000 | \$9,000,000 | \$12,000,000 | \$12,000,000 | \$12,000,000 | \$56,000,000 |

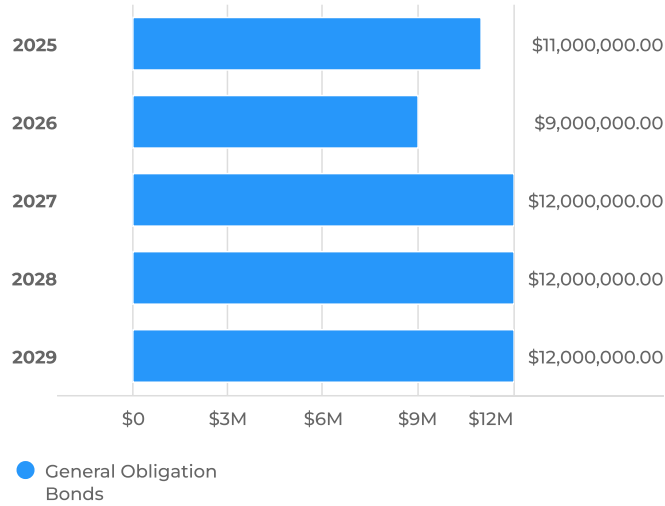
Funding Sources

FY2025 Budget
\$11,000,000

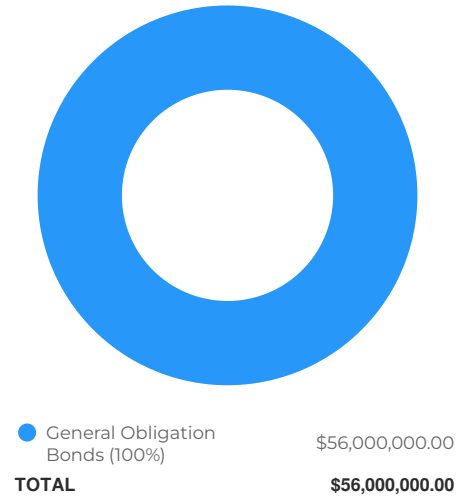
Total Budget (all years)
\$56M

Project Total
\$56M

Funding Sources by Year



Funding Sources for Budgeted Years



| Funding Sources Breakdown | | | | | | |
|---------------------------|---------------------|--------------------|---------------------|---------------------|---------------------|---------------------|
| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
| General Obligation Bonds | \$11,000,000 | \$9,000,000 | \$12,000,000 | \$12,000,000 | \$12,000,000 | \$56,000,000 |
| Total | \$11,000,000 | \$9,000,000 | \$12,000,000 | \$12,000,000 | \$12,000,000 | \$56,000,000 |

Major Modifications Coverline

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | General Services |
| Type | Capital Improvement |
| Project Number | GS24100 |

Description

This project provides funds for major modifications, renovations and improvements to City-owned facilities and capital assets. Repairs may include asphalt, roofing, electrical, plumbing, carpentry and HVAC improvements.

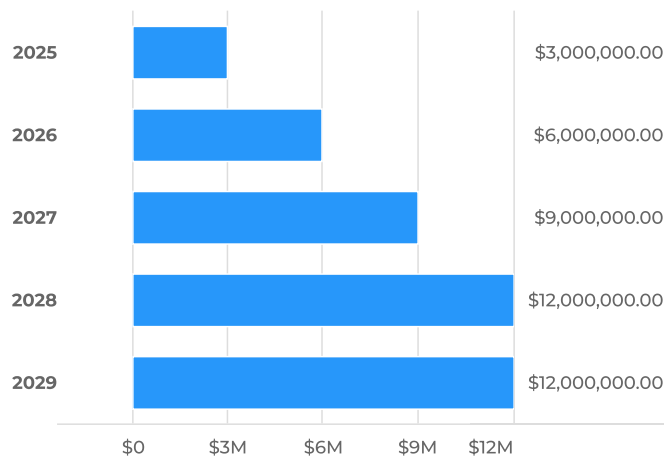
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

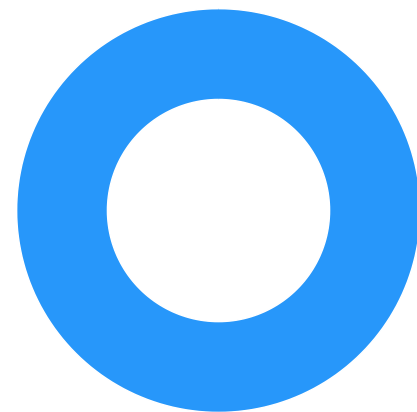
Capital Cost

| | | |
|--------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$3,000,000 | \$42M | \$42M |

Capital Cost by Year



Capital Cost for Budgeted Years



TOTAL \$42,000,000.00

Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|--------------------|--------------------|--------------------|---------------------|---------------------|---------------------|
| Construction | \$3,000,000 | \$6,000,000 | \$9,000,000 | \$12,000,000 | \$12,000,000 | \$42,000,000 |
| Total | \$3,000,000 | \$6,000,000 | \$9,000,000 | \$12,000,000 | \$12,000,000 | \$42,000,000 |

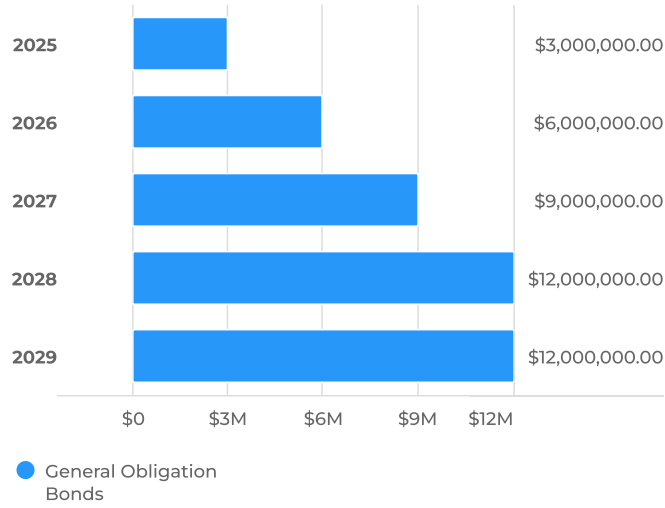
Funding Sources

FY2025 Budget
\$3,000,000

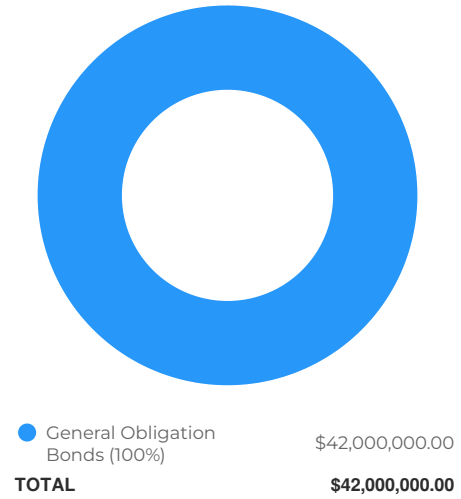
Total Budget (all years)
\$42M

Project Total
\$42M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|--------------------|--------------------|--------------------|---------------------|---------------------|---------------------|
| General Obligation Bonds | \$3,000,000 | \$6,000,000 | \$9,000,000 | \$12,000,000 | \$12,000,000 | \$42,000,000 |
| Total | \$3,000,000 | \$6,000,000 | \$9,000,000 | \$12,000,000 | \$12,000,000 | \$42,000,000 |

HOUSING & COMMUNITY DEVELOPMENT REQUESTS

Fairgrounds Redevelopment

Overview

| | |
|----------------|---------------------------------|
| Request Owner | City of Memphis |
| Department | Housing & Community Development |
| Type | Capital Improvement |
| Project Number | CD01107 |

Description

Additional items added to Fairgrounds Redevelopment project scope.

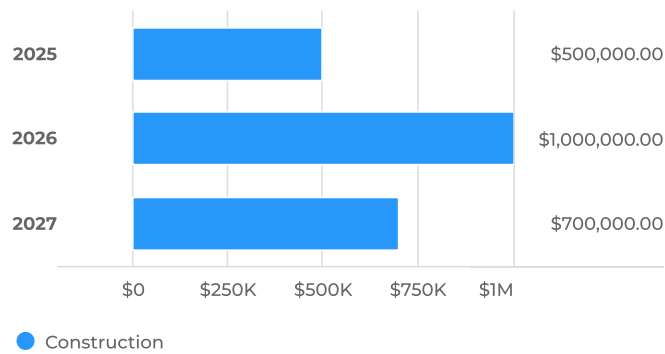
Details

City Council District(s) 4, 8 (Super)

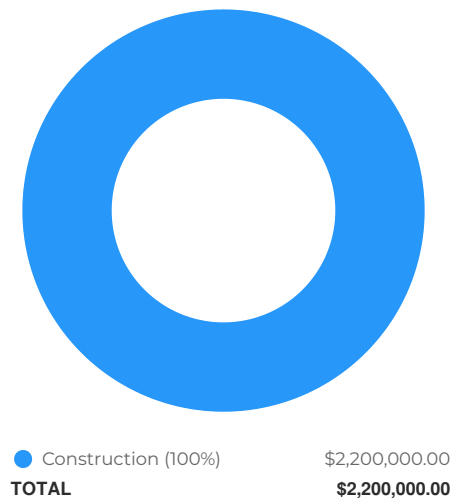
Capital Cost

| | | |
|------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$500,000 | \$2.2M | \$2.2M |

Capital Cost by Year



Capital Cost for Budgeted Years



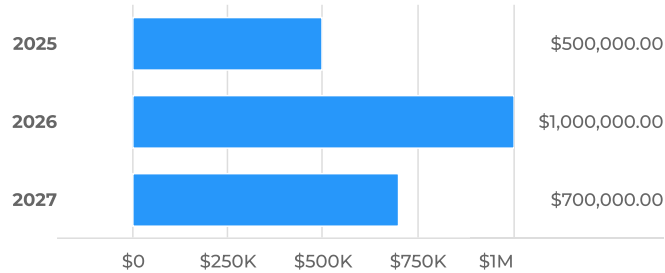
Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | Total |
|--------------|------------------|--------------------|------------------|--------------------|
| Construction | \$500,000 | \$1,000,000 | \$700,000 | \$2,200,000 |
| Total | \$500,000 | \$1,000,000 | \$700,000 | \$2,200,000 |

Funding Sources

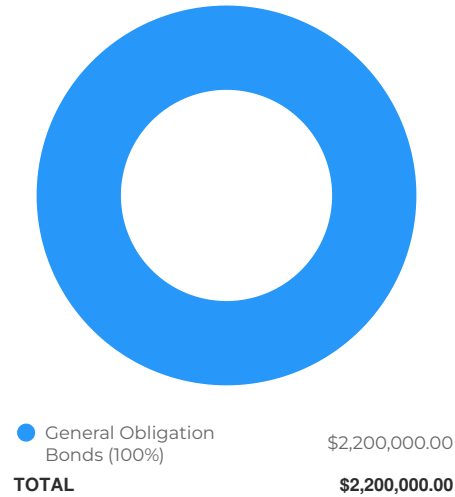
FY2025 Budget **\$500,000** Total Budget (all years) **\$2.2M** Project Total **\$2.2M**

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | Total |
|--------------------------|------------------|--------------------|------------------|--------------------|
| General Obligation Bonds | \$500,000 | \$1,000,000 | \$700,000 | \$2,200,000 |
| Total | \$500,000 | \$1,000,000 | \$700,000 | \$2,200,000 |

Liberty Park Phase 2

Overview

| | |
|----------------|---------------------------------|
| Request Owner | City of Memphis |
| Department | Housing & Community Development |
| Type | Capital Improvement |
| Project Number | CD01106 |

Description

Infrastructure additions to Liberty Park.

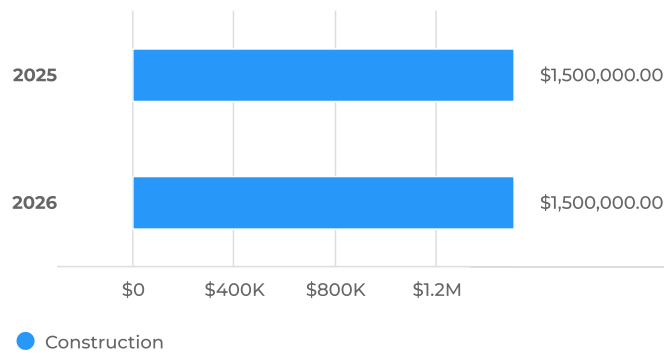
Details

City Council District(s) 4, 8 (Super)

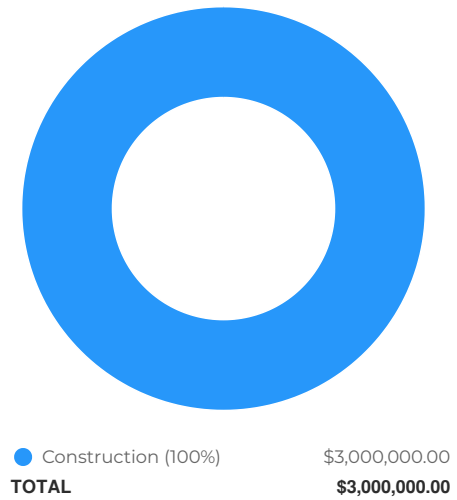
Capital Cost

| | | |
|--------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$1,500,000 | \$3M | \$3M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | Total |
|--------------|--------------------|--------------------|--------------------|
| Construction | \$1,500,000 | \$1,500,000 | \$3,000,000 |
| Total | \$1,500,000 | \$1,500,000 | \$3,000,000 |

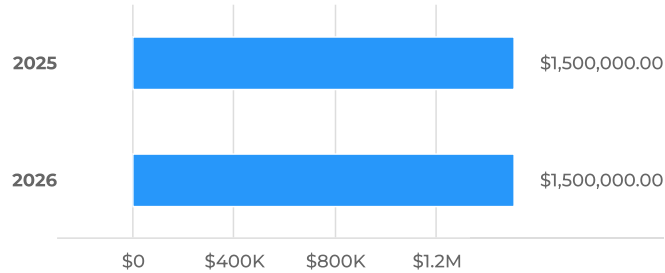
Funding Sources

FY2025 Budget
\$1,500,000

Total Budget (all years)
\$3M

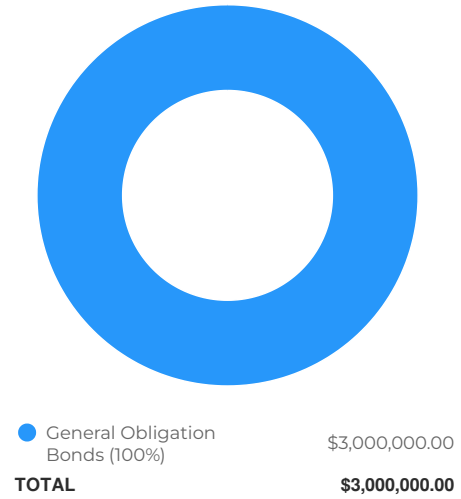
Project Total
\$3M

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | Total |
|--------------------------|--------------------|--------------------|--------------------|
| General Obligation Bonds | \$1,500,000 | \$1,500,000 | \$3,000,000 |
| Total | \$1,500,000 | \$1,500,000 | \$3,000,000 |

Pinch Infrastructure

Overview

| | |
|----------------|---------------------------------|
| Request Owner | City of Memphis |
| Department | Housing & Community Development |
| Type | Capital Improvement |
| Project Number | CD18102 |

Description

This project will allow coordination and project management of the TN Fast Track Grant, which requires a local match of grant funding, and minor infrastructure improvements in the Pinch District. The aforementioned grant will reimburse the City for costs associated with the A.W. Willis Sewer relocation (Project: SW02144), expansion of Electrical Substation #76 (Project: CD18108), installation of new gas & water mains, new underground electrical power, and streetlight replacement.

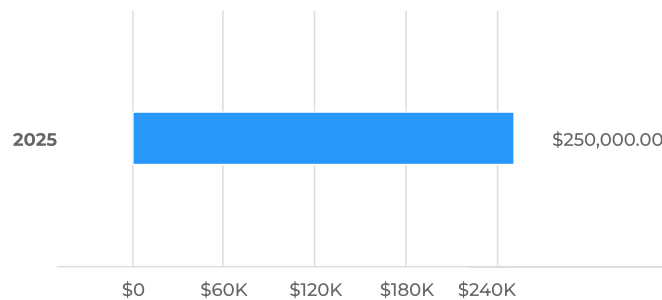
Details

City Council District(s) 7, 8 (Super)

Capital Cost

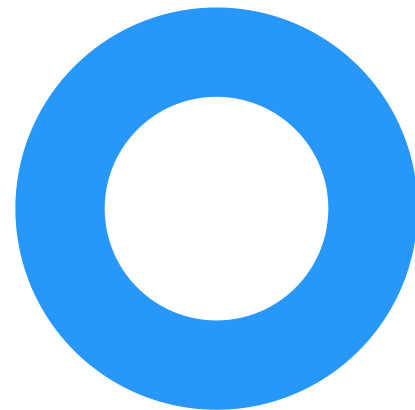
| | | |
|------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$250,000 | \$250K | \$250K |

Capital Cost by Year



● Construction

Capital Cost for Budgeted Years



● Construction (100%) \$250,000.00
TOTAL \$250,000.00

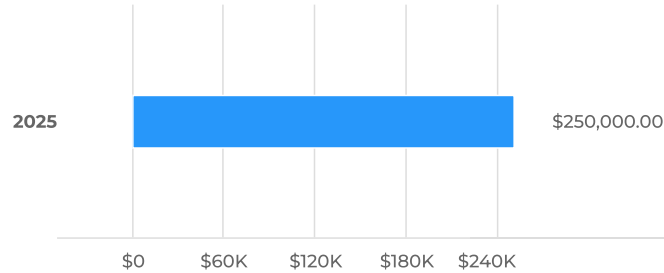
Capital Cost Breakdown

| Capital Cost | FY2025 | Total |
|--------------|------------------|------------------|
| Construction | \$250,000 | \$250,000 |
| Total | \$250,000 | \$250,000 |

Funding Sources

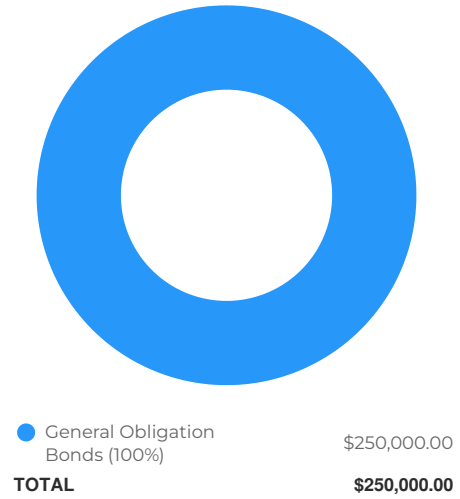
FY2025 Budget **\$250,000** Total Budget (all years) **\$250K** Project Total **\$250K**

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | Total |
|--------------------------|------------------|------------------|
| General Obligation Bonds | \$250,000 | \$250,000 |
| Total | \$250,000 | \$250,000 |

Raleigh Springs

Overview

| | |
|----------------|---------------------------------|
| Request Owner | City of Memphis |
| Department | Housing & Community Development |
| Type | Capital Improvement |
| Project Number | CD01105 |

Description

Planned additions and amenities include a food truck/farmer's market area at Raleigh Springs Town Center.

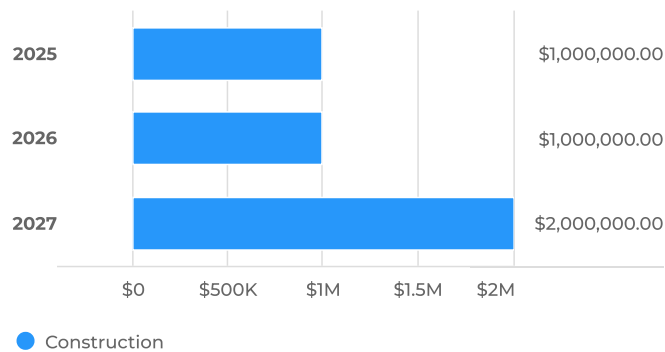
Details

City Council District(s) 1, 9 (Super)

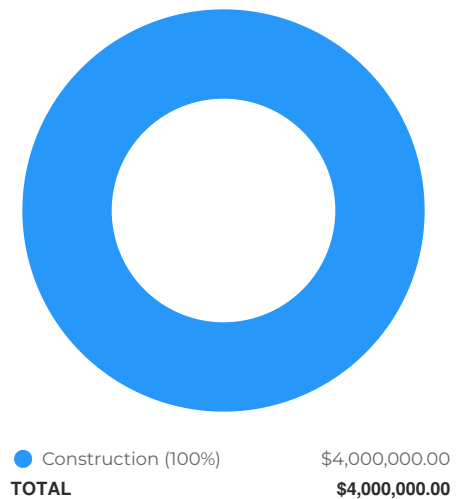
Capital Cost

| | | |
|--------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$1,000,000 | \$4M | \$4M |

Capital Cost by Year



Capital Cost for Budgeted Years



| Capital Cost Breakdown | | | | |
|------------------------|--------------------|--------------------|--------------------|--------------------|
| Capital Cost | FY2025 | FY2026 | FY2027 | Total |
| Construction | \$1,000,000 | \$1,000,000 | \$2,000,000 | \$4,000,000 |
| Total | \$1,000,000 | \$1,000,000 | \$2,000,000 | \$4,000,000 |

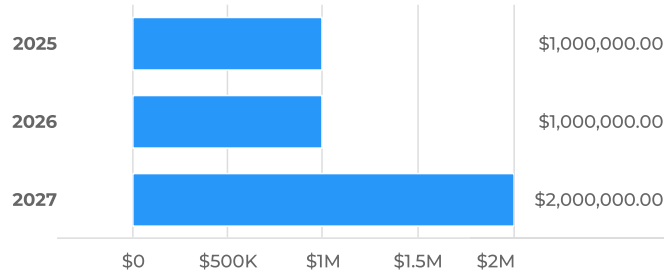
Funding Sources

FY2025 Budget
\$1,000,000

Total Budget (all years)
\$4M

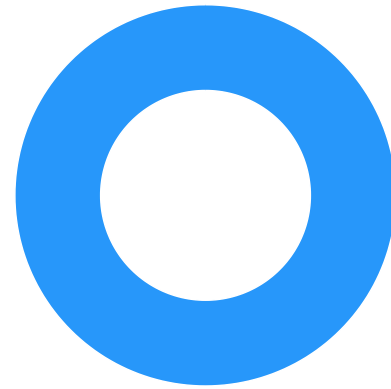
Project Total
\$4M

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



● General Obligation Bonds (100%) \$4,000,000.00
TOTAL \$4,000,000.00

Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | Total |
|--------------------------|--------------------|--------------------|--------------------|--------------------|
| General Obligation Bonds | \$1,000,000 | \$1,000,000 | \$2,000,000 | \$4,000,000 |
| Total | \$1,000,000 | \$1,000,000 | \$2,000,000 | \$4,000,000 |

Southwest Twin

Overview

| | |
|----------------|---------------------------------|
| Request Owner | City of Memphis |
| Department | Housing & Community Development |
| Type | Capital Improvement |
| Project Number | CD01104 |

Description

Redevelopment of a blighted drive-in movie theater located at 4233 South Third Street. The project will include the relocation of two public facilities, Levi Library and MPD substation. Additional civic recreational usages are planned to be included as this project nears completion. The current project number unifies projects previously separated (Levi Library, Raines Police Station).

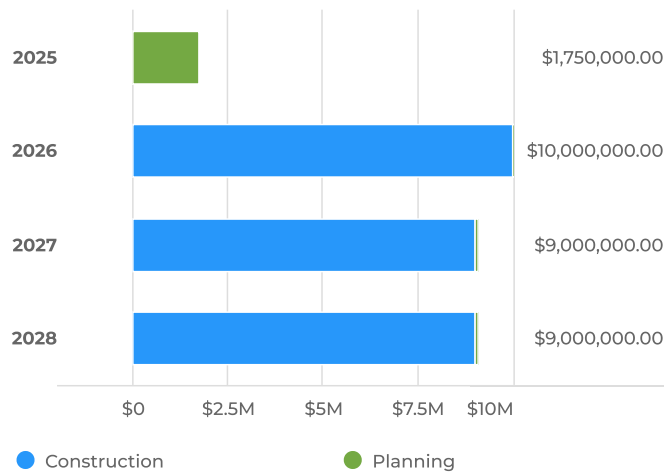
Details

City Council District(s) 6, 8 (Super)

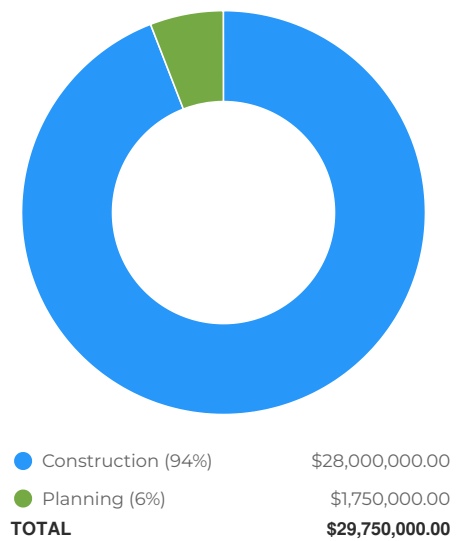
Capital Cost

| | | |
|--------------------|--------------------------|-----------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$1,750,000 | \$29.75M | \$29.75M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | Total |
|--------------|--------------------|---------------------|--------------------|--------------------|---------------------|
| Planning | \$1,750,000 | | | | \$1,750,000 |
| Construction | | \$10,000,000 | \$9,000,000 | \$9,000,000 | \$28,000,000 |
| Total | \$1,750,000 | \$10,000,000 | \$9,000,000 | \$9,000,000 | \$29,750,000 |

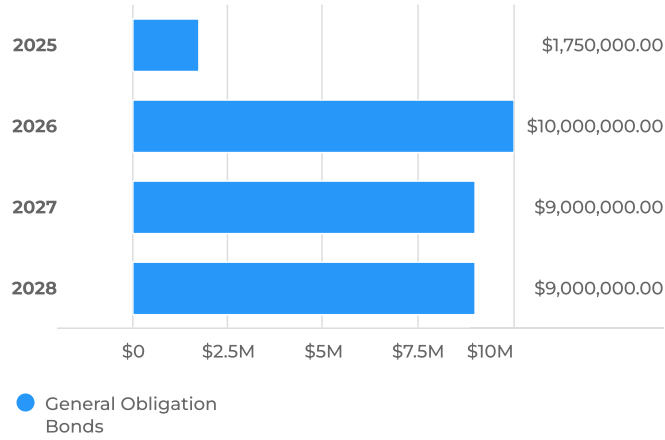
Funding Sources

FY2025 Budget
\$1,750,000

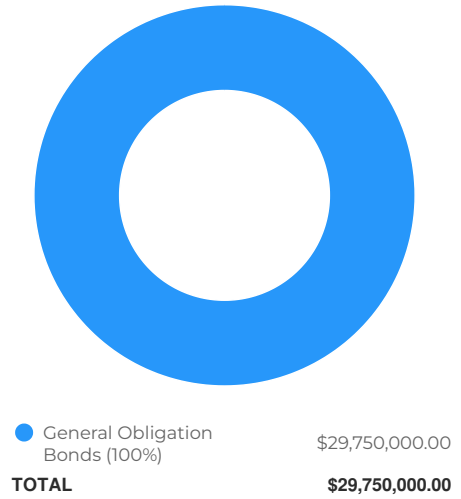
Total Budget (all years)
\$29.75M

Project Total
\$29.75M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | Total |
|--------------------------|--------------------|---------------------|--------------------|--------------------|---------------------|
| General Obligation Bonds | \$1,750,000 | \$10,000,000 | \$9,000,000 | \$9,000,000 | \$29,750,000 |
| Total | \$1,750,000 | \$10,000,000 | \$9,000,000 | \$9,000,000 | \$29,750,000 |

The Hospitality Hub North

Overview

| | |
|----------------|---------------------------------|
| Request Owner | City of Memphis |
| Department | Housing & Community Development |
| Type | Capital Improvement |
| Project Number | CD01103 |

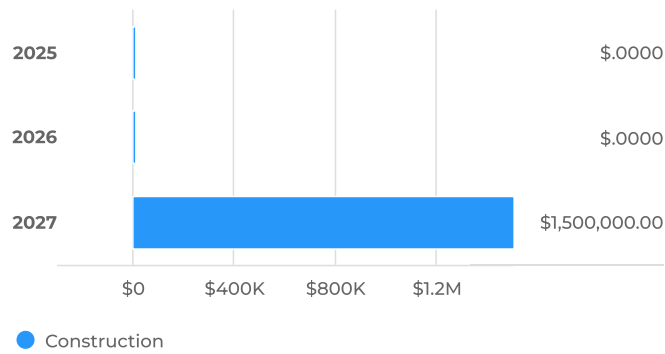
Description

New facility to house the Hospitality Hub in North Memphis.

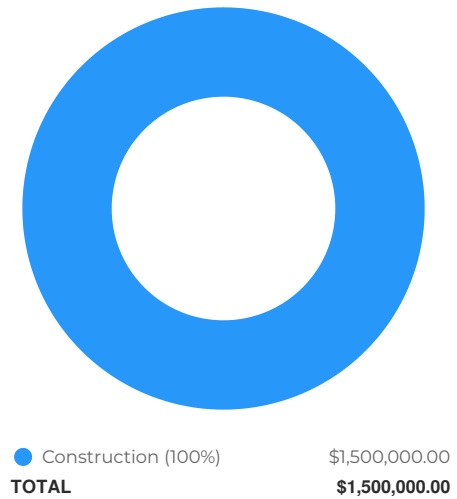
Capital Cost

| | |
|--------------------------|---------------|
| Total Budget (all years) | Project Total |
| \$1.5M | \$1.5M |

Capital Cost by Year



Capital Cost for Budgeted Years



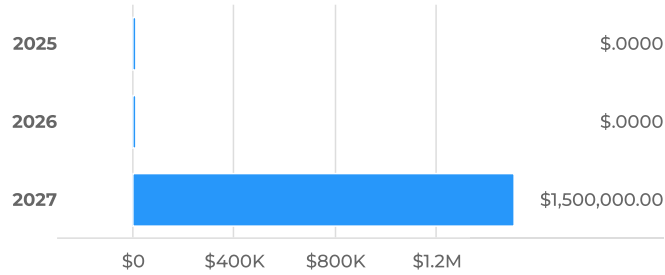
| Capital Cost Breakdown | | | | |
|------------------------|------------|------------|--------------------|--------------------|
| Capital Cost | FY2025 | FY2026 | FY2027 | Total |
| Construction | \$0 | \$0 | \$1,500,000 | \$1,500,000 |
| Total | \$0 | \$0 | \$1,500,000 | \$1,500,000 |

Funding Sources

Total Budget (all years)
\$1.5M

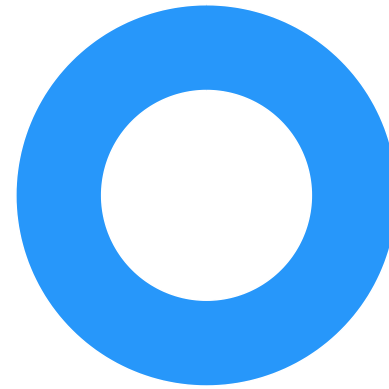
Project Total
\$1.5M

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



● General Obligation Bonds (100%) \$1,500,000.00
TOTAL \$1,500,000.00

Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | Total |
|--------------------------|------------|------------|--------------------|--------------------|
| General Obligation Bonds | \$0 | \$0 | \$1,500,000 | \$1,500,000 |
| Total | \$0 | \$0 | \$1,500,000 | \$1,500,000 |

INFORMATION TECHNOLOGY REQUESTS

Cyber Security Infrastructure Upgrades

Overview

| | |
|----------------|------------------------|
| Request Owner | City of Memphis |
| Department | Information Technology |
| Type | Capital Equipment |
| Project Number | IT01002 |

Description

This project funds the continuous security posture assessment and implements a third party risk assessment solution to protect digital systems, networks, and data from unauthorized access, theft, or damage. The project will help reduce the likelihood of catastrophic loss through a breach in cybersecurity by implementing various measures and technologies to ensure the confidentiality, integrity, and availability of information stored and processed on computer systems.

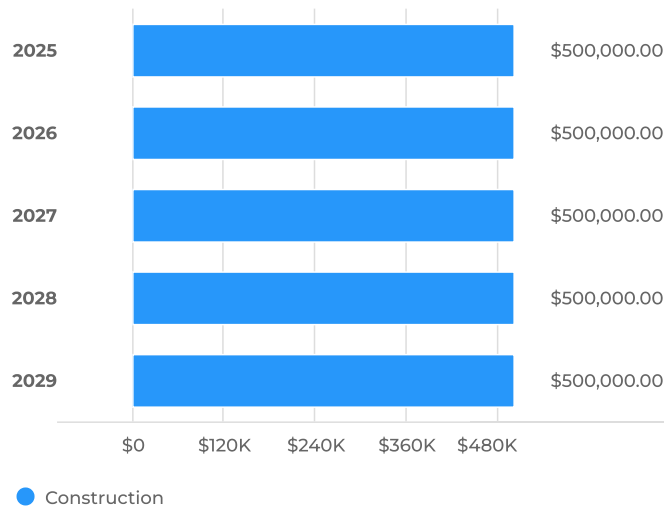
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

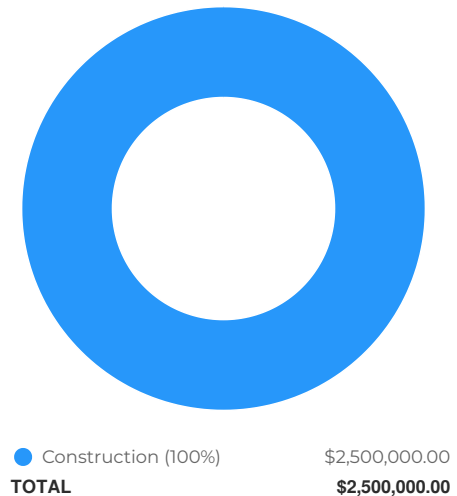
Capital Cost

| | | |
|------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$500,000 | \$2.5M | \$2.5M |

Capital Cost by Year



Capital Cost for Budgeted Years



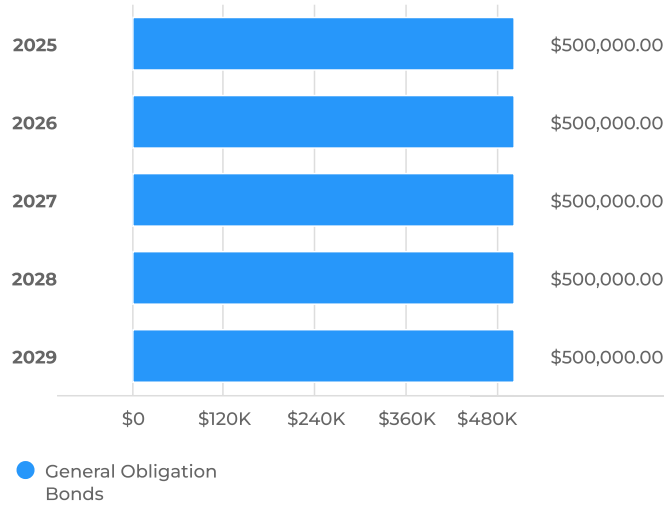
Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Construction | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,500,000 |
| Total | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,500,000 |

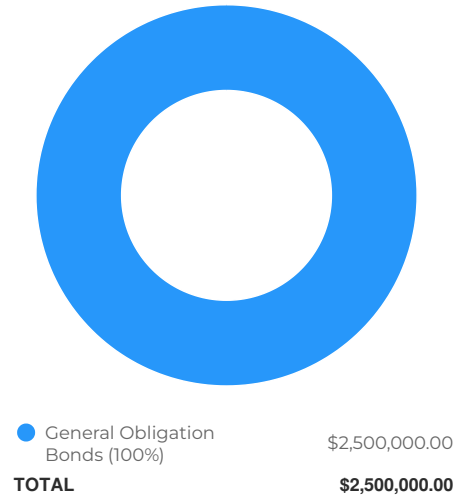
Funding Sources

FY2025 Budget **\$500,000** Total Budget (all years) **\$2.5M** Project Total **\$2.5M**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| General Obligation Bonds | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,500,000 |
| Total | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,500,000 |

Desktop & Applications Infrastructure

Overview

| | |
|----------------|------------------------|
| Request Owner | City of Memphis |
| Department | Information Technology |
| Type | Capital Equipment |
| Project Number | IT01001 |

Description

This project funds the programmatic replacement of obsolete equipment and maintenance of city-wide technology infrastructure. The City has numerous workstations, laptops, and other ancillary equipment scheduled to be replaced to meet the data processing requirements of new applications and software.

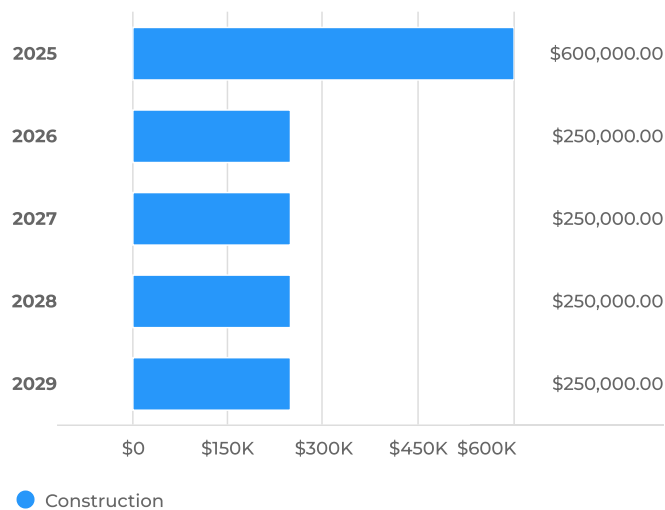
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

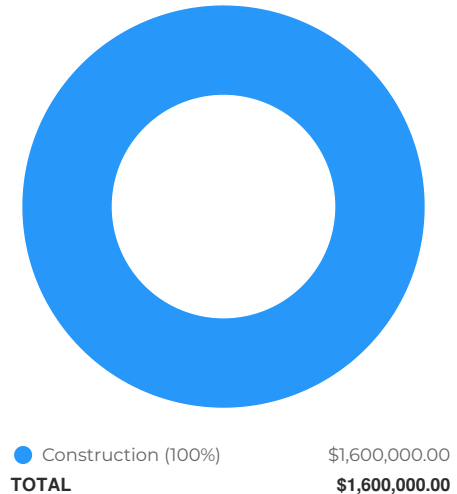
Capital Cost

| | | |
|------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$600,000 | \$1.6M | \$1.6M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Construction | \$600,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$1,600,000 |
| Total | \$600,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$1,600,000 |

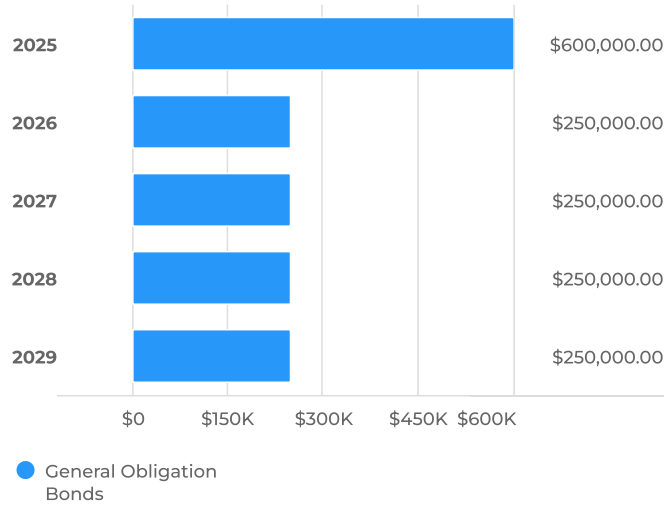
Funding Sources

FY2025 Budget
\$600,000

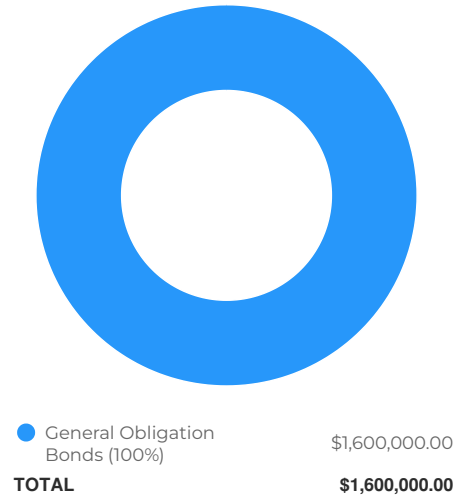
Total Budget (all years)
\$1.6M

Project Total
\$1.6M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| General Obligation Bonds | \$600,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$1,600,000 |
| Total | \$600,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$1,600,000 |

Implementation Modernization

Overview

| | |
|----------------|------------------------|
| Request Owner | City of Memphis |
| Department | Information Technology |
| Type | Capital Equipment |
| Project Number | IT01004 |

Description

This project funds an effort to modernize and upgrade the enterprise application infrastructure currently used by the City of Memphis through enterprise application upgrades and development platform improvements.

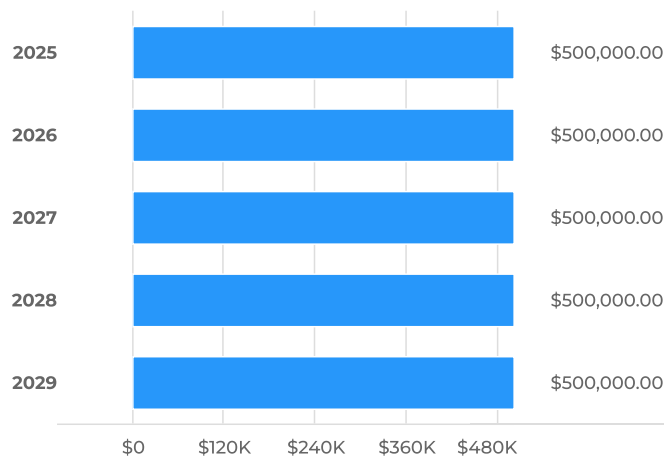
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

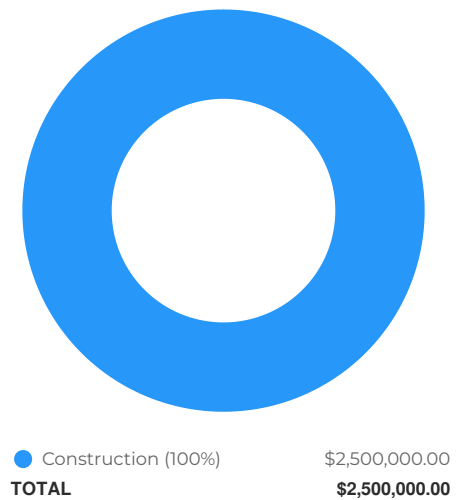
Capital Cost

| | | |
|------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$500,000 | \$2.5M | \$2.5M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Construction | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,500,000 |
| Total | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,500,000 |

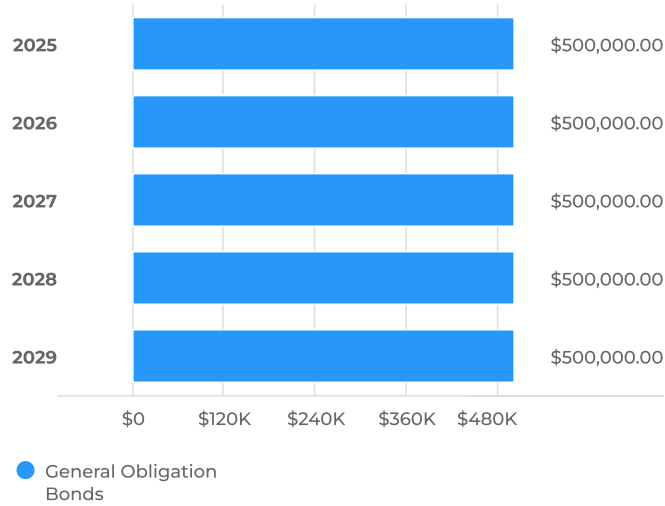
Funding Sources

FY2025 Budget
\$500,000

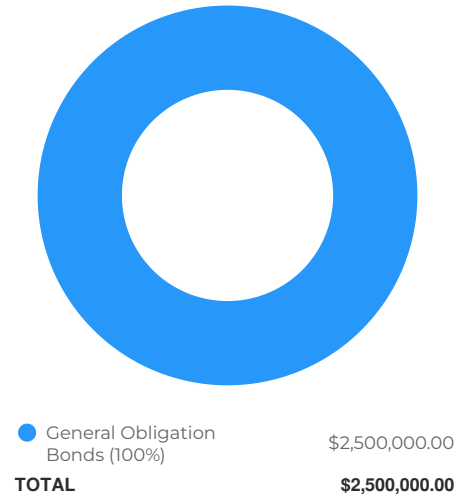
Total Budget (all years)
\$2.5M

Project Total
\$2.5M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| General Obligation Bonds | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,500,000 |
| Total | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,500,000 |

Operational Infrastructure Enhancements

Overview

| | |
|----------------|------------------------|
| Request Owner | City of Memphis |
| Department | Information Technology |
| Type | Capital Equipment |
| Project Number | IT01003 |

Description

This project funds the replacement of aging wireless access point devices, enhancement of wireless internet coverage, replacement of key network switches, continuation of network segmentation, installation of new City-owned fiber optic connectivity, implementation of SD-WAN network connectivity, and ensures proper storage of all O365 content. These updates will increase the bandwidth of city-owned facilities and other measures to increase productivity and overall city functionality.

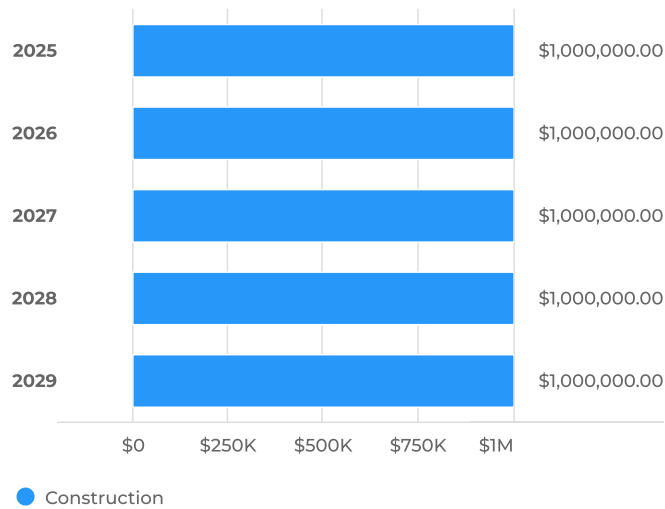
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

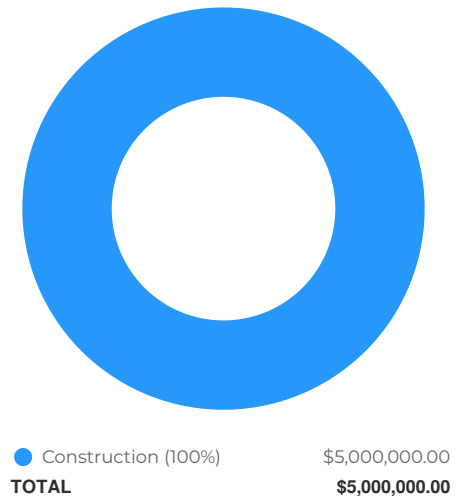
Capital Cost

| | | |
|--------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$1,000,000 | \$5M | \$5M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Construction | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$5,000,000 |
| Total | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$5,000,000 |

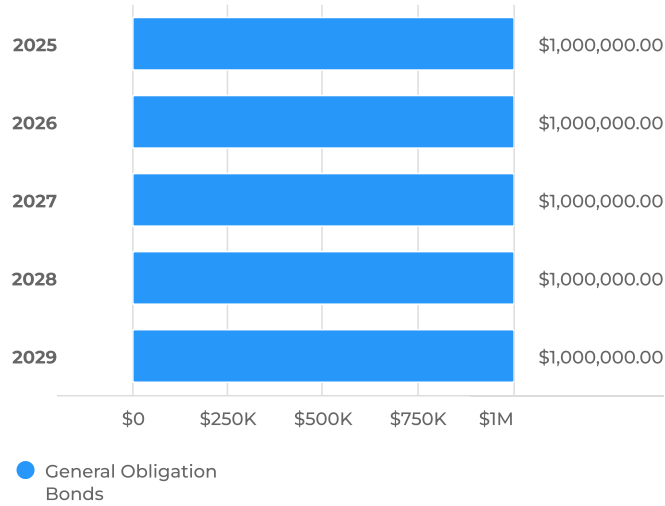
Funding Sources

FY2025 Budget
\$1,000,000

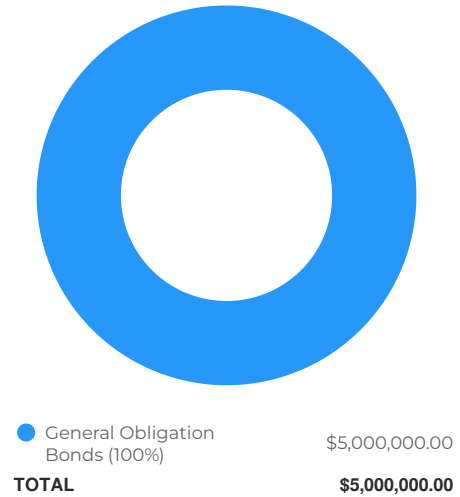
Total Budget (all years)
\$5M

Project Total
\$5M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| General Obligation Bonds | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$5,000,000 |
| Total | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$5,000,000 |

Technology Improvement Coverline

Overview

| | |
|----------------|------------------------|
| Request Owner | City of Memphis |
| Department | Information Technology |
| Type | Capital Improvement |
| Project Number | IT01006 |

Description

Coverline for information technology related expenses due to improvements or repairs in City of Memphis-owned facilities.

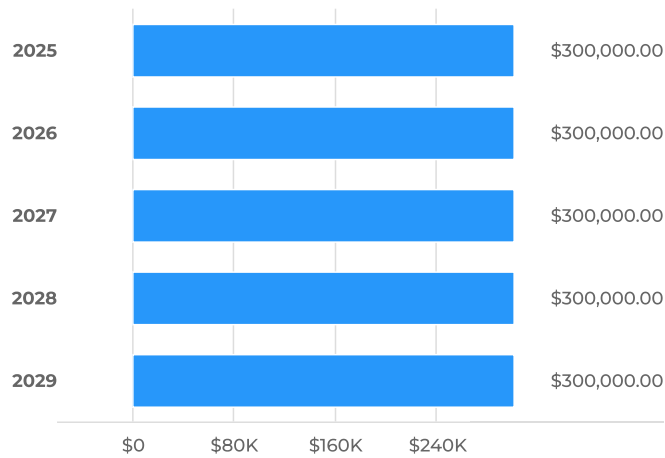
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

Capital Cost

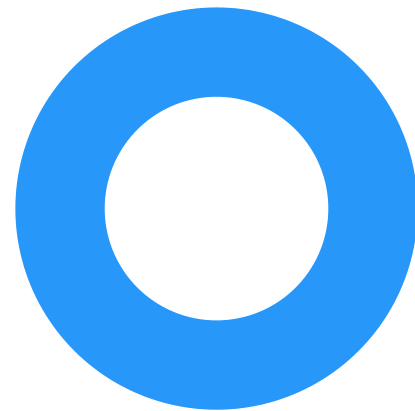
| | | |
|------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$300,000 | \$1.5M | \$1.5M |

Capital Cost by Year



● Construction

Capital Cost for Budgeted Years



● Construction (100%) \$1,500,000.00
TOTAL \$1,500,000.00

Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Construction | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$1,500,000 |
| Total | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$1,500,000 |

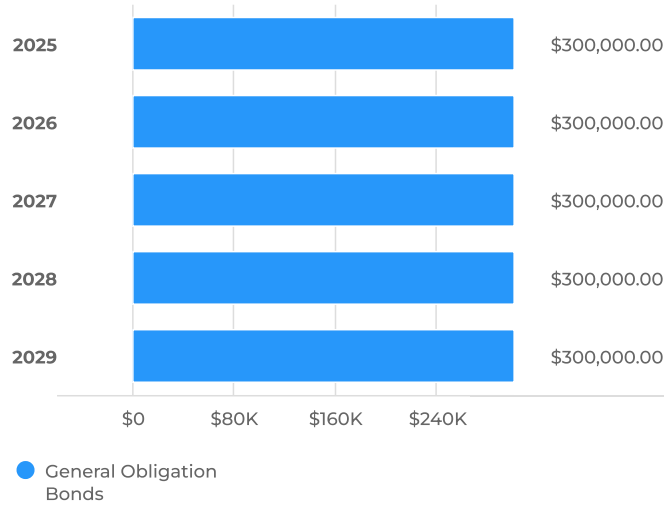
Funding Sources

FY2025 Budget
\$300,000

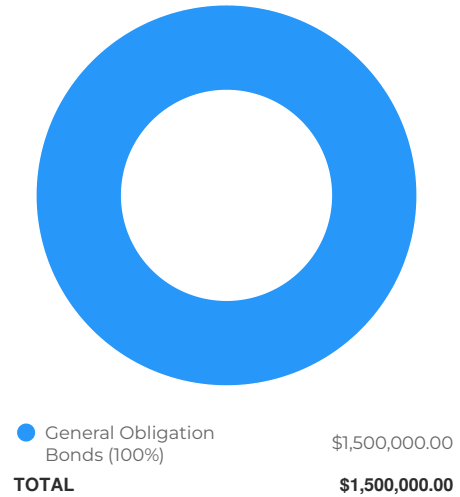
Total Budget (all years)
\$1.5M

Project Total
\$1.5M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| General Obligation Bonds | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$1,500,000 |
| Total | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$1,500,000 |

LIBRARIES REQUESTS

Library Improvement Coverline

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Libraries |
| Type | Capital Improvement |
| Project Number | LI01000 |

Description

This project will cover deferred maintenance in all library branches throughout the City of Memphis. The FY25 funding will be used for escalator and elevator repairs at the Main Library branch.

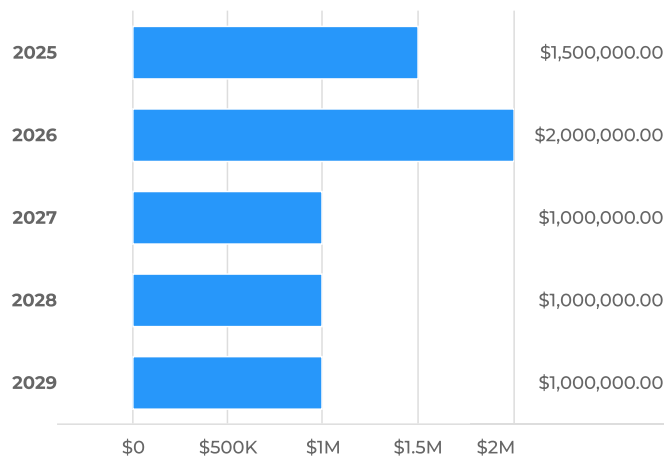
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

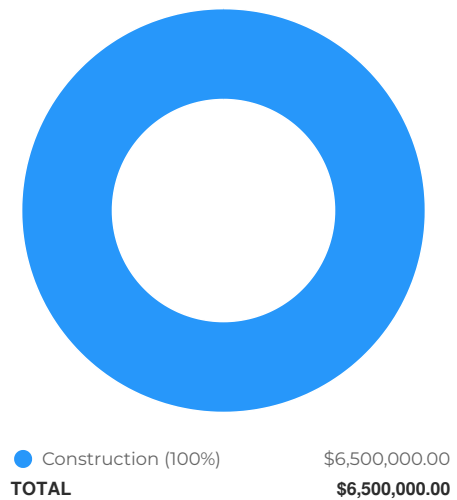
Capital Cost

| | | |
|--------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$1,500,000 | \$6.5M | \$6.5M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Construction | \$1,500,000 | \$2,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$6,500,000 |
| Total | \$1,500,000 | \$2,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$6,500,000 |

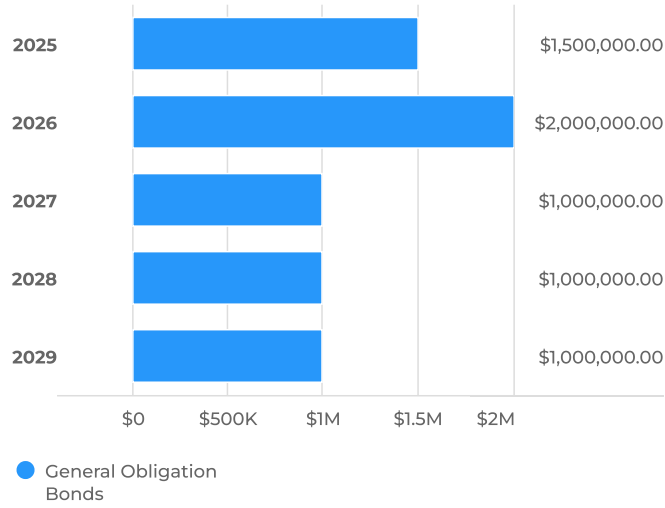
Funding Sources

FY2025 Budget
\$1,500,000

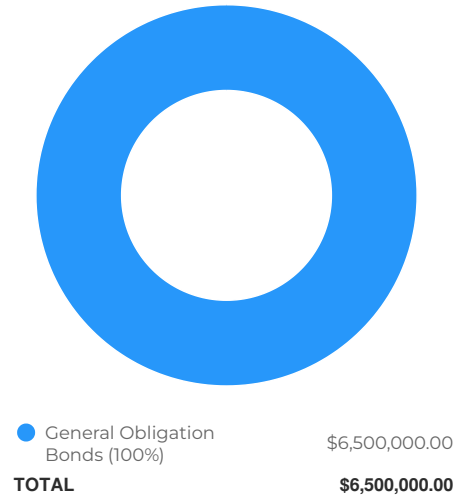
Total Budget (all years)
\$6.5M

Project Total
\$6.5M

Funding Sources by Year



Funding Sources for Budgeted Years



| Funding Sources Breakdown | | | | | | |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
| General Obligation Bonds | \$1,500,000 | \$2,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$6,500,000 |
| Total | \$1,500,000 | \$2,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$6,500,000 |

MATA REQUESTS

Bus Facility Improvements

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | MATA |
| Type | Capital Improvement |
| Project Number | GA03032 |

Description

Improvements to bus shelters throughout the City.

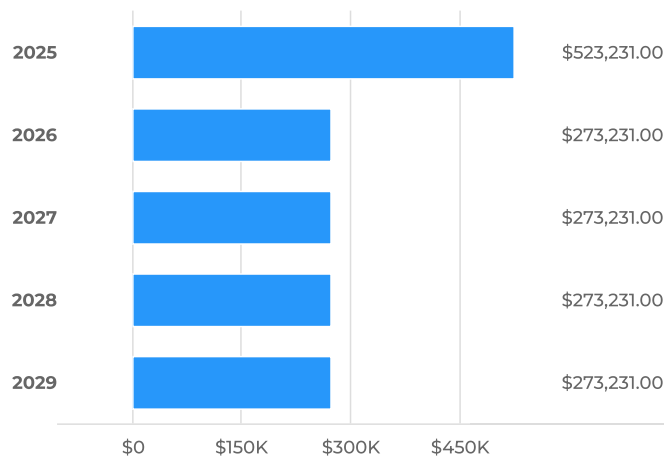
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

Capital Cost

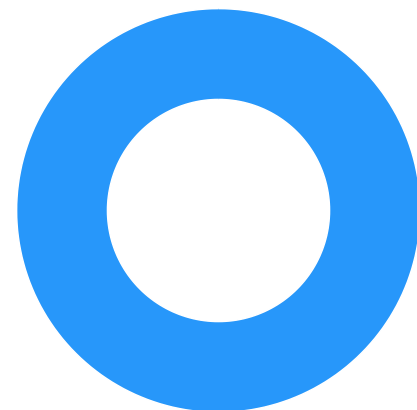
| | | |
|------------------|--------------------------|-----------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$523,231 | \$1.616M | \$1.616M |

Capital Cost by Year



● Construction

Capital Cost for Budgeted Years



● Construction (100%) \$1,616,155.00
TOTAL \$1,616,155.00

Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Construction | \$523,231 | \$273,231 | \$273,231 | \$273,231 | \$273,231 | \$1,616,155 |
| Total | \$523,231 | \$273,231 | \$273,231 | \$273,231 | \$273,231 | \$1,616,155 |

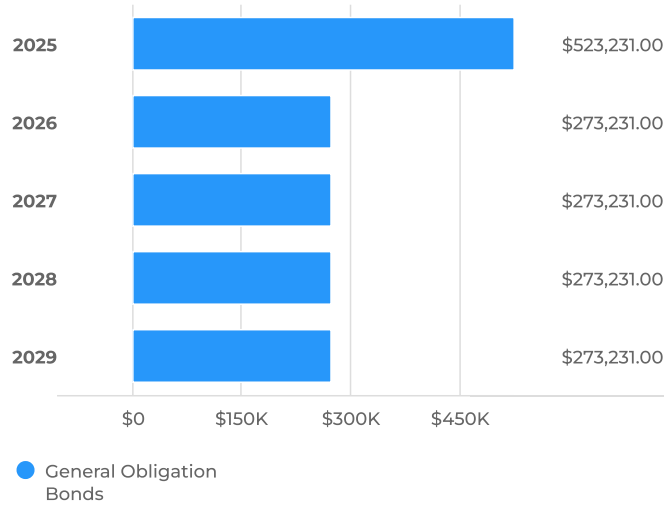
Funding Sources

FY2025 Budget
\$523,231

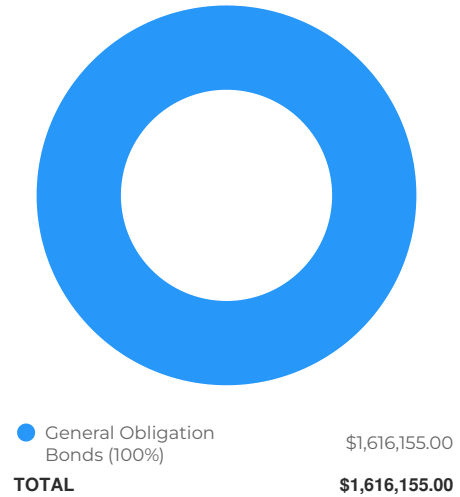
Total Budget (all years)
\$1.616M

Project Total
\$1.616M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| General Obligation Bonds | \$523,231 | \$273,231 | \$273,231 | \$273,231 | \$273,231 | \$1,616,155 |
| Total | \$523,231 | \$273,231 | \$273,231 | \$273,231 | \$273,231 | \$1,616,155 |

Crosstown Connector Corridor

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | MATA |
| Type | Capital Improvement |
| Project Number | GA-TBD |

Description

North-South BRT line.

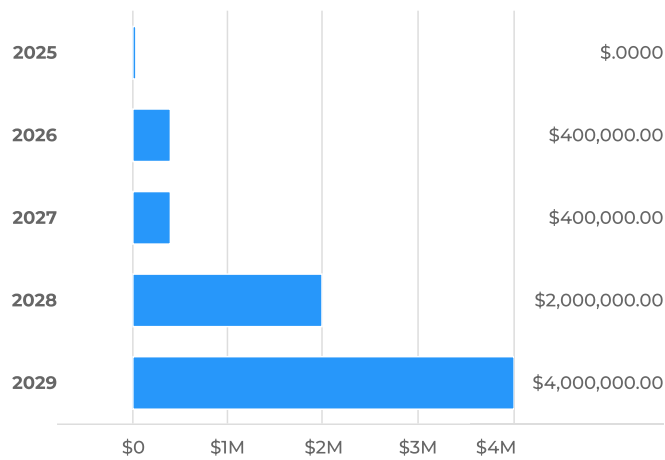
Details

City Council District(s) 6, 7, 8 (Super)

Capital Cost

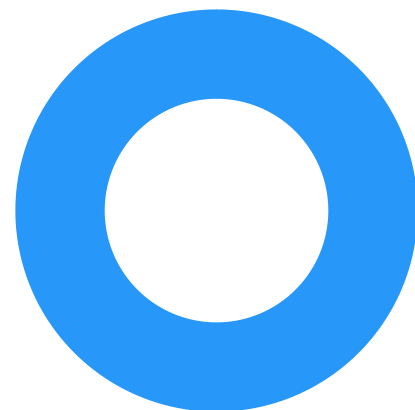
Total Budget (all years) **\$6.8M** Project Total **\$6.8M**

Capital Cost by Year



● Planning

Capital Cost for Budgeted Years



● Planning (100%) \$6,800,000.00
TOTAL **\$6,800,000.00**

Capital Cost Breakdown

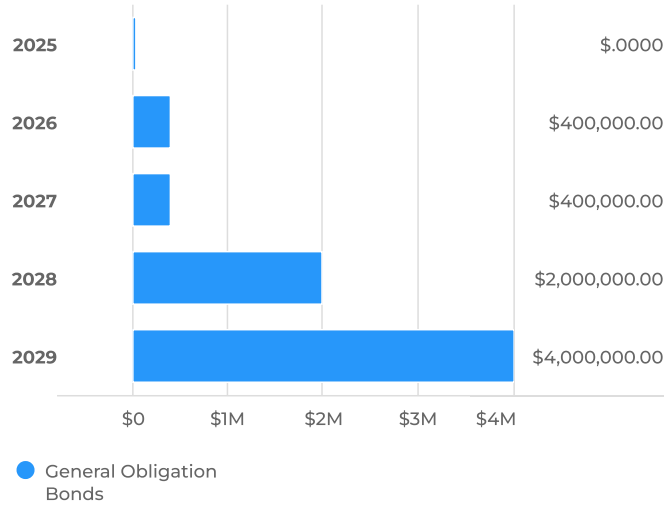
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------|------------------|------------------|--------------------|--------------------|--------------------|
| Planning | \$0 | \$400,000 | \$400,000 | \$2,000,000 | \$4,000,000 | \$6,800,000 |
| Total | \$0 | \$400,000 | \$400,000 | \$2,000,000 | \$4,000,000 | \$6,800,000 |

Funding Sources

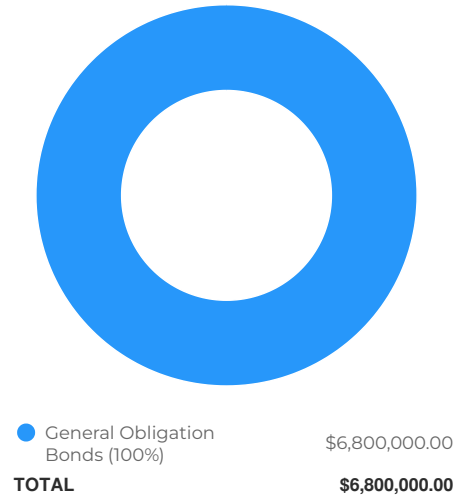
Total Budget (all years)
\$6.8M

Project Total
\$6.8M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------|------------------|------------------|--------------------|--------------------|--------------------|
| General Obligation Bonds | \$0 | \$400,000 | \$400,000 | \$2,000,000 | \$4,000,000 | \$6,800,000 |
| Total | \$0 | \$400,000 | \$400,000 | \$2,000,000 | \$4,000,000 | \$6,800,000 |

Fixed Route Buses

Overview

| | |
|----------------|-------------------|
| Request Owner | City of Memphis |
| Department | MATA |
| Type | Capital Equipment |
| Project Number | GA03030 |

Description

Purchase of fixed route buses to be used by the Memphis Area Transit Authority (MATA).

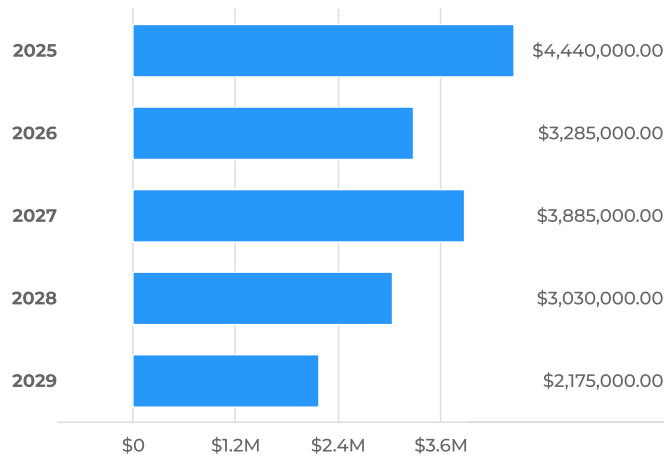
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

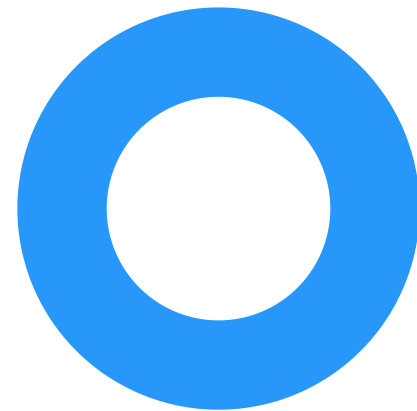
Capital Cost

| | | |
|--------------------|--------------------------|------------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$4,440,000 | \$16.815M | \$16.815M |

Capital Cost by Year



Capital Cost for Budgeted Years



| Capital Cost Breakdown | | | | | | |
|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
| Capital Acquisition | \$4,440,000 | \$3,285,000 | \$3,885,000 | \$3,030,000 | \$2,175,000 | \$16,815,000 |
| Total | \$4,440,000 | \$3,285,000 | \$3,885,000 | \$3,030,000 | \$2,175,000 | \$16,815,000 |

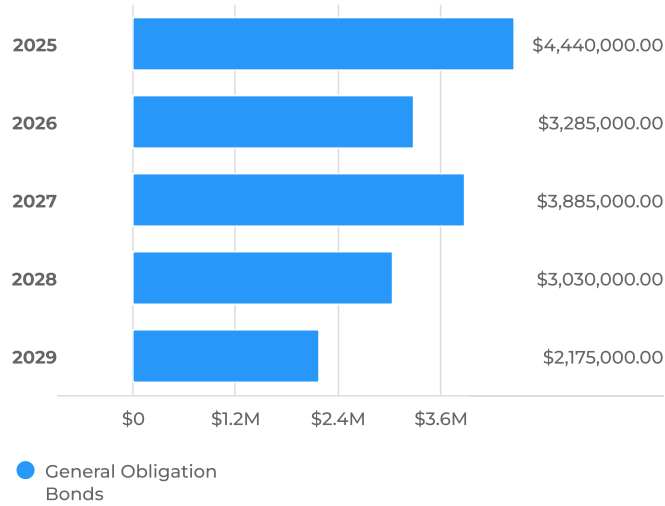
Funding Sources

FY2025 Budget
\$4,440,000

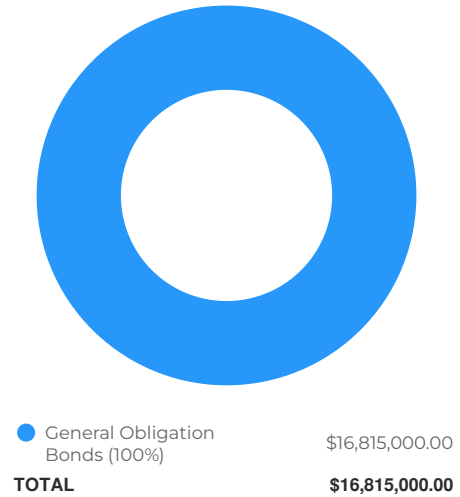
Total Budget (all years)
\$16.815M

Project Total
\$16.815M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| General Obligation Bonds | \$4,440,000 | \$3,285,000 | \$3,885,000 | \$3,030,000 | \$2,175,000 | \$16,815,000 |
| Total | \$4,440,000 | \$3,285,000 | \$3,885,000 | \$3,030,000 | \$2,175,000 | \$16,815,000 |

Innovation Corridor BRT

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | MATA |
| Type | Capital Improvement |
| Project Number | GA03028 |

Description

This project provides funds for the development of a new Bus Rapid Transit (BRT) line connecting downtown with The University of Memphis. The project will utilize several local funding sources.

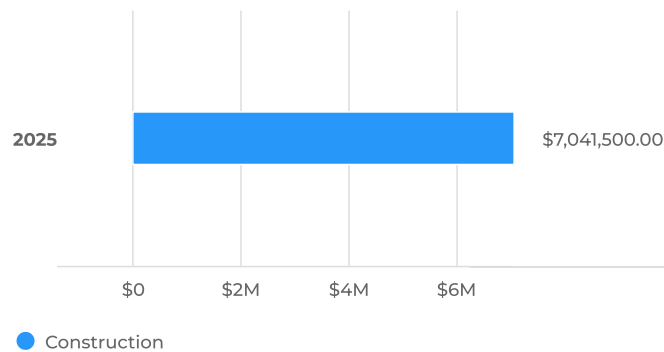
Details

City Council District(s) 5, 6, 7, 8 (Super), 9 (Super)

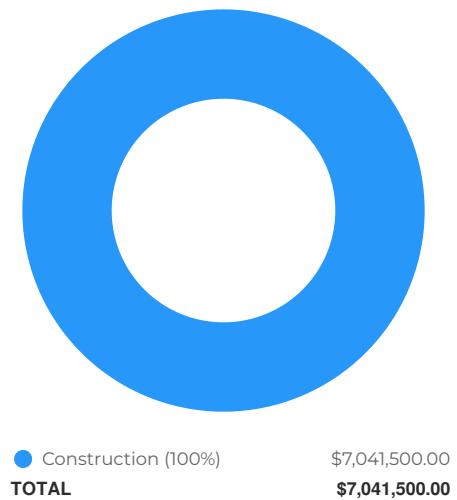
Capital Cost

| | | |
|--------------------|--------------------------|-----------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$7,041,500 | \$7.042M | \$7.042M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | Total |
|--------------|--------------------|--------------------|
| Construction | \$7,041,500 | \$7,041,500 |
| Total | \$7,041,500 | \$7,041,500 |

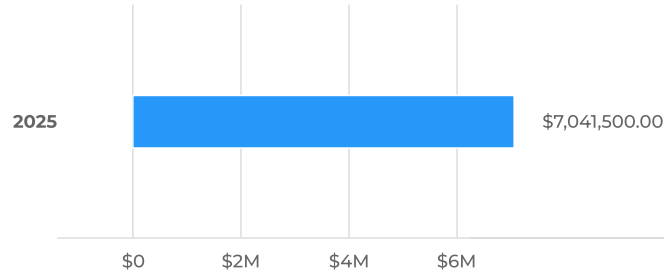
Funding Sources

FY2025 Budget
\$7,041,500

Total Budget (all years)
\$7.042M

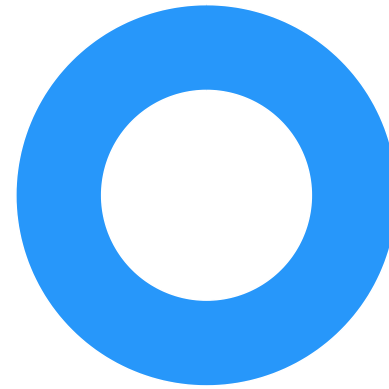
Project Total
\$7.042M

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



● General Obligation Bonds (100%) \$7,041,500.00
TOTAL \$7,041,500.00

Funding Sources Breakdown

| Funding Sources | FY2025 | Total |
|--------------------------|--------------------|--------------------|
| General Obligation Bonds | \$7,041,500 | \$7,041,500 |
| Total | \$7,041,500 | \$7,041,500 |

MATA Service Vehicles

Overview

| | |
|----------------|-------------------|
| Request Owner | City of Memphis |
| Department | MATA |
| Type | Capital Equipment |
| Project Number | GA-TBD |

Description

Purchase and repair of operational service vehicles owned by MATA.

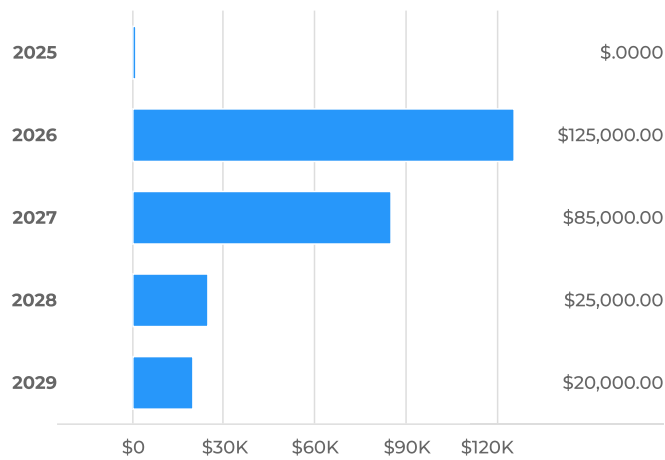
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

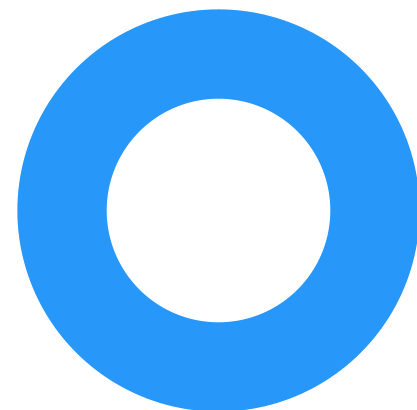
Capital Cost

| | |
|--------------------------|---------------|
| Total Budget (all years) | Project Total |
| \$255K | \$255K |

Capital Cost by Year



Capital Cost for Budgeted Years



TOTAL \$255,000.00

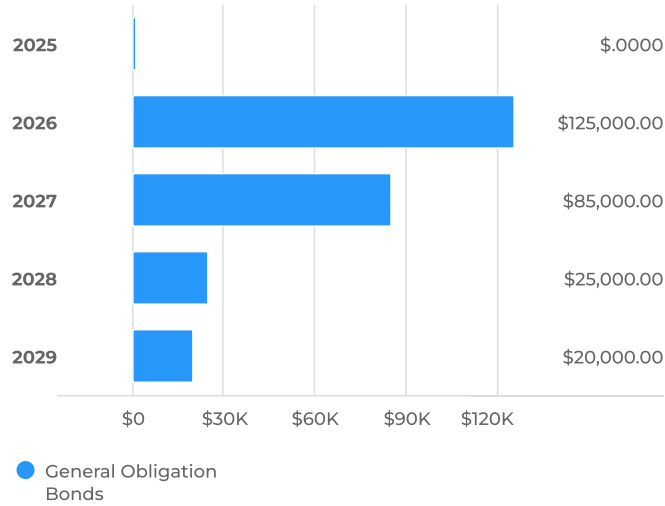
| Capital Cost Breakdown | | | | | | |
|------------------------|------------|------------------|-----------------|-----------------|-----------------|------------------|
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
| Capital Acquisition | \$0 | \$125,000 | \$85,000 | \$25,000 | \$20,000 | \$255,000 |
| Total | \$0 | \$125,000 | \$85,000 | \$25,000 | \$20,000 | \$255,000 |

Funding Sources

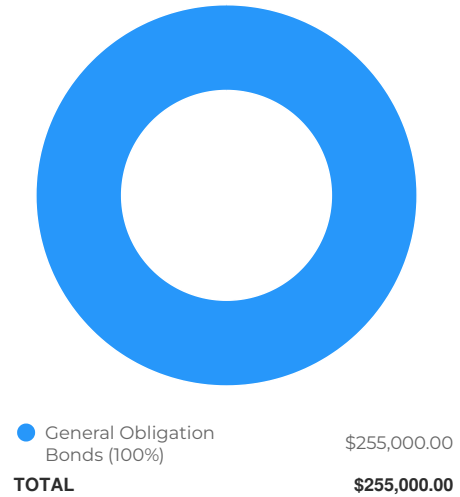
Total Budget (all years)
\$255K

Project Total
\$255K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------|------------------|-----------------|-----------------|-----------------|------------------|
| General Obligation Bonds | \$0 | \$125,000 | \$85,000 | \$25,000 | \$20,000 | \$255,000 |
| Total | \$0 | \$125,000 | \$85,000 | \$25,000 | \$20,000 | \$255,000 |

New Operations/Maintenance Facility

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | MATA |
| Type | Capital Improvement |
| Project Number | GA-TBD |

Description

Site purchase, design, and construction of a new operation and maintenance facility for MATA.

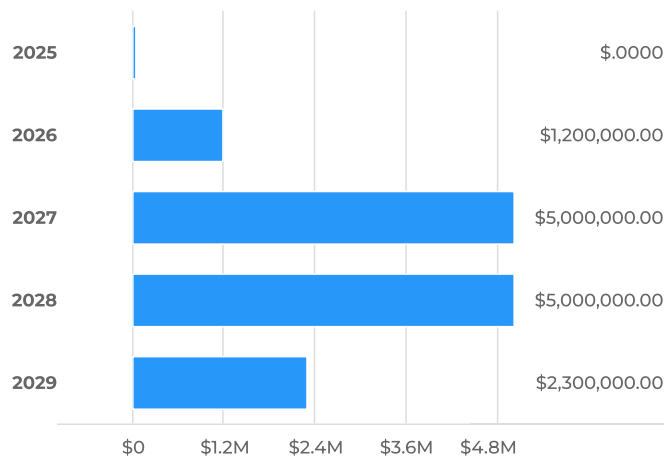
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

Capital Cost

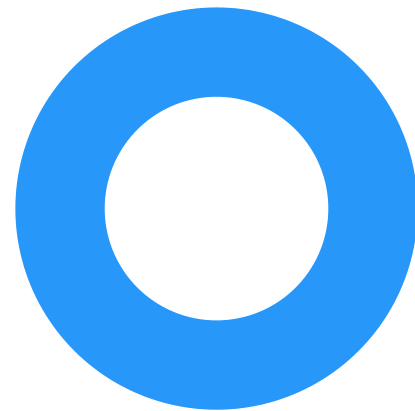
| | |
|--------------------------|----------------|
| Total Budget (all years) | Project Total |
| \$13.5M | \$13.5M |

Capital Cost by Year



● Planning

Capital Cost for Budgeted Years



● Planning (100%) \$13,500,000.00
TOTAL \$13,500,000.00

Capital Cost Breakdown

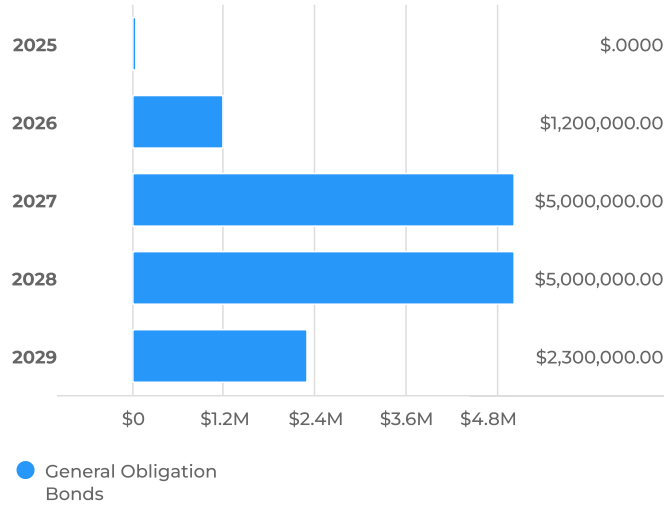
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Planning | \$0 | \$1,200,000 | \$5,000,000 | \$5,000,000 | \$2,300,000 | \$13,500,000 |
| Total | \$0 | \$1,200,000 | \$5,000,000 | \$5,000,000 | \$2,300,000 | \$13,500,000 |

Funding Sources

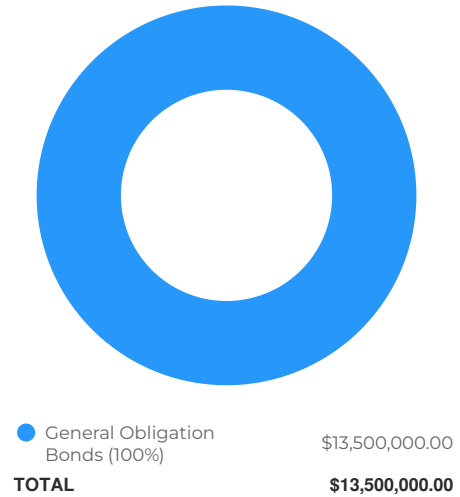
Total Budget (all years)
\$13.5M

Project Total
\$13.5M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| General Obligation Bonds | \$0 | \$1,200,000 | \$5,000,000 | \$5,000,000 | \$2,300,000 | \$13,500,000 |
| Total | \$0 | \$1,200,000 | \$5,000,000 | \$5,000,000 | \$2,300,000 | \$13,500,000 |

Paratransit Vehicles

Overview

| | |
|----------------|------------------------------------|
| Request Owner | Tristan Gately-Sweatt, CIP Analyst |
| Department | MATA |
| Type | Capital Equipment |
| Project Number | GA03031 |

Description

Purchase of new paratransit vehicles to be utilized by MATA.

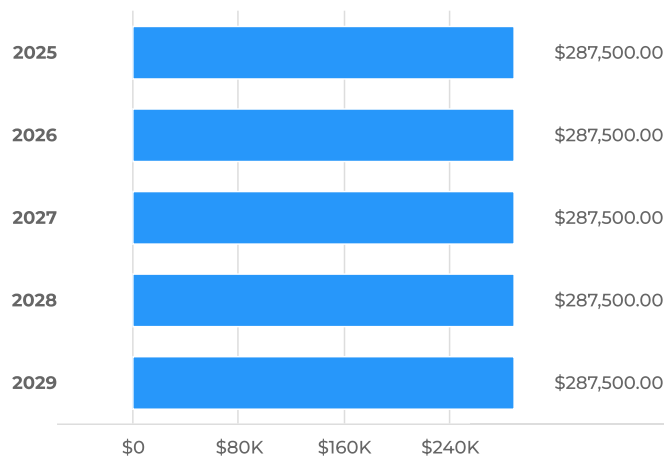
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

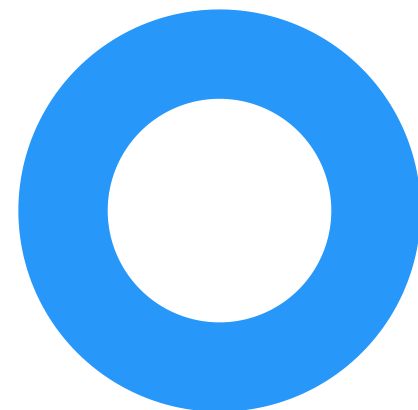
Capital Cost

| | | |
|------------------|--------------------------|-----------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$287,500 | \$1.438M | \$1.438M |

Capital Cost by Year



Capital Cost for Budgeted Years



TOTAL \$1,437,500.00

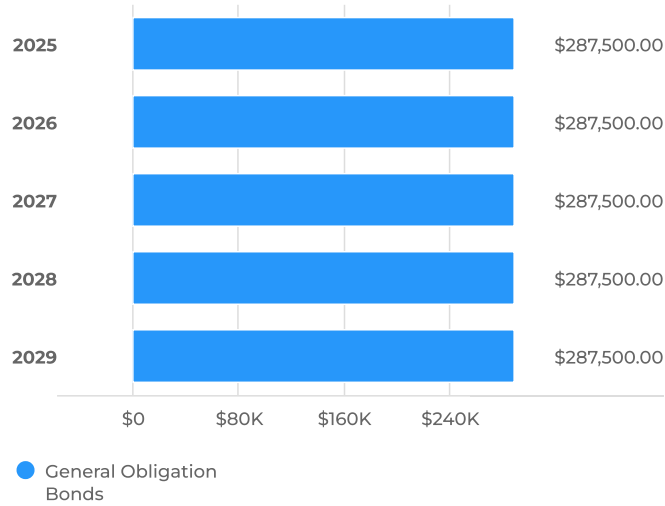
Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|---------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Capital Acquisition | \$287,500 | \$287,500 | \$287,500 | \$287,500 | \$287,500 | \$1,437,500 |
| Total | \$287,500 | \$287,500 | \$287,500 | \$287,500 | \$287,500 | \$1,437,500 |

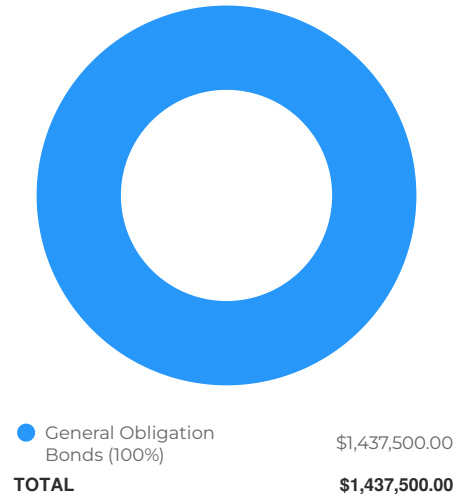
Funding Sources

FY2025 Budget **\$287,500** Total Budget (all years) **\$1.438M** Project Total **\$1.438M**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| General Obligation Bonds | \$287,500 | \$287,500 | \$287,500 | \$287,500 | \$287,500 | \$1,437,500 |
| Total | \$287,500 | \$287,500 | \$287,500 | \$287,500 | \$287,500 | \$1,437,500 |

Rail Facility Improvements

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | MATA |
| Type | Capital Improvement |
| Project Number | GA-TBD |

Description

Repairs and improvements to the track and maintenance facility used to operate MATA's fixed track trolley cars.

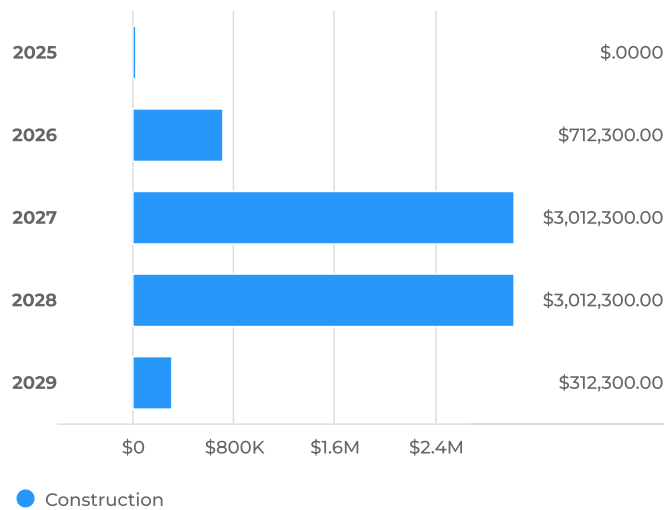
Details

City Council District(s) 6, 7, 8 (Super)

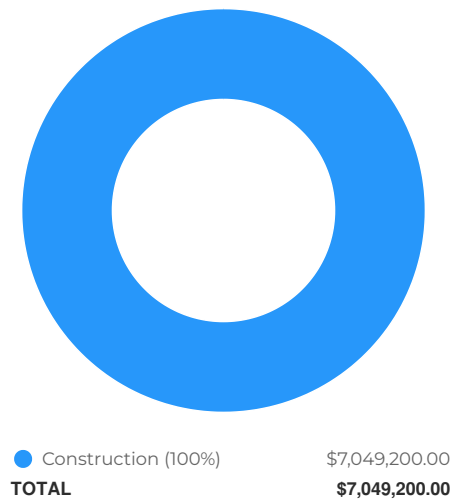
Capital Cost

| | |
|--------------------------|-----------------|
| Total Budget (all years) | Project Total |
| \$7.049M | \$7.049M |

Capital Cost by Year



Capital Cost for Budgeted Years



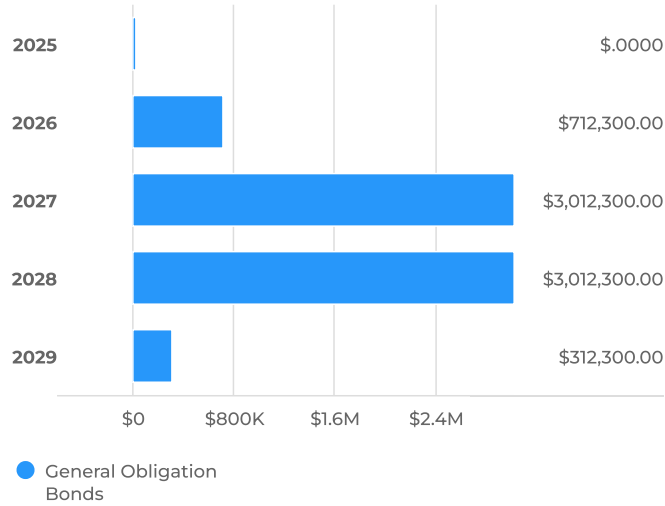
| Capital Cost Breakdown | | | | | | |
|------------------------|------------|------------------|--------------------|--------------------|------------------|--------------------|
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
| Construction | \$0 | \$712,300 | \$3,012,300 | \$3,012,300 | \$312,300 | \$7,049,200 |
| Total | \$0 | \$712,300 | \$3,012,300 | \$3,012,300 | \$312,300 | \$7,049,200 |

Funding Sources

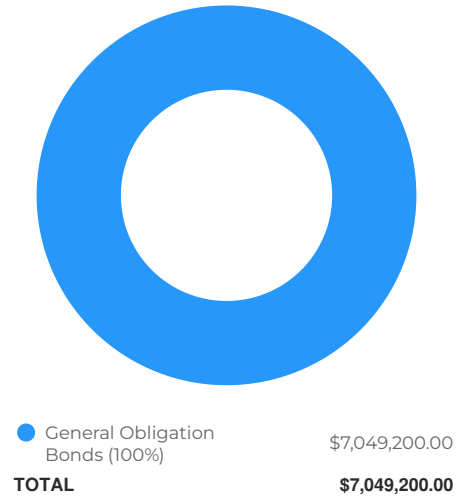
Total Budget (all years)
\$7.049M

Project Total
\$7.049M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------|------------------|--------------------|--------------------|------------------|--------------------|
| General Obligation Bonds | \$0 | \$712,300 | \$3,012,300 | \$3,012,300 | \$312,300 | \$7,049,200 |
| Total | \$0 | \$712,300 | \$3,012,300 | \$3,012,300 | \$312,300 | \$7,049,200 |

Rail Vehicles

Overview

| | |
|----------------|------------------------------------|
| Request Owner | Tristan Gately-Sweatt, CIP Analyst |
| Department | MATA |
| Type | Capital Equipment |
| Project Number | GA-TBD |

Description

Repairs to the trolley rails vehilces owned by MATA.

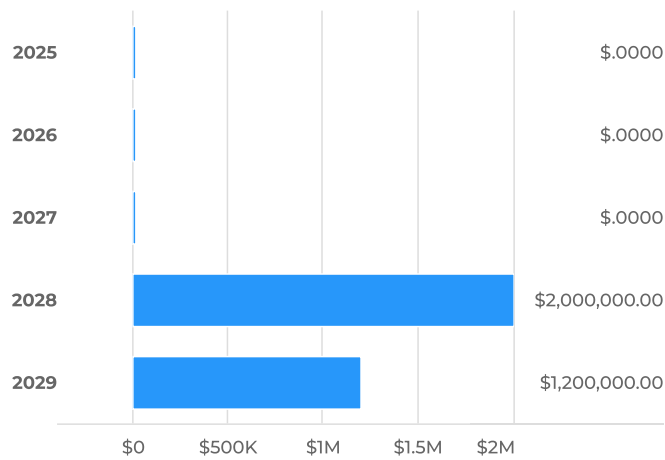
Details

City Council District(s) 6, 7, 8 (Super)

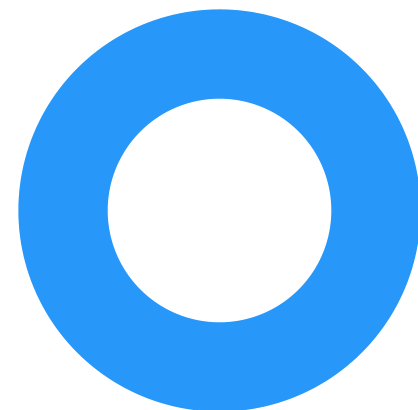
Capital Cost

Total Budget (all years) **\$3.2M** Project Total **\$3.2M**

Capital Cost by Year



Capital Cost for Budgeted Years



● Capital Acquisition (100%) \$3,200,000.00
TOTAL \$3,200,000.00

Capital Cost Breakdown

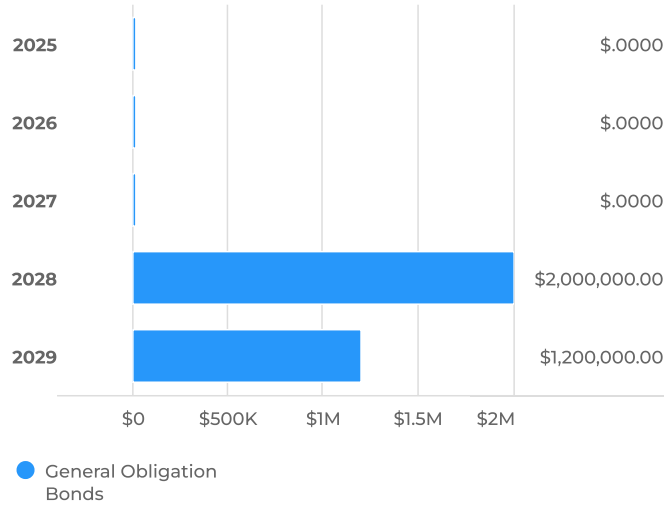
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|---------------------|------------|------------|------------|--------------------|--------------------|--------------------|
| Capital Acquisition | \$0 | \$0 | \$0 | \$2,000,000 | \$1,200,000 | \$3,200,000 |
| Total | \$0 | \$0 | \$0 | \$2,000,000 | \$1,200,000 | \$3,200,000 |

Funding Sources

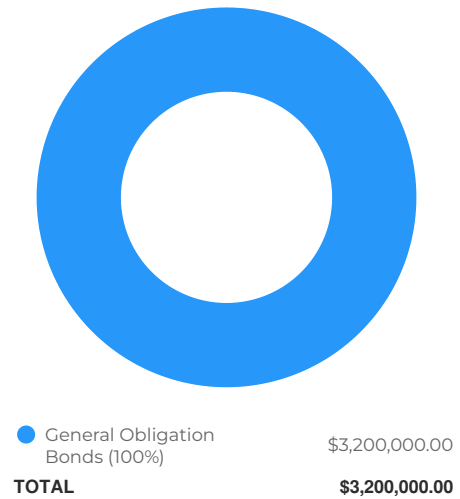
Total Budget (all years)
\$3.2M

Project Total
\$3.2M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------|------------|------------|--------------------|--------------------|--------------------|
| General Obligation Bonds | \$0 | \$0 | \$0 | \$2,000,000 | \$1,200,000 | \$3,200,000 |
| Total | \$0 | \$0 | \$0 | \$2,000,000 | \$1,200,000 | \$3,200,000 |

Transit Amenities

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | MATA |
| Type | Capital Improvement |
| Project Number | GA03029 |

Description

This project provides funds for the development of several items identified in the Transit Vision recommended plan adopted by the MATA board of commissioners. Included in the project are the development of three new street-level bus transfer facilities, bus shelter improvements and other amenities at bus stops located throughout the city. The project was previously known as the "Transit Vision Project".

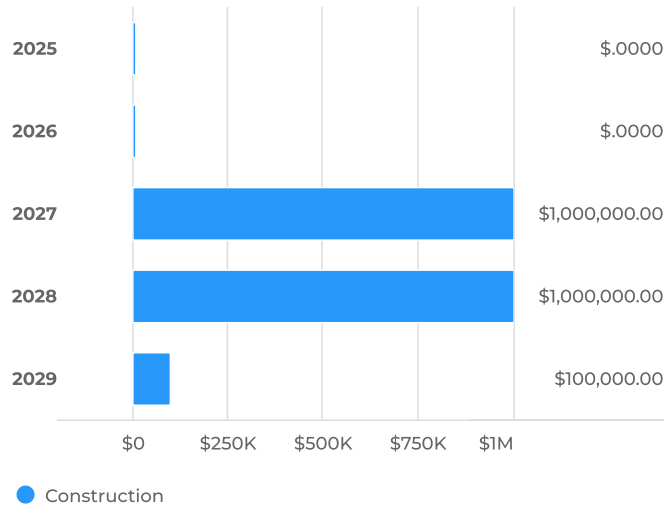
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

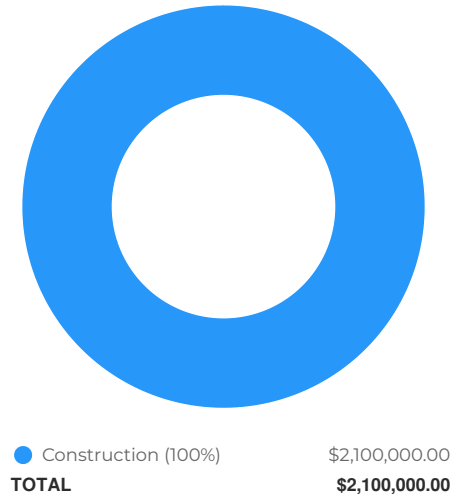
Capital Cost

Total Budget (all years) **\$2.1M** Project Total **\$2.1M**

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

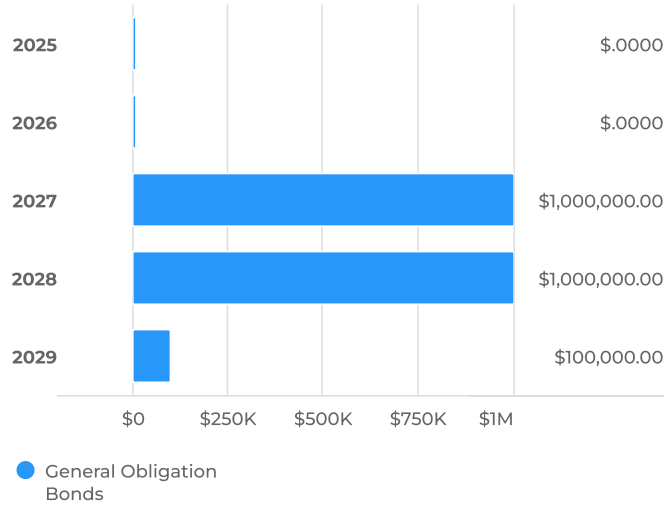
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------|------------|--------------------|--------------------|------------------|--------------------|
| Construction | \$0 | \$0 | \$1,000,000 | \$1,000,000 | \$100,000 | \$2,100,000 |
| Total | \$0 | \$0 | \$1,000,000 | \$1,000,000 | \$100,000 | \$2,100,000 |

Funding Sources

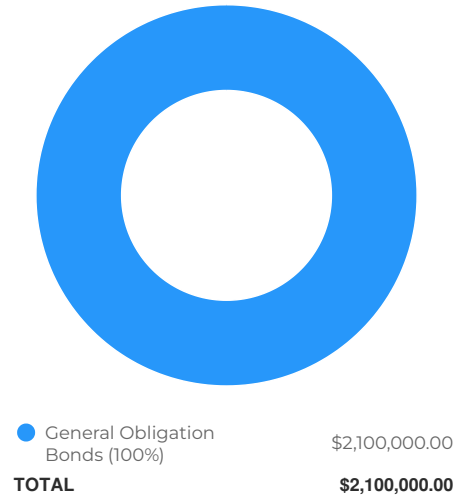
Total Budget (all years)
\$2.1M

Project Total
\$2.1M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------|------------|--------------------|--------------------|------------------|--------------------|
| General Obligation Bonds | \$0 | \$0 | \$1,000,000 | \$1,000,000 | \$100,000 | \$2,100,000 |
| Total | \$0 | \$0 | \$1,000,000 | \$1,000,000 | \$100,000 | \$2,100,000 |

MEMPHIS PARKS REQUESTS

Audubon Golf Course Clubhouse

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Memphis Parks |
| Type | Capital Improvement |
| Project Number | PK24107 |

Description

Construction of a new clubhouse at the newly redesigned Audubon Golf Course at 4160 Park Ave, Memphis, TN 38117.

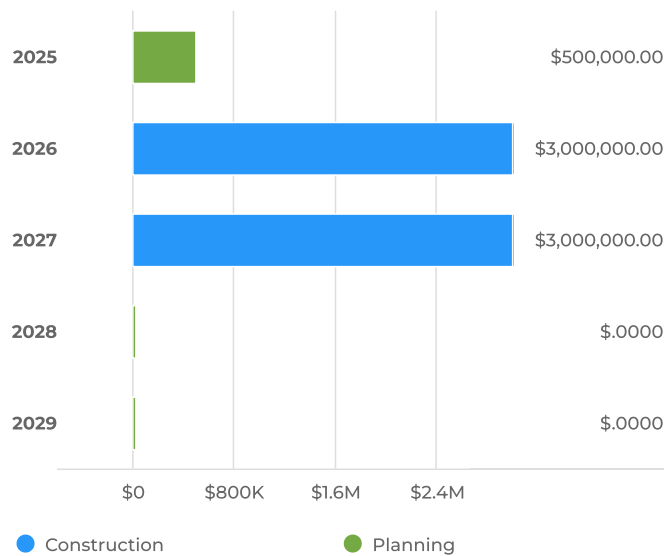
Details

City Council District(s) 5, 9 (Super)

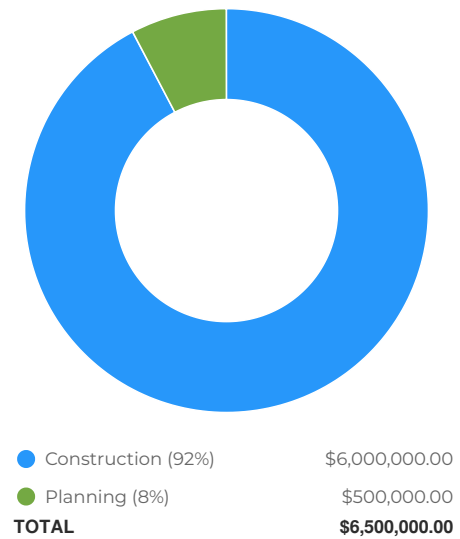
Capital Cost

| | | |
|------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$500,000 | \$6.5M | \$6.5M |

Capital Cost by Year



Capital Cost for Budgeted Years



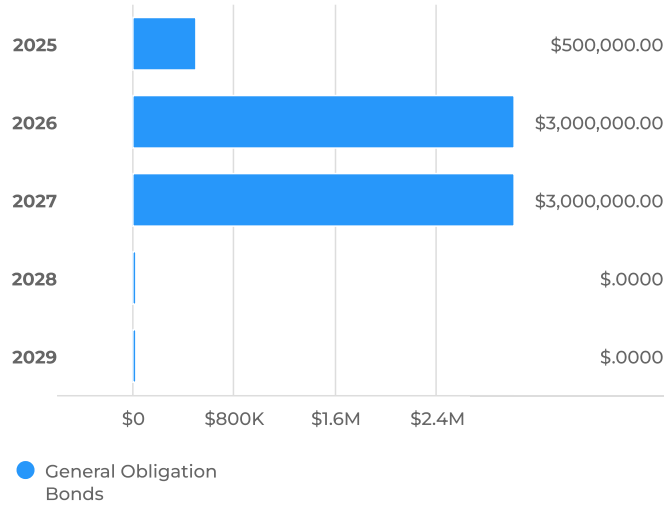
Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------------|--------------------|--------------------|------------|------------|--------------------|
| Planning | \$500,000 | | | | | \$500,000 |
| Construction | | \$3,000,000 | \$3,000,000 | \$0 | \$0 | \$6,000,000 |
| Total | \$500,000 | \$3,000,000 | \$3,000,000 | \$0 | \$0 | \$6,500,000 |

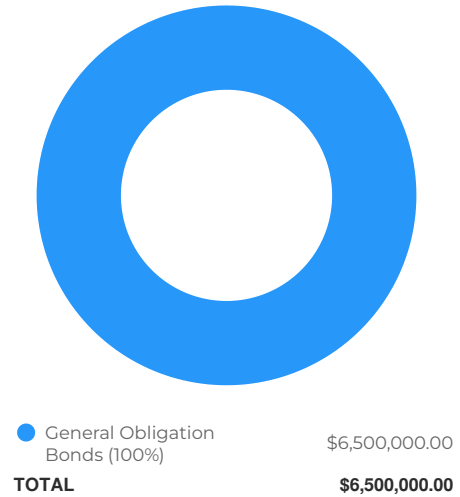
Funding Sources

FY2025 Budget **\$500,000** Total Budget (all years) **\$6.5M** Project Total **\$6.5M**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------------|--------------------|--------------------|------------|------------|--------------------|
| General Obligation Bonds | \$500,000 | \$3,000,000 | \$3,000,000 | \$0 | \$0 | \$6,500,000 |
| Total | \$500,000 | \$3,000,000 | \$3,000,000 | \$0 | \$0 | \$6,500,000 |

Audubon Splash Pad

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Memphis Parks |
| Type | Capital Improvement |
| Project Number | PK-TBD |

Description

Construction of a new splash pad at Audubon Park.

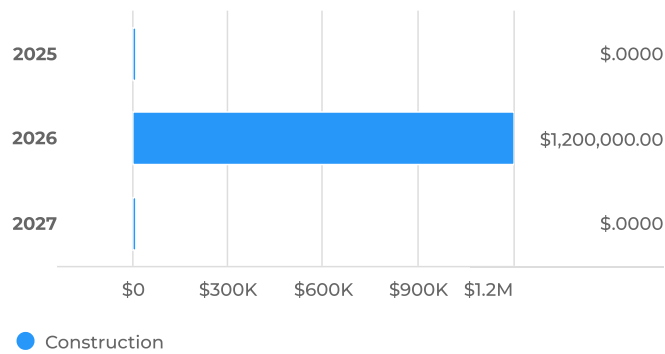
Details

| | |
|--------------------------|--------------|
| City Council District(s) | 5, 9 (Super) |
|--------------------------|--------------|

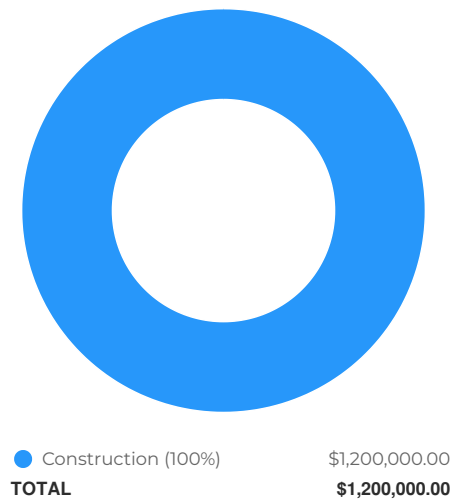
Capital Cost

| | |
|--------------------------|---------------|
| Total Budget (all years) | Project Total |
| \$1.2M | \$1.2M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

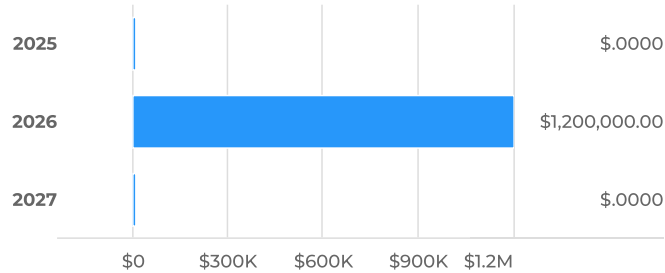
| Capital Cost | FY2025 | FY2026 | FY2027 | Total |
|--------------|------------|--------------------|------------|--------------------|
| Construction | \$0 | \$1,200,000 | \$0 | \$1,200,000 |
| Total | \$0 | \$1,200,000 | \$0 | \$1,200,000 |

Funding Sources

Total Budget (all years)
\$1.2M

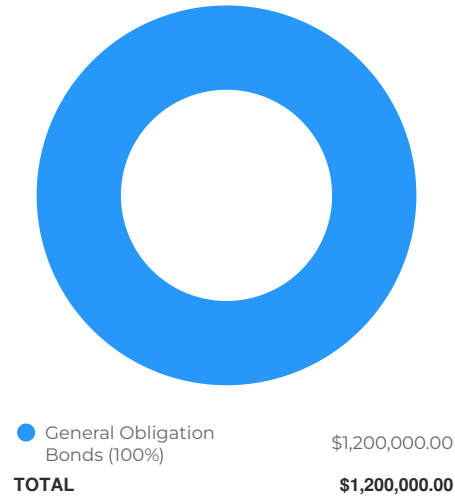
Project Total
\$1.2M

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | Total |
|--------------------------|------------|--------------------|------------|--------------------|
| General Obligation Bonds | \$0 | \$1,200,000 | \$0 | \$1,200,000 |
| Total | \$0 | \$1,200,000 | \$0 | \$1,200,000 |

Botanic Garden Infrastructure

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Memphis Parks |
| Type | Capital Improvement |
| Project Number | PK08039 |

Description

This project will fund infrastructure improvements and upgrades to Botanic Garden facilities. The Fiscal Year 2024 funds will assist with construction of a new Youth Education and Tropical Plants Greenhouse.

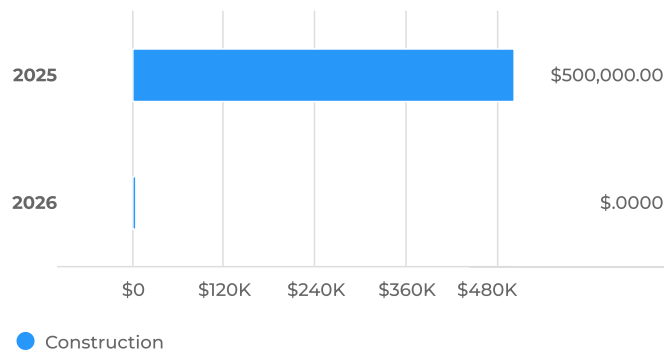
Details

City Council District(s) 5, 9 (Super)

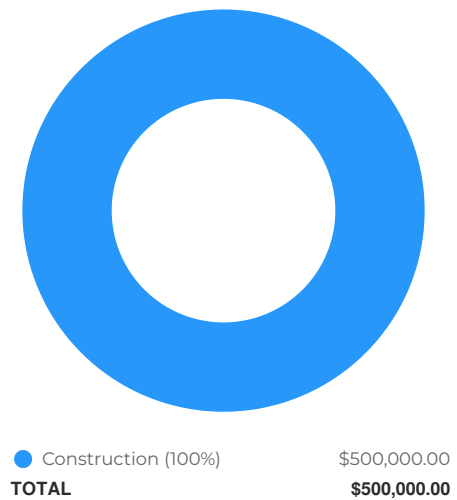
Capital Cost

| | | |
|------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$500,000 | \$500K | \$500K |

Capital Cost by Year



Capital Cost for Budgeted Years



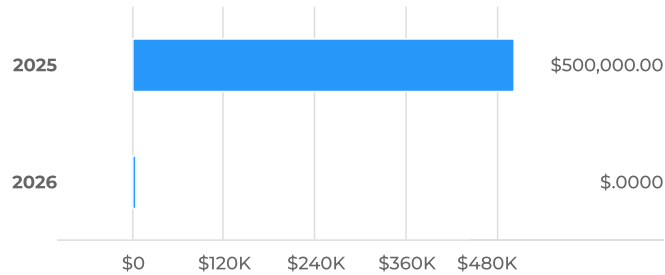
Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | Total |
|--------------|------------------|------------|------------------|
| Construction | \$500,000 | \$0 | \$500,000 |
| Total | \$500,000 | \$0 | \$500,000 |

Funding Sources

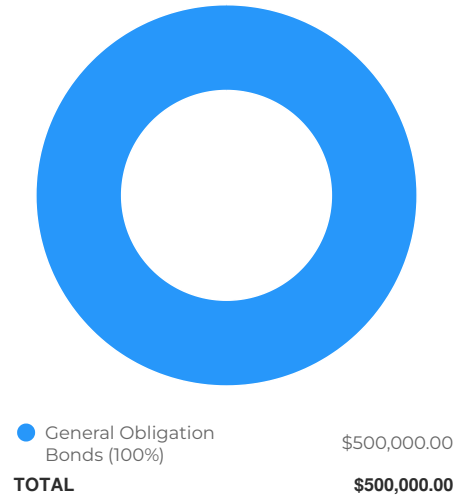
FY2025 Budget **\$500,000** Total Budget (all years) **\$500K** Project Total **\$500K**

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | Total |
|--------------------------|------------------|------------|------------------|
| General Obligation Bonds | \$500,000 | \$0 | \$500,000 |
| Total | \$500,000 | \$0 | \$500,000 |

Brooks Museum

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Memphis Parks |
| Type | Capital Improvement |
| Project Number | PK24106 |

Description

Funding to support the construction of a new Brooks Museum in Downtown Memphis. Memphis' new art museum is inspired by the history and geography of the city and designed, to the smallest detail, to showcase our incredible art collection. Located on the bluff, the new museum is part of a series of public-private investments that will make the riverfront shine while building a community that welcomes everyone. Due to open in late 2025, it will connect the Mississippi River to the core of downtown and help define a new public promenade for all Memphians.

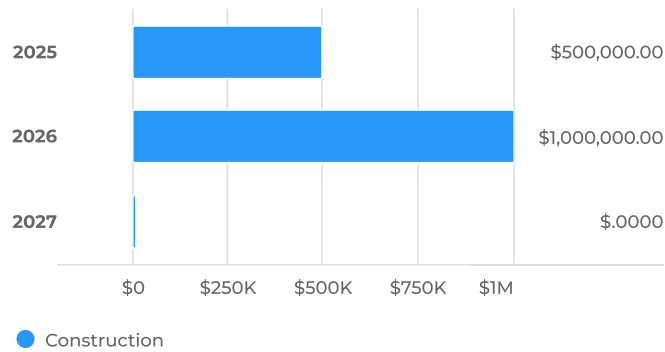
Details

City Council District(s) 7, 8 (Super)

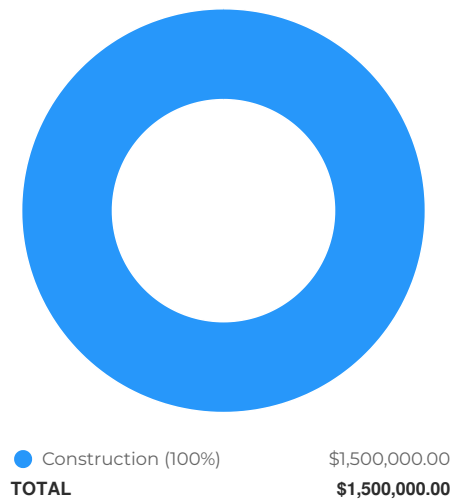
Capital Cost

| | | |
|------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$500,000 | \$1.5M | \$1.5M |

Capital Cost by Year



Capital Cost for Budgeted Years



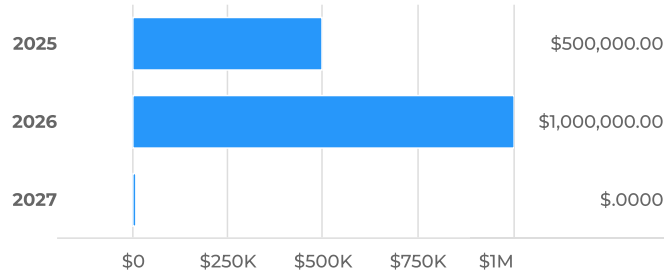
Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | Total |
|--------------|------------------|--------------------|------------|--------------------|
| Construction | \$500,000 | \$1,000,000 | \$0 | \$1,500,000 |
| Total | \$500,000 | \$1,000,000 | \$0 | \$1,500,000 |

Funding Sources

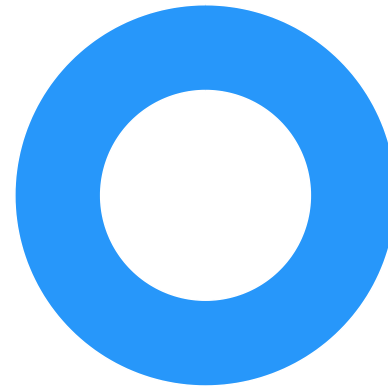
FY2025 Budget **\$500,000** Total Budget (all years) **\$1.5M** Project Total **\$1.5M**

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



● General Obligation Bonds (100%) **\$1,500,000.00**
TOTAL **\$1,500,000.00**

Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | Total |
|--------------------------|------------------|--------------------|------------|--------------------|
| General Obligation Bonds | \$500,000 | \$1,000,000 | \$0 | \$1,500,000 |
| Total | \$500,000 | \$1,000,000 | \$0 | \$1,500,000 |

Cobblestones Walkway

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Memphis Parks |
| Type | Capital Improvement |
| Project Number | GA-TBD |

Description

Repairs to the Cobblestone walkway to provide safe access to the new Cobblestone Park currently under reconstruction.

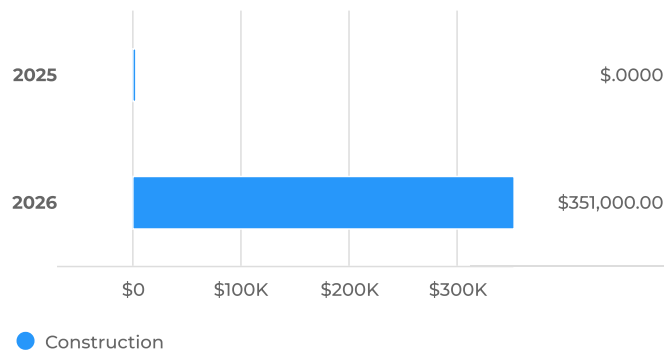
Details

| | |
|--------------------------|--------------|
| City Council District(s) | 7, 8 (Super) |
|--------------------------|--------------|

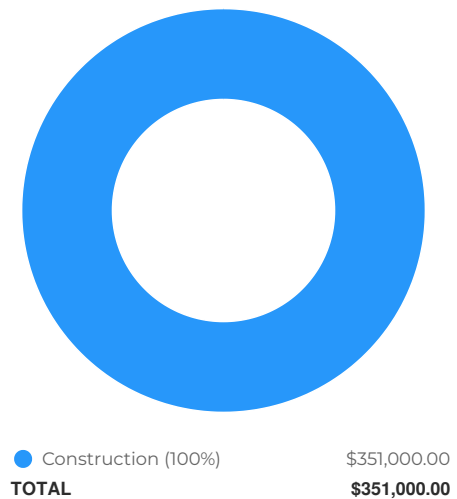
Capital Cost

| | |
|--------------------------|---------------|
| Total Budget (all years) | Project Total |
| \$351K | \$351K |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

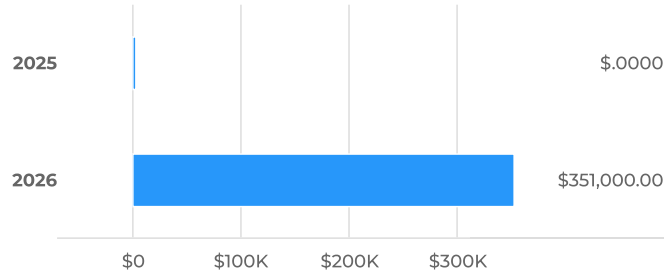
| Capital Cost | FY2025 | FY2026 | Total |
|--------------|------------|------------------|------------------|
| Construction | \$0 | \$351,000 | \$351,000 |
| Total | \$0 | \$351,000 | \$351,000 |

Funding Sources

Total Budget (all years)
\$351K

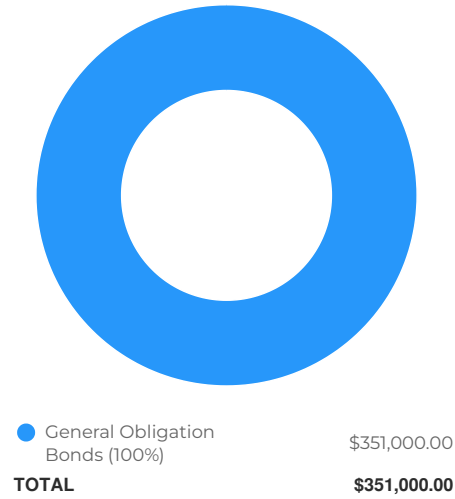
Project Total
\$351K

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | Total |
|--------------------------|------------|------------------|------------------|
| General Obligation Bonds | \$0 | \$351,000 | \$351,000 |
| Total | \$0 | \$351,000 | \$351,000 |

Community Center Replacement (Location TBD)

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Memphis Parks |
| Type | Capital Improvement |
| Project Number | PK-TBD |

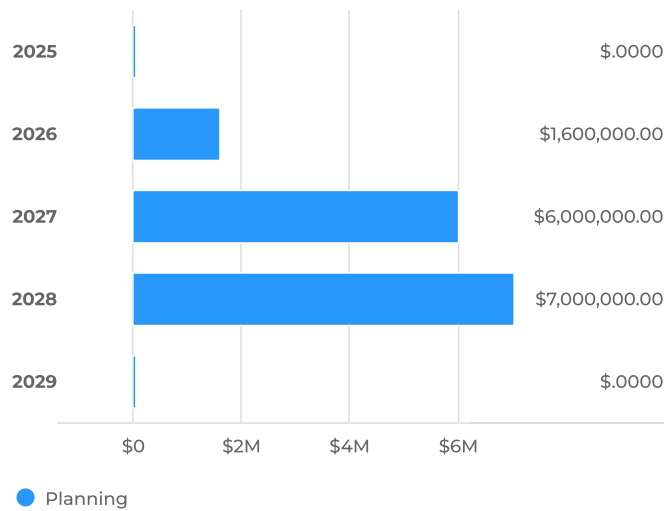
Description

Construction of a new community center. Location TBD pending facility feasibility study commissioned by the Memphis Parks division in Fiscal Year 2025.

Capital Cost

| | |
|--------------------------|----------------|
| Total Budget (all years) | Project Total |
| \$14.6M | \$14.6M |

Capital Cost by Year



Capital Cost for Budgeted Years



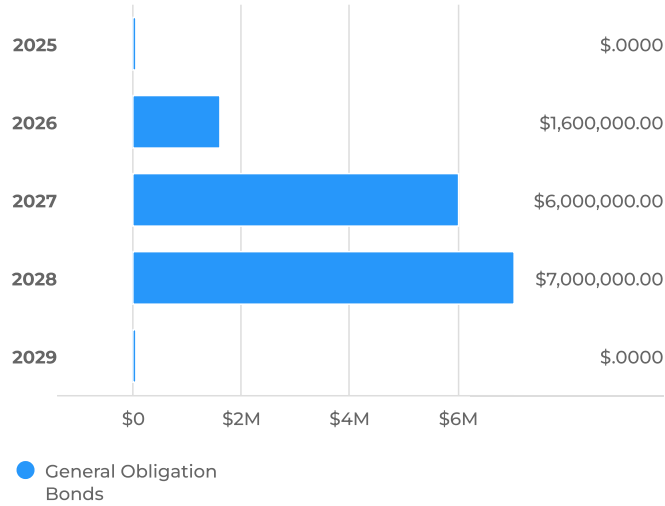
| Capital Cost Breakdown | | | | | | |
|------------------------|------------|--------------------|--------------------|--------------------|------------|---------------------|
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
| Planning | \$0 | \$1,600,000 | \$6,000,000 | \$7,000,000 | \$0 | \$14,600,000 |
| Total | \$0 | \$1,600,000 | \$6,000,000 | \$7,000,000 | \$0 | \$14,600,000 |

Funding Sources

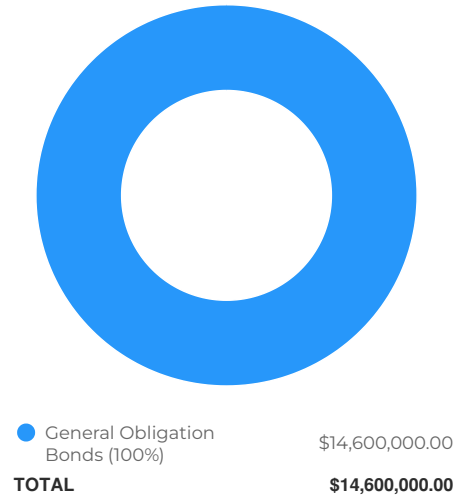
Total Budget (all years)
\$14.6M

Project Total
\$14.6M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------|--------------------|--------------------|--------------------|------------|---------------------|
| General Obligation Bonds | \$0 | \$1,600,000 | \$6,000,000 | \$7,000,000 | \$0 | \$14,600,000 |
| Total | \$0 | \$1,600,000 | \$6,000,000 | \$7,000,000 | \$0 | \$14,600,000 |

Community Center Replacement II (Location TBD)

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Memphis Parks |
| Type | Capital Improvement |
| Project Number | PK-TBD |

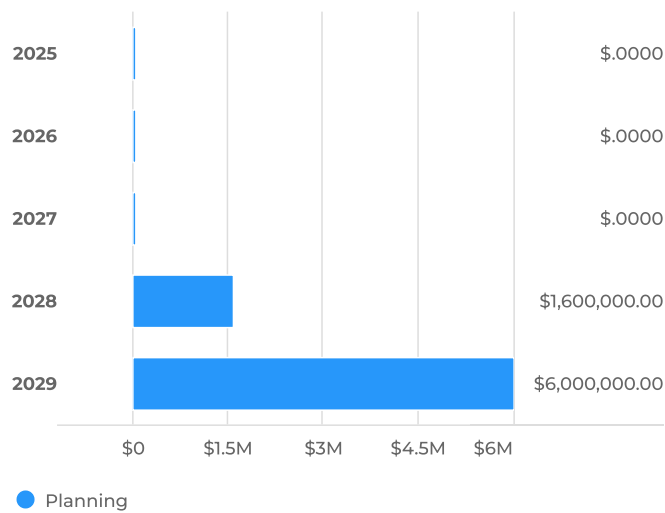
Description

Construction of a new community center. Location TBD pending facility feasibility study commissioned by the Memphis Parks division in Fiscal Year 2025.

Capital Cost

| | |
|--------------------------|---------------|
| Total Budget (all years) | Project Total |
| \$7.6M | \$7.6M |

Capital Cost by Year



Capital Cost for Budgeted Years



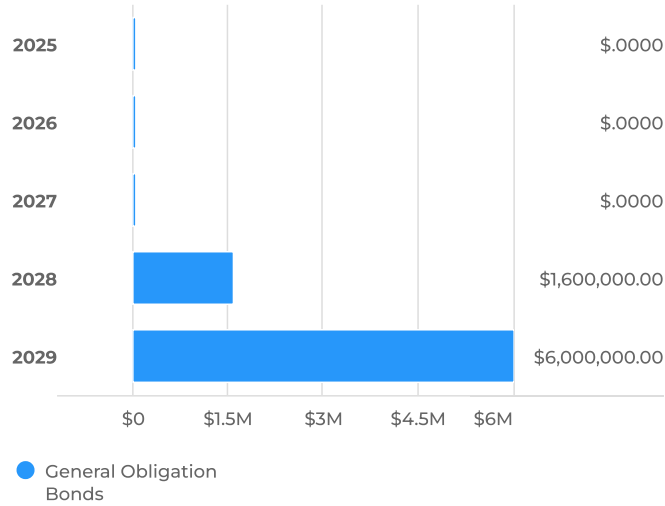
| Capital Cost Breakdown | | | | | | |
|------------------------|------------|------------|------------|--------------------|--------------------|--------------------|
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
| Planning | \$0 | \$0 | \$0 | \$1,600,000 | \$6,000,000 | \$7,600,000 |
| Total | \$0 | \$0 | \$0 | \$1,600,000 | \$6,000,000 | \$7,600,000 |

Funding Sources

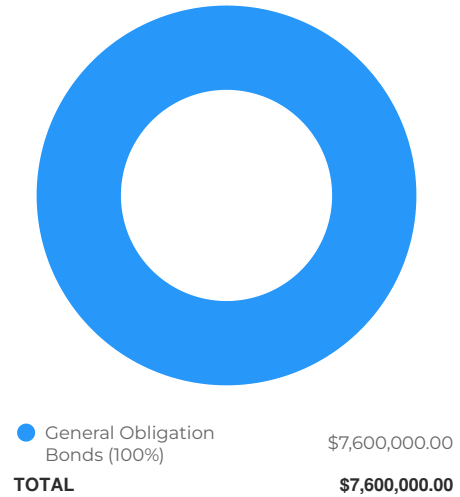
Total Budget (all years)
\$7.6M

Project Total
\$7.6M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------|------------|------------|--------------------|--------------------|--------------------|
| General Obligation Bonds | \$0 | \$0 | \$0 | \$1,600,000 | \$6,000,000 | \$7,600,000 |
| Total | \$0 | \$0 | \$0 | \$1,600,000 | \$6,000,000 | \$7,600,000 |

Douglass Splash Pad

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Memphis Parks |
| Type | Capital Improvement |
| Project Number | PK04018 |

Description

Completion of a new splash pad at Douglass Park.

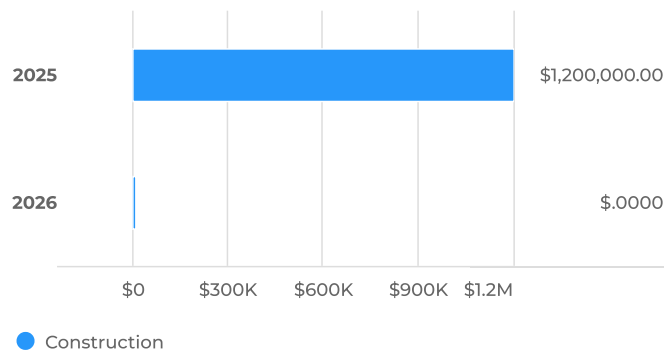
Details

City Council District(s) 7, 8 (Super)

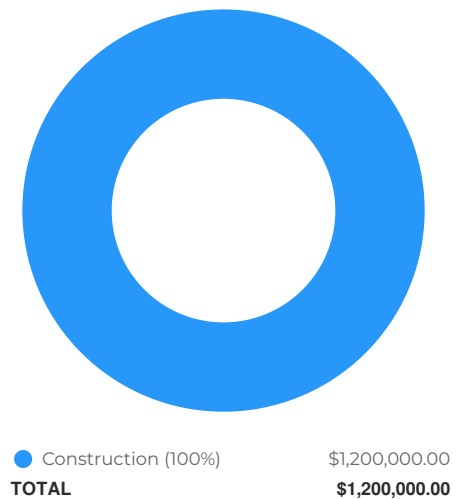
Capital Cost

| | | |
|--------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$1,200,000 | \$1.2M | \$1.2M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | Total |
|--------------|--------------------|------------|--------------------|
| Construction | \$1,200,000 | \$0 | \$1,200,000 |
| Total | \$1,200,000 | \$0 | \$1,200,000 |

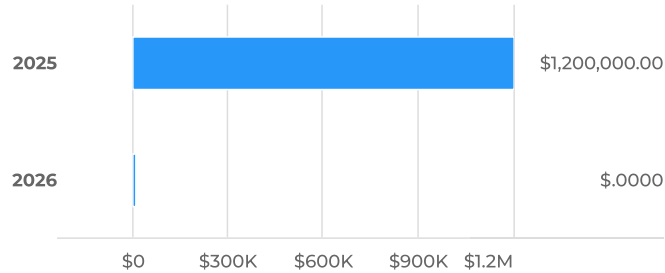
Funding Sources

FY2025 Budget
\$1,200,000

Total Budget (all years)
\$1.2M

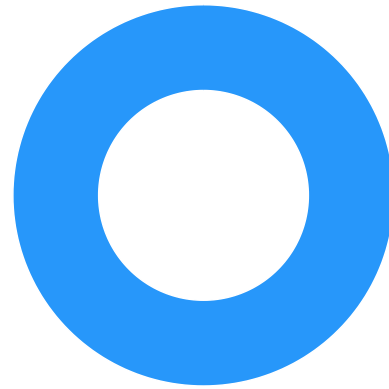
Project Total
\$1.2M

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



● General Obligation Bonds (100%) \$1,200,000.00
TOTAL \$1,200,000.00

Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | Total |
|--------------------------|--------------------|------------|--------------------|
| General Obligation Bonds | \$1,200,000 | \$0 | \$1,200,000 |
| Total | \$1,200,000 | \$0 | \$1,200,000 |

Gooch Park Football Field

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Memphis Parks |
| Type | Capital Improvement |
| Project Number | PK-TBD |

Description

Construction of a new football field at Gooch Park.

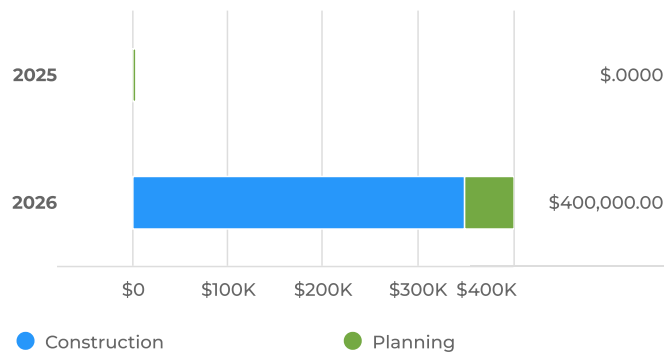
Details

City Council District(s) 7, 8 (Super)

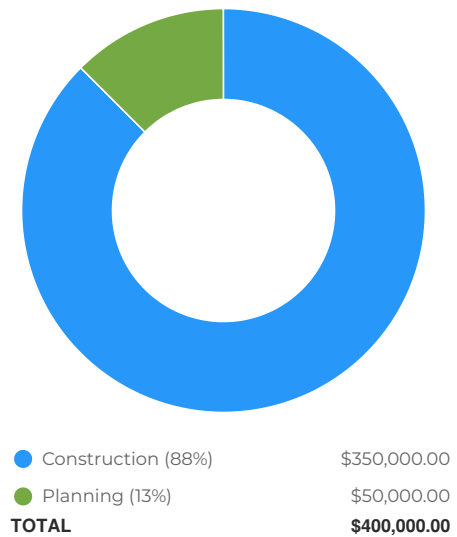
Capital Cost

| | |
|--------------------------|---------------|
| Total Budget (all years) | Project Total |
| \$400K | \$400K |

Capital Cost by Year



Capital Cost for Budgeted Years



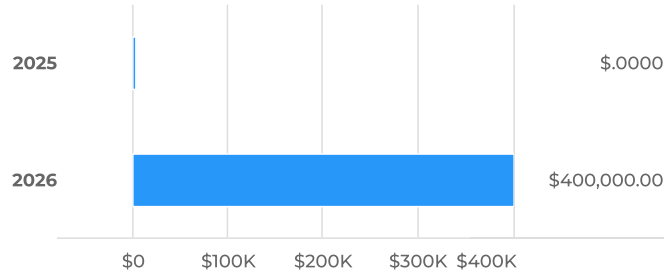
| Capital Cost Breakdown | | | |
|------------------------|------------|------------------|------------------|
| Capital Cost | FY2025 | FY2026 | Total |
| Planning | \$0 | \$50,000 | \$50,000 |
| Construction | \$0 | \$350,000 | \$350,000 |
| Total | \$0 | \$400,000 | \$400,000 |

Funding Sources

Total Budget (all years)
\$400K

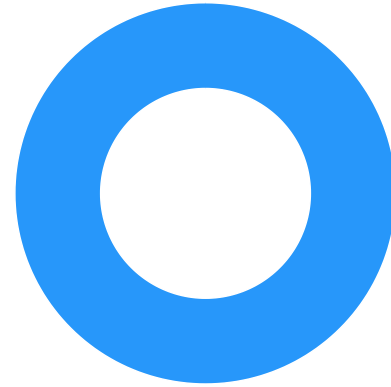
Project Total
\$400K

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



● General Obligation Bonds (100%) \$400,000.00
TOTAL \$400,000.00

Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | Total |
|--------------------------|------------|------------------|------------------|
| General Obligation Bonds | \$0 | \$400,000 | \$400,000 |
| Total | \$0 | \$400,000 | \$400,000 |

Lester Aquatics Facility

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Memphis Parks |
| Type | Capital Improvement |
| Project Number | PK-TBD |

Description

Construction of an aquatic facility at the newly redesigned Lester Community Center.

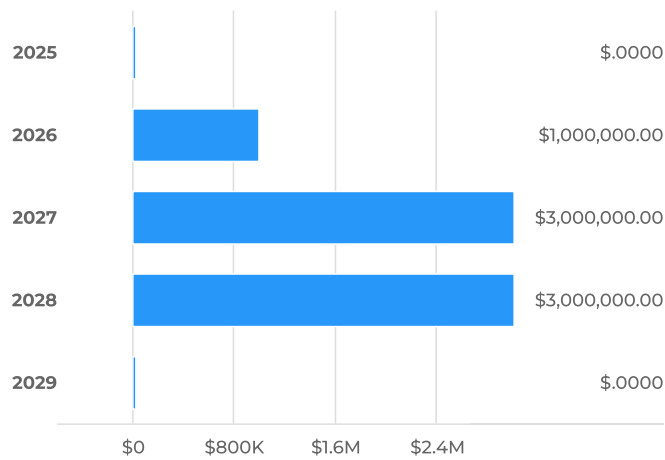
Details

| | |
|--------------------------|--------------|
| City Council District(s) | 5, 9 (Super) |
|--------------------------|--------------|

Capital Cost

| | |
|--------------------------|---------------|
| Total Budget (all years) | Project Total |
| \$7M | \$7M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

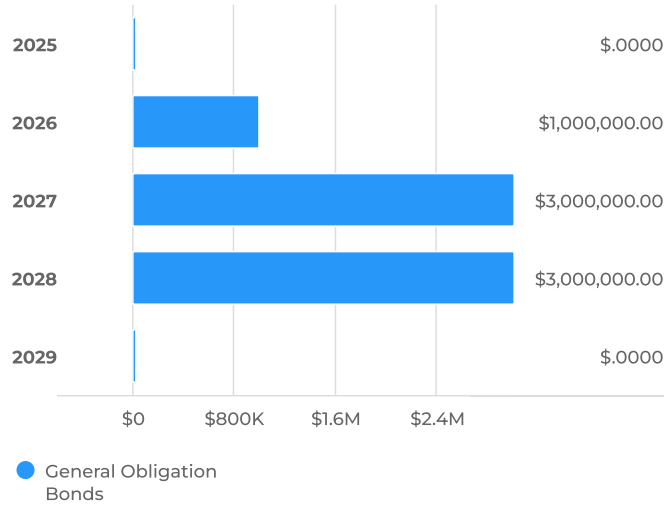
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------|--------------------|--------------------|--------------------|------------|--------------------|
| Planning | \$0 | \$1,000,000 | \$3,000,000 | \$3,000,000 | \$0 | \$7,000,000 |
| Total | \$0 | \$1,000,000 | \$3,000,000 | \$3,000,000 | \$0 | \$7,000,000 |

Funding Sources

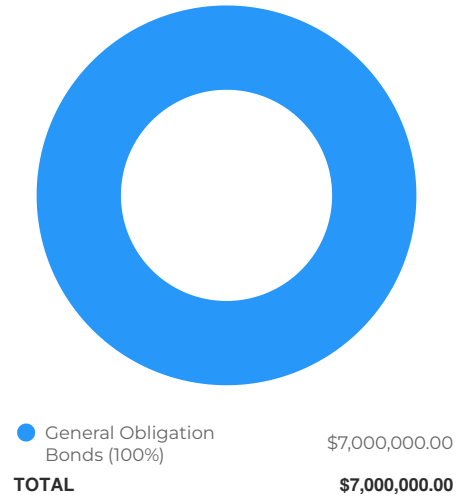
Total Budget (all years)
\$7M

Project Total
\$7M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------|--------------------|--------------------|--------------------|------------|--------------------|
| General Obligation Bonds | \$0 | \$1,000,000 | \$3,000,000 | \$3,000,000 | \$0 | \$7,000,000 |
| Total | \$0 | \$1,000,000 | \$3,000,000 | \$3,000,000 | \$0 | \$7,000,000 |

Lichterman Major Maintenance

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Memphis Parks |
| Type | Capital Improvement |
| Project Number | PK08037 |

Description

This project funds phases of major maintenance to keep Lichterman Nature Center facilities up to date and operating properly. FY24 improvements include refurbishment of the greenhouse, boardwalk repairs, and drainage improvements.

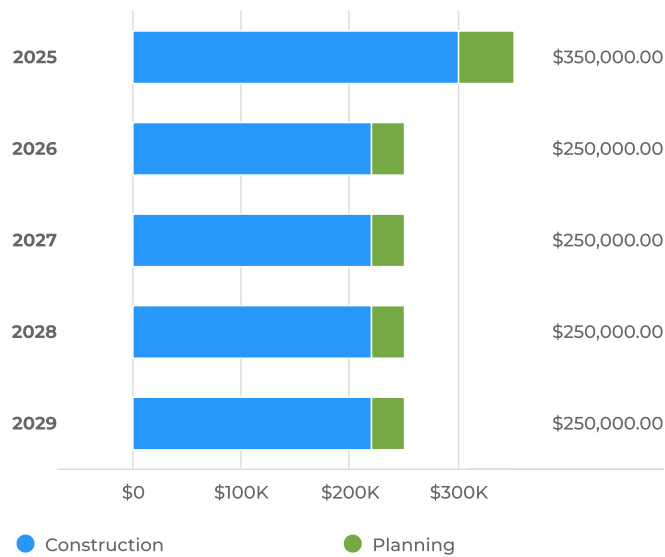
Details

City Council District(s) 2, 9 (Super)

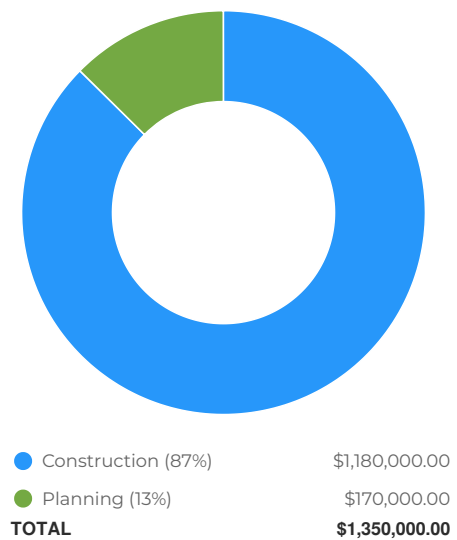
Capital Cost

| | | |
|------------------|--------------------------|----------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$350,000 | \$1.35M | \$1.35M |

Capital Cost by Year



Capital Cost for Budgeted Years



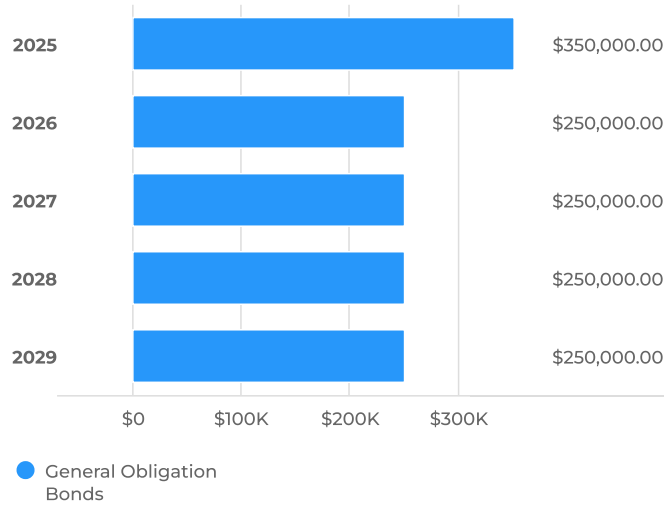
Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Planning | \$50,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$170,000 |
| Construction | \$300,000 | \$220,000 | \$220,000 | \$220,000 | \$220,000 | \$1,180,000 |
| Total | \$350,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$1,350,000 |

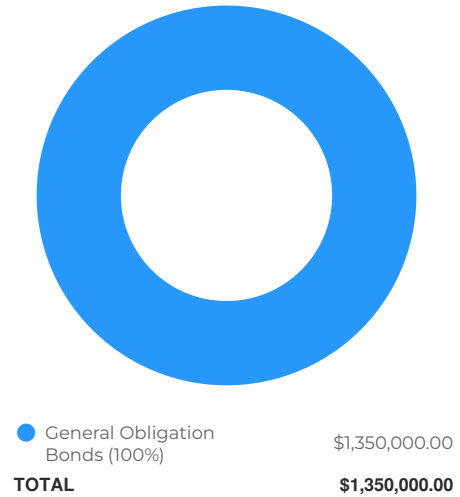
Funding Sources

FY2025 Budget **\$350,000** Total Budget (all years) **\$1.35M** Project Total **\$1.35M**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| General Obligation Bonds | \$350,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$1,350,000 |
| Total | \$350,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$1,350,000 |

MRPP Coverline

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Memphis Parks |
| Type | Capital Improvement |
| Project Number | GA07002 |

Description

This project represents the annual allocation for major repairs, renovations, modifications and improvements to the various parks and facilities managed and maintained by the Memphis River Parks Partnership (MRPP). The parks managed by MRPP include: Greenbelt Park, Mud Island Park, Fourth Bluff Park, River Garden, Tom Lee Park, Cobblestones, Ashburn-Coppock Park, Chickasaw Heritage Park, E.H. Crump Park and Martyrs Park.

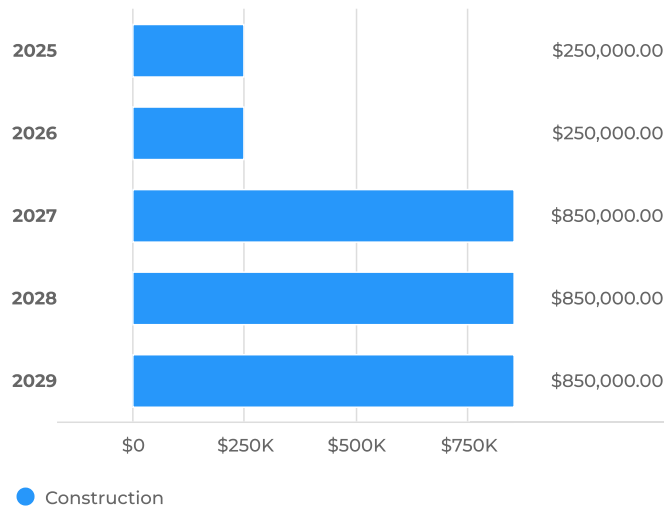
Details

City Council District(s) 6, 8 (Super)

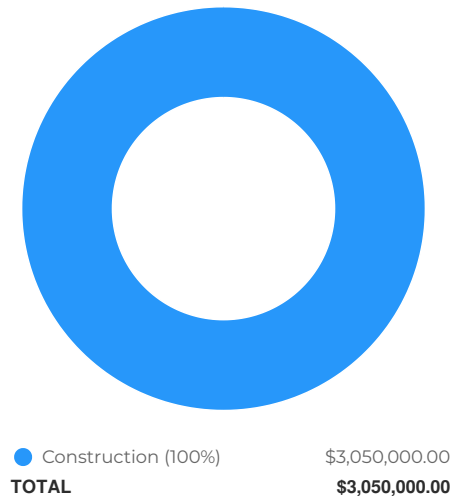
Capital Cost

| | | |
|------------------|--------------------------|----------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$250,000 | \$3.05M | \$3.05M |

Capital Cost by Year



Capital Cost for Budgeted Years



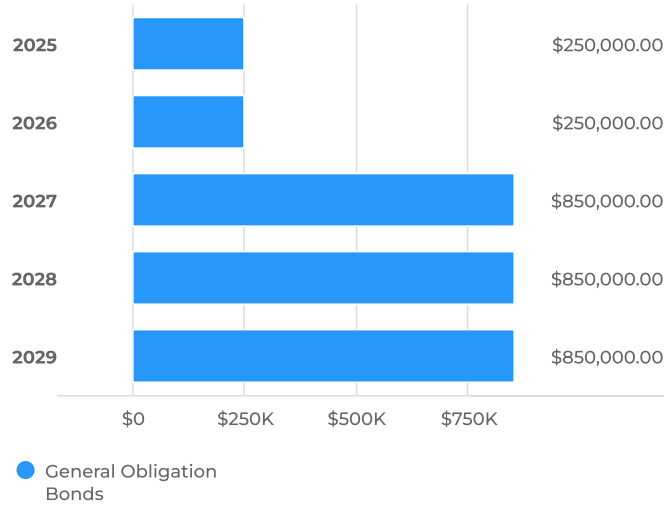
Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Construction | \$250,000 | \$250,000 | \$850,000 | \$850,000 | \$850,000 | \$3,050,000 |
| Total | \$250,000 | \$250,000 | \$850,000 | \$850,000 | \$850,000 | \$3,050,000 |

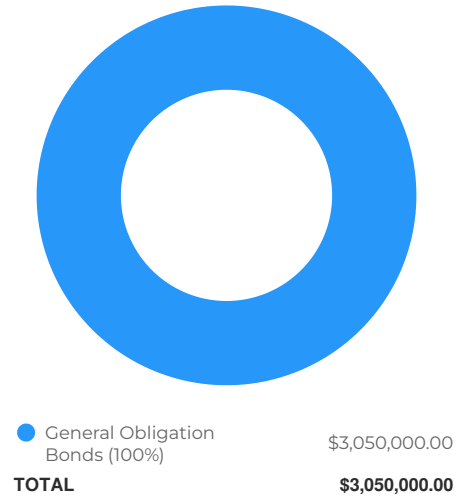
Funding Sources

FY2025 Budget **\$250,000** Total Budget (all years) **\$3.05M** Project Total **\$3.05M**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| General Obligation Bonds | \$250,000 | \$250,000 | \$850,000 | \$850,000 | \$850,000 | \$3,050,000 |
| Total | \$250,000 | \$250,000 | \$850,000 | \$850,000 | \$850,000 | \$3,050,000 |

Mud Island : Amphitheater

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Memphis Parks |
| Type | Capital Improvement |
| Project Number | GA-TBD |

Description

Renovations to the Amphitheater on Mud Island.

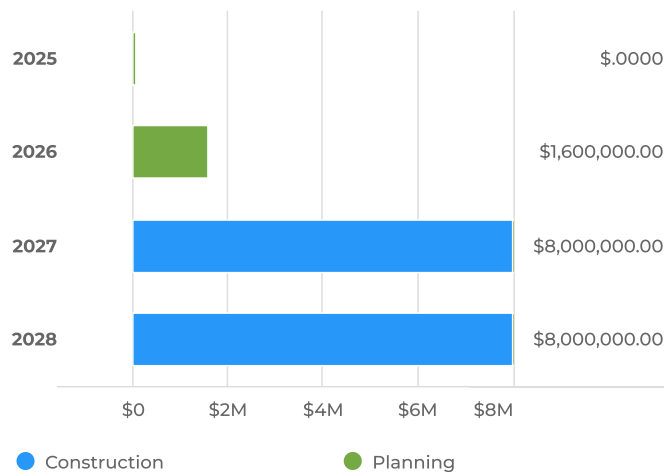
Details

| | |
|--------------------------|--------------|
| City Council District(s) | 7, 8 (Super) |
|--------------------------|--------------|

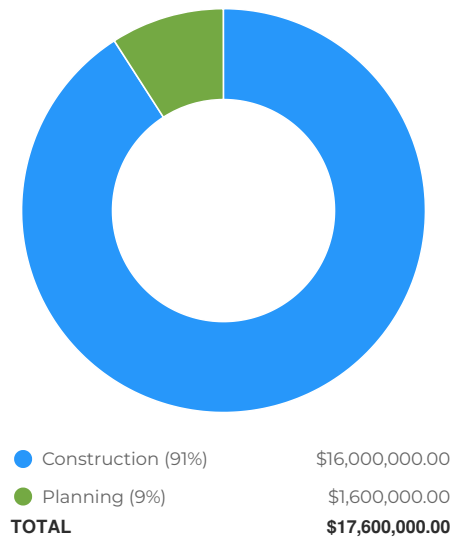
Capital Cost

| | |
|--------------------------|----------------|
| Total Budget (all years) | Project Total |
| \$17.6M | \$17.6M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

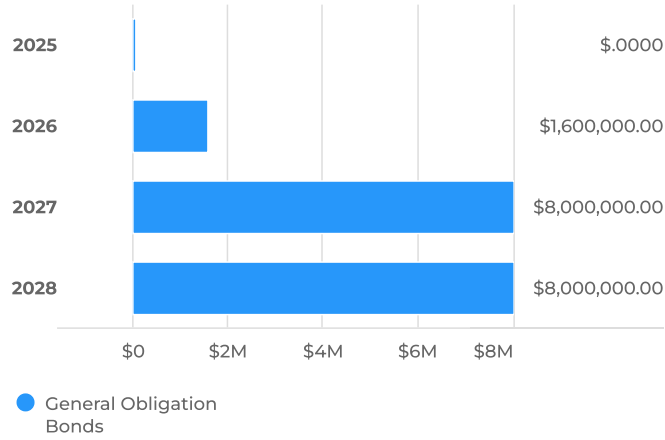
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | Total |
|--------------|------------|--------------------|--------------------|--------------------|---------------------|
| Planning | \$0 | \$1,600,000 | | | \$1,600,000 |
| Construction | | | \$8,000,000 | \$8,000,000 | \$16,000,000 |
| Total | \$0 | \$1,600,000 | \$8,000,000 | \$8,000,000 | \$17,600,000 |

Funding Sources

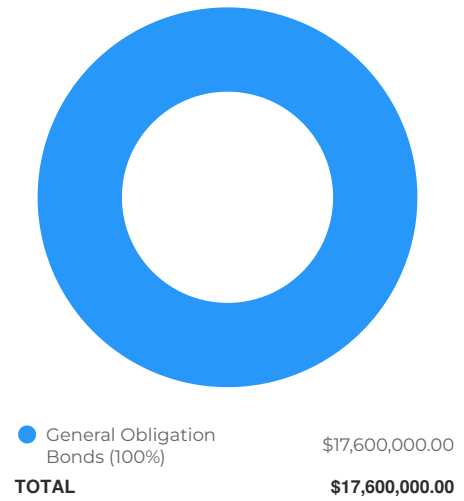
Total Budget (all years)
\$17.6M

Project Total
\$17.6M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | Total |
|--------------------------|------------|--------------------|--------------------|--------------------|---------------------|
| General Obligation Bonds | \$0 | \$1,600,000 | \$8,000,000 | \$8,000,000 | \$17,600,000 |
| Total | \$0 | \$1,600,000 | \$8,000,000 | \$8,000,000 | \$17,600,000 |

New Lester Community Center

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Memphis Parks |
| Type | Capital Improvement |
| Project Number | PK01036 |

Description

This project provides construction funding for the new 29,000 sq. foot Lester Community Center in the Binghampton neighborhood. The new facility will replace the existing 1978 structure with a new up-to-date center to serve the surrounding community.

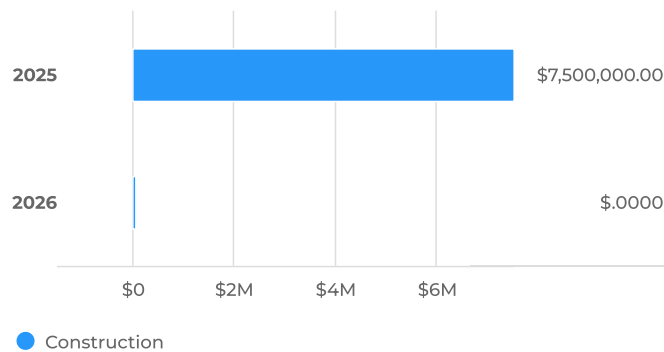
Details

City Council District(s) 5, 9 (Super)

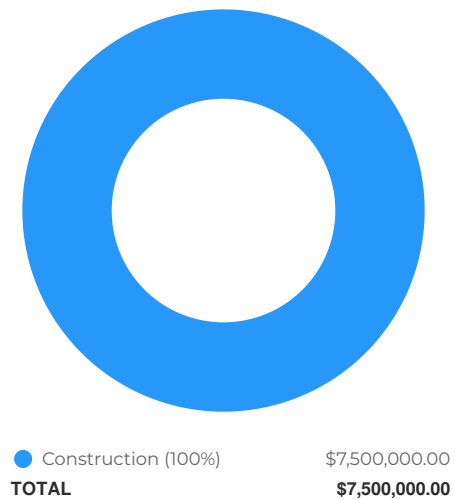
Capital Cost

| | | |
|--------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$7,500,000 | \$7.5M | \$7.5M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | Total |
|--------------|--------------------|------------|--------------------|
| Construction | \$7,500,000 | \$0 | \$7,500,000 |
| Total | \$7,500,000 | \$0 | \$7,500,000 |

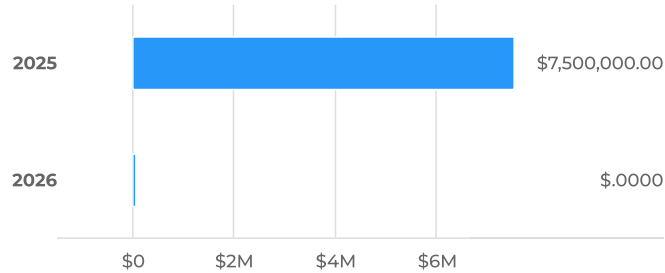
Funding Sources

FY2025 Budget
\$7,500,000

Total Budget (all years)
\$7.5M

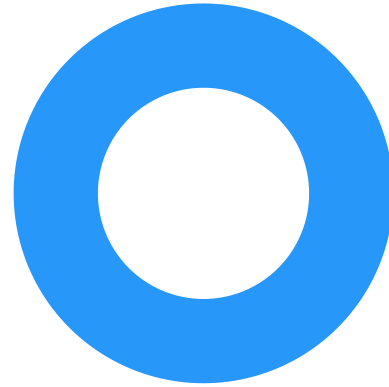
Project Total
\$7.5M

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



● General Obligation Bonds (100%) \$7,500,000.00
TOTAL \$7,500,000.00

Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | Total |
|--------------------------|--------------------|------------|--------------------|
| General Obligation Bonds | \$7,500,000 | \$0 | \$7,500,000 |
| Total | \$7,500,000 | \$0 | \$7,500,000 |

Park Improvements Coverline

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Memphis Parks |
| Type | Capital Improvement |
| Project Number | PK24100 |

Description

This project is used to provide funding for renovations and equipment for multiple facilities managed by Memphis Parks. The funds will be distributed equally across all City Council districts. The project is ongoing as funding allows.

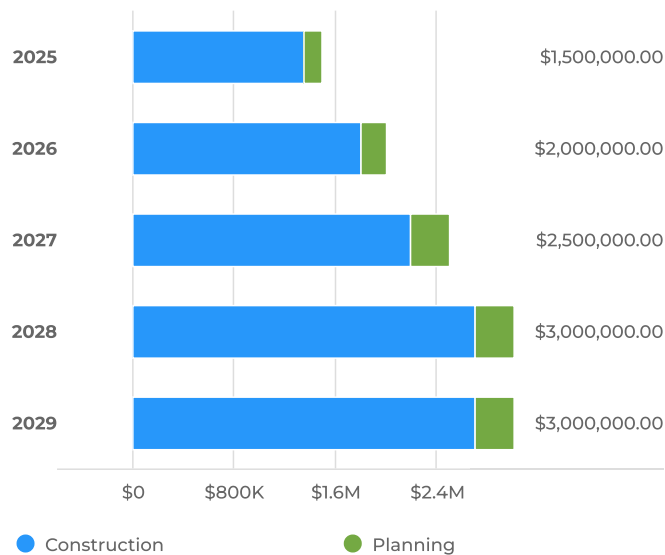
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

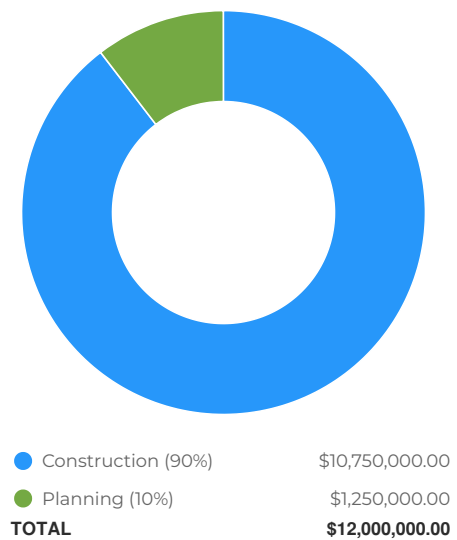
Capital Cost

| | | |
|--------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$1,500,000 | \$12M | \$12M |

Capital Cost by Year



Capital Cost for Budgeted Years



| Capital Cost Breakdown | | | | | | |
|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
| Planning | \$150,000 | \$200,000 | \$300,000 | \$300,000 | \$300,000 | \$1,250,000 |
| Construction | \$1,350,000 | \$1,800,000 | \$2,200,000 | \$2,700,000 | \$2,700,000 | \$10,750,000 |
| Total | \$1,500,000 | \$2,000,000 | \$2,500,000 | \$3,000,000 | \$3,000,000 | \$12,000,000 |

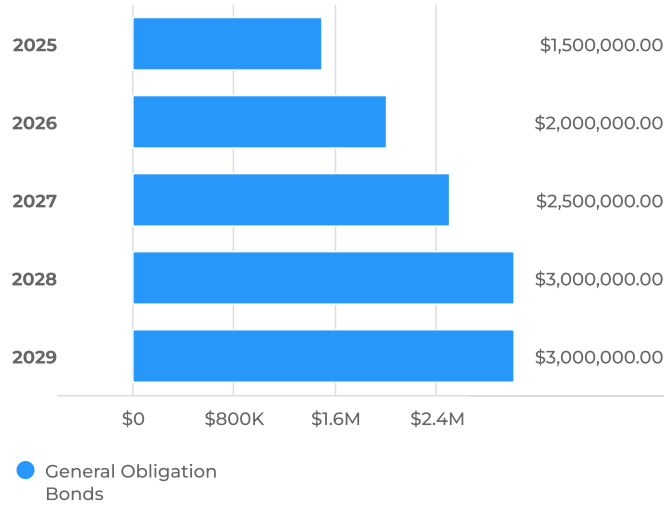
Funding Sources

FY2025 Budget
\$1,500,000

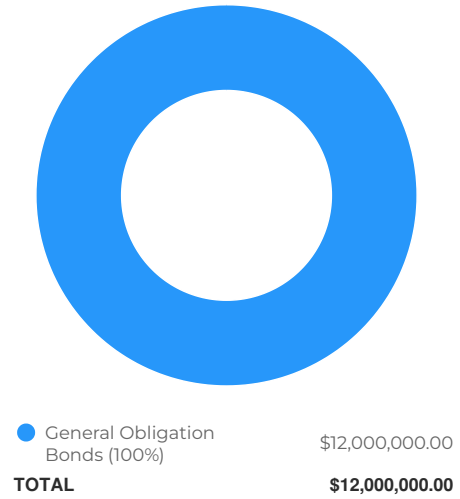
Total Budget (all years)
\$12M

Project Total
\$12M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| General Obligation Bonds | \$1,500,000 | \$2,000,000 | \$2,500,000 | \$3,000,000 | \$3,000,000 | \$12,000,000 |
| Total | \$1,500,000 | \$2,000,000 | \$2,500,000 | \$3,000,000 | \$3,000,000 | \$12,000,000 |

Tennis Major Maintenance

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Memphis Parks |
| Type | Capital Improvement |
| Project Number | PK03004 |

Description

This project provides funding to renew existing tennis courts. FY24 funding is scheduled to go towards the reconstruction of two outdoor courts at Glenview and one at Gaisman, and the resurfacing of four each at Bert Ferguson, Hickory Hill, and Singleton. There is a one-year gap in funding proposed for FY25.

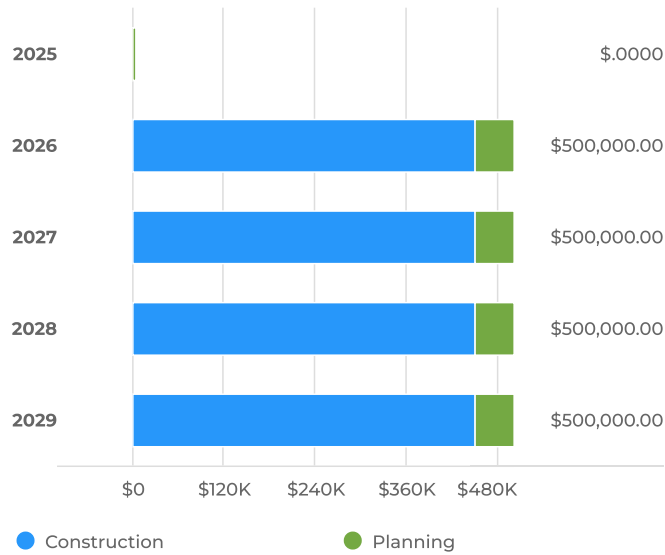
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

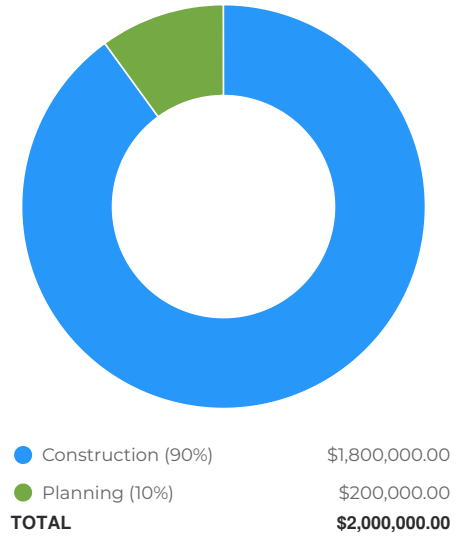
Capital Cost

Total Budget (all years) **\$2M** Project Total **\$2M**

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

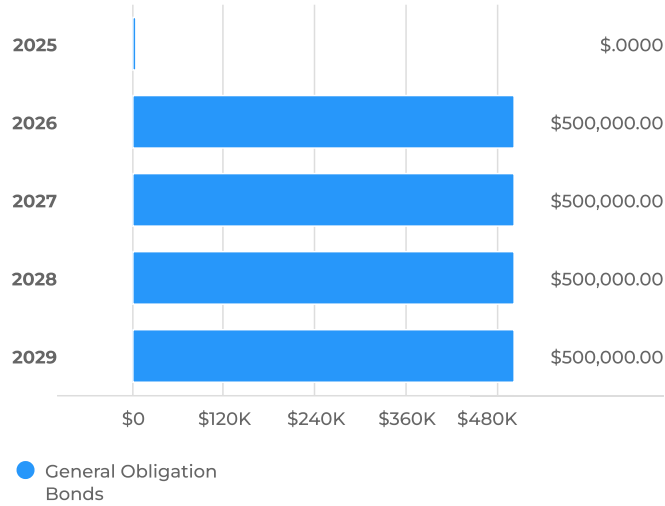
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------|------------------|------------------|------------------|------------------|--------------------|
| Planning | \$0 | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$200,000 |
| Construction | \$0 | \$450,000 | \$450,000 | \$450,000 | \$450,000 | \$1,800,000 |
| Total | \$0 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,000,000 |

Funding Sources

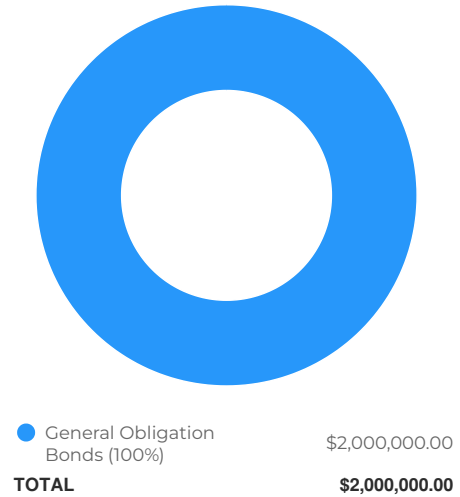
Total Budget (all years)
\$2M

Project Total
\$2M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------|------------------|------------------|------------------|------------------|--------------------|
| General Obligation Bonds | \$0 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,000,000 |
| Total | \$0 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,000,000 |

Wolf River Greenway - Various Phases

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Memphis Parks |
| Type | Capital Improvement |
| Project Number | PK07127 |

Description

Continued construction of the Wolf River Greenway, which is being completed in several phases. Fiscal Year 2024 funds will be combined with TDEC grant funds to complete sections 12A2, 12B and 13 of the Wolf River Greenway to make the connection to the Shelby Farms Greenline from the north.

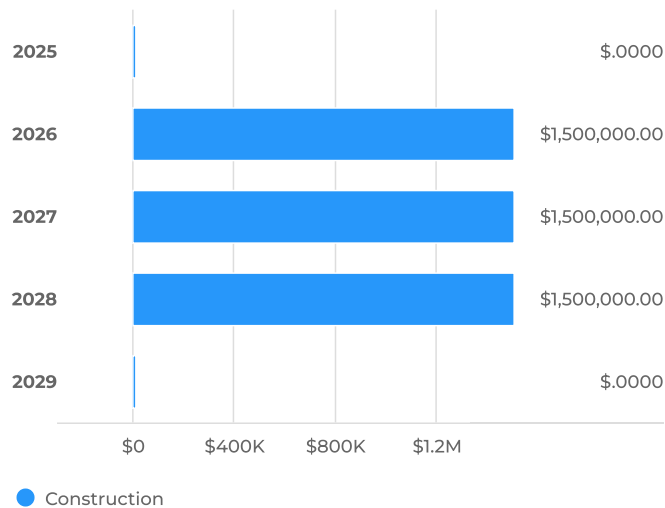
Details

City Council District(s) 1, 2, 7, 8 (Super), 9 (Super)

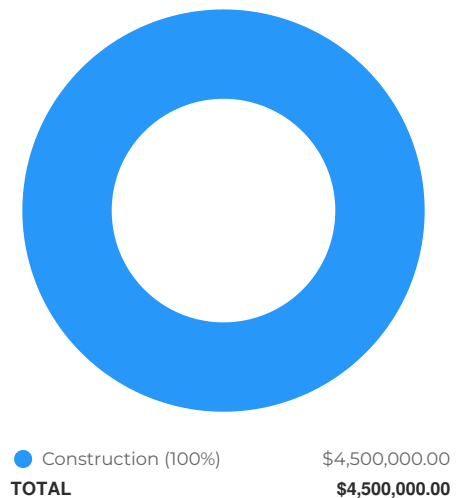
Capital Cost

Total Budget (all years) **\$4.5M** Project Total **\$4.5M**

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

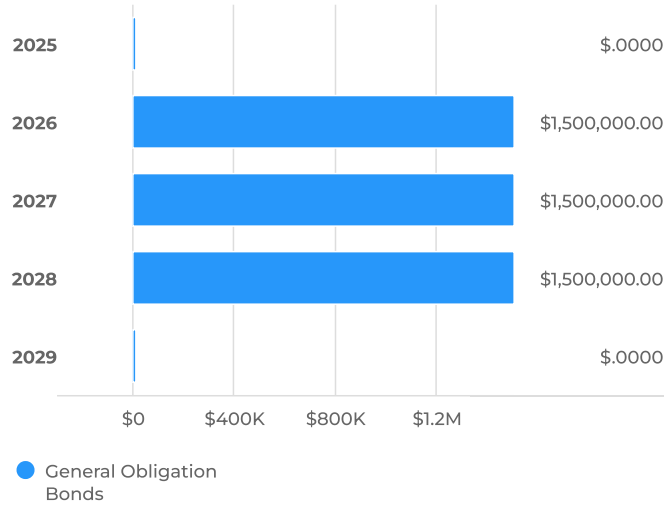
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------|--------------------|--------------------|--------------------|------------|--------------------|
| Construction | \$0 | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$0 | \$4,500,000 |
| Total | \$0 | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$0 | \$4,500,000 |

Funding Sources

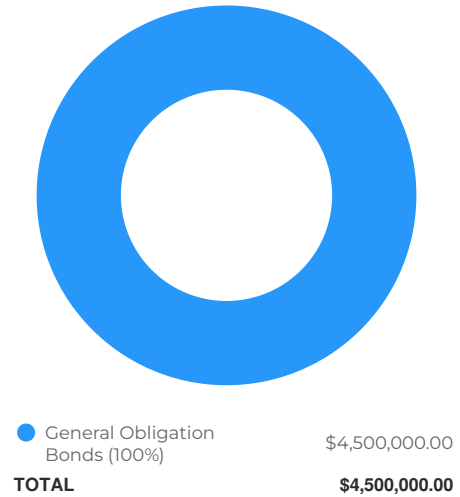
Total Budget (all years)
\$4.5M

Project Total
\$4.5M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------|--------------------|--------------------|--------------------|------------|--------------------|
| General Obligation Bonds | \$0 | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$0 | \$4,500,000 |
| Total | \$0 | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$0 | \$4,500,000 |

Zoo Major Maintenance

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Memphis Parks |
| Type | Capital Improvement |
| Project Number | PK09002 |

Description

This project provides funding for the Memphis Zoological Society to help fund repairs and upgrades to the existing exhibits, grounds, and any emergency needs. This project is continued each fiscal year as funds are made available.

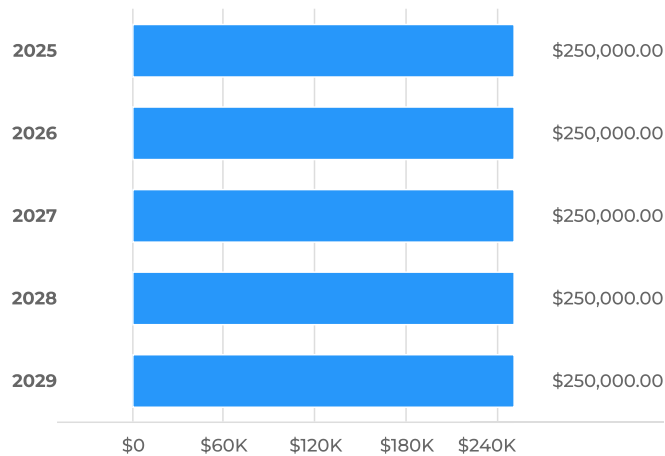
Details

City Council District(s) 5, 9 (Super)

Capital Cost

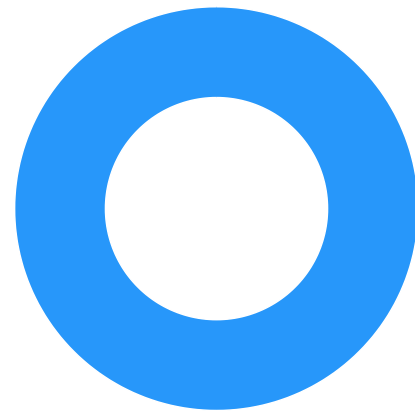
| | | |
|------------------|--------------------------|----------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$250,000 | \$1.25M | \$1.25M |

Capital Cost by Year



● Construction

Capital Cost for Budgeted Years



● Construction (100%) \$1,250,000.00
TOTAL \$1,250,000.00

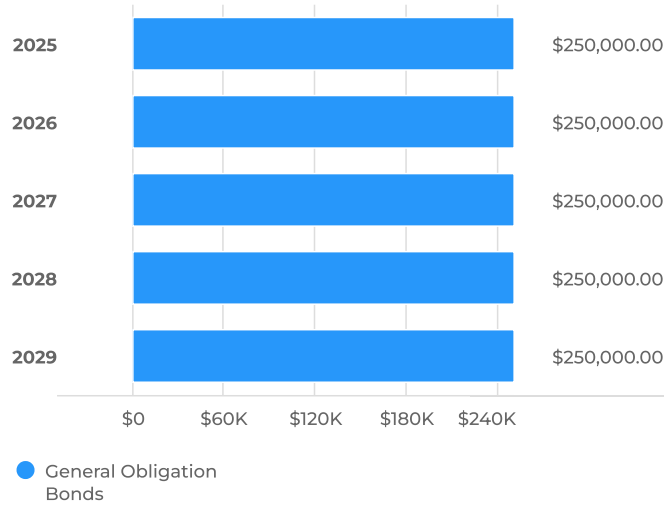
Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Construction | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$1,250,000 |
| Total | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$1,250,000 |

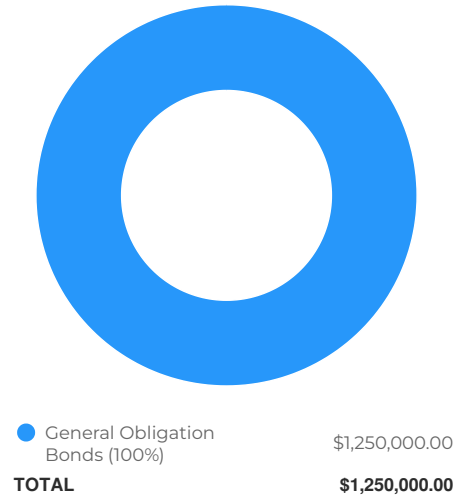
Funding Sources

FY2025 Budget **\$250,000** Total Budget (all years) **\$1.25M** Project Total **\$1.25M**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| General Obligation Bonds | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$1,250,000 |
| Total | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$1,250,000 |

POLICE SERVICES REQUESTS

Axon Enterprise Solution

Overview

| | |
|----------------|------------------------------------|
| Request Owner | Tristan Gately-Sweatt, CIP Analyst |
| Department | Police Services |
| Type | Capital Equipment |
| Project Number | PD04031 |

Description

Comprehensive package of body-worn cameras, Taser, Axon digital evidence management, and accompanying software applications to capture, preserve, and manage evidence.

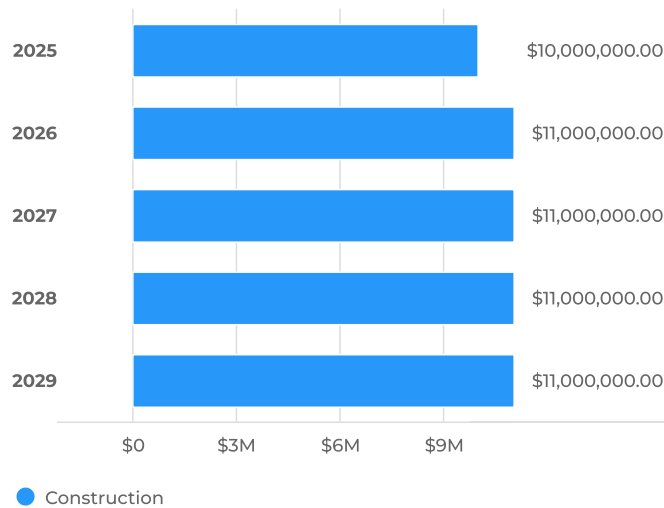
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

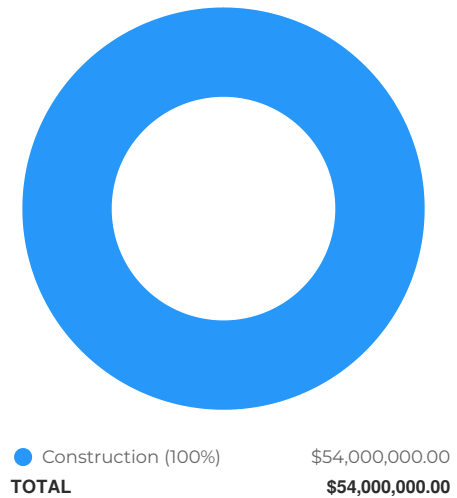
Capital Cost

| | | |
|---------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$10,000,000 | \$54M | \$54M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Construction | \$10,000,000 | \$11,000,000 | \$11,000,000 | \$11,000,000 | \$11,000,000 | \$54,000,000 |
| Total | \$10,000,000 | \$11,000,000 | \$11,000,000 | \$11,000,000 | \$11,000,000 | \$54,000,000 |

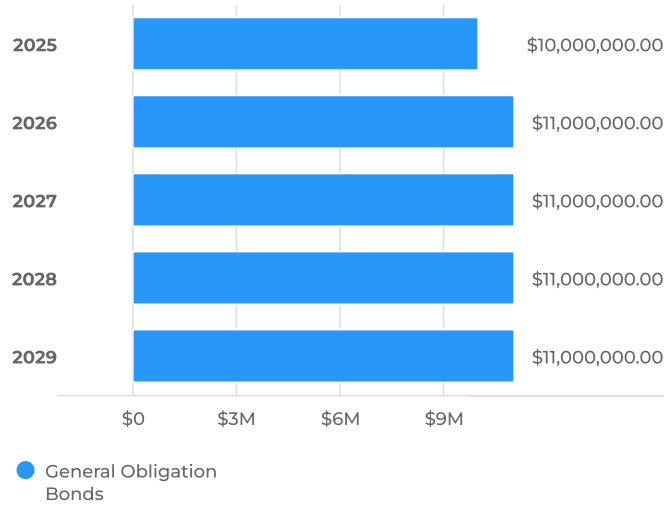
Funding Sources

FY2025 Budget
\$10,000,000

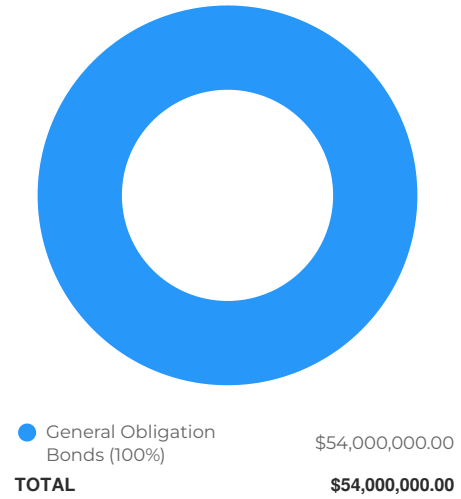
Total Budget (all years)
\$54M

Project Total
\$54M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| General Obligation Bonds | \$10,000,000 | \$11,000,000 | \$11,000,000 | \$11,000,000 | \$11,000,000 | \$54,000,000 |
| Total | \$10,000,000 | \$11,000,000 | \$11,000,000 | \$11,000,000 | \$11,000,000 | \$54,000,000 |

Helicopter Maintenance

Overview

| | |
|----------------|-------------------|
| Request Owner | City of Memphis |
| Department | Police Services |
| Type | Capital Equipment |
| Project Number | PD04026 |

Description

Repairs to the City of Memphis Police Helicopters.

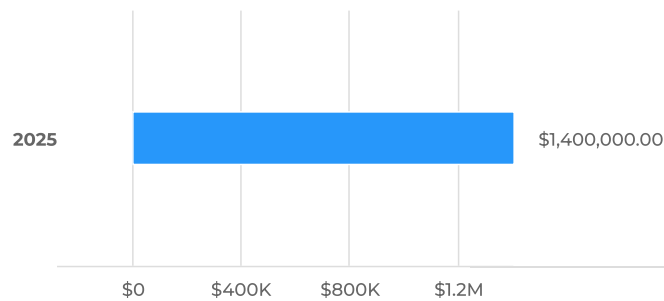
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

Capital Cost

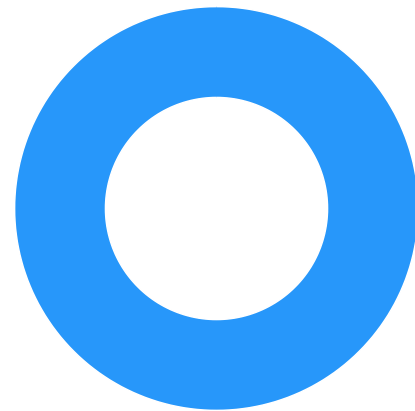
| | | |
|--------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$1,400,000 | \$1.4M | \$1.4M |

Capital Cost by Year



● Capital Acquisition

Capital Cost for Budgeted Years



● Capital Acquisition (100%) \$1,400,000.00
TOTAL \$1,400,000.00

Capital Cost Breakdown

| Capital Cost | FY2025 | Total |
|---------------------|--------------------|--------------------|
| Capital Acquisition | \$1,400,000 | \$1,400,000 |
| Total | \$1,400,000 | \$1,400,000 |

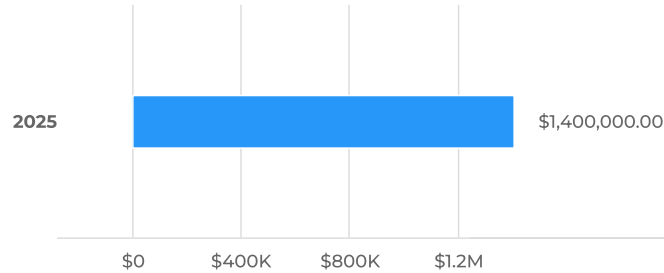
Funding Sources

FY2025 Budget
\$1,400,000

Total Budget (all years)
\$1.4M

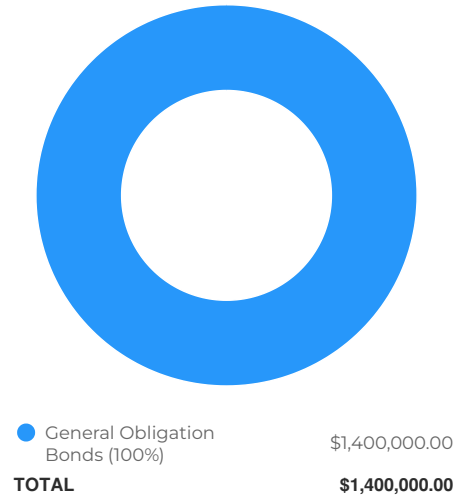
Project Total
\$1.4M

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | Total |
|--------------------------|--------------------|--------------------|
| General Obligation Bonds | \$1,400,000 | \$1,400,000 |
| Total | \$1,400,000 | \$1,400,000 |

New Mount Moriah Station

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Police Services |
| Type | Capital Improvement |
| Project Number | PD02016 |

Description

This project provides funds towards replacing the existing Mount Moriah Police precinct at 2602 Mt. Moriah. The current facility was constructed in 1980.

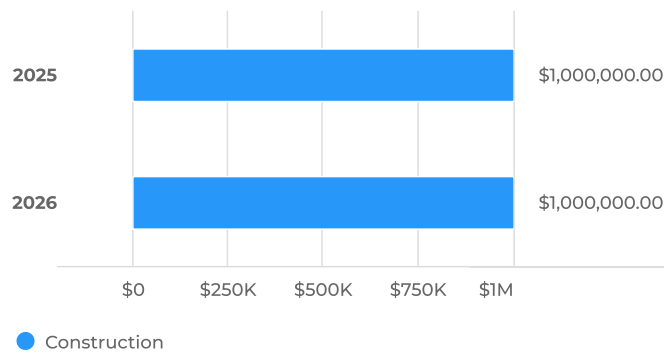
Details

City Council District(s) 3, 8 (Super)

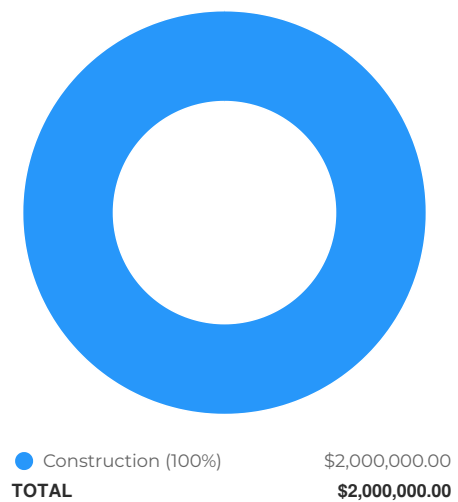
Capital Cost

| | | |
|--------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$1,000,000 | \$2M | \$2M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | Total |
|--------------|--------------------|--------------------|--------------------|
| Construction | \$1,000,000 | \$1,000,000 | \$2,000,000 |
| Total | \$1,000,000 | \$1,000,000 | \$2,000,000 |

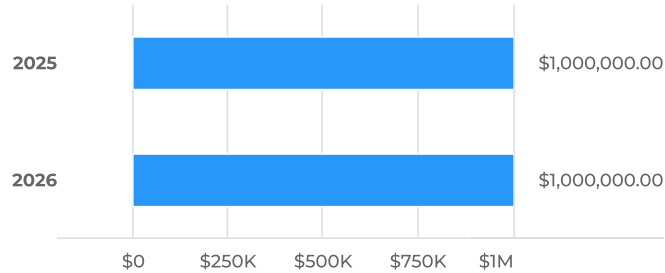
Funding Sources

FY2025 Budget
\$1,000,000

Total Budget (all years)
\$2M

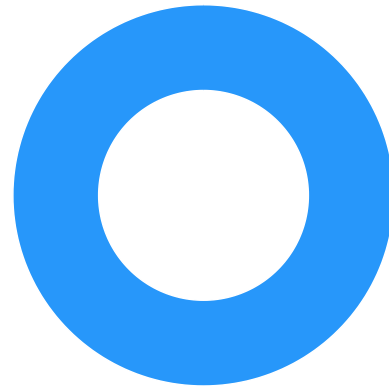
Project Total
\$2M

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



● General Obligation Bonds (100%) \$2,000,000.00
TOTAL \$2,000,000.00

Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | Total |
|--------------------------|--------------------|--------------------|--------------------|
| General Obligation Bonds | \$1,000,000 | \$1,000,000 | \$2,000,000 |
| Total | \$1,000,000 | \$1,000,000 | \$2,000,000 |

Police Academy Renovations

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Police Services |
| Type | Capital Improvement |
| Project Number | PD02013 |

Description

This project funds the renovation of the Memphis Police Training Academy through upgrades and expansion. The final project is expected to include a renovated gym, sprinkler system, office area, and exterior features. Additional classrooms and parking were also included in the design.

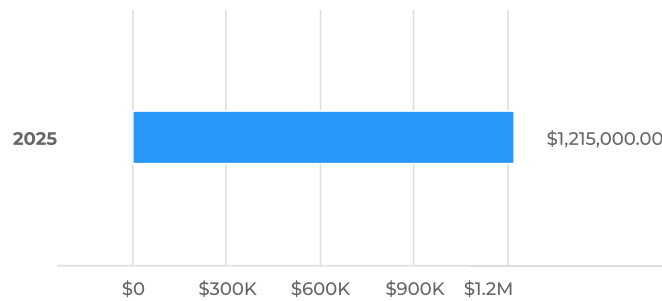
Details

City Council District(s) 7, 8 (Super)

Capital Cost

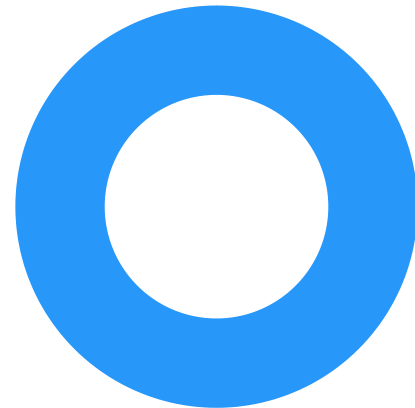
| | | |
|--------------------|--------------------------|-----------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$1,215,000 | \$1.215M | \$1.215M |

Capital Cost by Year



● Construction

Capital Cost for Budgeted Years



● Construction (100%) \$1,215,000.00
TOTAL \$1,215,000.00

Capital Cost Breakdown

| Capital Cost | FY2025 | Total |
|--------------|--------------------|--------------------|
| Construction | \$1,215,000 | \$1,215,000 |
| Total | \$1,215,000 | \$1,215,000 |

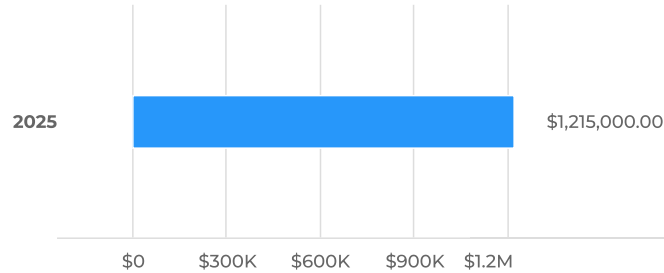
Funding Sources

FY2025 Budget
\$1,215,000

Total Budget (all years)
\$1.215M

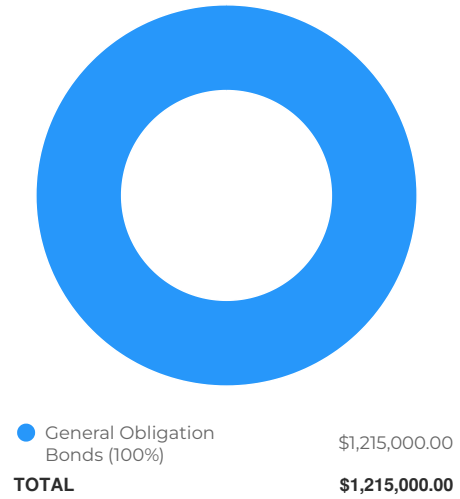
Project Total
\$1.215M

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



| Funding Sources Breakdown | | |
|---------------------------|--------------------|--------------------|
| Funding Sources | FY2025 | Total |
| General Obligation Bonds | \$1,215,000 | \$1,215,000 |
| Total | \$1,215,000 | \$1,215,000 |

Take-Home Car Program

Overview

| | |
|----------------|-------------------|
| Request Owner | City of Memphis |
| Department | Police Services |
| Type | Capital Equipment |
| Project Number | PD03010 |

Description

This project provides funding towards capital acquisition specifically for Police Services to allow certain commissioned officers to take City Police vehicles home in an effort to deter crime by promoting a community police presence. The project is ongoing as funding allows.

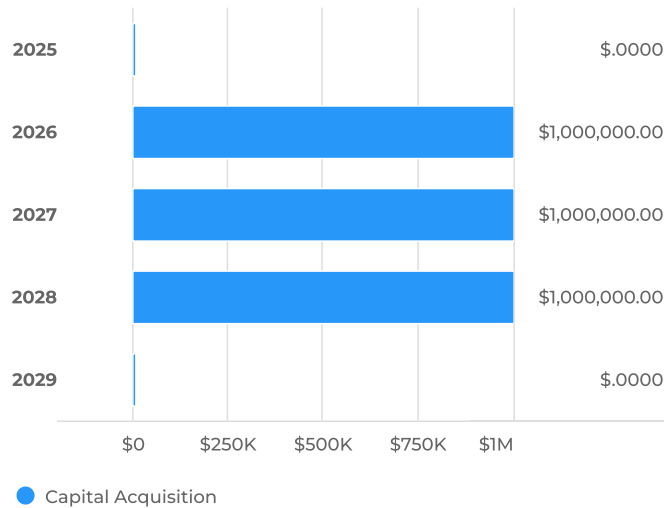
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

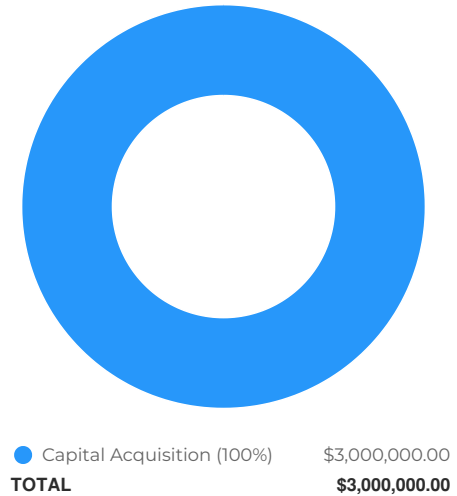
Capital Cost

Total Budget (all years) **\$3M**
 Project Total **\$3M**

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

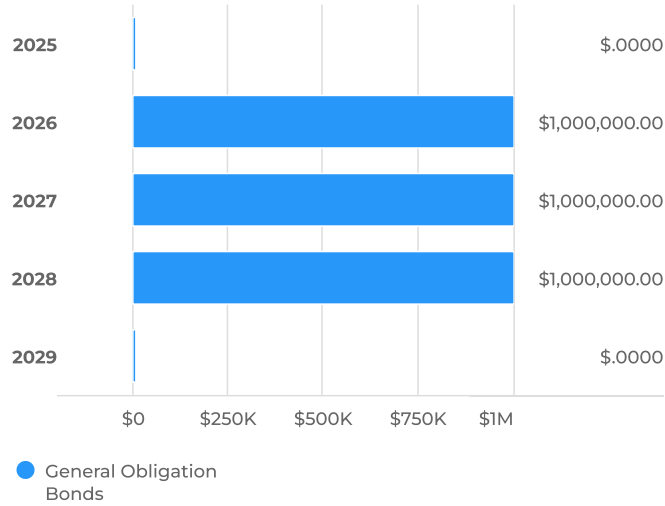
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|---------------------|------------|--------------------|--------------------|--------------------|------------|--------------------|
| Capital Acquisition | \$0 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$0 | \$3,000,000 |
| Total | \$0 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$0 | \$3,000,000 |

Funding Sources

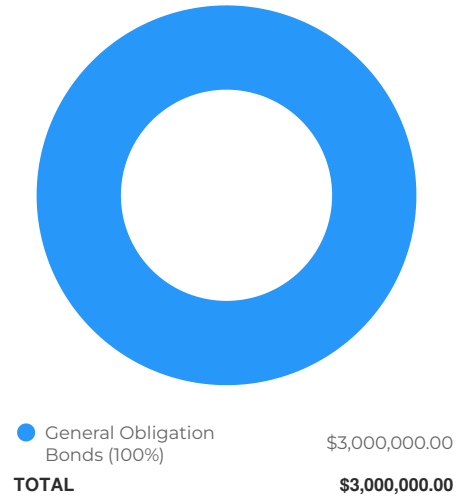
Total Budget (all years)
\$3M

Project Total
\$3M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------|--------------------|--------------------|--------------------|------------|--------------------|
| General Obligation Bonds | \$0 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$0 | \$3,000,000 |
| Total | \$0 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$0 | \$3,000,000 |

Violent Crime Building

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Police Services |
| Type | Capital Improvement |
| Project Number | PD2018 |

Description

Renovations to the Violent Crime Building.

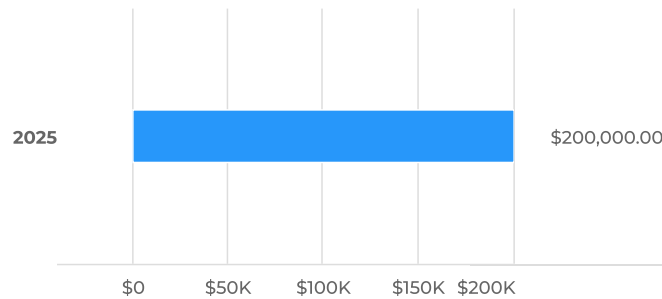
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

Capital Cost

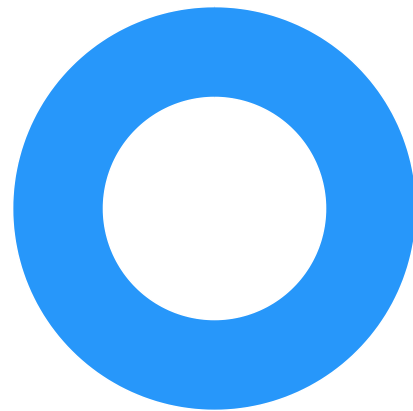
| | | |
|------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$200,000 | \$200K | \$200K |

Capital Cost by Year



● Construction

Capital Cost for Budgeted Years



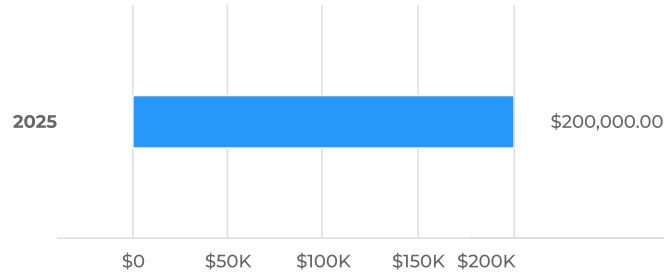
● Construction (100%) \$200,000.00
TOTAL \$200,000.00

| Capital Cost Breakdown | | |
|------------------------|------------------|------------------|
| Capital Cost | FY2025 | Total |
| Construction | \$200,000 | \$200,000 |
| Total | \$200,000 | \$200,000 |

Funding Sources

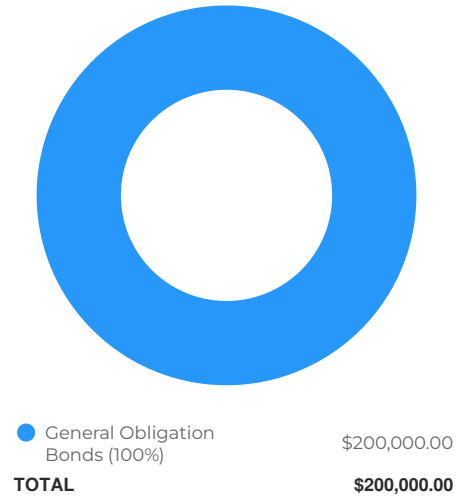
FY2025 Budget **\$200,000** Total Budget (all years) **\$200K** Project Total **\$200K**

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | Total |
|--------------------------|------------------|------------------|
| General Obligation Bonds | \$200,000 | \$200,000 |
| Total | \$200,000 | \$200,000 |

PUBLIC WORKS REQUESTS

ADA Curb Ramp Coverline

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Public Works |
| Type | Capital Improvement |
| Project Number | PW24300 |

Description

This project is for the installation of curb ramps on intersection corners throughout the City as required by the Americans with Disabilities Act (ADA). The project is continuous as funding permits.

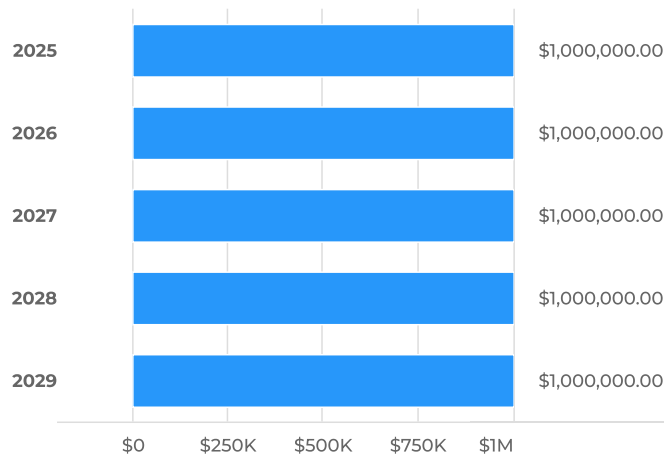
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

Capital Cost

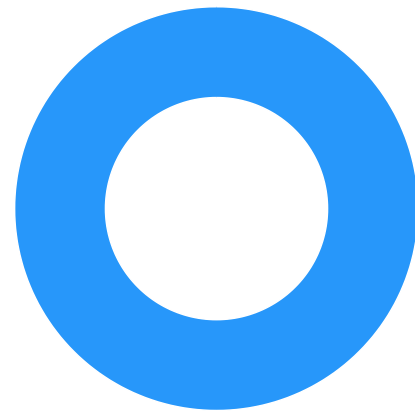
| | | |
|--------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$1,000,000 | \$5M | \$5M |

Capital Cost by Year



● Construction

Capital Cost for Budgeted Years



● Construction (100%) \$5,000,000.00
TOTAL \$5,000,000.00

Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Construction | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$5,000,000 |
| Total | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$5,000,000 |

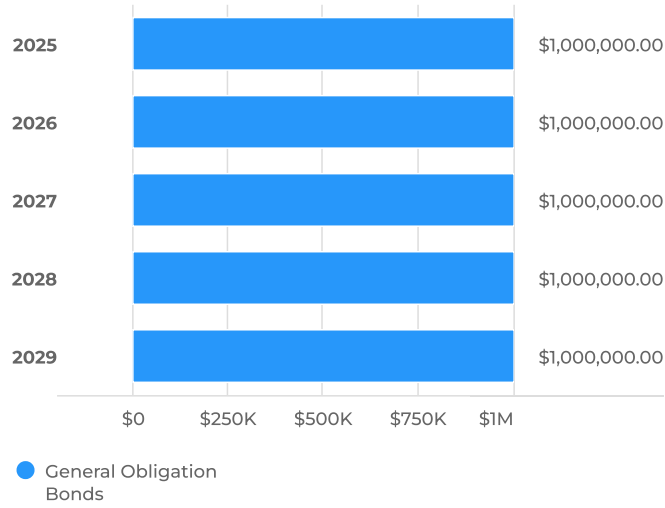
Funding Sources

FY2025 Budget
\$1,000,000

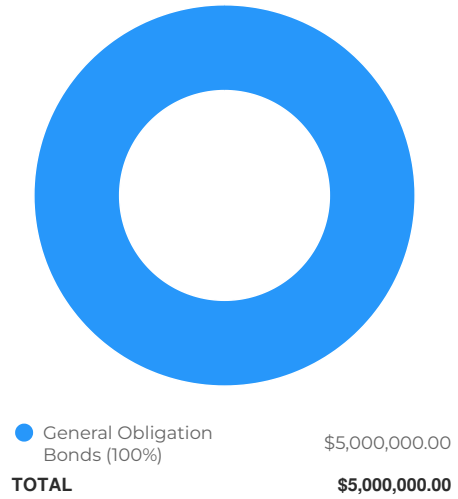
Total Budget (all years)
\$5M

Project Total
\$5M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| General Obligation Bonds | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$5,000,000 |
| Total | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$1,000,000 | \$5,000,000 |

Asphalt Paving Coverline

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Public Works |
| Type | Capital Improvement |
| Project Number | PW24100 |

Description

This project funds the asphalt paving activities performed or contracted by the City of Memphis. This is an ongoing project each fiscal year as allowed by approved funding.

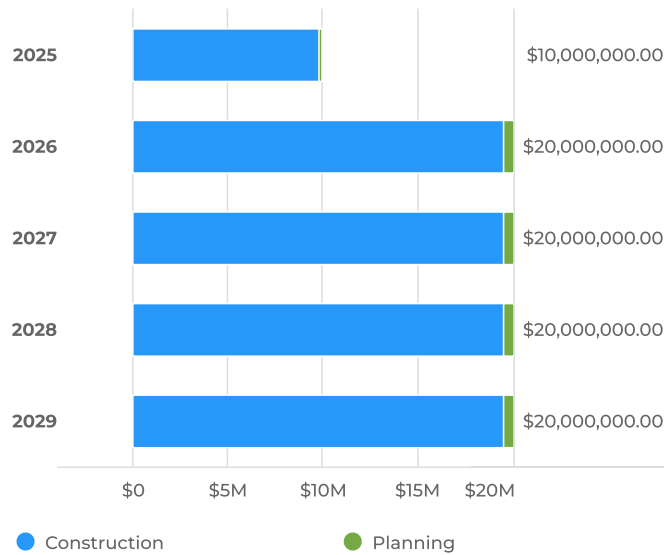
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

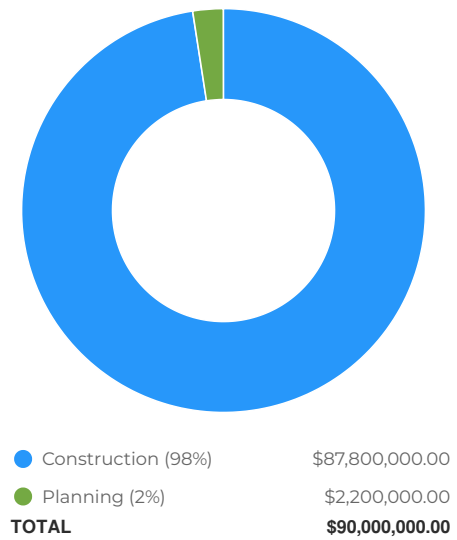
Capital Cost

| | | |
|---------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$10,000,000 | \$90M | \$90M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Planning | \$200,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,200,000 |
| Construction | \$9,800,000 | \$19,500,000 | \$19,500,000 | \$19,500,000 | \$19,500,000 | \$87,800,000 |
| Total | \$10,000,000 | \$20,000,000 | \$20,000,000 | \$20,000,000 | \$20,000,000 | \$90,000,000 |

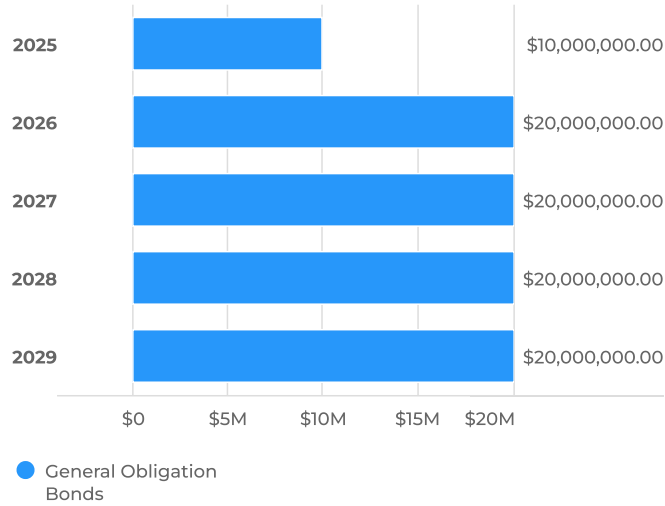
Funding Sources

FY2025 Budget
\$10,000,000

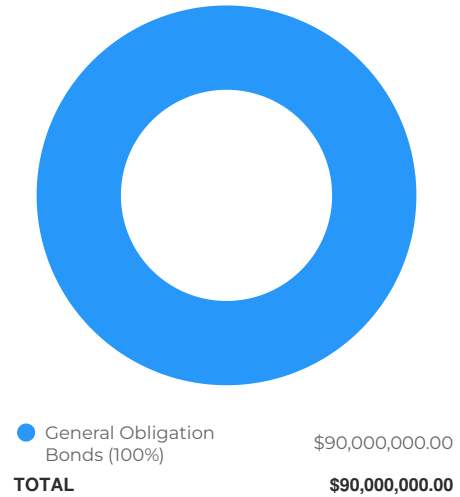
Total Budget (all years)
\$90M

Project Total
\$90M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| General Obligation Bonds | \$10,000,000 | \$20,000,000 | \$20,000,000 | \$20,000,000 | \$20,000,000 | \$90,000,000 |
| Total | \$10,000,000 | \$20,000,000 | \$20,000,000 | \$20,000,000 | \$20,000,000 | \$90,000,000 |

Audubon Mitigation (Holmes Rd from Malone to Lamar)

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Public Works |
| Type | Capital Improvement |
| Project Number | PW01179 |

Description

Audubon Mitigation is a grant-funded sister project to Holmes Rd from Malone to Lamar Ave. Both projects share a project number, PW01179. The Fiscal Year 2025 funding is for continuation of NEPA reevaluation and design plan efforts.

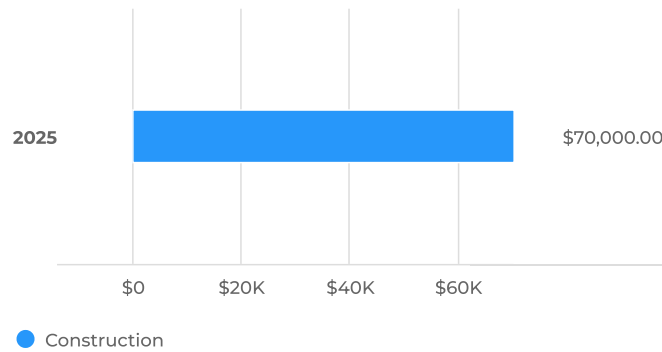
Details

City Council District(s) 4, 5, 9 (Super)

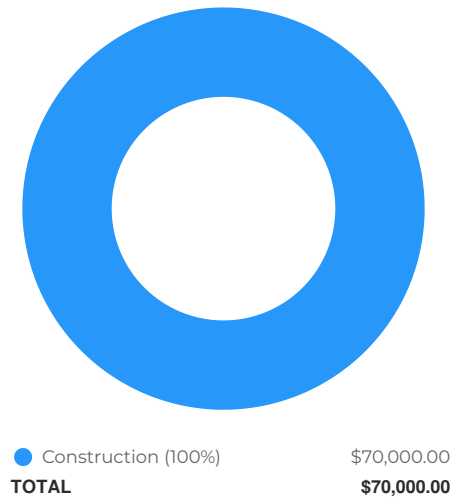
Capital Cost

| | | |
|-----------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$70,000 | \$70K | \$70K |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | Total |
|--------------|-----------------|-----------------|
| Construction | \$70,000 | \$70,000 |
| Total | \$70,000 | \$70,000 |

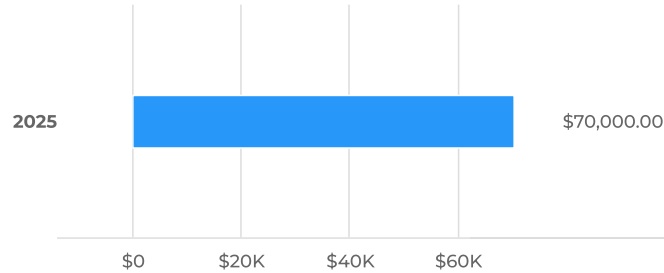
Funding Sources

FY2025 Budget
\$70,000

Total Budget (all years)
\$70K

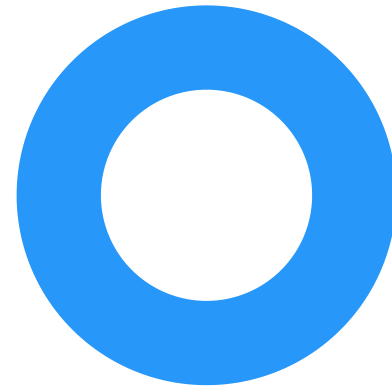
Project Total
\$70K

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



● General Obligation Bonds (100%) \$70,000.00
TOTAL \$70,000.00

Funding Sources Breakdown

| Funding Sources | FY2025 | Total |
|--------------------------|-----------------|-----------------|
| General Obligation Bonds | \$70,000 | \$70,000 |
| Total | \$70,000 | \$70,000 |

Bridge Repair Coverline

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Public Works |
| Type | Capital Improvement |
| Project Number | PW24400 |

Description

This project is for the rehabilitation of active bridges that have received poor ratings from the State of TN. The project is ongoing as funding allows.

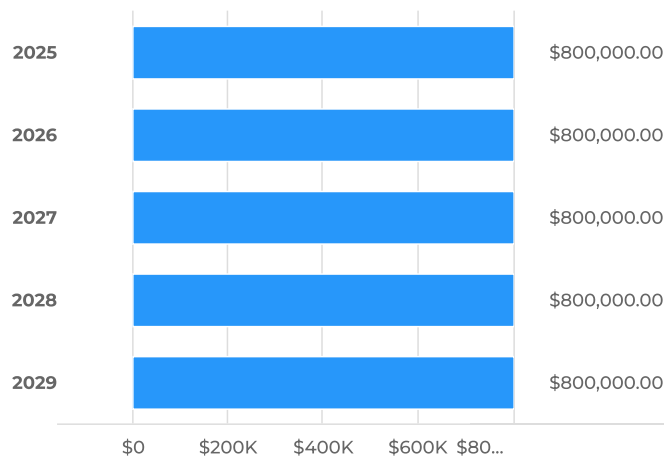
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

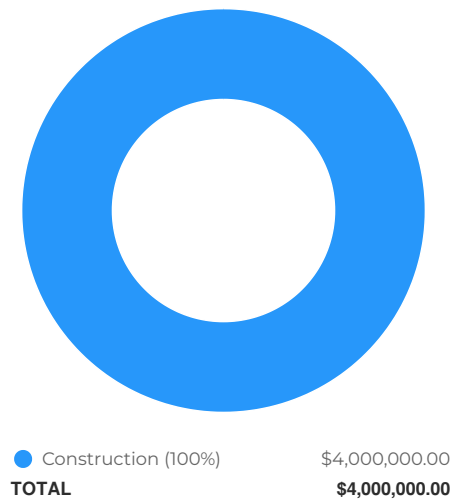
Capital Cost

| | | |
|------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$800,000 | \$4M | \$4M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Construction | \$800,000 | \$800,000 | \$800,000 | \$800,000 | \$800,000 | \$4,000,000 |
| Total | \$800,000 | \$800,000 | \$800,000 | \$800,000 | \$800,000 | \$4,000,000 |

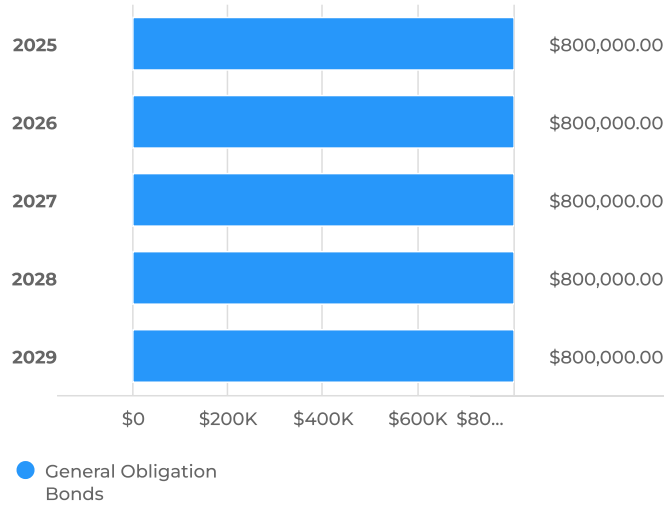
Funding Sources

FY2025 Budget
\$800,000

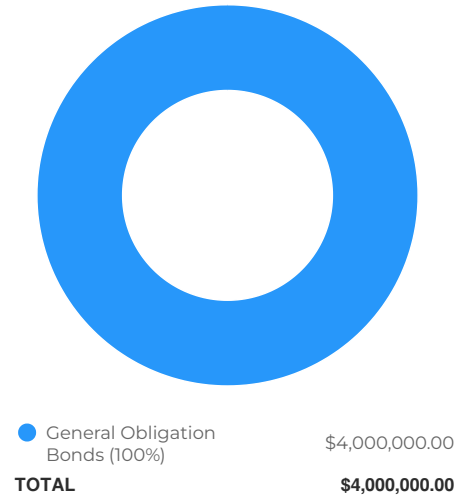
Total Budget (all years)
\$4M

Project Total
\$4M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| General Obligation Bonds | \$800,000 | \$800,000 | \$800,000 | \$800,000 | \$800,000 | \$4,000,000 |
| Total | \$800,000 | \$800,000 | \$800,000 | \$800,000 | \$800,000 | \$4,000,000 |

Channel Ave Resurfacing

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Public Works |
| Type | Capital Improvement |
| Project Number | PW01290 |

Description

Full depth repairs to Channel Ave.

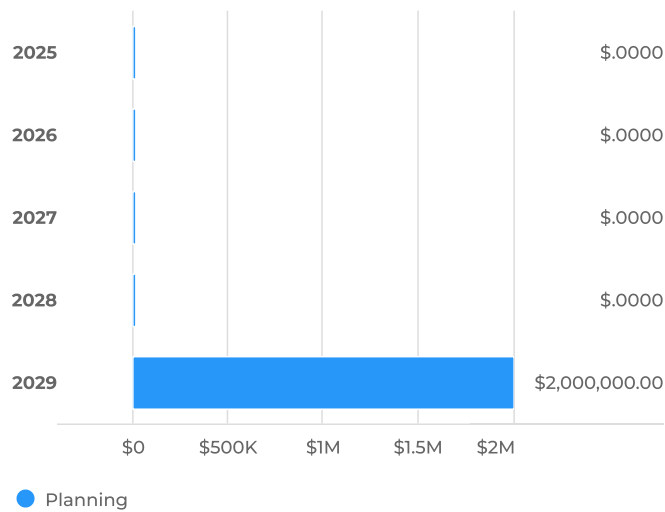
Details

City Council District(s) 6, 8 (Super)

Capital Cost

Total Budget (all years) **\$2M** Project Total **\$2M**

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

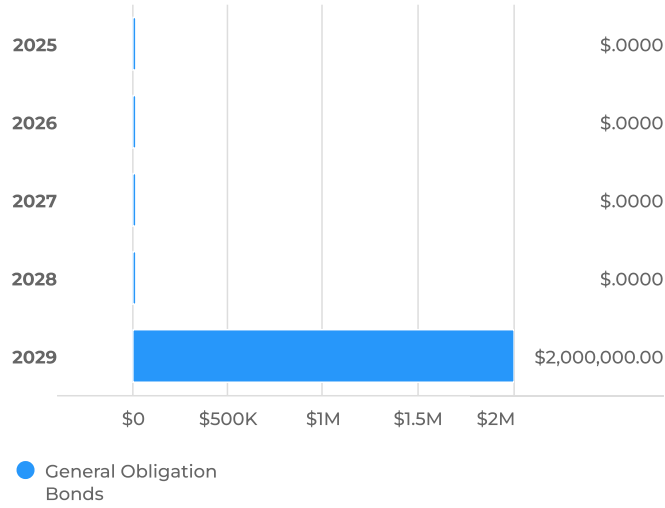
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------|------------|------------|------------|--------------------|--------------------|
| Planning | \$0 | \$0 | \$0 | \$0 | \$2,000,000 | \$2,000,000 |
| Total | \$0 | \$0 | \$0 | \$0 | \$2,000,000 | \$2,000,000 |

Funding Sources

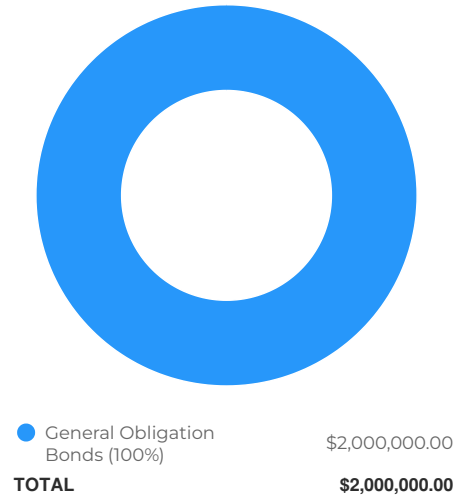
Total Budget (all years)
\$2M

Project Total
\$2M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------|------------|------------|------------|--------------------|--------------------|
| General Obligation Bonds | \$0 | \$0 | \$0 | \$0 | \$2,000,000 | \$2,000,000 |
| Total | \$0 | \$0 | \$0 | \$0 | \$2,000,000 | \$2,000,000 |

Elvis Presley Blvd Phase 3

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Public Works |
| Type | Capital Improvement |
| Project Number | PW-TBD |

Description

Phase 3 of Elvis Presley Boulevard improvements.

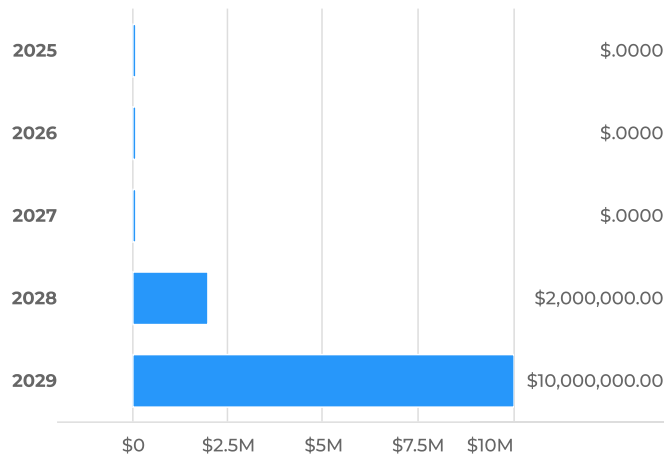
Details

City Council District(s) 3, 6, 8 (Super)

Capital Cost

Total Budget (all years) **\$12M**
 Project Total **\$12M**

Capital Cost by Year



Capital Cost for Budgeted Years



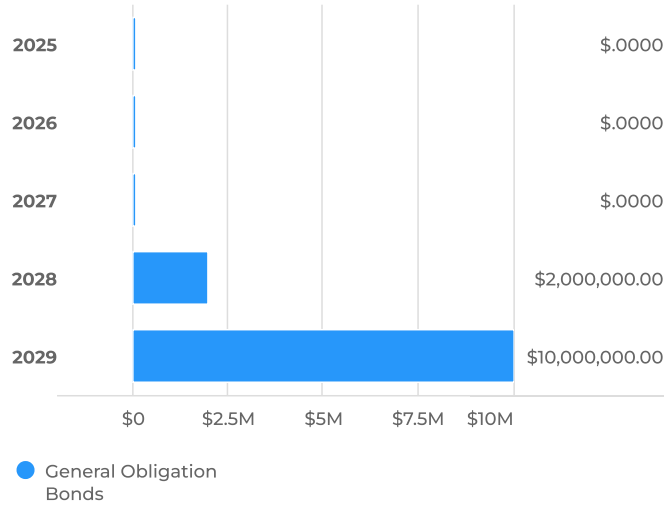
| Capital Cost Breakdown | | | | | | |
|------------------------|------------|------------|------------|--------------------|---------------------|---------------------|
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
| Planning | \$0 | \$0 | \$0 | \$2,000,000 | \$10,000,000 | \$12,000,000 |
| Total | \$0 | \$0 | \$0 | \$2,000,000 | \$10,000,000 | \$12,000,000 |

Funding Sources

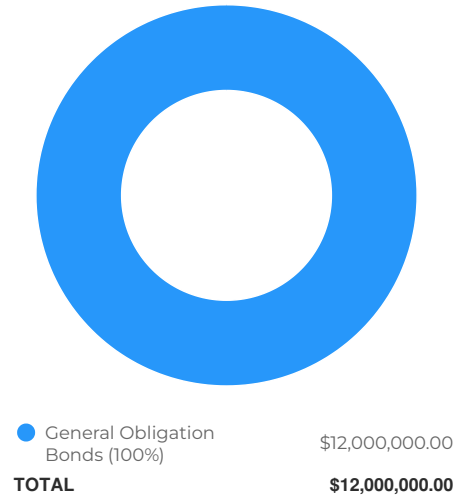
Total Budget (all years)
\$12M

Project Total
\$12M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------|------------|------------|--------------------|---------------------|---------------------|
| General Obligation Bonds | \$0 | \$0 | \$0 | \$2,000,000 | \$10,000,000 | \$12,000,000 |
| Total | \$0 | \$0 | \$0 | \$2,000,000 | \$10,000,000 | \$12,000,000 |

Harbor Avenue

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Public Works |
| Type | Capital Improvement |
| Project Number | PW04118 |

Description

Repairs to Harbor Ave.

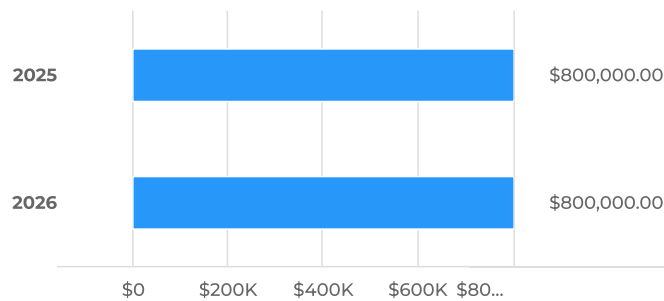
Details

City Council District(s) 6, 8 (Super)

Capital Cost

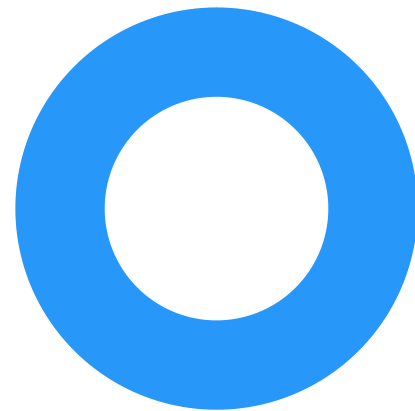
| | | |
|------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$800,000 | \$1.6M | \$1.6M |

Capital Cost by Year



● Construction

Capital Cost for Budgeted Years



● Construction (100%) \$1,600,000.00
TOTAL \$1,600,000.00

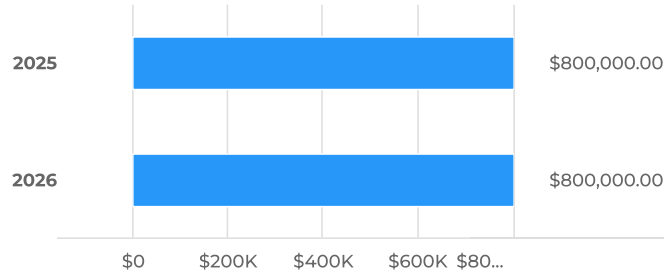
Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | Total |
|--------------|------------------|------------------|--------------------|
| Construction | \$800,000 | \$800,000 | \$1,600,000 |
| Total | \$800,000 | \$800,000 | \$1,600,000 |

Funding Sources

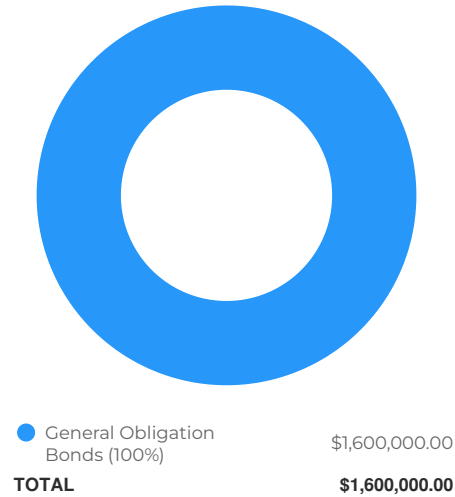
FY2025 Budget **\$800,000** Total Budget (all years) **\$1.6M** Project Total **\$1.6M**

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | Total |
|--------------------------|------------------|------------------|--------------------|
| General Obligation Bonds | \$800,000 | \$800,000 | \$1,600,000 |
| Total | \$800,000 | \$800,000 | \$1,600,000 |

Harbor Docks

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Public Works |
| Type | Capital Improvement |
| Project Number | PW04123 |

Description

Ongoing construction of several docks projects along the MS River.

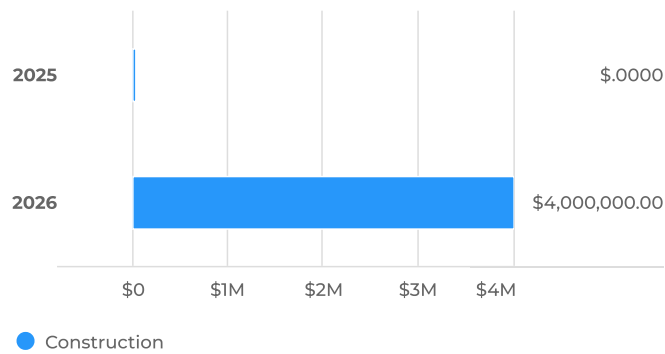
Details

| | |
|--------------------------|--------------|
| City Council District(s) | 7, 8 (Super) |
|--------------------------|--------------|

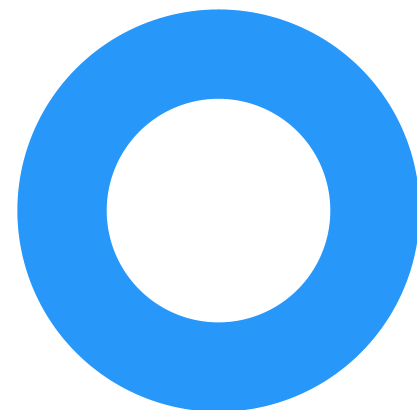
Capital Cost

| | |
|--------------------------|---------------|
| Total Budget (all years) | Project Total |
| \$4M | \$4M |

Capital Cost by Year



Capital Cost for Budgeted Years



| | |
|---------------------|-----------------------|
| Construction (100%) | \$4,000,000.00 |
| TOTAL | \$4,000,000.00 |

Capital Cost Breakdown

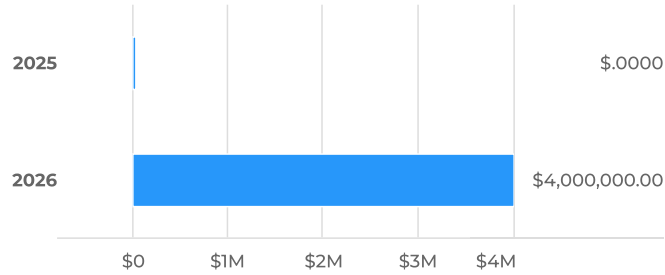
| Capital Cost | FY2025 | FY2026 | Total |
|--------------|------------|--------------------|--------------------|
| Construction | \$0 | \$4,000,000 | \$4,000,000 |
| Total | \$0 | \$4,000,000 | \$4,000,000 |

Funding Sources

Total Budget (all years)
\$4M

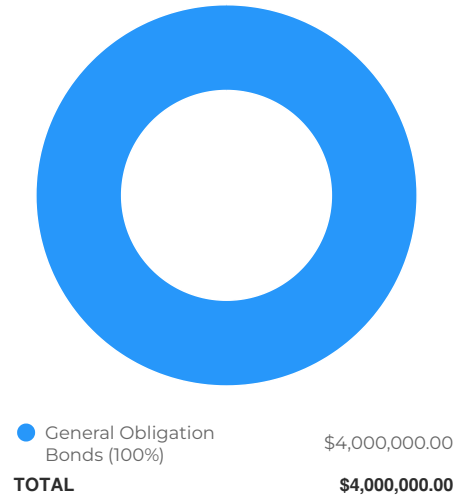
Project Total
\$4M

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | Total |
|--------------------------|------------|--------------------|--------------------|
| General Obligation Bonds | \$0 | \$4,000,000 | \$4,000,000 |
| Total | \$0 | \$4,000,000 | \$4,000,000 |

Holmes - Malone to Lamar

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Public Works |
| Type | Capital Improvement |
| Project Number | PW01179 |

Description

Repairs to Holmes road from Malone Rd to Lamar Ave.

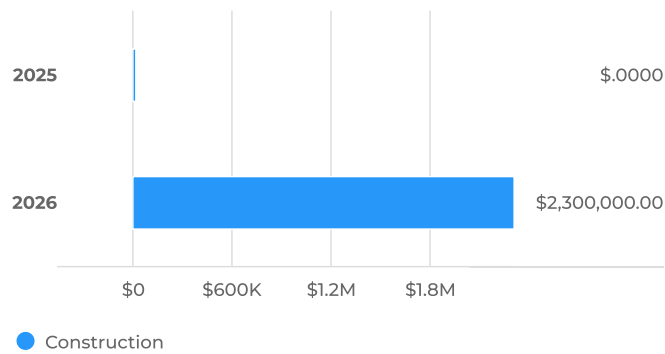
Details

City Council District(s) 3, 8 (Super)

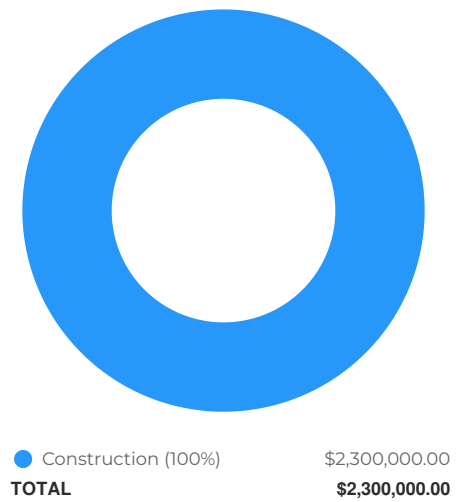
Capital Cost

| | |
|--------------------------|---------------|
| Total Budget (all years) | Project Total |
| \$2.3M | \$2.3M |

Capital Cost by Year



Capital Cost for Budgeted Years



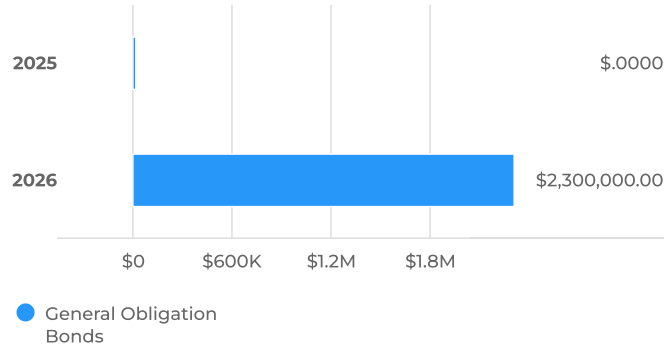
| Capital Cost Breakdown | | | |
|------------------------|------------|--------------------|--------------------|
| Capital Cost | FY2025 | FY2026 | Total |
| Construction | \$0 | \$2,300,000 | \$2,300,000 |
| Total | \$0 | \$2,300,000 | \$2,300,000 |

Funding Sources

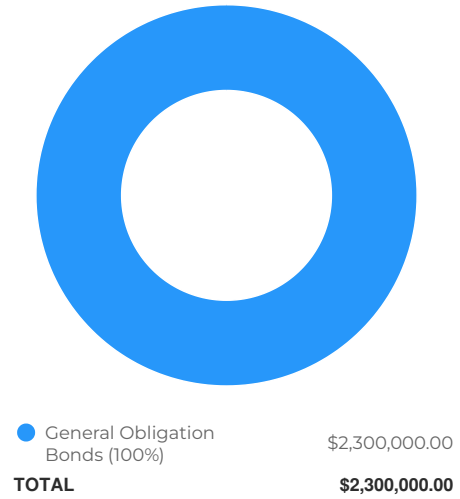
Total Budget (all years)
\$2.3M

Project Total
\$2.3M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | Total |
|--------------------------|------------|--------------------|--------------------|
| General Obligation Bonds | \$0 | \$2,300,000 | \$2,300,000 |
| Total | \$0 | \$2,300,000 | \$2,300,000 |

Holmes Road - Horn lake to RR

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Public Works |
| Type | Capital Improvement |
| Project Number | PW01087 |

Description

Holmes Road resurfacing from Horn Lake to the rail road.

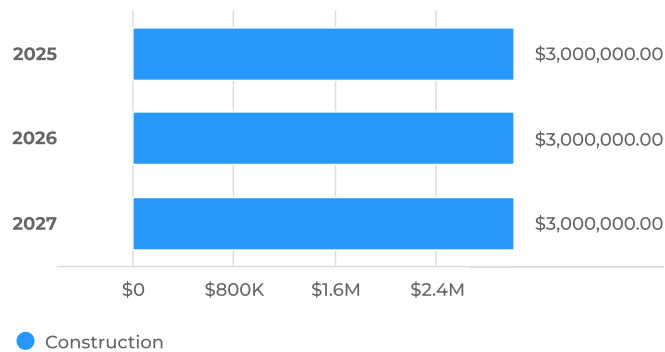
Details

City Council District(s) 6, 8 (Super)

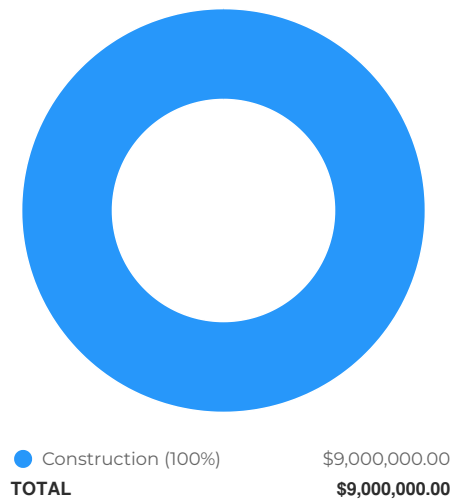
Capital Cost

| | | |
|--------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$3,000,000 | \$9M | \$9M |

Capital Cost by Year



Capital Cost for Budgeted Years



| Capital Cost Breakdown | | | | |
|------------------------|--------------------|--------------------|--------------------|--------------------|
| Capital Cost | FY2025 | FY2026 | FY2027 | Total |
| Construction | \$3,000,000 | \$3,000,000 | \$3,000,000 | \$9,000,000 |
| Total | \$3,000,000 | \$3,000,000 | \$3,000,000 | \$9,000,000 |

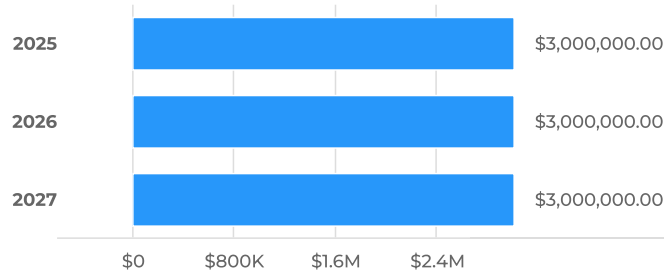
Funding Sources

FY2025 Budget
\$3,000,000

Total Budget (all years)
\$9M

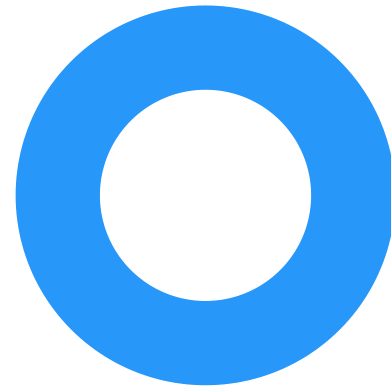
Project Total
\$9M

Funding Sources by Year



● General Obligation Bonds

Funding Sources for Budgeted Years



● General Obligation Bonds (100%) \$9,000,000.00
TOTAL \$9,000,000.00

Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | Total |
|--------------------------|--------------------|--------------------|--------------------|--------------------|
| General Obligation Bonds | \$3,000,000 | \$3,000,000 | \$3,000,000 | \$9,000,000 |
| Total | \$3,000,000 | \$3,000,000 | \$3,000,000 | \$9,000,000 |

Poplar Ave Streetscape Imp.

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Public Works |
| Type | Capital Improvement |
| Project Number | PW-TBD |

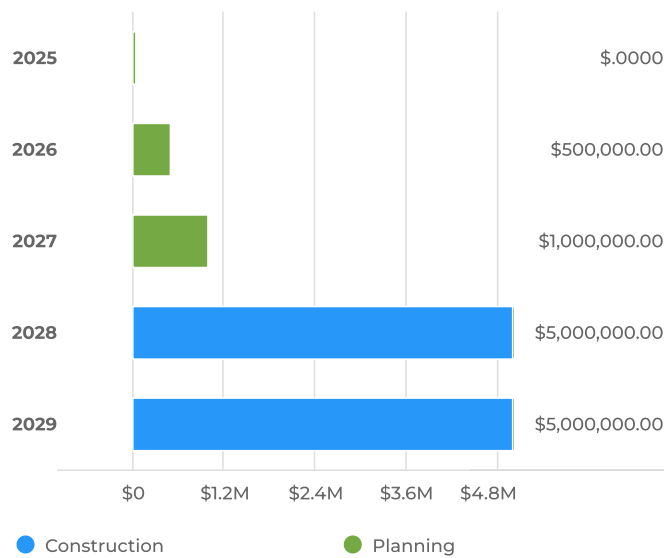
Description

Streetscape improvements to Poplar Ave.

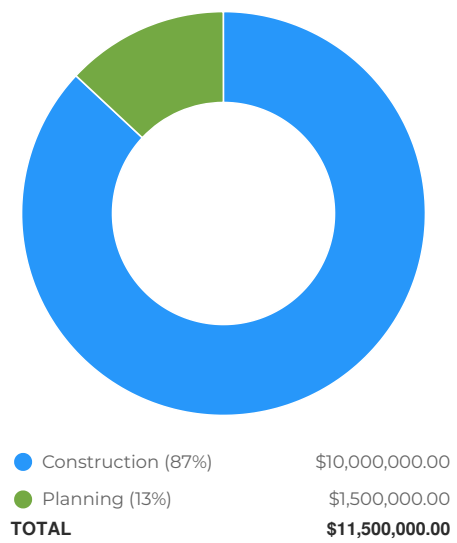
Capital Cost

| | |
|--------------------------|----------------|
| Total Budget (all years) | Project Total |
| \$11.5M | \$11.5M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

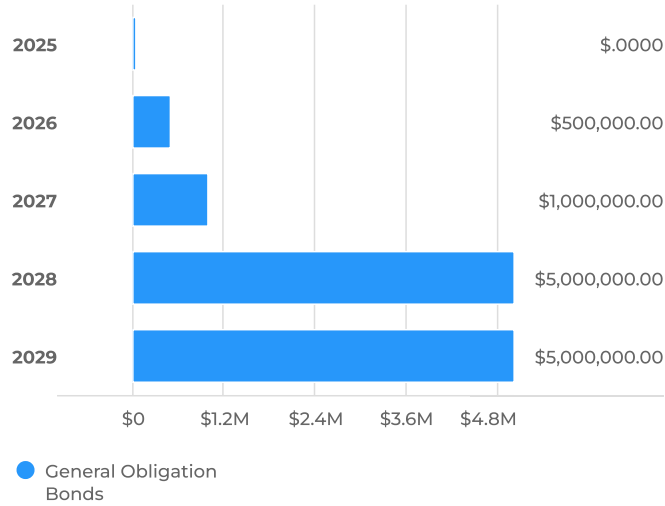
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------|------------------|--------------------|--------------------|--------------------|---------------------|
| Planning | \$0 | \$500,000 | \$1,000,000 | | | \$1,500,000 |
| Construction | | | | \$5,000,000 | \$5,000,000 | \$10,000,000 |
| Total | \$0 | \$500,000 | \$1,000,000 | \$5,000,000 | \$5,000,000 | \$11,500,000 |

Funding Sources

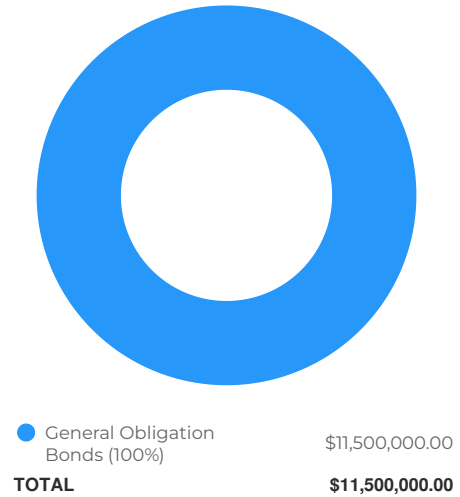
Total Budget (all years)
\$11.5M

Project Total
\$11.5M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------|------------------|--------------------|--------------------|--------------------|---------------------|
| General Obligation Bonds | \$0 | \$500,000 | \$1,000,000 | \$5,000,000 | \$5,000,000 | \$11,500,000 |
| Total | \$0 | \$500,000 | \$1,000,000 | \$5,000,000 | \$5,000,000 | \$11,500,000 |

Shelby Drive Extension

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Public Works |
| Type | Capital Improvement |
| Project Number | PW-TBD |

Description

Extension of Shelby Drive.

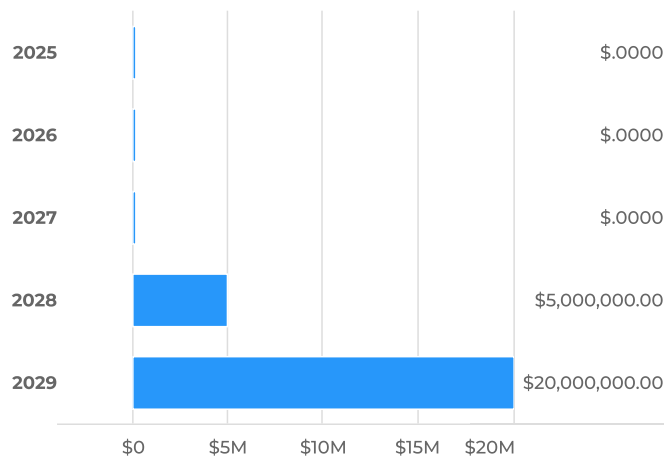
Details

City Council District(s) 3, 8 (Super)

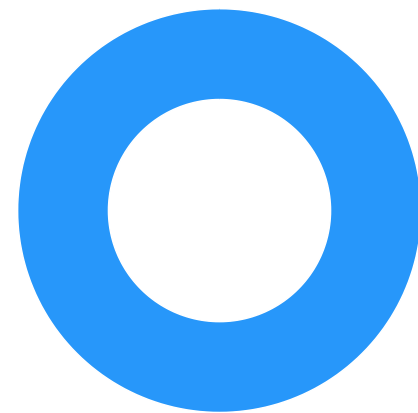
Capital Cost

Total Budget (all years) **\$25M** Project Total **\$25M**

Capital Cost by Year



Capital Cost for Budgeted Years



● Planning (100%) \$25,000,000.00
TOTAL \$25,000,000.00

Capital Cost Breakdown

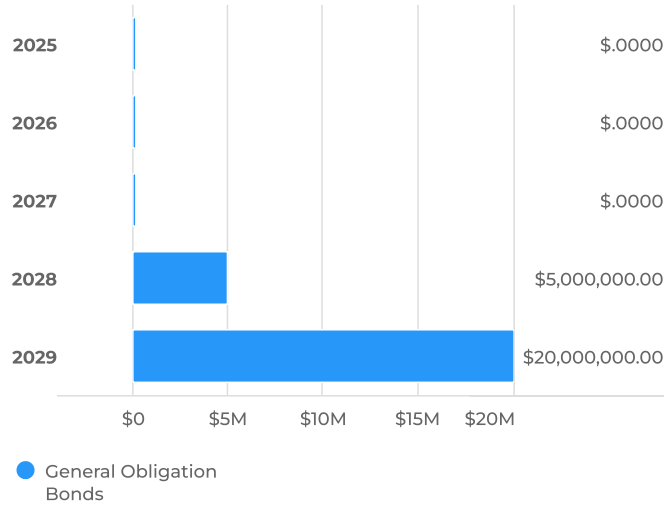
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------|------------|------------|--------------------|---------------------|---------------------|
| Planning | \$0 | \$0 | \$0 | \$5,000,000 | \$20,000,000 | \$25,000,000 |
| Total | \$0 | \$0 | \$0 | \$5,000,000 | \$20,000,000 | \$25,000,000 |

Funding Sources

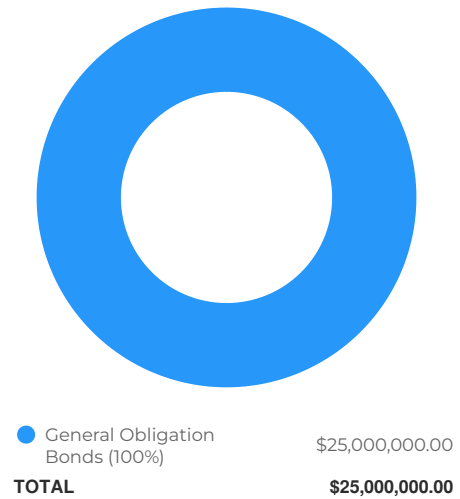
Total Budget (all years)
\$25M

Project Total
\$25M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------|------------|------------|--------------------|---------------------|---------------------|
| General Obligation Bonds | \$0 | \$0 | \$0 | \$5,000,000 | \$20,000,000 | \$25,000,000 |
| Total | \$0 | \$0 | \$0 | \$5,000,000 | \$20,000,000 | \$25,000,000 |

Sidewalks Coverline

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Public Works |
| Type | Capital Improvement |
| Project Number | PW24200 |

Description

This project will provide funding for replacement of sidewalks if property owners have not complied with sidewalk repair notices and public sidewalks adjacent to city-owned properties. In order to reimburse the City, property owners will have an assessment added to their property tax bills. This is an ongoing project each fiscal year as funding permits.

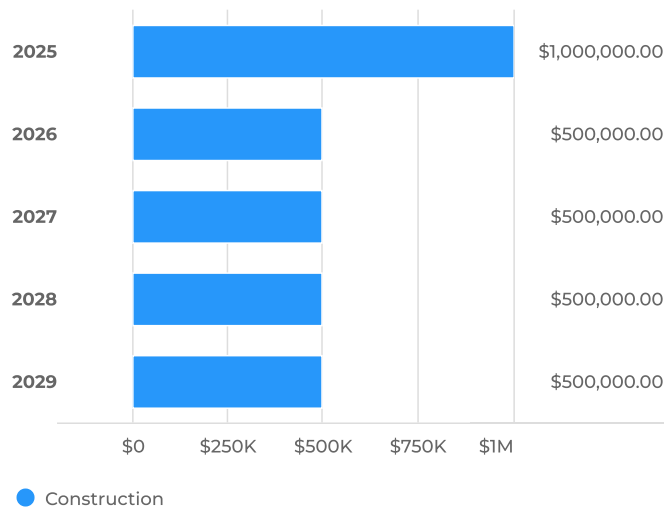
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

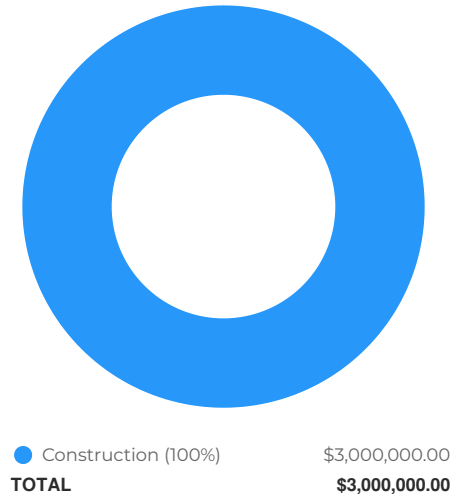
Capital Cost

| | | |
|--------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$1,000,000 | \$3M | \$3M |

Capital Cost by Year



Capital Cost for Budgeted Years



| Capital Cost Breakdown | | | | | | |
|------------------------|--------------------|------------------|------------------|------------------|------------------|--------------------|
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
| Construction | \$1,000,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$3,000,000 |
| Total | \$1,000,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$3,000,000 |

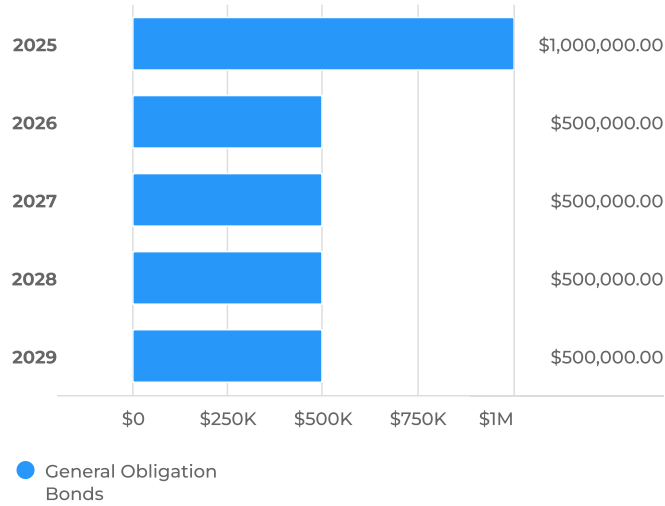
Funding Sources

FY2025 Budget
\$1,000,000

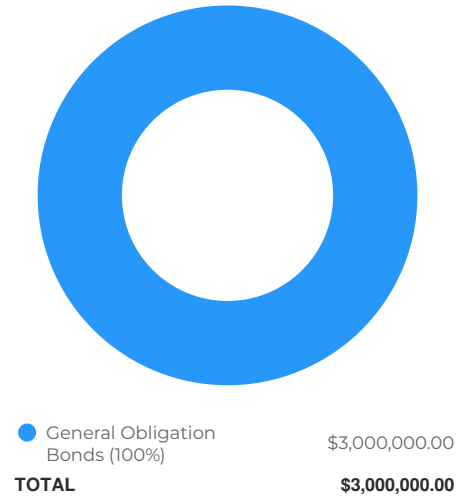
Total Budget (all years)
\$3M

Project Total
\$3M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|--------------------|------------------|------------------|------------------|------------------|--------------------|
| General Obligation Bonds | \$1,000,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$3,000,000 |
| Total | \$1,000,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$3,000,000 |

STBG Repaving

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Public Works |
| Type | Capital Improvement |
| Project Number | PW04119 |

Description

Funds will be utilized to support Surface Transportation Block Grant (STBG) programs. The federal government provides funding through the Surface Transportation Block Grant (STBG) Program to each of the states for road, transit, active transportation, and other transportation needs. This project will leverage state and federal grant funding for preventative maintenance and resurfacing projects such as: Democrat Road from Convair Rd. to Tchulahoma Rd, Mallory Ave/Norris Rd from Interstate 240 to Lauderdale, Chelsea Ave East from Warford to Watkins, Chelsea Ave West from N. Watkins to Thomas, and Watkins St. from Chelsea Ave to I-40. Improvements to pedestrian, bicycle, and transit infrastructure will also be included on each route.

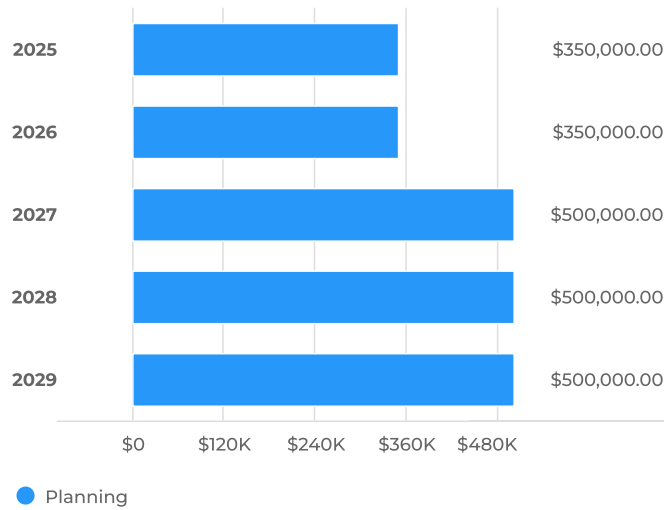
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

Capital Cost

| | | |
|------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$350,000 | \$2.2M | \$2.2M |

Capital Cost by Year



Capital Cost for Budgeted Years



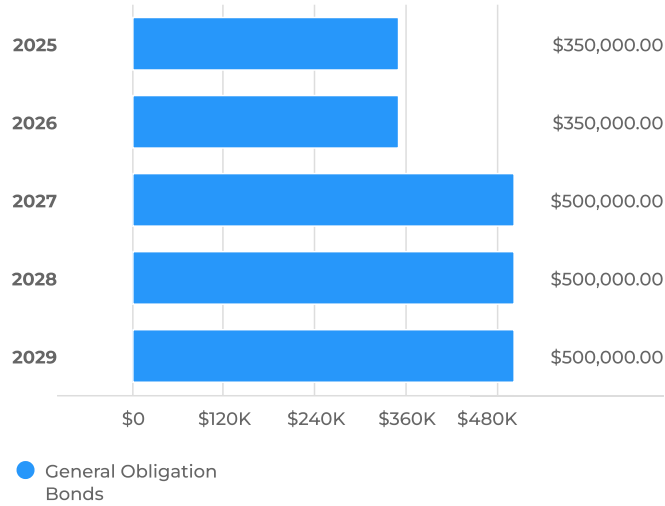
Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Planning | \$350,000 | \$350,000 | \$500,000 | \$500,000 | \$500,000 | \$2,200,000 |
| Total | \$350,000 | \$350,000 | \$500,000 | \$500,000 | \$500,000 | \$2,200,000 |

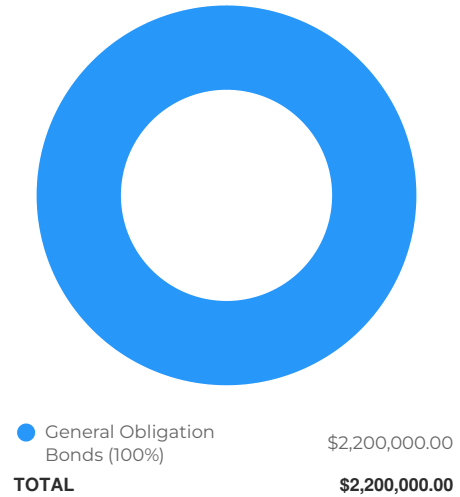
Funding Sources

FY2025 Budget **\$350,000** Total Budget (all years) **\$2.2M** Project Total **\$2.2M**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| General Obligation Bonds | \$350,000 | \$350,000 | \$500,000 | \$500,000 | \$500,000 | \$2,200,000 |
| Total | \$350,000 | \$350,000 | \$500,000 | \$500,000 | \$500,000 | \$2,200,000 |

Summer Ave. Streetscape Improvements

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Public Works |
| Type | Capital Improvement |
| Project Number | PW-TBD |

Description

Streetscape improvements to Summer Ave.

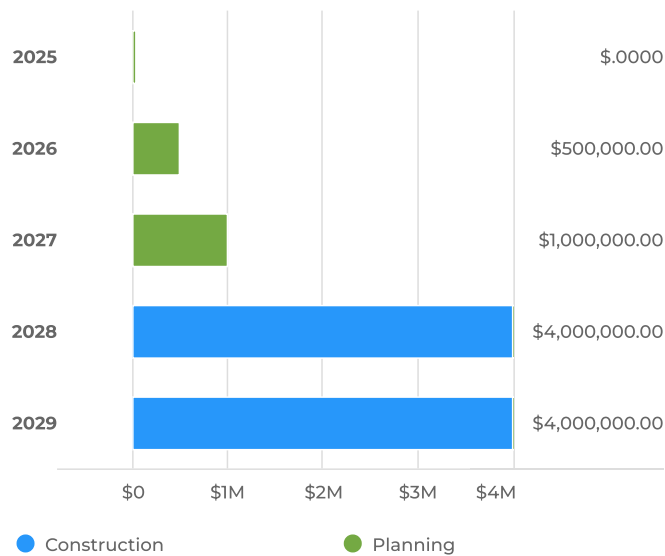
Details

City Council District(s) 1, 2, 5, 8 (Super), 9 (Super)

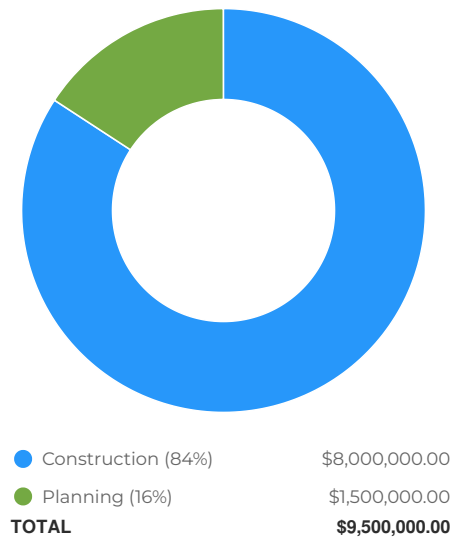
Capital Cost

| | |
|--------------------------|---------------|
| Total Budget (all years) | Project Total |
| \$9.5M | \$9.5M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

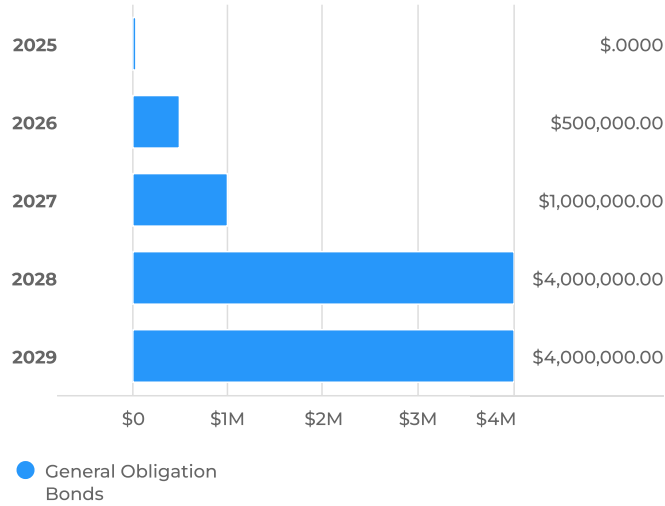
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------|------------------|--------------------|--------------------|--------------------|--------------------|
| Planning | \$0 | \$500,000 | \$1,000,000 | | | \$1,500,000 |
| Construction | | | | \$4,000,000 | \$4,000,000 | \$8,000,000 |
| Total | \$0 | \$500,000 | \$1,000,000 | \$4,000,000 | \$4,000,000 | \$9,500,000 |

Funding Sources

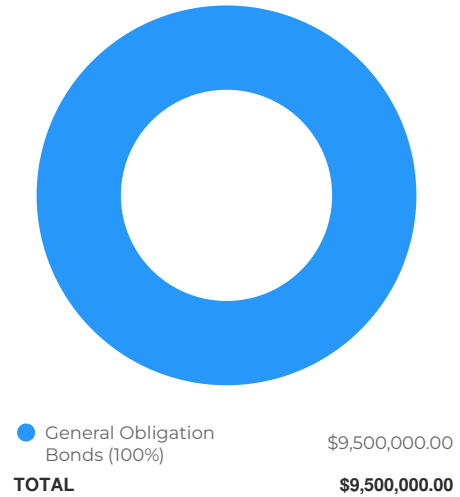
Total Budget (all years)
\$9.5M

Project Total
\$9.5M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------------------|------------|------------------|--------------------|--------------------|--------------------|--------------------|
| General Obligation Bonds | \$0 | \$500,000 | \$1,000,000 | \$4,000,000 | \$4,000,000 | \$9,500,000 |
| Total | \$0 | \$500,000 | \$1,000,000 | \$4,000,000 | \$4,000,000 | \$9,500,000 |

PUBLIC WORKS SEWER REQUESTS



Misc. Subdivisions Outfalls Coverline

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Public Works Sewer |
| Type | Capital Improvement |
| Project Number | SW24100 |

Description

This project provides funding to connect new subdivisions to the City of Memphis sewer system. Funding for this project is based on an annual assessment and is utilized when specific projects are identified.

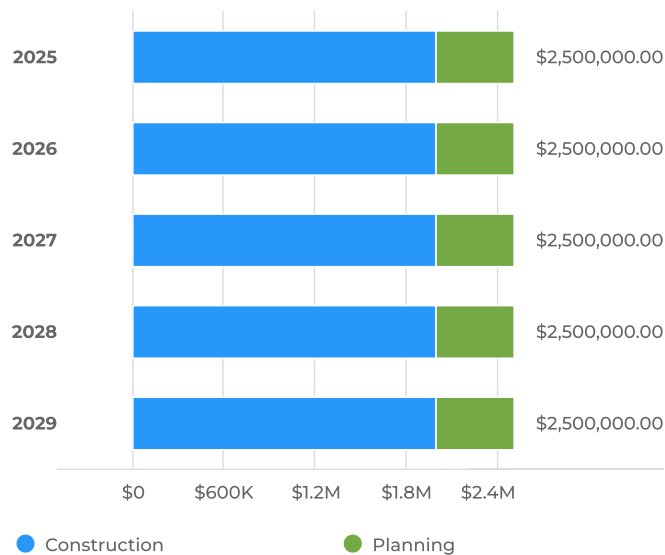
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

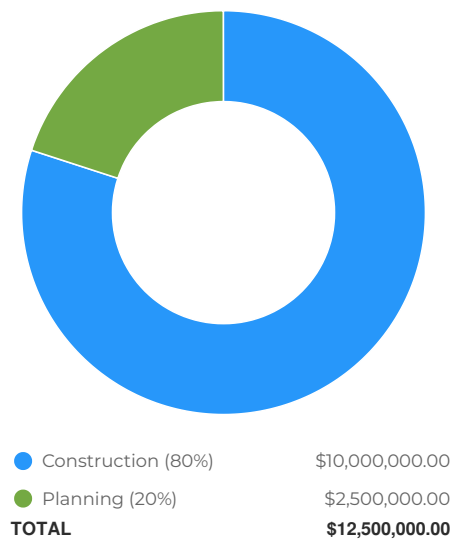
Capital Cost

| | | |
|--------------------|--------------------------|----------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$2,500,000 | \$12.5M | \$12.5M |

Capital Cost by Year



Capital Cost for Budgeted Years



| Capital Cost Breakdown | | | | | | |
|------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
| Planning | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,500,000 |
| Construction | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$10,000,000 |
| Total | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$12,500,000 |

Funding Sources

FY2025 Budget
\$2,500,000

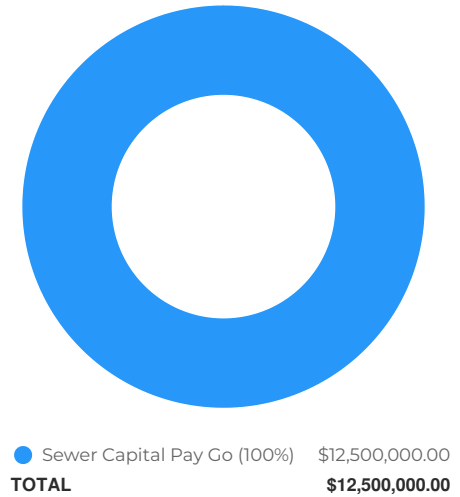
Total Budget (all years)
\$12.5M

Project Total
\$12.5M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Sewer Capital Pay Go | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$12,500,000 |
| Total | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$2,500,000 | \$12,500,000 |

Rehab Existing System Coverline

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Public Works Sewer |
| Type | Capital Improvement |
| Project Number | SW24200 |

Description

This project funds the repair, rehabilitation, and replacement of portions of the existing sewer collection and treatment system as needed. The project is ongoing as funding allows and utilized when specific projects are identified.

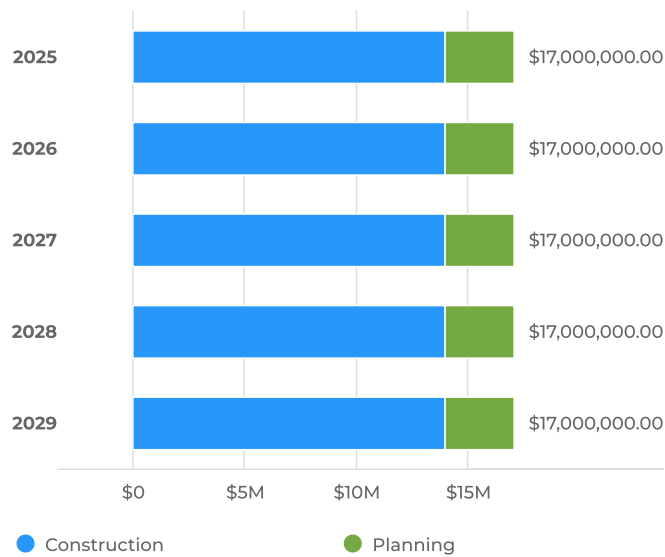
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

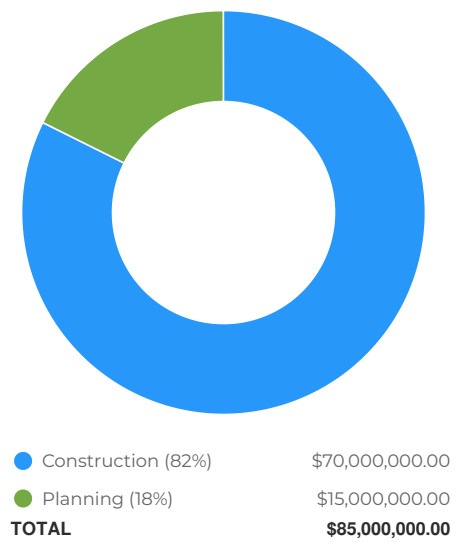
Capital Cost

| | | |
|---------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$17,000,000 | \$85M | \$85M |

Capital Cost by Year



Capital Cost for Budgeted Years



| Capital Cost Breakdown | | | | | | |
|------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
| Planning | \$3,000,000 | \$3,000,000 | \$3,000,000 | \$3,000,000 | \$3,000,000 | \$15,000,000 |
| Construction | \$14,000,000 | \$14,000,000 | \$14,000,000 | \$14,000,000 | \$14,000,000 | \$70,000,000 |
| Total | \$17,000,000 | \$17,000,000 | \$17,000,000 | \$17,000,000 | \$17,000,000 | \$85,000,000 |

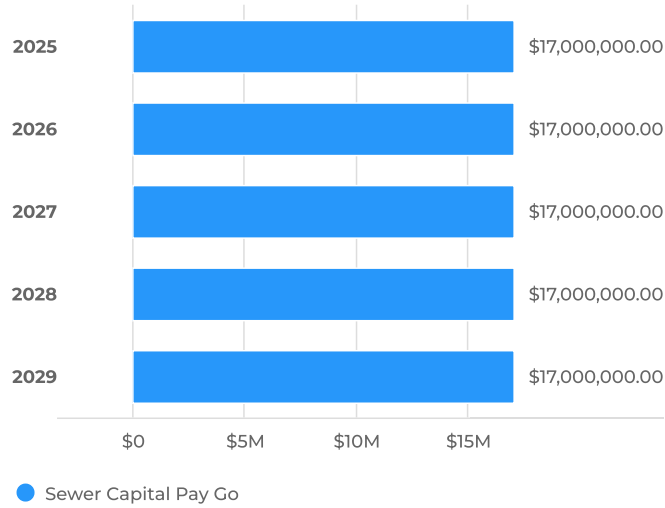
Funding Sources

FY2025 Budget
\$17,000,000

Total Budget (all years)
\$85M

Project Total
\$85M

Funding Sources by Year



Funding Sources for Budgeted Years



| Funding Sources Breakdown | | | | | | |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
| Sewer Capital Pay Go | \$17,000,000 | \$17,000,000 | \$17,000,000 | \$17,000,000 | \$17,000,000 | \$85,000,000 |
| Total | \$17,000,000 | \$17,000,000 | \$17,000,000 | \$17,000,000 | \$17,000,000 | \$85,000,000 |

Service Unsewered Coverline

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Public Works Sewer |
| Type | Capital Improvement |
| Project Number | SW24300 |

Description

This project provides funds to extend sewer service to areas within the City of Memphis that do not have existing sewer connections. The project is ongoing as funding allows and utilized when specific projects are identified.

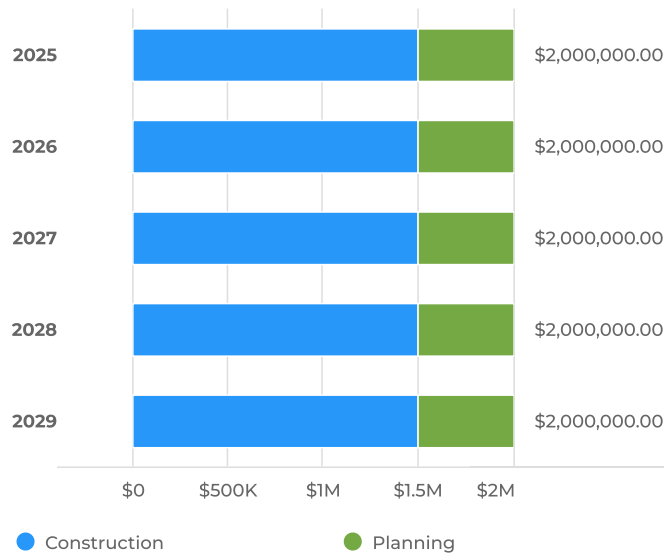
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

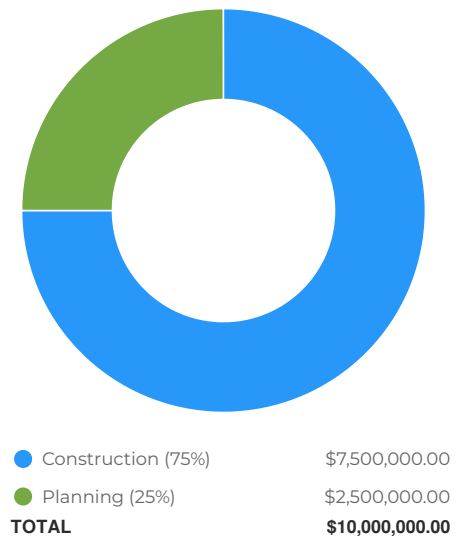
Capital Cost

| | | |
|--------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$2,000,000 | \$10M | \$10M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Planning | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,500,000 |
| Construction | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$1,500,000 | \$7,500,000 |
| Total | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$10,000,000 |

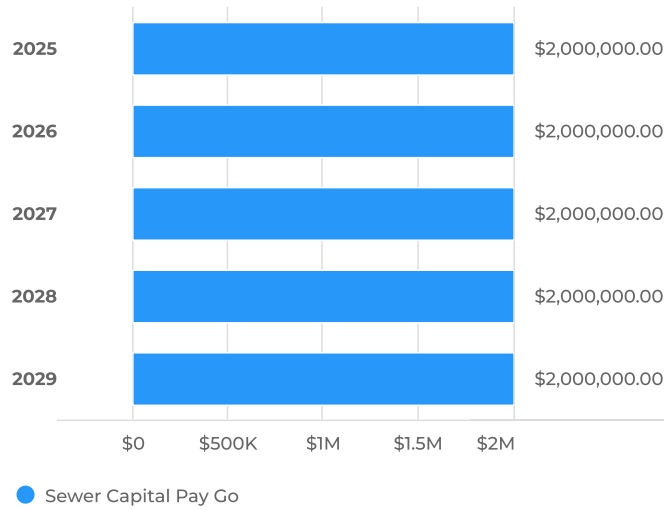
Funding Sources

FY2025 Budget
\$2,000,000

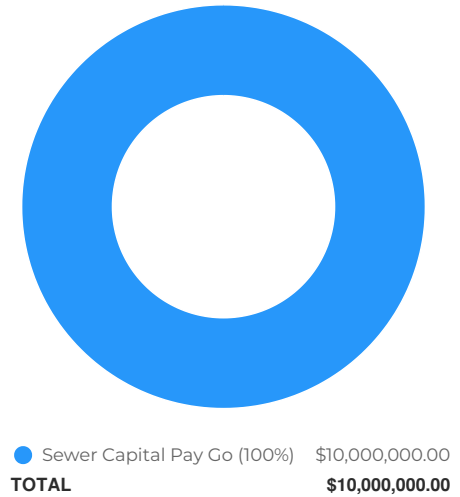
Total Budget (all years)
\$10M

Project Total
\$10M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Sewer Capital Pay Go | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$10,000,000 |
| Total | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$10,000,000 |

Sewer Assessment and Rehab

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Public Works Sewer |
| Type | Capital Improvement |
| Project Number | SW05001 |

Description

This project will fund a sanitary sewer condition assessment and rehabilitation program in response to state and federal environmental mandates.

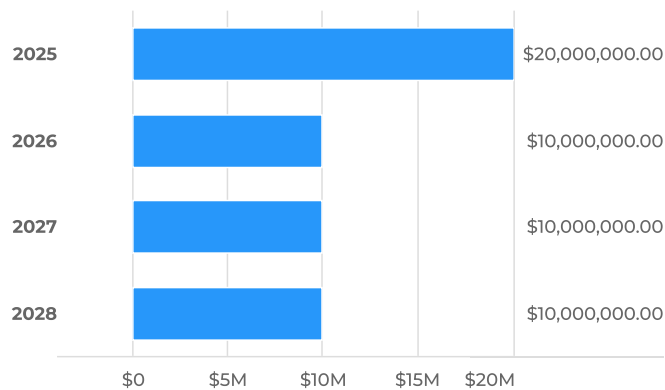
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

Capital Cost

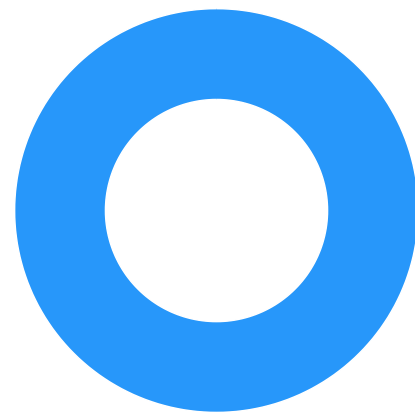
| | | |
|---------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$20,000,000 | \$50M | \$50M |

Capital Cost by Year



● Planning

Capital Cost for Budgeted Years



● Planning (100%) \$50,000,000.00
TOTAL \$50,000,000.00

Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | Total |
|--------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Planning | \$20,000,000 | \$10,000,000 | \$10,000,000 | \$10,000,000 | \$50,000,000 |
| Total | \$20,000,000 | \$10,000,000 | \$10,000,000 | \$10,000,000 | \$50,000,000 |

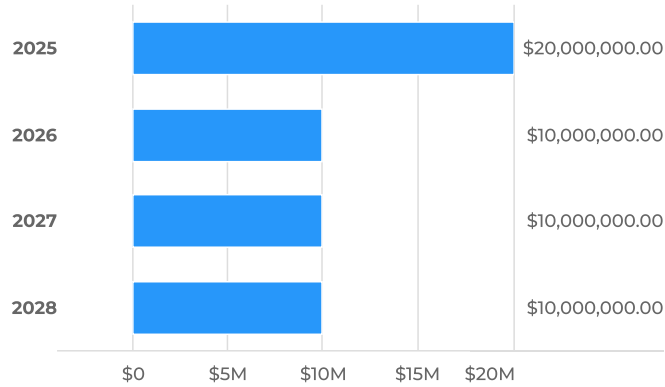
Funding Sources

FY2025 Budget
\$20,000,000

Total Budget (all years)
\$50M

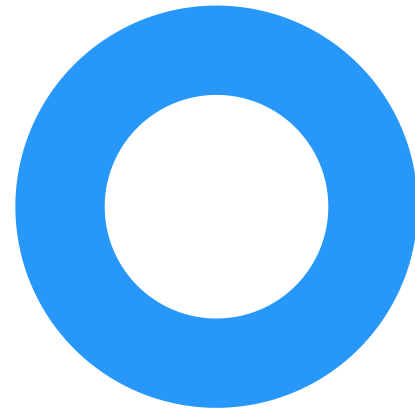
Project Total
\$50M

Funding Sources by Year



● Sewer Revenue Bonds

Funding Sources for Budgeted Years



● Sewer Revenue Bonds (100%) \$50,000,000.00
TOTAL \$50,000,000.00

Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | Total |
|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Sewer Revenue Bonds | \$20,000,000 | \$10,000,000 | \$10,000,000 | \$10,000,000 | \$50,000,000 |
| Total | \$20,000,000 | \$10,000,000 | \$10,000,000 | \$10,000,000 | \$50,000,000 |

South Plant Expansion

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Public Works Sewer |
| Type | Capital Improvement |
| Project Number | SW02033 |

Description

This project funds the expansion of the T.E. Maxson Wastewater Treatment Facility. Project outcomes are the construction of additional equipment used in primary clarification, blowers, ABF Towers, equipment used for final clarification, screens, ancillary structures and facilities.

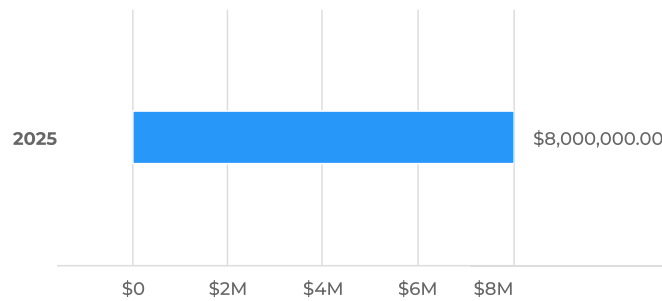
Details

City Council District(s) 6, 8 (Super)

Capital Cost

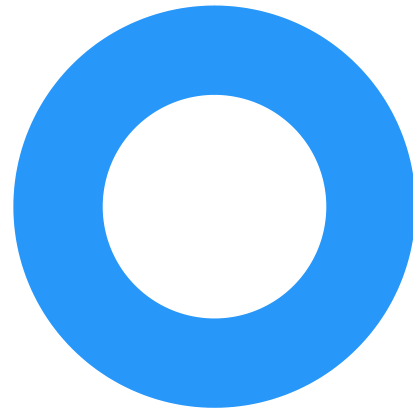
| | | |
|--------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$8,000,000 | \$8M | \$8M |

Capital Cost by Year



● Construction

Capital Cost for Budgeted Years



● Construction (100%) \$8,000,000.00
TOTAL \$8,000,000.00

Capital Cost Breakdown

| Capital Cost | FY2025 | Total |
|--------------|--------------------|--------------------|
| Construction | \$8,000,000 | \$8,000,000 |
| Total | \$8,000,000 | \$8,000,000 |

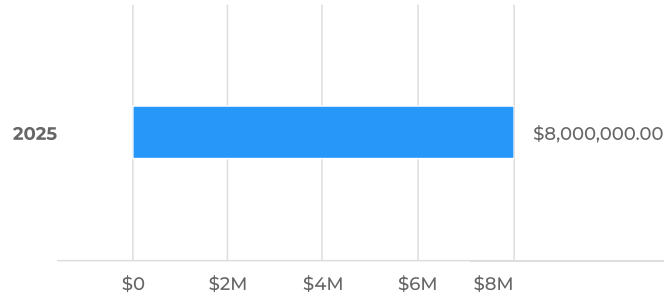
Funding Sources

FY2025 Budget
\$8,000,000

Total Budget (all years)
\$8M

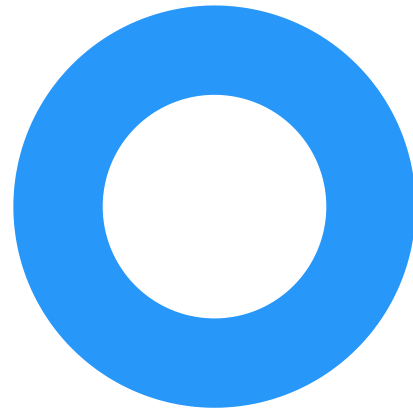
Project Total
\$8M

Funding Sources by Year



● Sewer Capital Pay Go

Funding Sources for Budgeted Years



● Sewer Capital Pay Go (100%) \$8,000,000.00
TOTAL \$8,000,000.00

Funding Sources Breakdown

| Funding Sources | FY2025 | Total |
|----------------------|--------------------|--------------------|
| Sewer Capital Pay Go | \$8,000,000 | \$8,000,000 |
| Total | \$8,000,000 | \$8,000,000 |

Stiles Plant Modification

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Public Works Sewer |
| Type | Capital Improvement |
| Project Number | SW04009 |

Description

This project funds modifications of the Maynard C. Stiles Wastewater Treatment Plant. Included is the construction or modification of treatment facilities and ancillary structures to bring them into compliance with federal and state requirements.

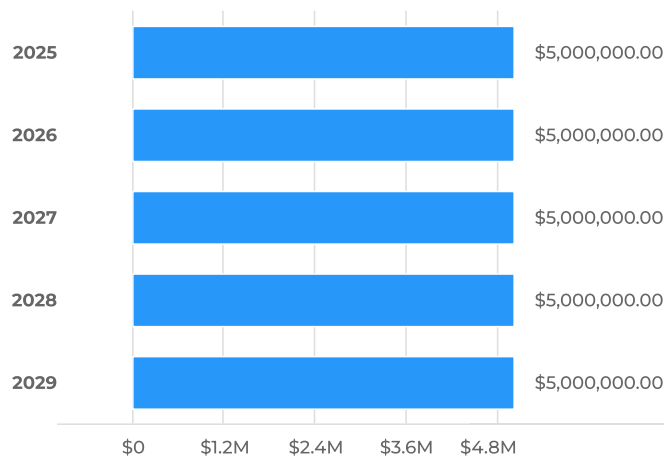
Details

City Council District(s) 7, 8 (Super)

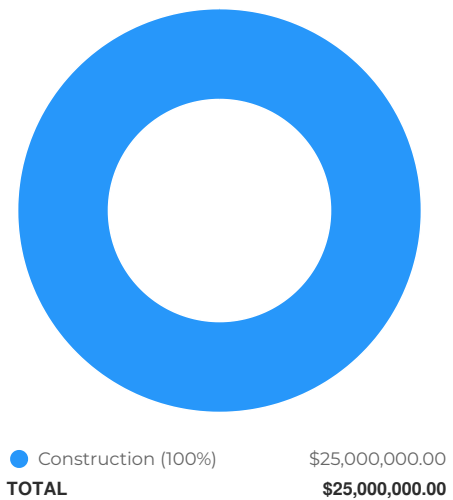
Capital Cost

| | | |
|--------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$5,000,000 | \$25M | \$25M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Construction | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$25,000,000 |
| Total | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$25,000,000 |

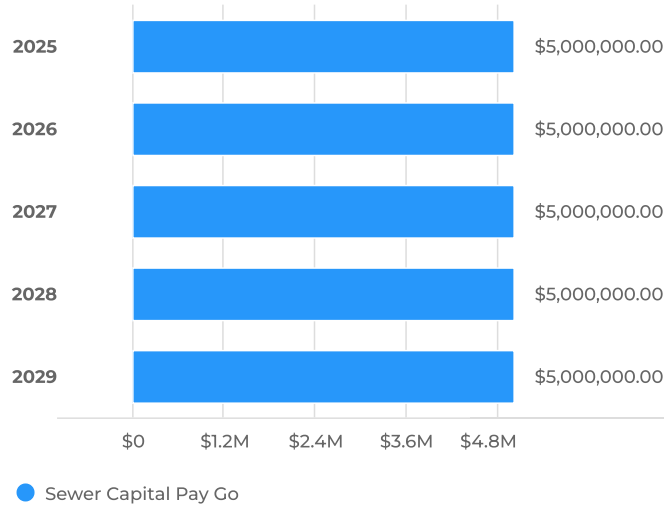
Funding Sources

FY2025 Budget
\$5,000,000

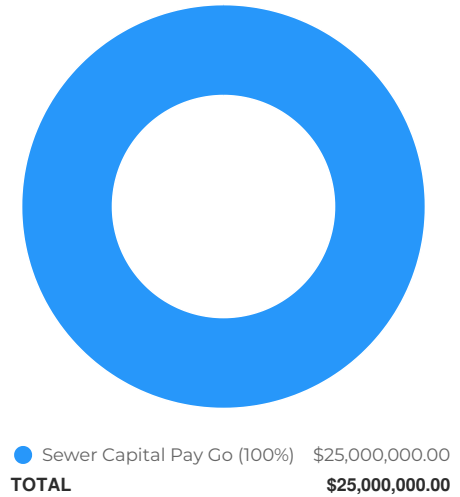
Total Budget (all years)
\$25M

Project Total
\$25M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Sewer Capital Pay Go | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$25,000,000 |
| Total | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$25,000,000 |

Stiles WWTF Biosolids Upgrades

Overview

| | |
|----------------|---------------------|
| Request Owner | City of Memphis |
| Department | Public Works Sewer |
| Type | Capital Improvement |
| Project Number | SW04011 |

Description

This project is for the construction and modification of treatment facilities and ancillary structures to meet federal and state government requirements for the removal and disposal of digested bio solids.

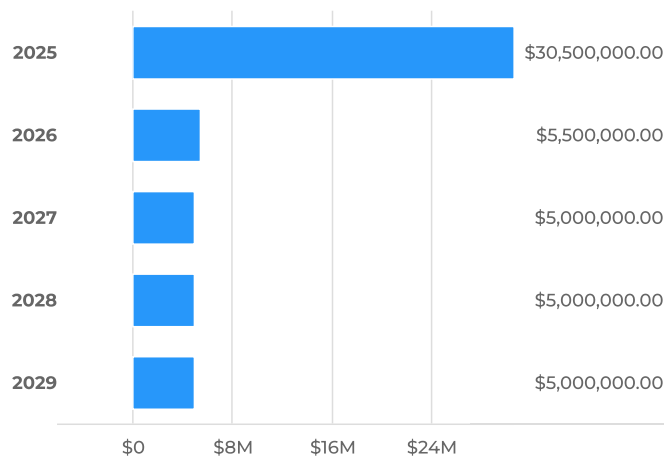
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

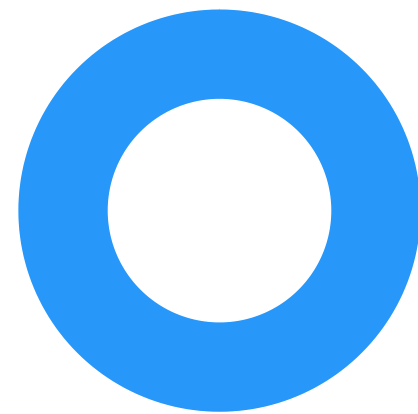
Capital Cost

| | | |
|---------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$30,500,000 | \$51M | \$51M |

Capital Cost by Year



Capital Cost for Budgeted Years



TOTAL \$51,000,000.00

Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|---------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Construction | \$30,500,000 | \$5,500,000 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$51,000,000 |
| Total | \$30,500,000 | \$5,500,000 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$51,000,000 |

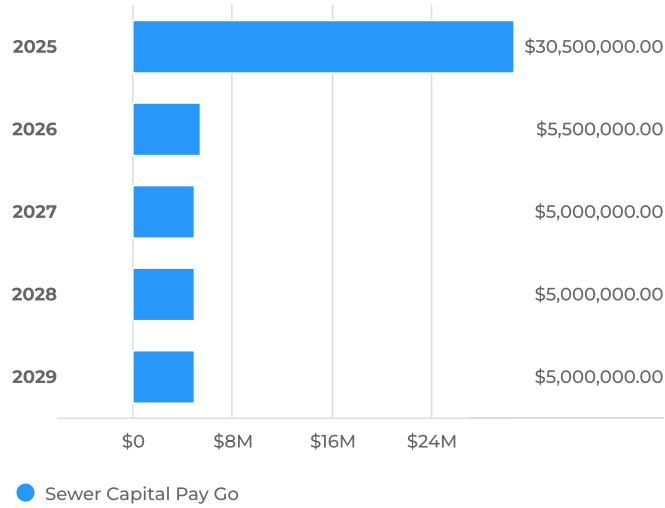
Funding Sources

FY2025 Budget
\$30,500,000

Total Budget (all years)
\$51M

Project Total
\$51M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|----------------------|---------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Sewer Capital Pay Go | \$30,500,000 | \$5,500,000 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$51,000,000 |
| Total | \$30,500,000 | \$5,500,000 | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$51,000,000 |

PUBLIC WORKS STORM WATER REQUESTS

Curb & Gutter Misc Locations

Overview

| | |
|----------------|--------------------------|
| Request Owner | City of Memphis |
| Department | Public Works Storm Water |
| Type | Capital Improvement |
| Project Number | ST03211 |

Description

This project will provide funds for the repair and replacement of curbs and gutters throughout the City of Memphis. This project is ongoing each fiscal year as funding permits.

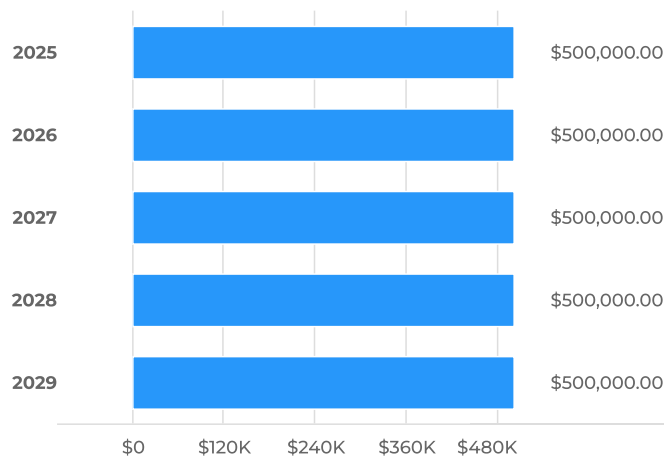
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

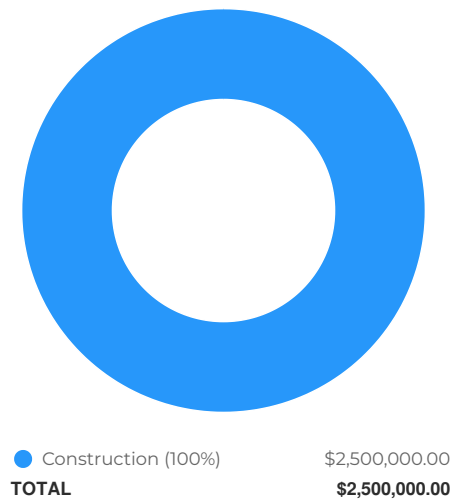
Capital Cost

| | | |
|------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$500,000 | \$2.5M | \$2.5M |

Capital Cost by Year



Capital Cost for Budgeted Years



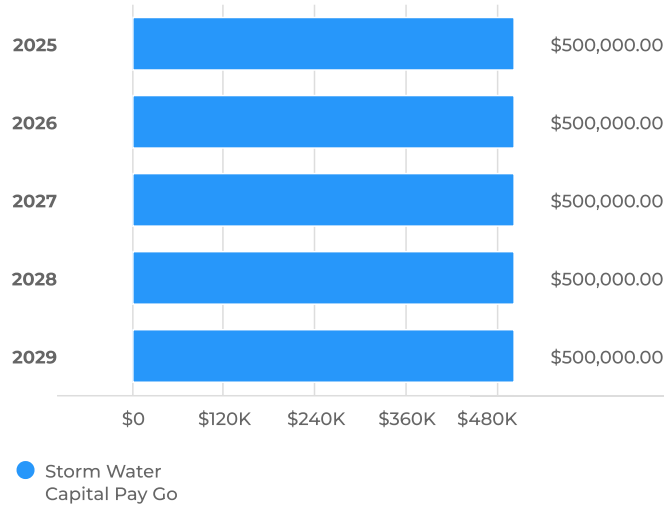
Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Construction | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,500,000 |
| Total | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,500,000 |

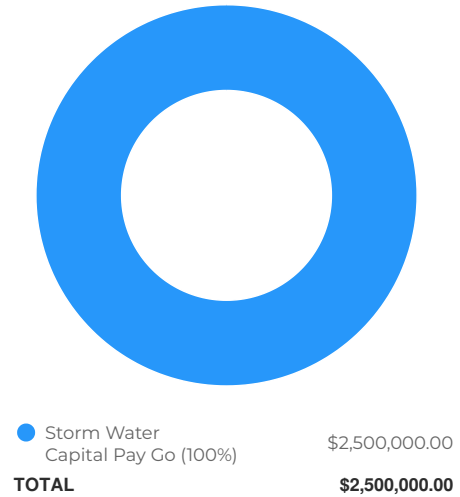
Funding Sources

FY2025 Budget **\$500,000** Total Budget (all years) **\$2.5M** Project Total **\$2.5M**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|----------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Storm Water Capital Pay Go | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,500,000 |
| Total | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,500,000 |

Design Coverline

Overview

| | |
|----------------|--------------------------|
| Request Owner | City of Memphis |
| Department | Public Works Storm Water |
| Type | Capital Improvement |
| Project Number | ST02001 |

Description

This project covers the costs for improvements to the existing drainage system, proposed new drainage projects, and the development of Drainage Master Plans throughout the City of Memphis. All funding allocated for this project in a given Fiscal Year should be appropriated to active construction projects by June of that FY. This is an ongoing project as funding permits.

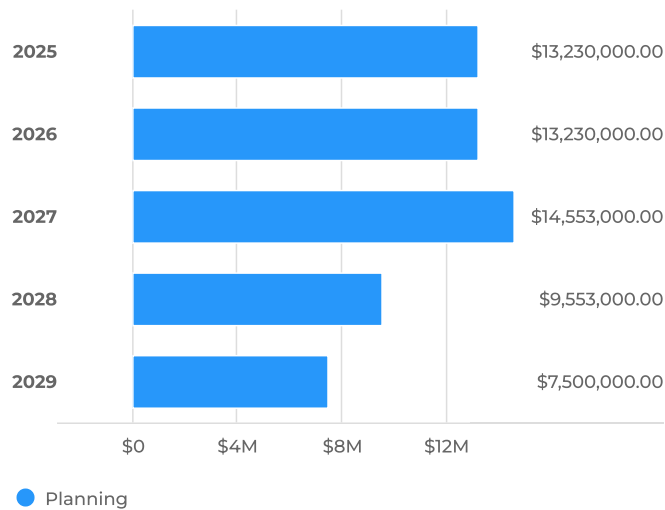
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

Capital Cost

| | | |
|---------------------|--------------------------|------------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$13,230,000 | \$58.066M | \$58.066M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|---------------------|---------------------|---------------------|--------------------|--------------------|---------------------|
| Planning | \$13,230,000 | \$13,230,000 | \$14,553,000 | \$9,553,000 | \$7,500,000 | \$58,066,000 |
| Total | \$13,230,000 | \$13,230,000 | \$14,553,000 | \$9,553,000 | \$7,500,000 | \$58,066,000 |

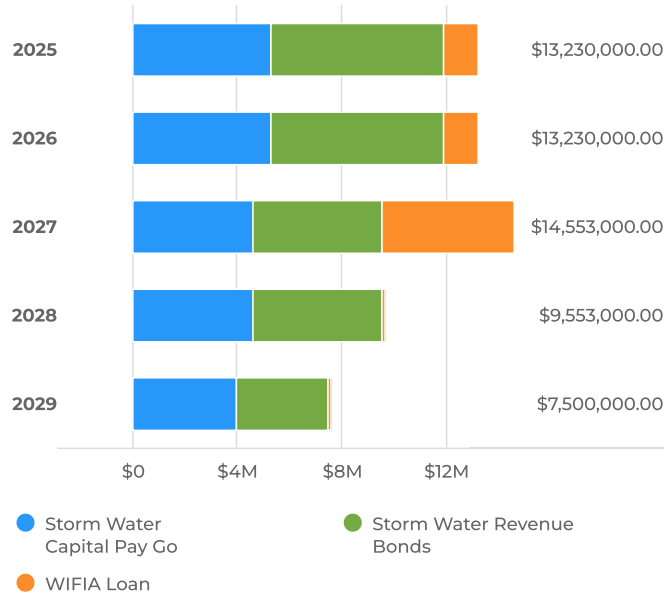
Funding Sources

FY2025 Budget
\$13,230,000

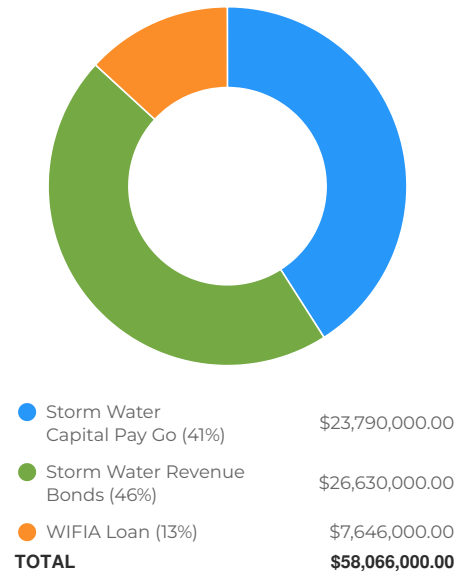
Total Budget (all years)
\$58.066M

Project Total
\$58.066M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|----------------------------|---------------------|---------------------|---------------------|--------------------|--------------------|---------------------|
| Storm Water Revenue Bonds | \$6,615,000 | \$6,615,000 | \$4,950,000 | \$4,950,000 | \$3,500,000 | \$26,630,000 |
| WIFIA Loan | \$1,323,000 | \$1,323,000 | \$5,000,000 | \$0 | \$0 | \$7,646,000 |
| Storm Water Capital Pay Go | \$5,292,000 | \$5,292,000 | \$4,603,000 | \$4,603,000 | \$4,000,000 | \$23,790,000 |
| Total | \$13,230,000 | \$13,230,000 | \$14,553,000 | \$9,553,000 | \$7,500,000 | \$58,066,000 |

Drainage Coverline

Overview

| | |
|----------------|--------------------------|
| Request Owner | City of Memphis |
| Department | Public Works Storm Water |
| Type | Capital Improvement |
| Project Number | ST03205 |

Description

This project is for improvements to existing drainage systems and new projects identified by Drainage Master Plans throughout the City of Memphis. All funding allocated for this project in a given Fiscal Year should be appropriated to active construction projects by June of that FY. This is an ongoing project as funding permits.

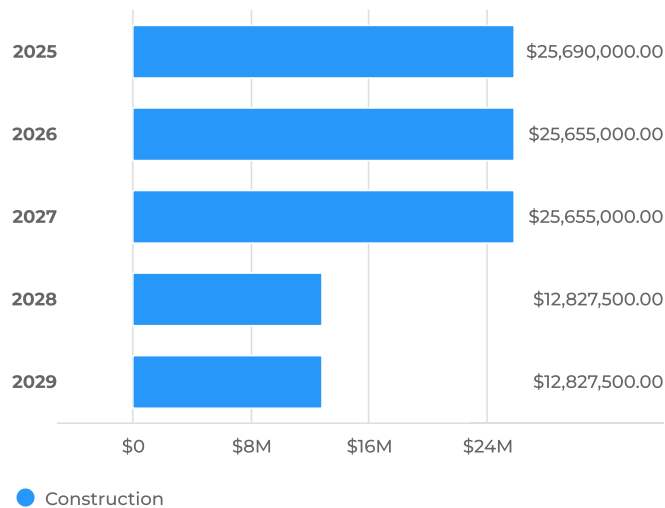
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

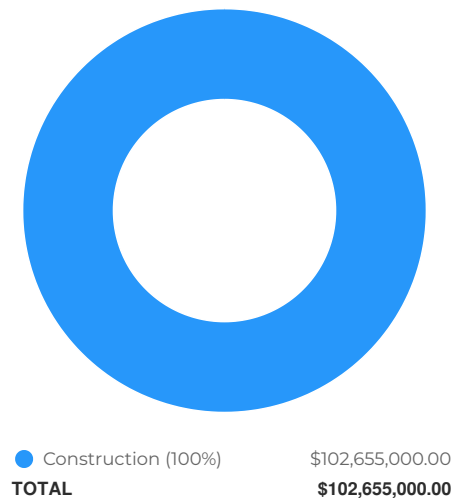
Capital Cost

| | | |
|---------------------|--------------------------|-------------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$25,690,000 | \$102.655M | \$102.655M |

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Construction | \$25,690,000 | \$25,655,000 | \$25,655,000 | \$12,827,500 | \$12,827,500 | \$102,655,000 |
| Total | \$25,690,000 | \$25,655,000 | \$25,655,000 | \$12,827,500 | \$12,827,500 | \$102,655,000 |

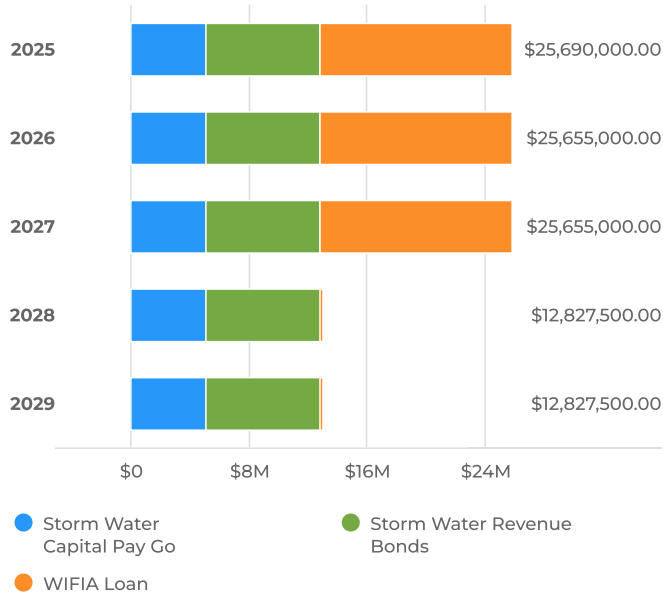
Funding Sources

FY2025 Budget
\$25,690,000

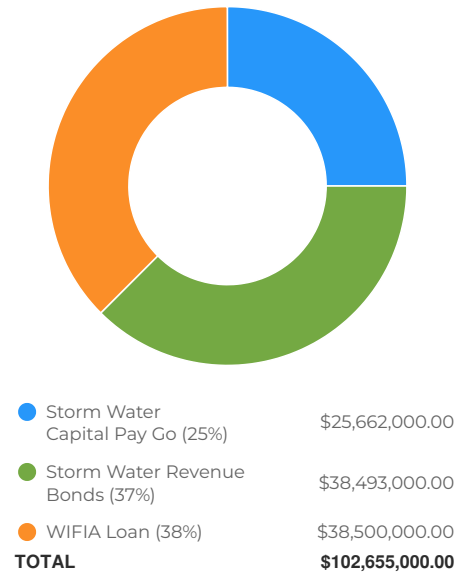
Total Budget (all years)
\$102.655M

Project Total
\$102.655M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Storm Water Revenue Bonds | \$7,707,000 | \$7,696,500 | \$7,696,500 | \$7,696,500 | \$7,696,500 | \$38,493,000 |
| WIFIA Loan | \$12,845,000 | \$12,827,500 | \$12,827,500 | \$0 | \$0 | \$38,500,000 |
| Storm Water Capital Pay Go | \$5,138,000 | \$5,131,000 | \$5,131,000 | \$5,131,000 | \$5,131,000 | \$25,662,000 |
| Total | \$25,690,000 | \$25,655,000 | \$25,655,000 | \$12,827,500 | \$12,827,500 | \$102,655,000 |

Flood Mitigation Coverline

Overview

| | |
|----------------|--------------------------|
| Request Owner | City of Memphis |
| Department | Public Works Storm Water |
| Type | Capital Improvement |
| Project Number | ST03214 |

Description

This project funds the acquisition of properties to mitigate flooding. The project is ongoing as funding allows.

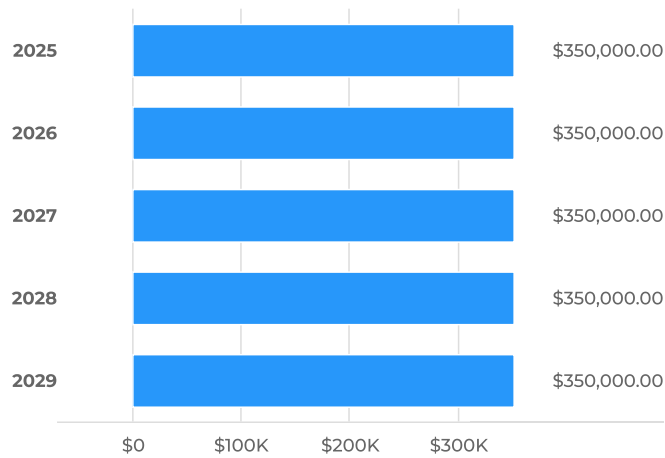
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

Capital Cost

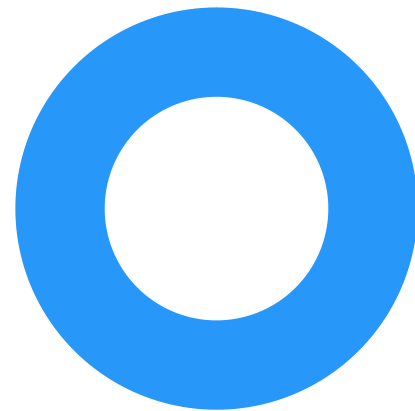
| | | |
|------------------|--------------------------|----------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$350,000 | \$1.75M | \$1.75M |

Capital Cost by Year



● Planning

Capital Cost for Budgeted Years



● Planning (100%) \$1,750,000.00
TOTAL \$1,750,000.00

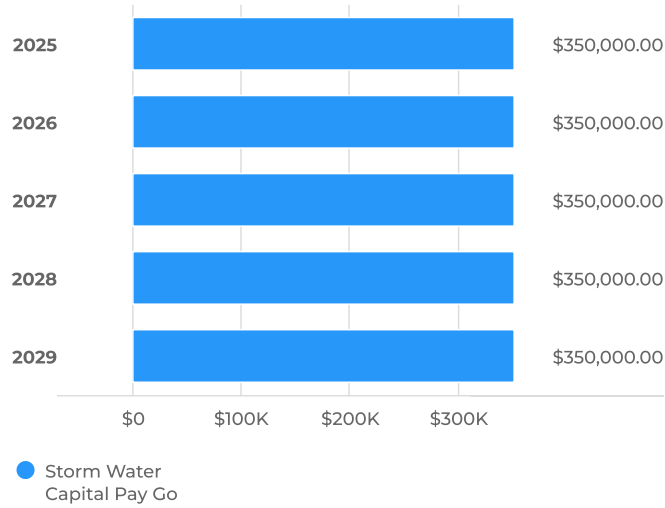
Capital Cost Breakdown

| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|--------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Planning | \$350,000 | \$350,000 | \$350,000 | \$350,000 | \$350,000 | \$1,750,000 |
| Total | \$350,000 | \$350,000 | \$350,000 | \$350,000 | \$350,000 | \$1,750,000 |

Funding Sources

FY2025 Budget **\$350,000** Total Budget (all years) **\$1.75M** Project Total **\$1.75M**

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|----------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Storm Water Capital Pay Go | \$350,000 | \$350,000 | \$350,000 | \$350,000 | \$350,000 | \$1,750,000 |
| Total | \$350,000 | \$350,000 | \$350,000 | \$350,000 | \$350,000 | \$1,750,000 |

Storm Water Bridge Repair Coverline

Overview

| | |
|----------------|--------------------------|
| Request Owner | City of Memphis |
| Department | Public Works Storm Water |
| Type | Capital Improvement |
| Project Number | ST03216 |

Description

This project is for storm water related repairs and improvements to the 402 existing bridges within the City of Memphis. Two to three major projects and several smaller projects are expected each year. The types of projects anticipated include channel improvements to enhance storm water flow, Rip Rap placement and scour protection. All funding allocated for this project in a given Fiscal Year should be appropriated to active construction projects by June of that FY. This is an ongoing project as funding permits.

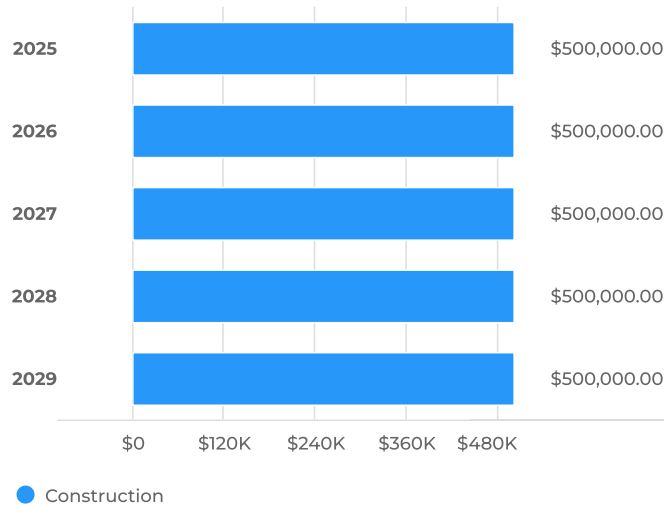
Details

City Council District(s) 1, 2, 3, 4, 5, 6, 7, 8 (Super), 9 (Super)

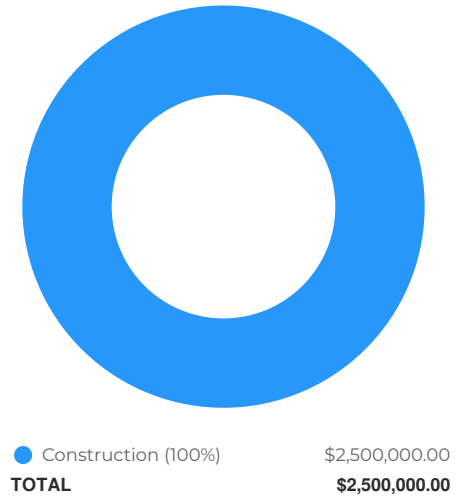
Capital Cost

| | | |
|------------------|--------------------------|---------------|
| FY2025 Budget | Total Budget (all years) | Project Total |
| \$500,000 | \$2.5M | \$2.5M |

Capital Cost by Year



Capital Cost for Budgeted Years



| Capital Cost Breakdown | | | | | | |
|------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Capital Cost | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
| Construction | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,500,000 |
| Total | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,500,000 |

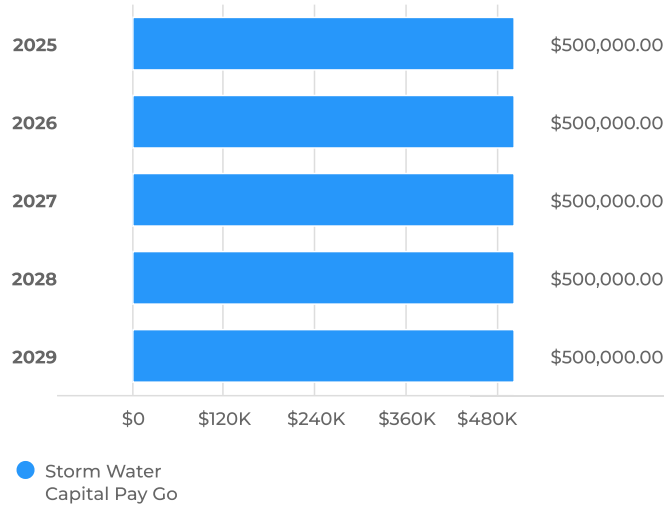
Funding Sources

FY2025 Budget
\$500,000

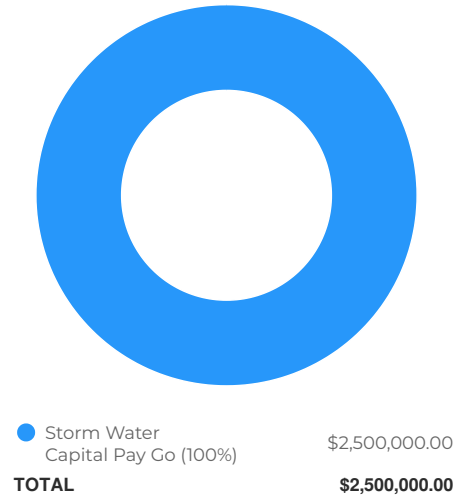
Total Budget (all years)
\$2.5M

Project Total
\$2.5M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

| Funding Sources | FY2025 | FY2026 | FY2027 | FY2028 | FY2029 | Total |
|----------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Storm Water Capital Pay Go | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,500,000 |
| Total | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$500,000 | \$2,500,000 |

Glossary

Abatement: A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

Accounting System: The total structure of records and procedures that identify record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

Accrued Interest: The amount of interest that has accumulated on the debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

Amortization: The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

Appropriation: A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

Arbitrage: As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

Assessed Valuation: A value assigned to real estate or other property by a government as the basis for levying taxes.

Audit: An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the fiscal performance of a community.

Audit Report: Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

Available Funds: Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other one-time costs.

Balance Sheet: A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

Betterments (Special Assessments): Whenever a specific area of a community receives benefit from a public improvement (e.g., water, sewer, sidewalk, etc.), special property taxes may be assessed to reimburse the governmental entity for all or part of the costs it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full or the property owner may request that the assessors apportion the betterment over 20 years. Over the life of the betterment, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

Bond: A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

Bond and Interest Record: (Bond Register) – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

Bonds Authorized and Unissued: Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by the community's legislative body to be removed from community's books.

Bond Issue: Generally, the sale of a certain number of bonds at one time by a governmental unit.

Bond Rating (Municipal): A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

Budget: A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Performance Budget, Program Budget)

Capital Assets: All real and tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Assets)

Capital Budget: An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Assets, Fixed Assets)

Cash: Currency, coin, checks, postal and express money orders and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

Cash Management: The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short- term borrowing and investment of idle cash.

Certificate of Deposit (CD): A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

Classification of Real Property: Assessors are required to classify all real property according to use into one of four classes: residential, open space, commercial, and industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners.

Collective Bargaining: The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union. regarding wages, hours and working conditions.

Consumer Price Index: The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

Cost-Benefit Analysis: A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

Debt Burden: The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

Debt Service: The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

Encumbrance: A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

Enterprise Funds: An enterprise fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the

"surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

Equalized Valuations (EQVs): The determination of the full and fair cash value of all property in the community that is subject to local taxation.

Estimated Receipts: A term that typically refers to anticipated local revenues often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts)

Exemptions: A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

Expenditure: An outlay of money made by municipalities to provide the programs and services within their approved budget.

Fiduciary Funds: Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private- purpose trust funds, and agency funds.

Fixed Assets: Long-lived, assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

Fixed Costs: Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

Float: The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

Full Faith and Credit: A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

Fund: An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund Accounting: Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

GASB 34: A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement the government's financial performance, trends and prospects for the future.

GASB 45: This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other postemployment benefits in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

General Fund: The fund used to account for most financial resources and activities governed by the normal appropriation process.

General Obligation Bonds: Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

Governing Body: A board, committee, commission, or other executive or policymaking body of a municipality or school district.

Indirect Cost: Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

Interest: Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

Interest Rate: The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

Investments: Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

Line Item Budget: A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

Local Aid: Revenue allocated by the state or counties to municipalities and school districts.

Maturity Date: The date that the principal of a bond becomes due and payable in full.

Municipal(s): (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

Note: A short-term loan, typically with a maturity date of a year or less.

Objects of Expenditures: A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

Official Statement: A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

Operating Budget: A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

Overlapping Debt: A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

Performance Budget: A budget that stresses output both in terms of economy and efficiency.

Principal: The face amount of a bond, exclusive of accrued interest.

Program: A combination of activities to accomplish an end.

Program Budget: A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

Purchased Services: The cost of services that are provided by a vendor.

Refunding of Debt: Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.

Reserve Fund: An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures.

Revaluation: The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of

the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

Revenue Anticipation Note (RAN): A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

Revenue Bond: A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

Revolving Fund: Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

Sale of Real Estate Fund: A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure.

Stabilization Fund: A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose.

Surplus Revenue: The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

Tax Rate: The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

Tax Title Foreclosure: The procedure initiated by a municipality to obtain legal title to real property already in tax title and on which property taxes are overdue.

Trust Fund: In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by the community's legislative body. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

Uncollected Funds: Recently deposited checks included in an account's balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be loaned or used as part of the bank's reserves and they are not available for disbursement.)

Undesignated Fund Balance: Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.

Unreserved Fund Balance (Surplus Revenue Account): The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

Valuation (100 Percent): The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.