YAG, MMI, and MRPP did not provide a presentation at the time of Document Publication.



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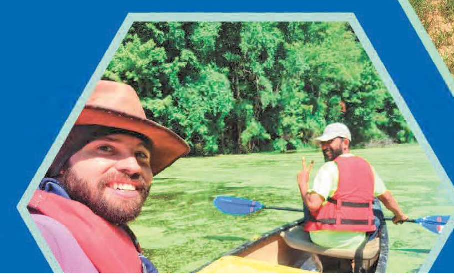
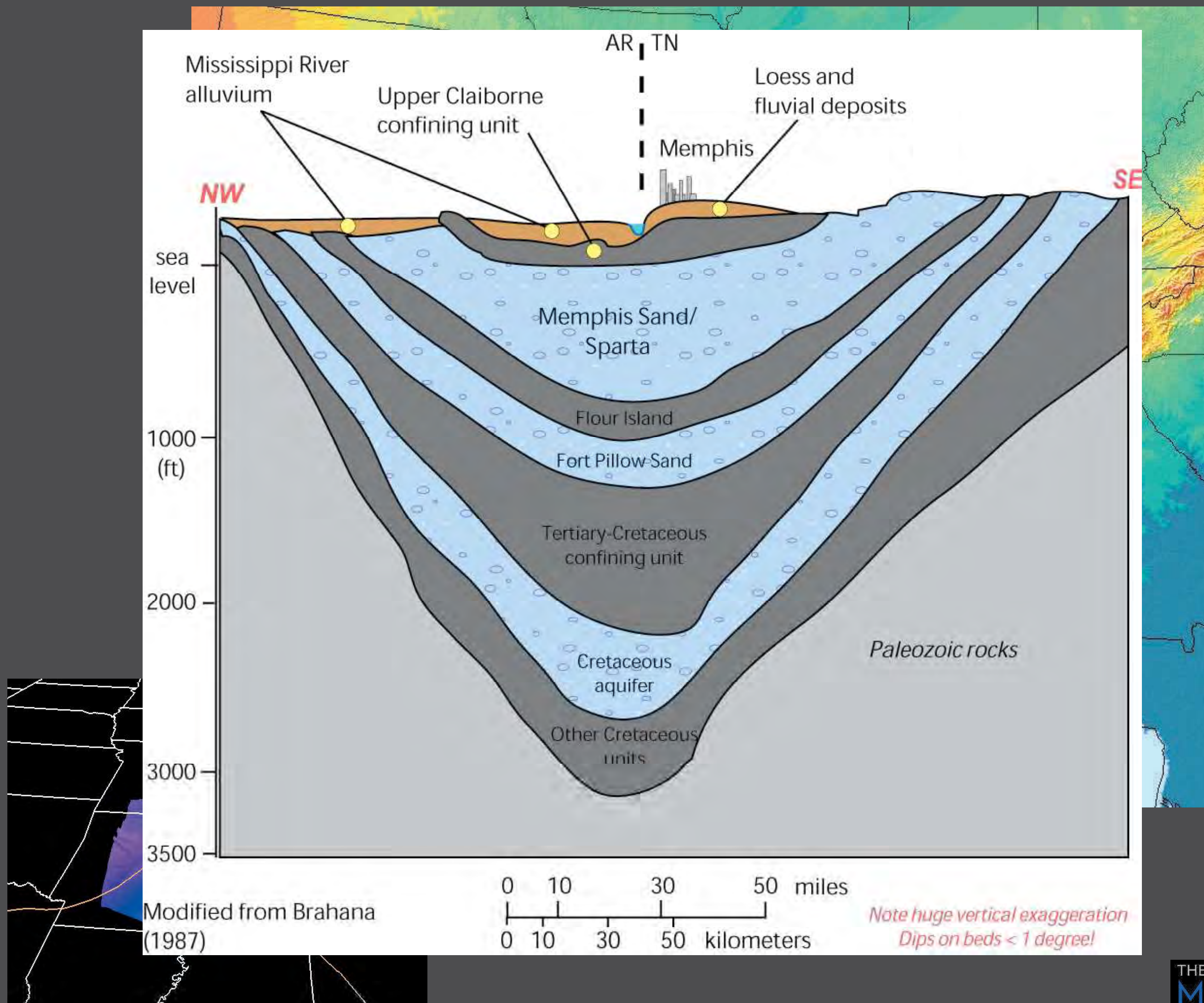
Center for Applied Earth Science and Engineering Research

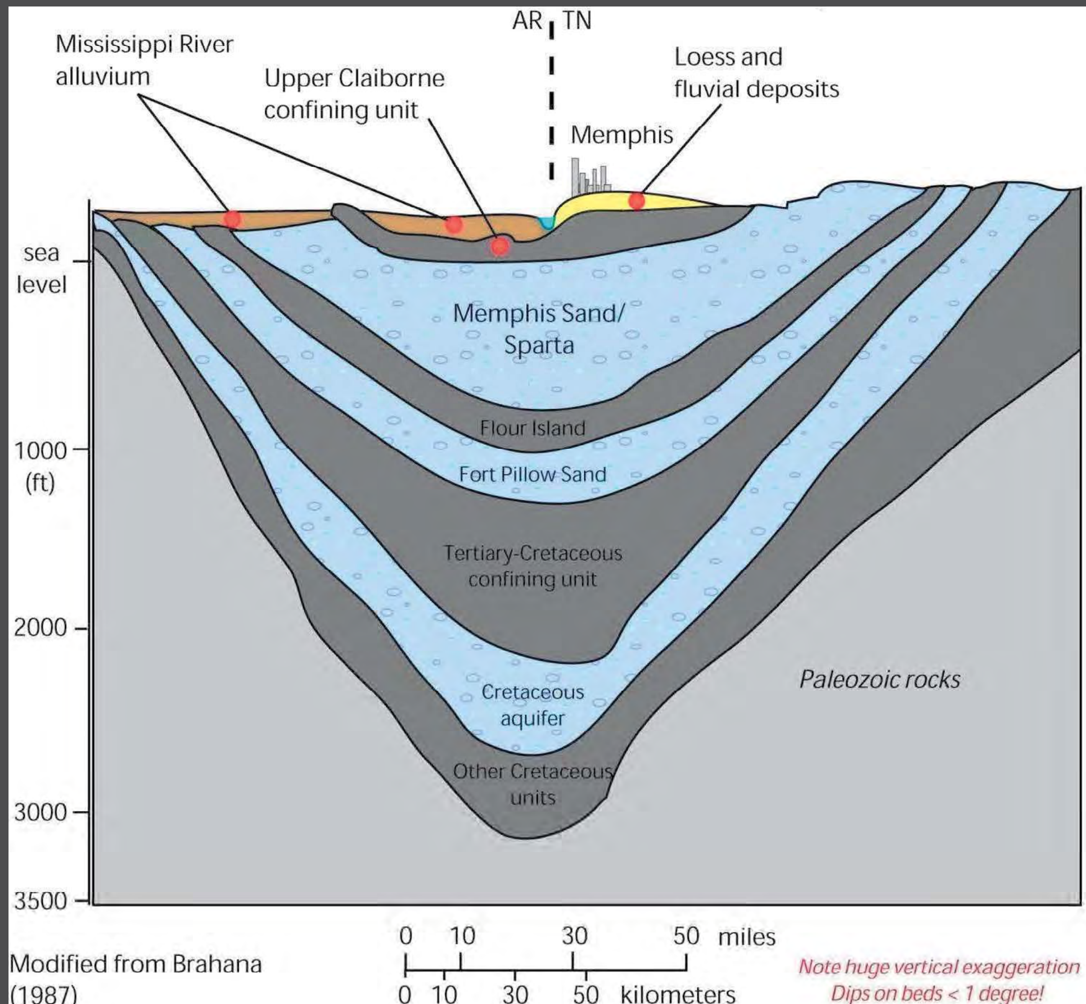
AQUIFER STUDY 2

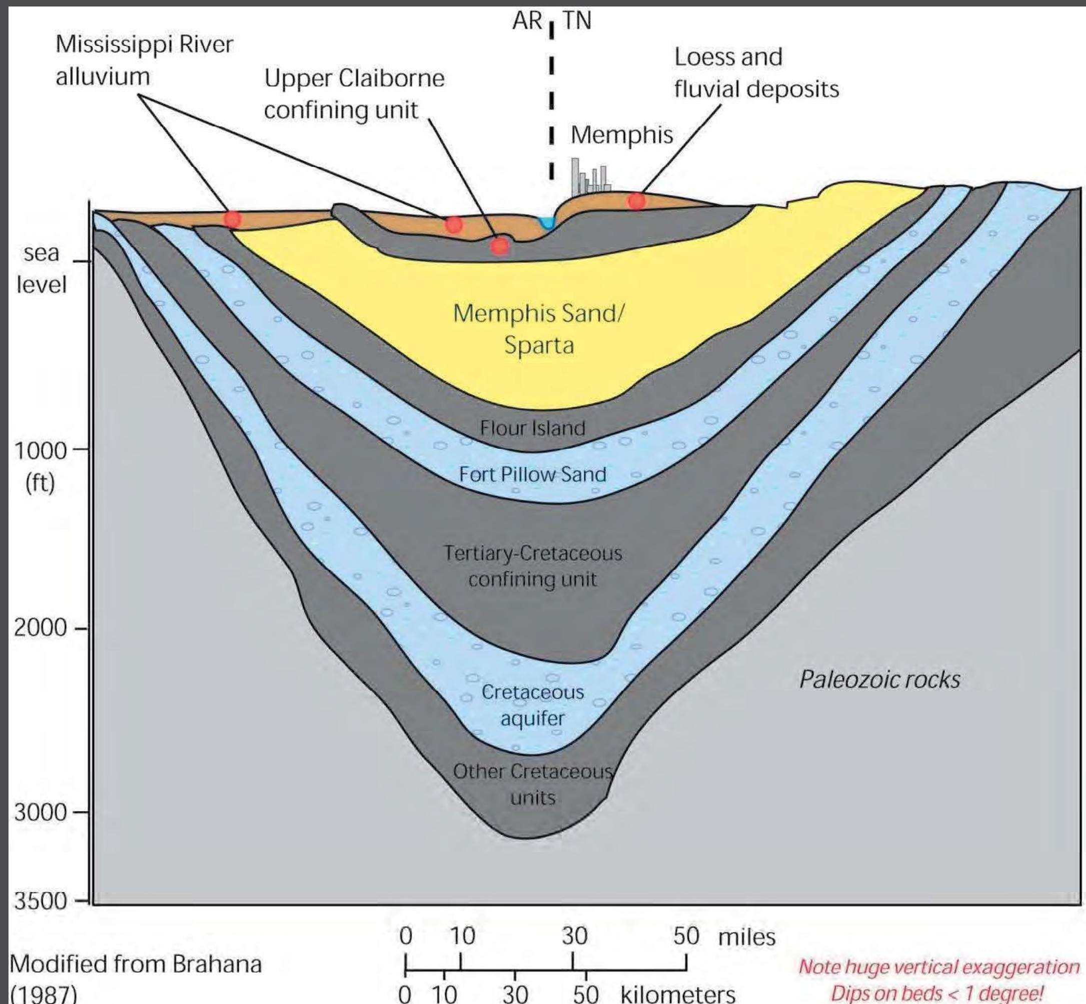



Presentation by Dr. Brian Waldron



THE UNIVERSITY OF MEMPHIS


AR
TN
Mississippi River alluvium
Upper Claiborne confining unit
Loess and fluvial deposits
Memphis
sea level
1000 (ft)
2000
3000
3500
Memphis Sand/ Sparta
Flour Island
Fort Pillow Sand
Tertiary-Cretaceous confining unit
Cretaceous aquifer
Other Cretaceous units
Paleozoic rocks
0 10 30 50 miles
0 10 30 50 kilometers
Modified from Brahana (1987)
Note huge vertical exaggeration
Dips on beds < 1 degree!



AR
TN
Mississippi River
alluvium
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confining unit
Loess and
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Memphis
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1000
(ft)
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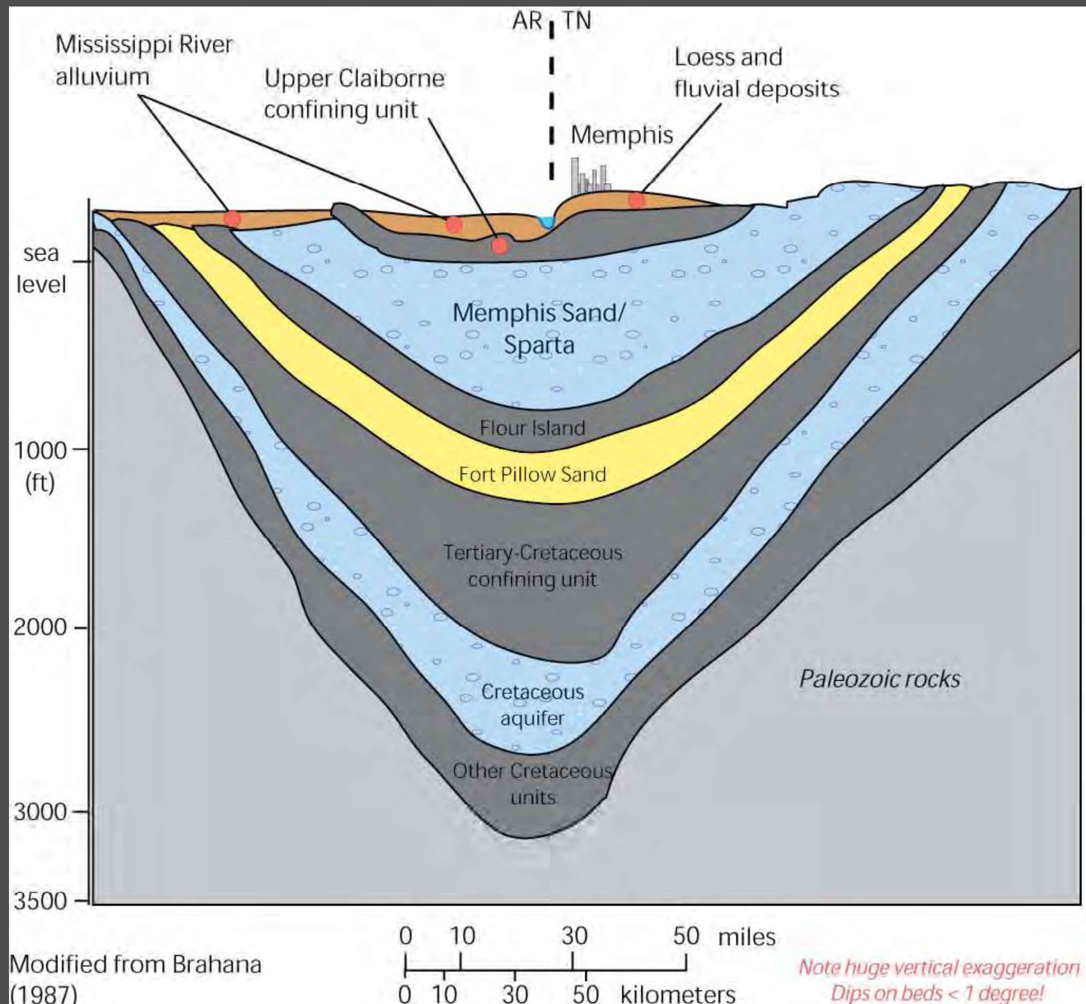
AR
TN
Mississippi River alluvium
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Loess and fluvial deposits
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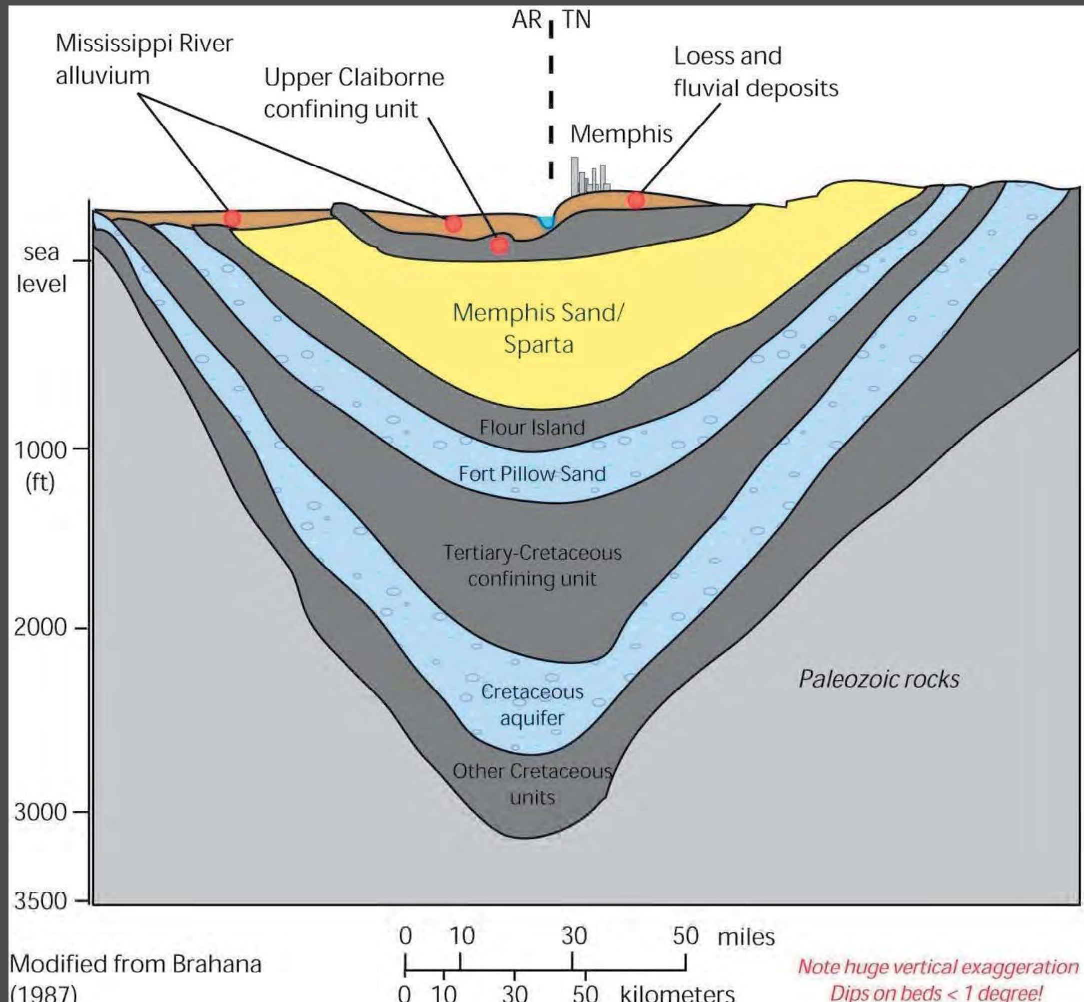

AR
TN
Mississippi River alluvium
Upper Claiborne confining unit
Memphis
Loess and fluvial deposits
sea level
1000 (ft)
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3000
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Memphis Sand/ Sparta
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Tertiary-Cretaceous confining unit
Cretaceous aquifer
Other Cretaceous units
Paleozoic rocks
0 10 30 50 miles
0 10 30 50 kilometers
Modified from Brahana (1987)
Note huge vertical exaggeration
Dips on beds < 1 degree!

Age of deposition of our aquifer system

5.4 million years - present

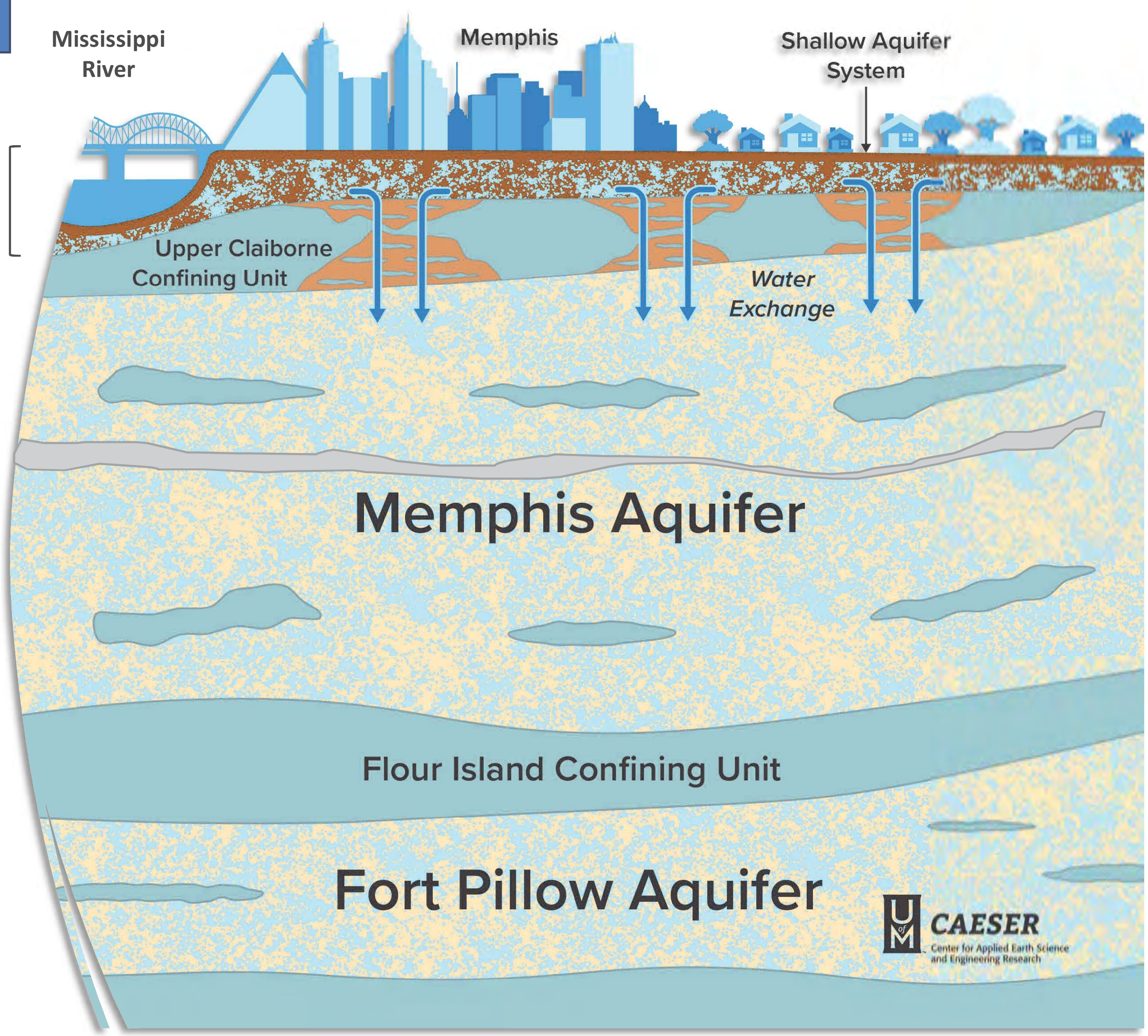
38 – 42 million years

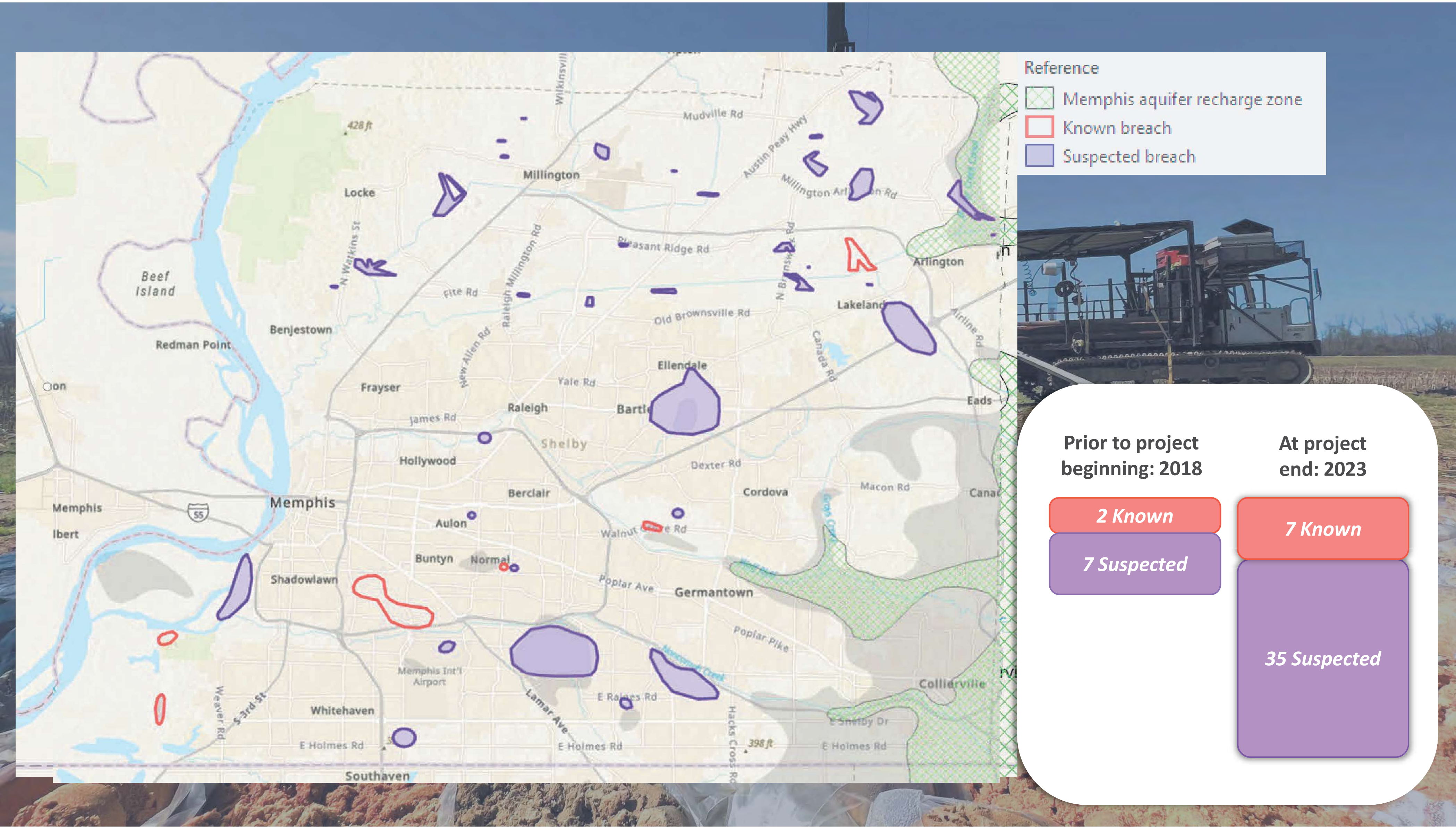
40.5 – 42 million years

42.5 – 46 million years

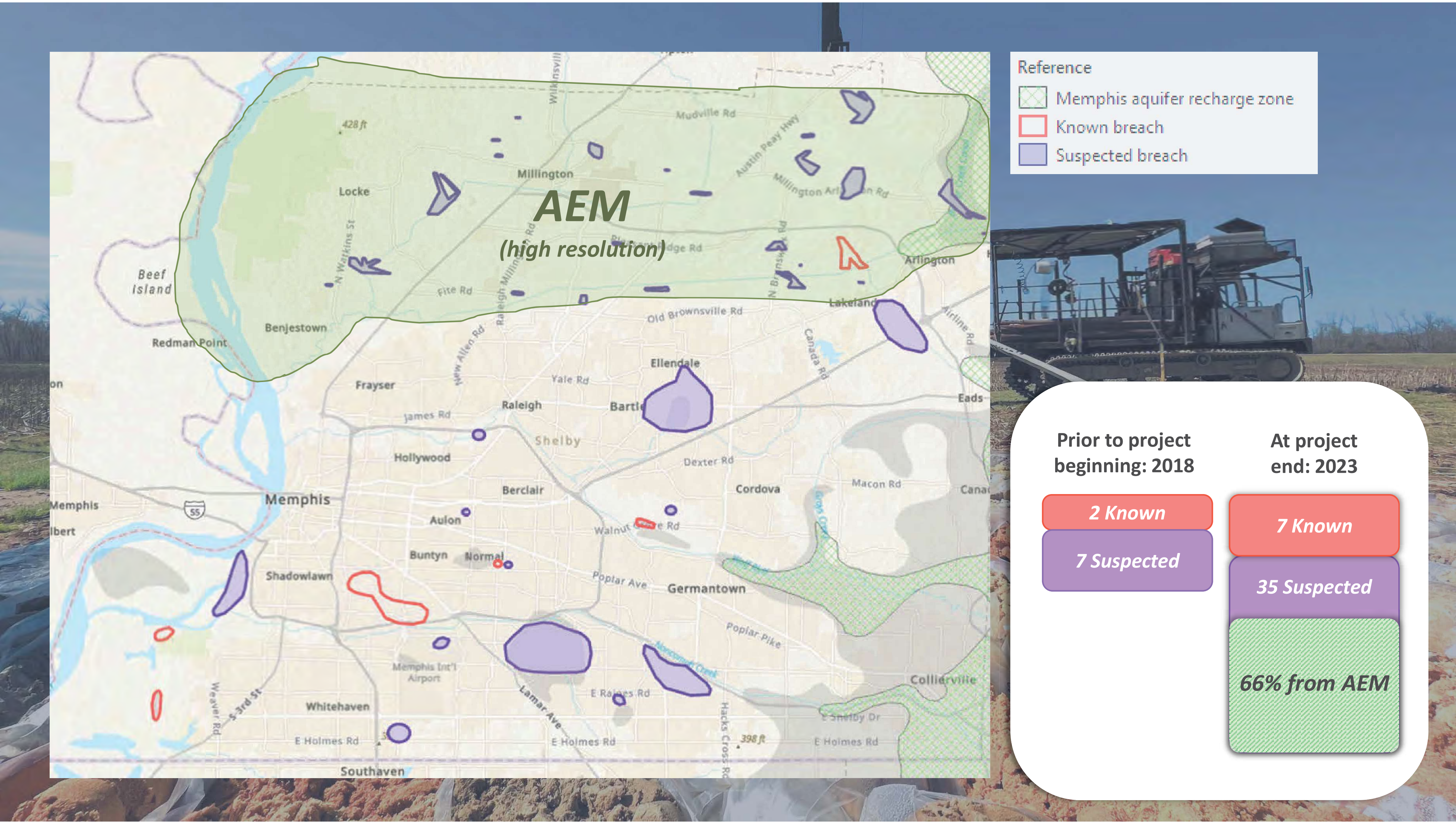
43 – 50 million years

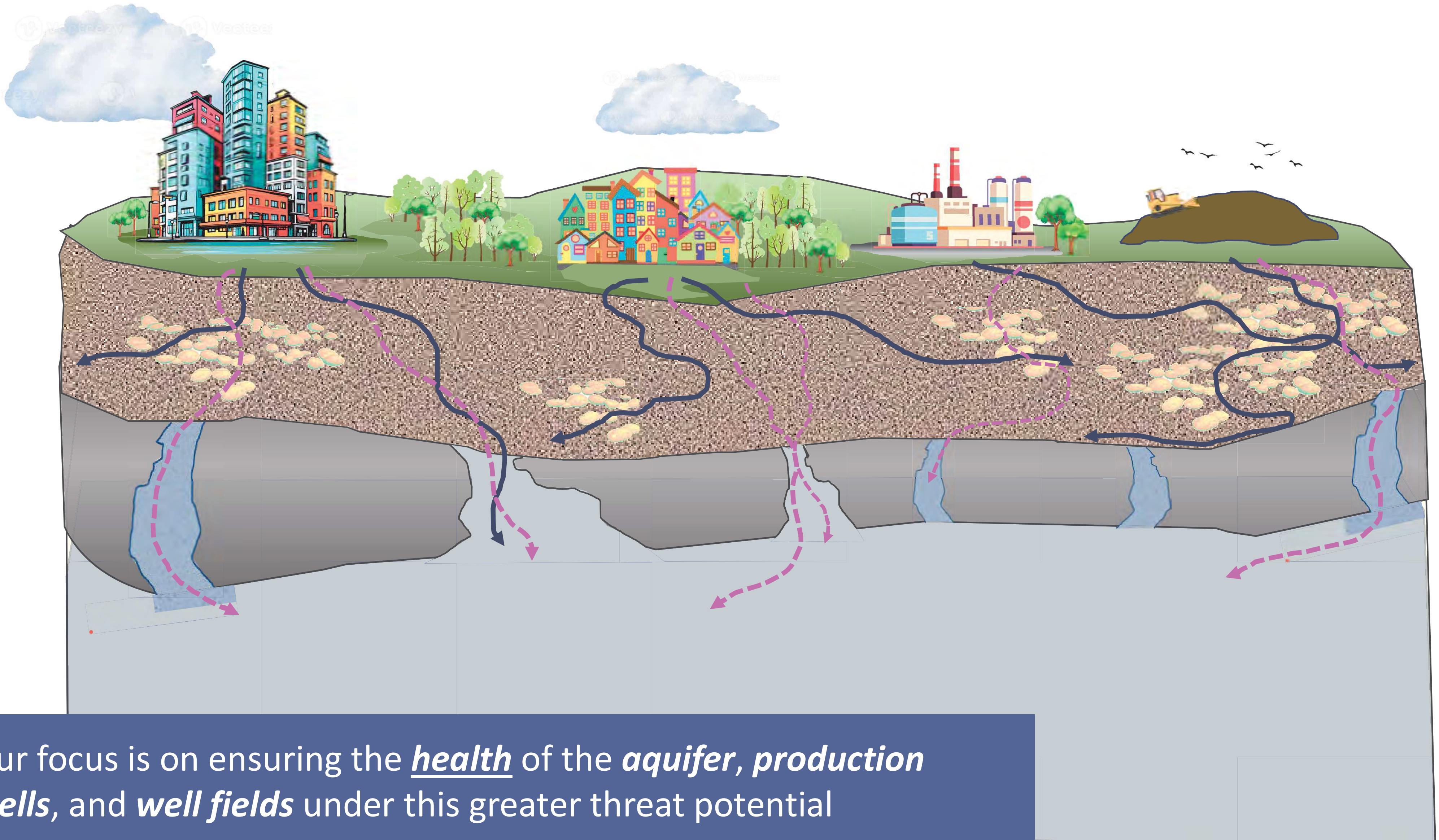
46.5 – 52.5 million years





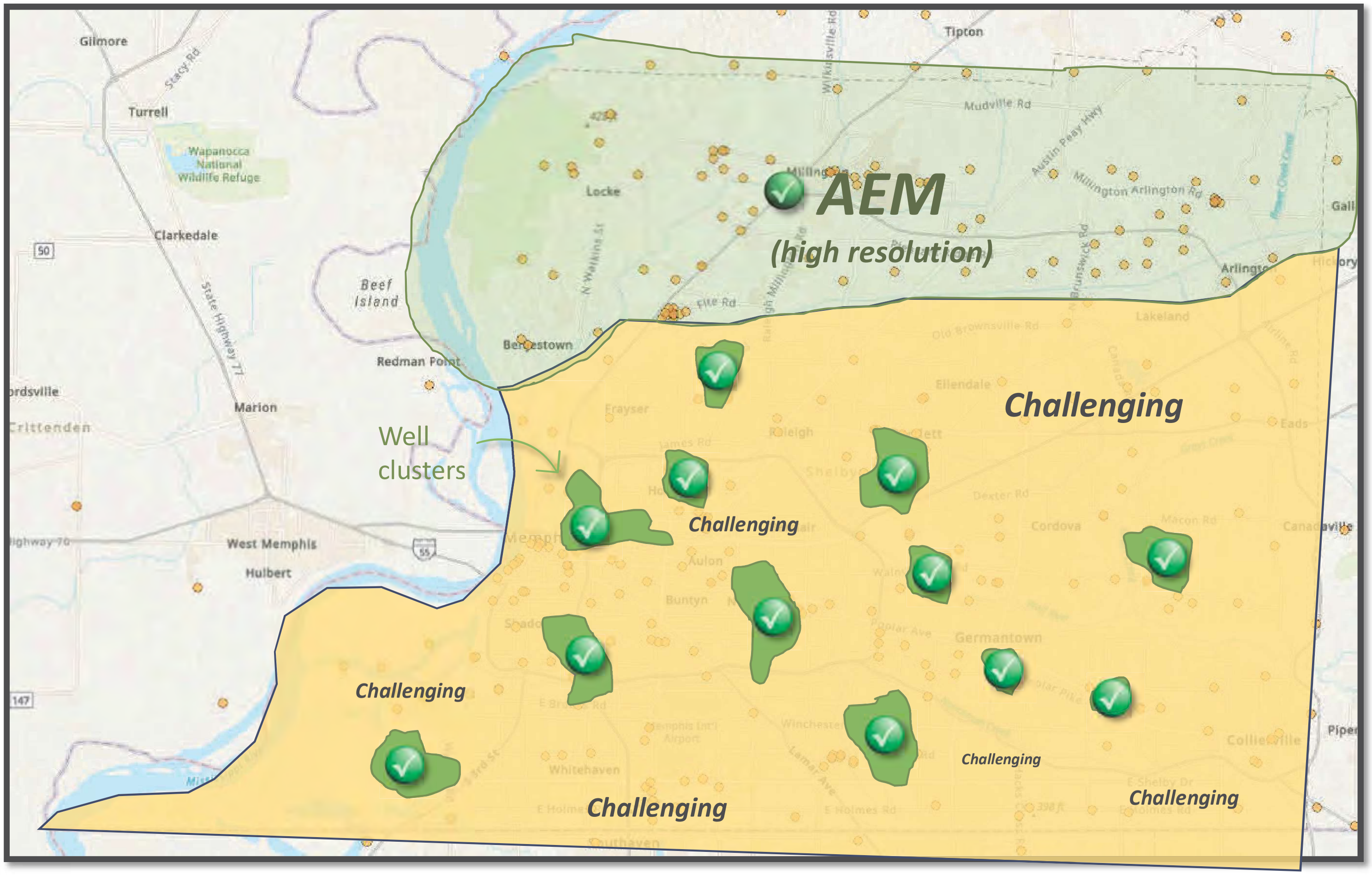
Reference
Memphis aquifer recharge zone
Known breach
Suspected breach
Prior to project beginning: 2018
2 Known
7 Suspected
At project end: 2023
7 Known
35 Suspected
Millington
Locke
Beef Island
Benjestown
Redman Point
Frayser
Raleigh
Shelby
Hollywood
Berclair
Memphis
Aulon
Buntyn
Normal
Shadowlawn
Whitehaven
Southaven
Arlington
Lakeland
Ellendale
Cordova
Germantown
Collierville
Eads
Memphis Int'l Airport


Reference
Memphis aquifer recharge zone
Known breach
Suspected breach
AEM
(high resolution)
Prior to project beginning: 2018
2 Known
7 Suspected
At project end: 2023
7 Known
35 Suspected
66% from AEM
Millington
Locke
Benjestown
Redman Point
Beef Island
Arlington
Lakeland
Ellendale
Frayser
Raleigh
Shelby
Hollywood
Berclair
Memphis
Aulon
Buntyn
Normal
Shadowlawn
Germantown
Cordova
Collierville
Whitehaven
Southaven
Memphis Int'l Airport
Eads

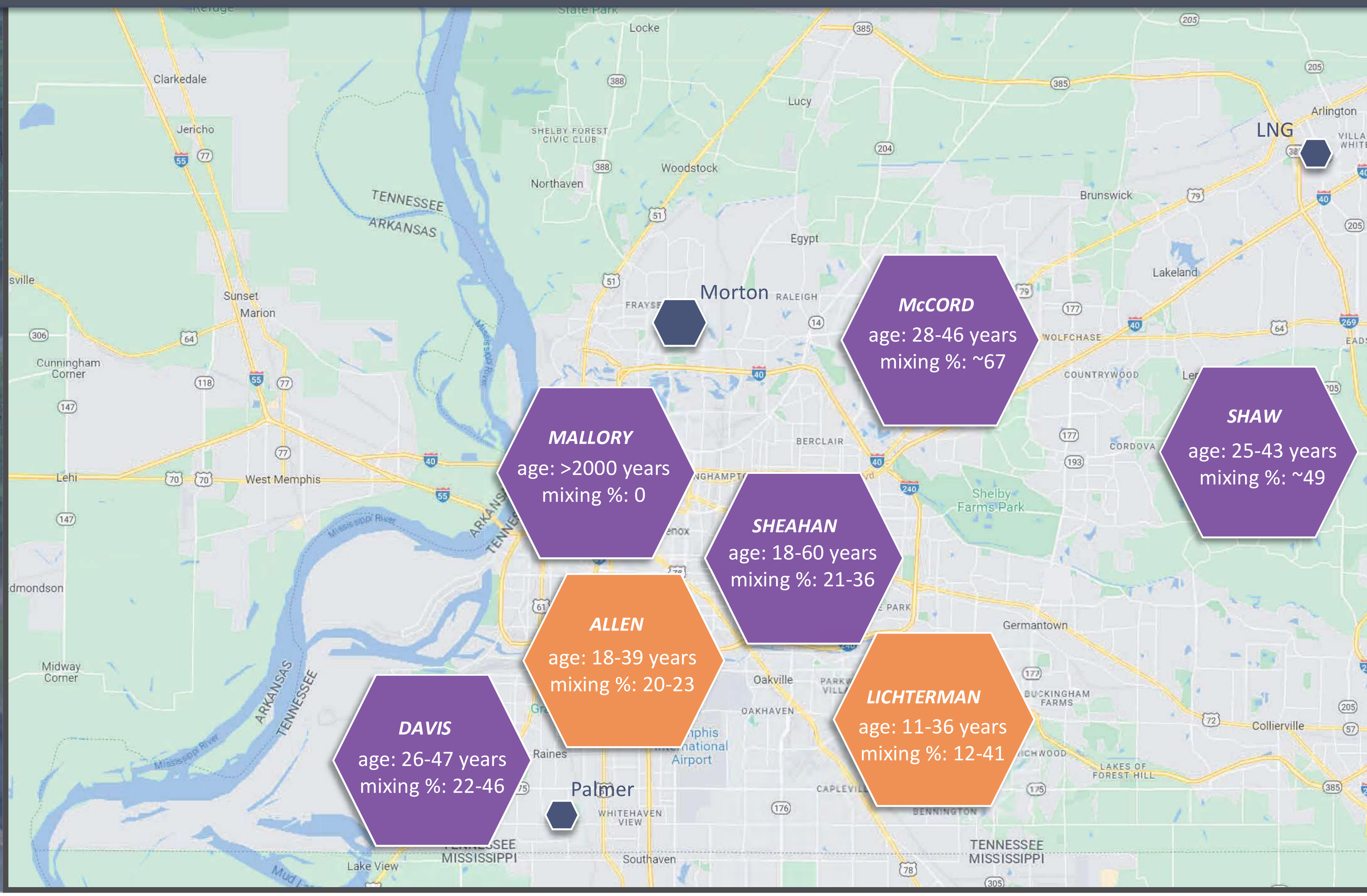


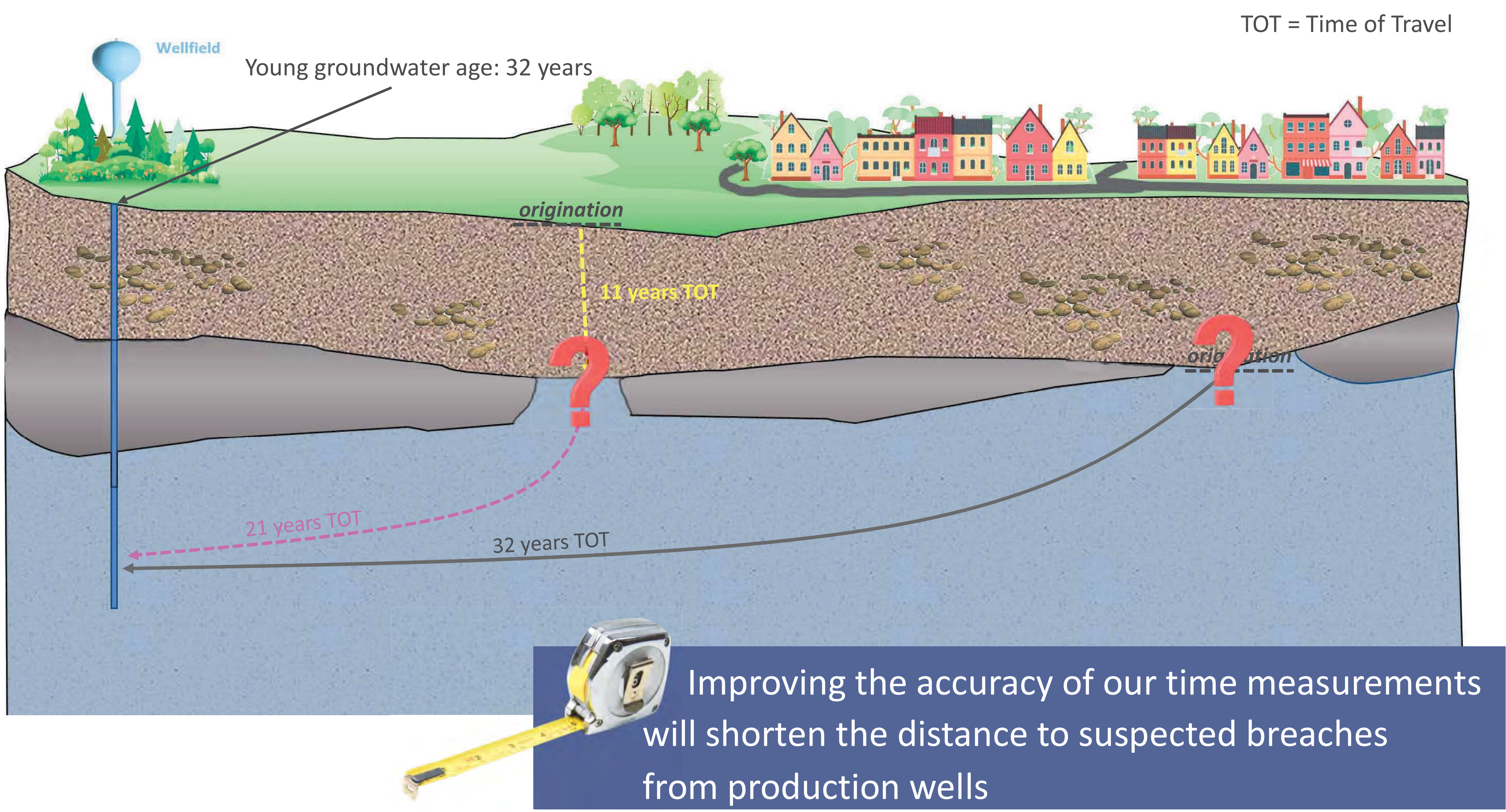
Our focus is on ensuring the ***health*** of the ***aquifer***, ***production wells***, and ***well fields*** under this greater threat potential

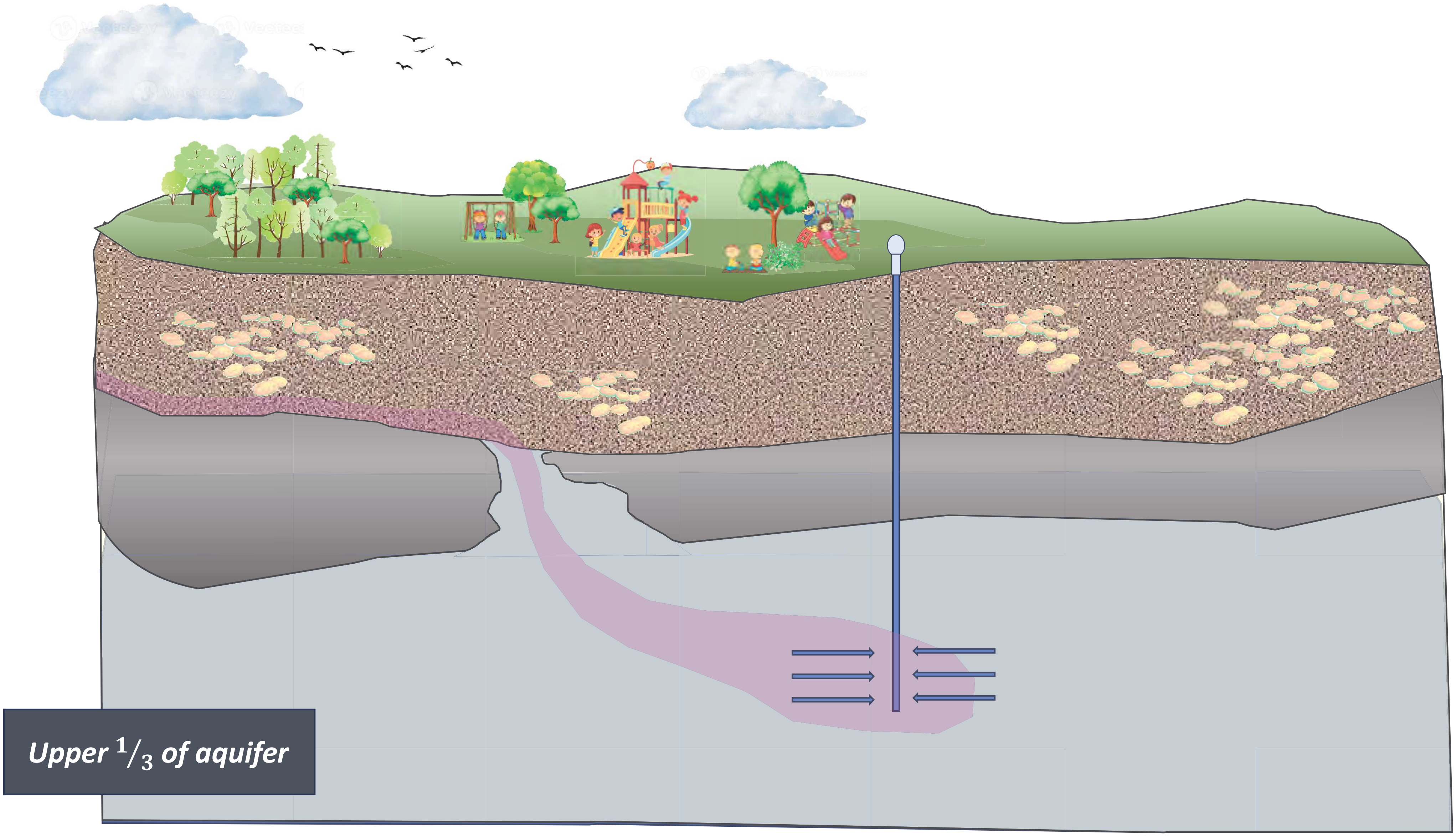
Finding points of entry for contaminants into the aquifer



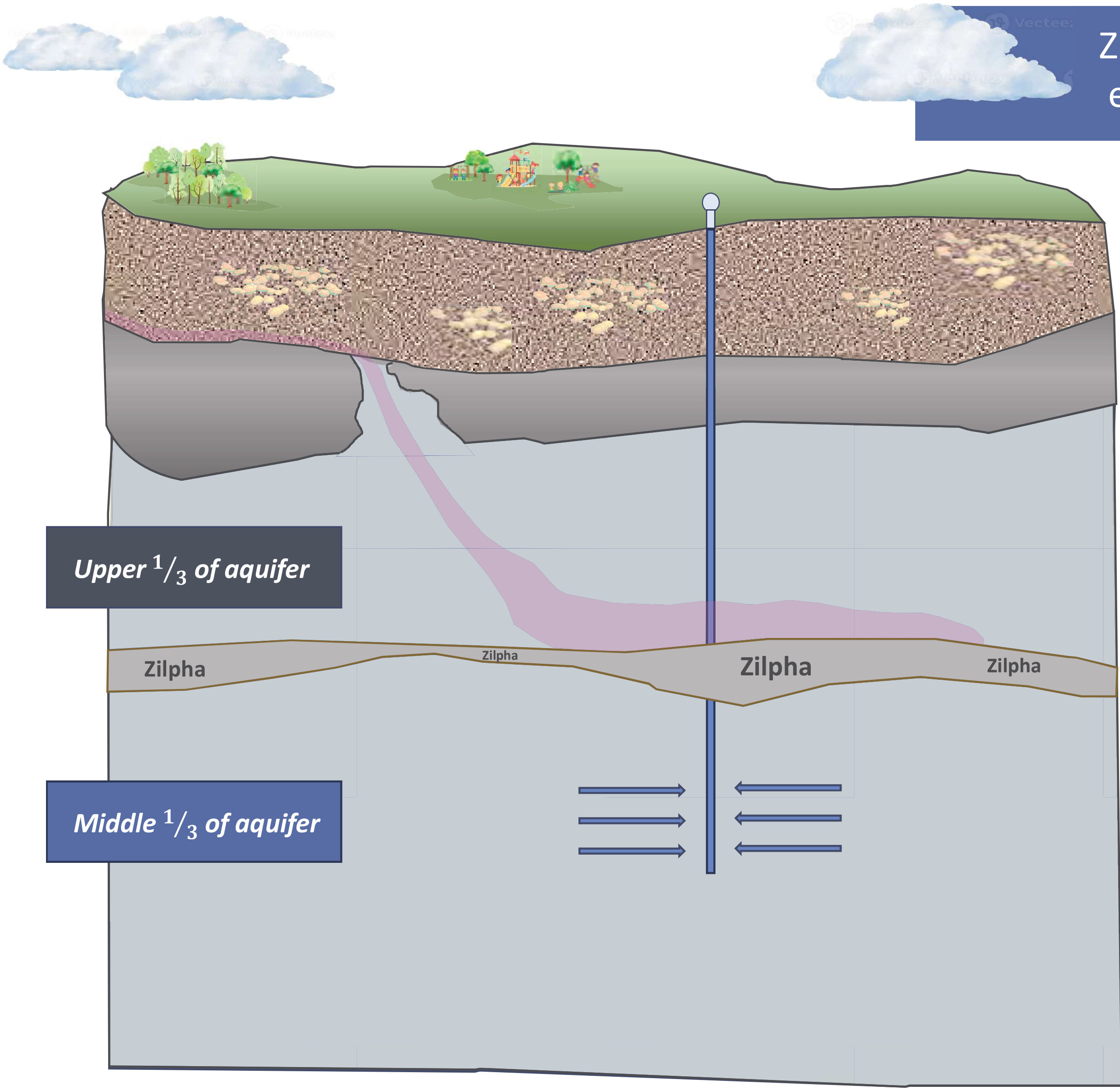
Signs of foreign water in the Memphis aquifer



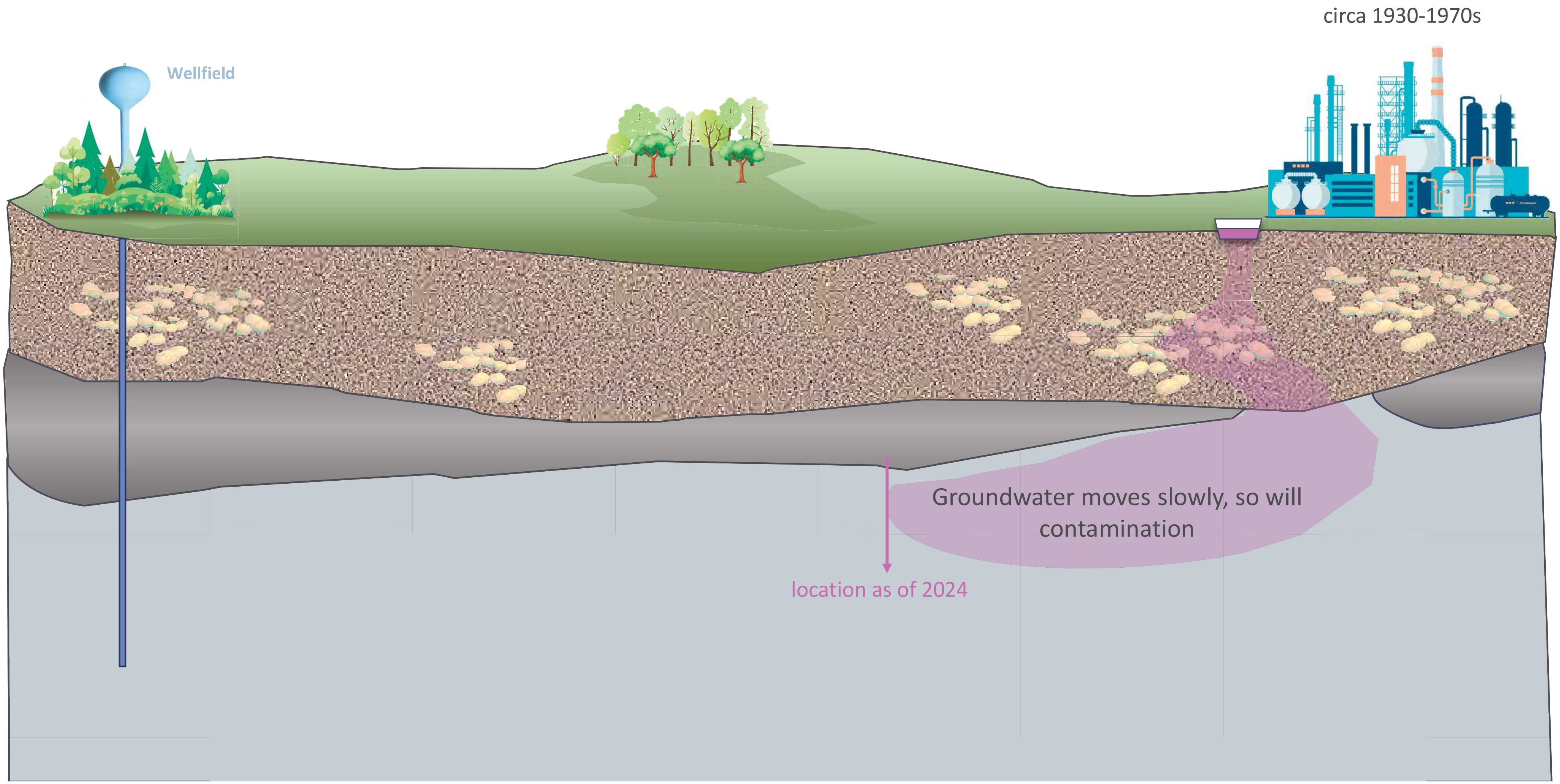

TOT = Time of Travel
Wellfield
Young groundwater age: 32 years
origination
11 years TOT
21 years TOT
32 years TOT
Improving the accuracy of our time measurements will shorten the distance to suspected breaches from production wells


Upper $^1/_3$ of aquifer

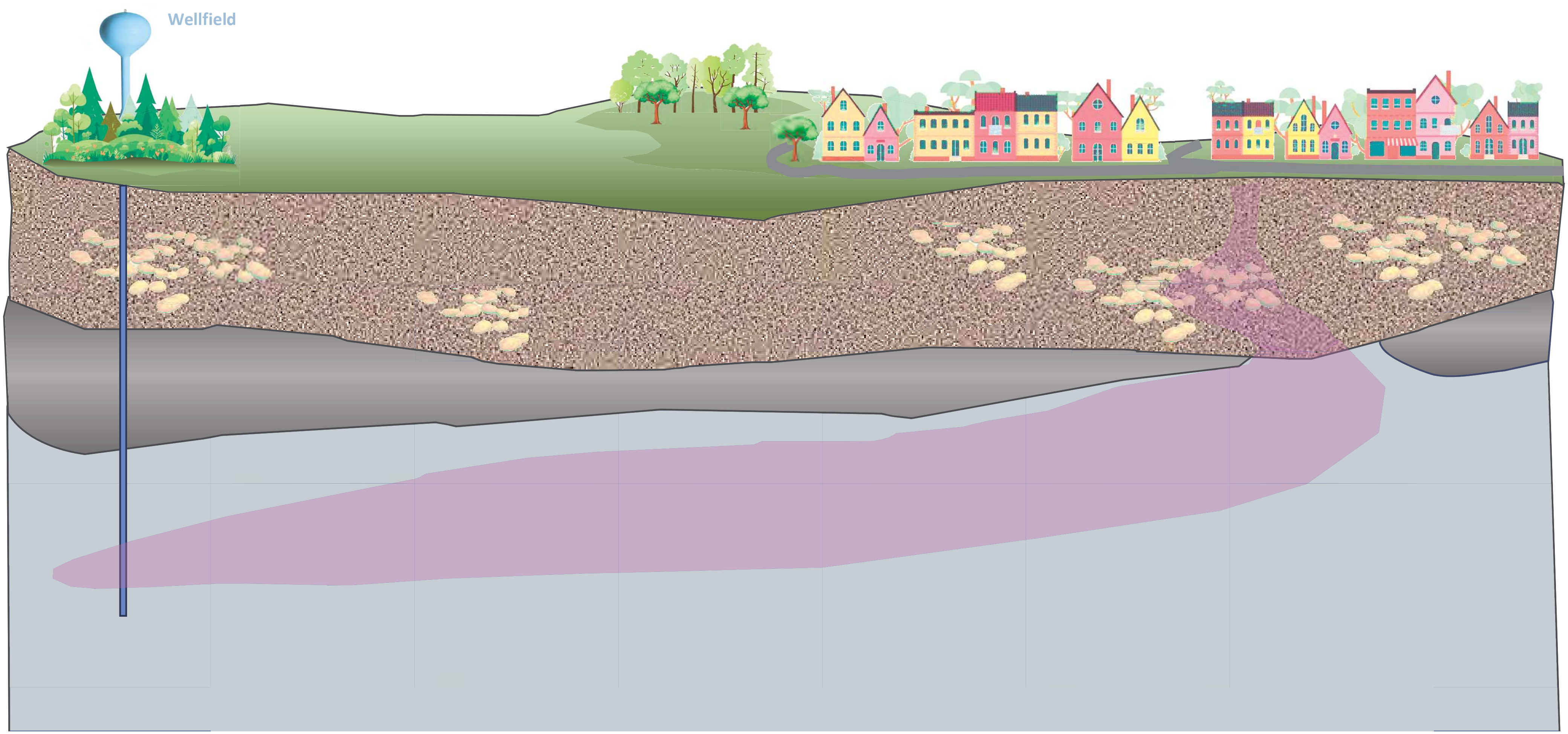
Zilpha clay may offer ***potential protection*** to existing deeper and future production wells

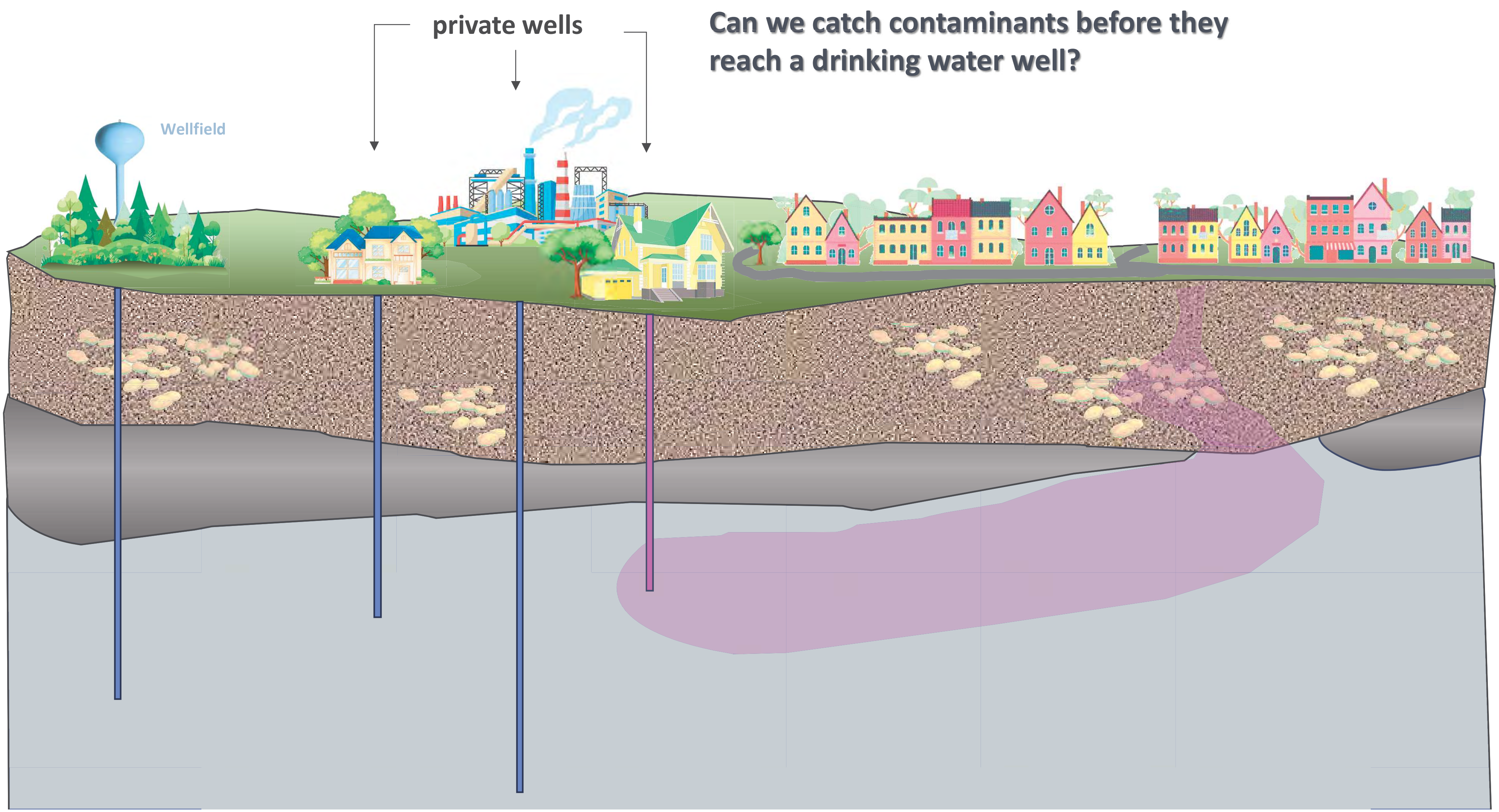


We believe the Memphis aquifer to have local incidents of contamination

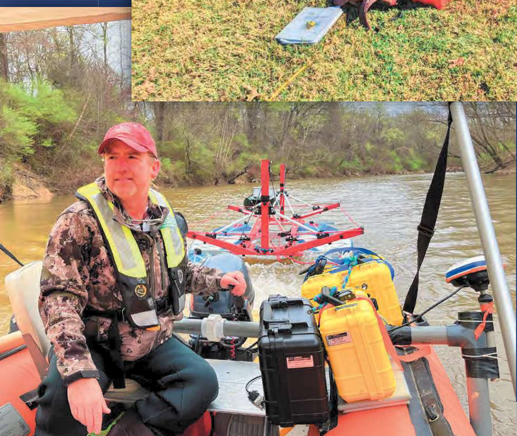


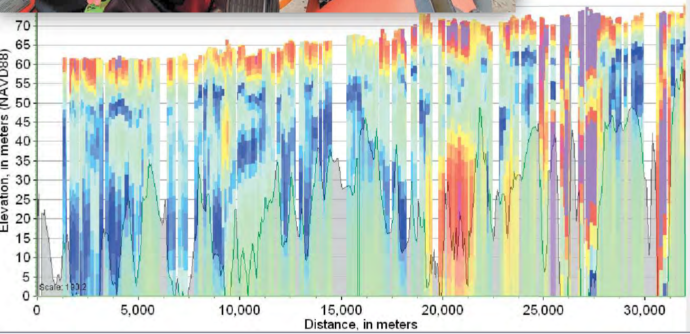
Without intervention, more of the aquifer will become contaminated and our drinking water wells impacted.




private wells
Can we catch contaminants before they reach a drinking water well?
Wellfield

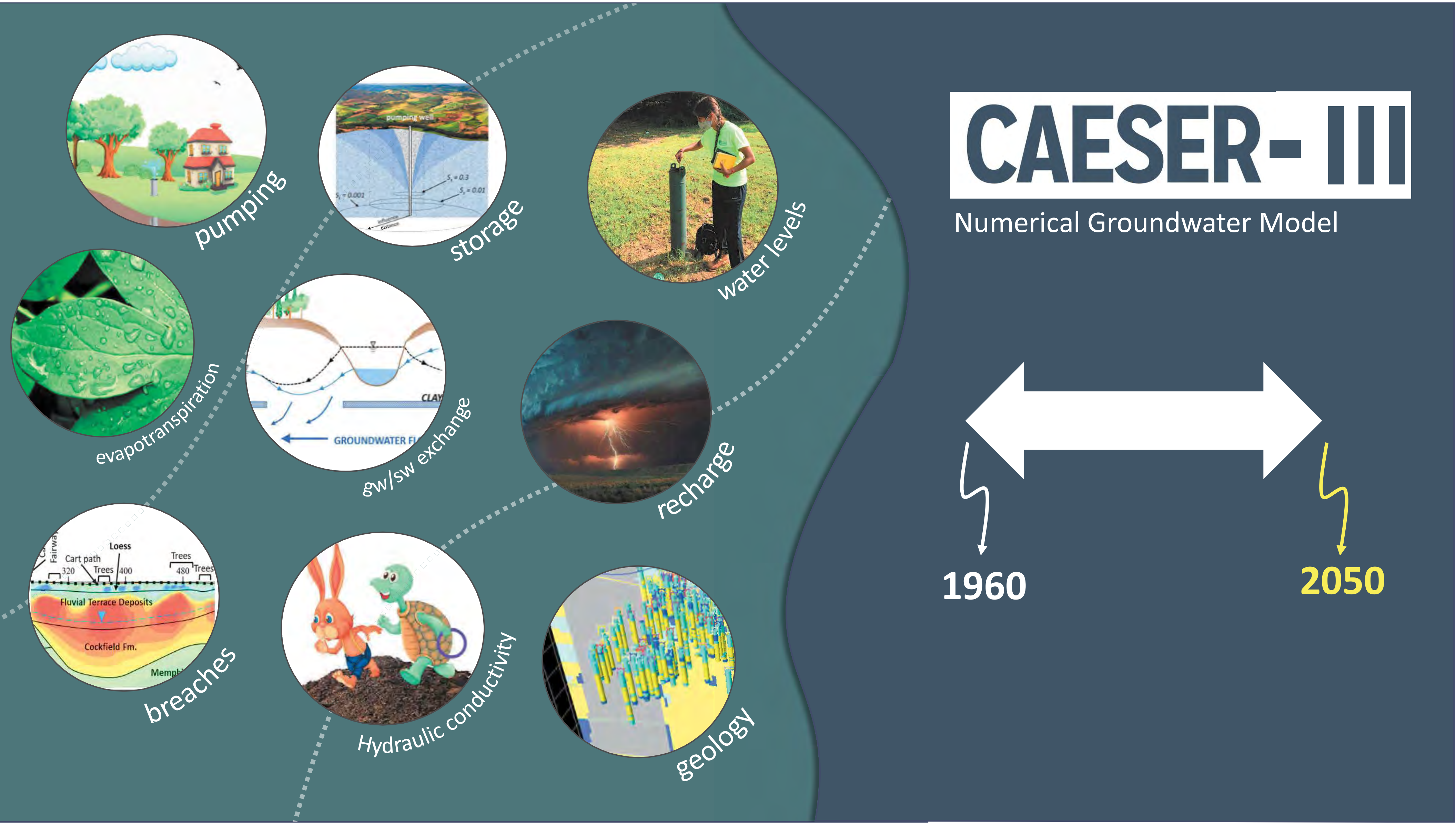
Find hidden breaches and their paleochannels



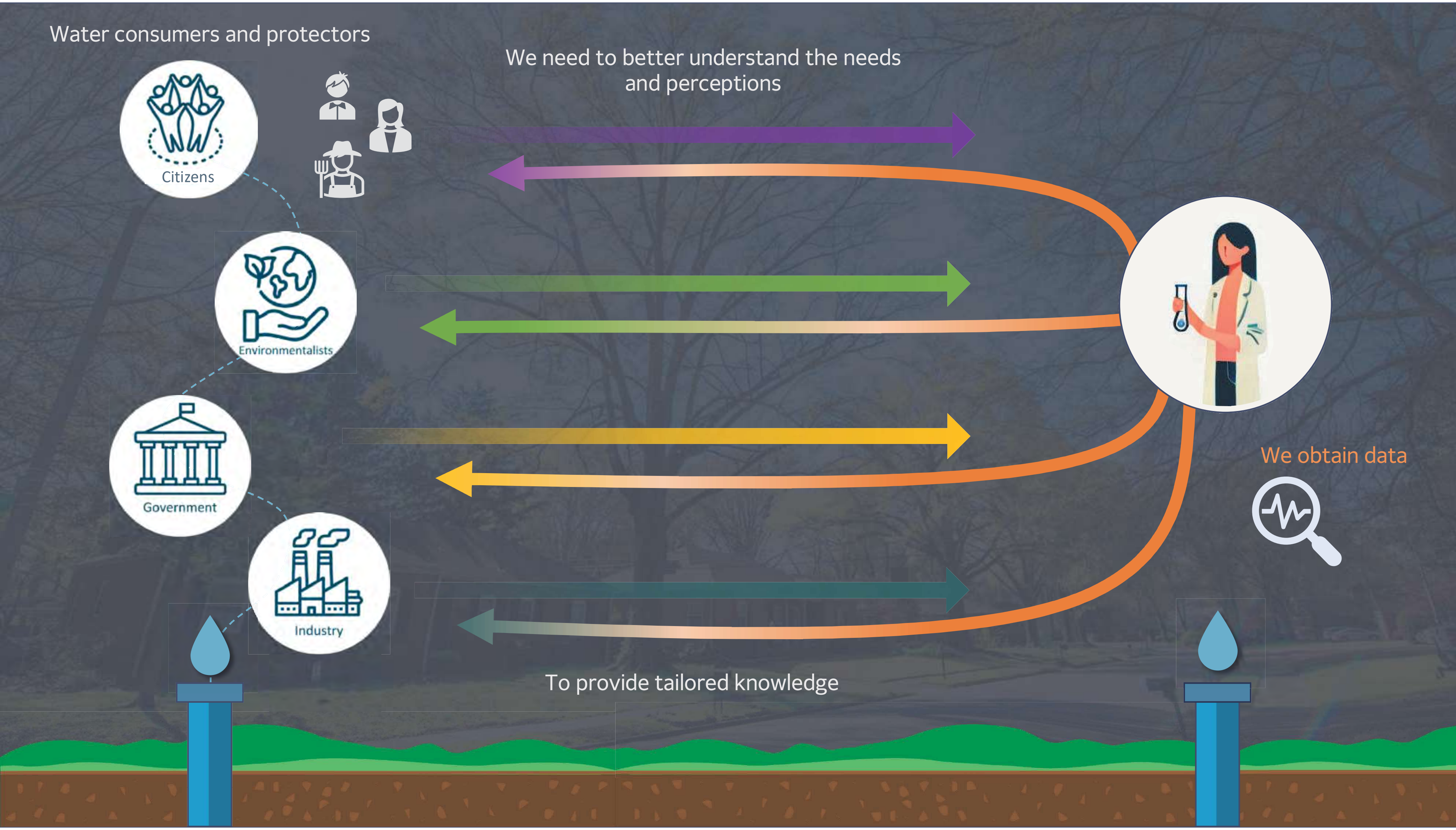


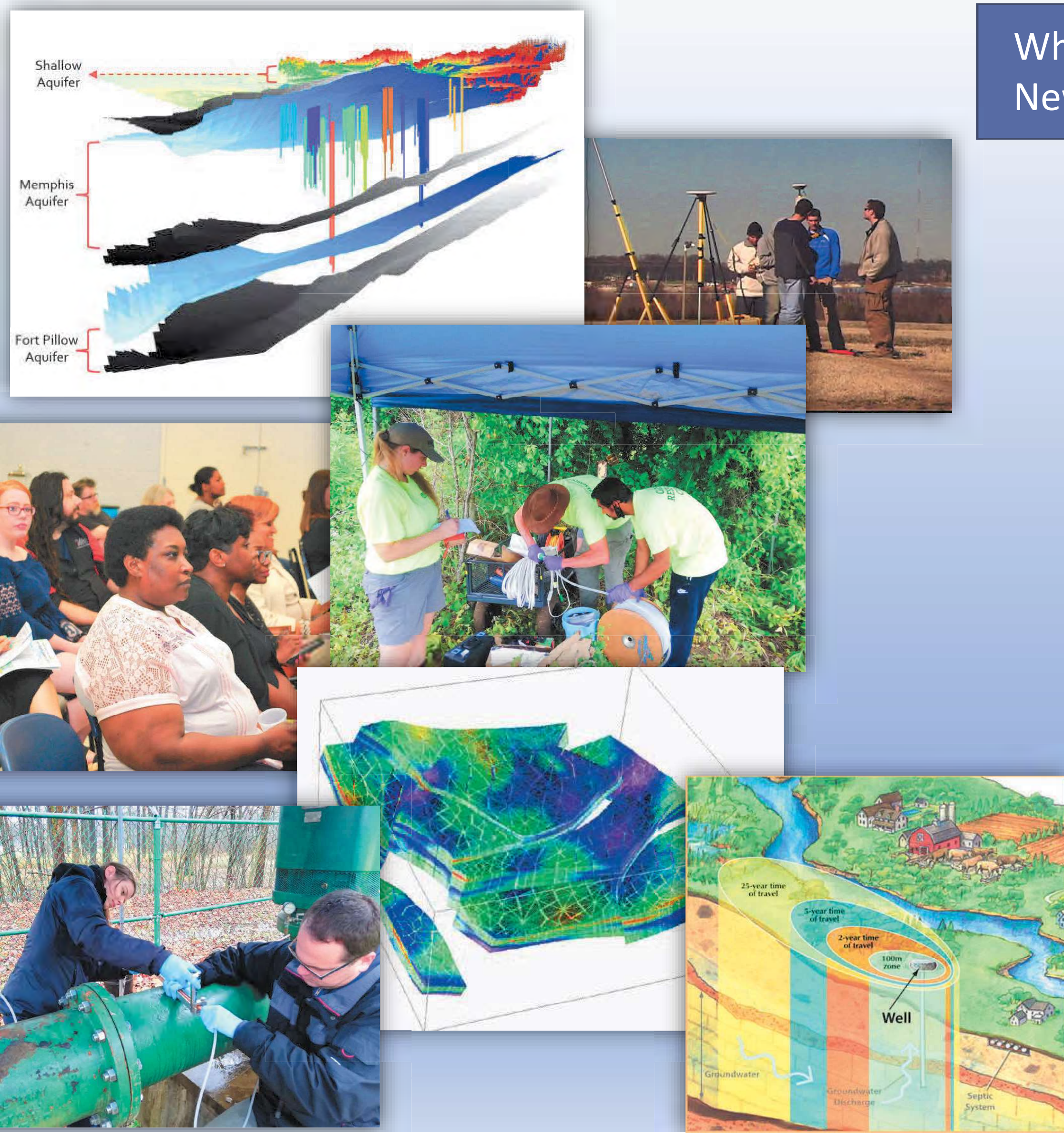
Expand our water quality analyses at MLGW well fields

Improve the characterization of the entire aquifer system


CAESER- III
Numerical Groundwater Model
1960
2050
pumping
storage
water levels
evapotranspiration
gw/sw exchange
recharge
breaches
Hydraulic conductivity
geology


Water consumers and protectors
Citizens
Environmentalists
Government
Industry
We need to better understand the needs and perceptions
We obtain data


Water consumers and protectors
Citizens
Environmentalists
Government
Industry
We need to better understand the needs and perceptions
We obtain data
To provide tailored knowledge



Where are the breaches and what impact do they pose? New investigations…

1 effort on proactive monitoring of water degradation

2 projects focused on public education outreach

3 efforts focused on subsurface mapping using geophysics/drilling

3 geochemistry / age-dating efforts

3 efforts looking at shallow aquifer flow dynamics and contributing sources

7 efforts on characterization of the aquifer system (inter-aquifer exchange, protection from contamination, etc.)

7 efforts on numerical modeling of groundwater flow or contaminant fate & transport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Memphis City Council Summary Sheet

1. **Description of the Item (Resolution, Ordinance, etc.)**

   This is a Resolution to transfer an appropriation of $260,000.00 from Contract Constructions to Architecture and Engineering in Repair 14 Bridges Sam Cooper, Project Number PW01253 to fund increased CEI costs.

2. **Initiating Party (e.g. Public Works, at request of City Council, etc.)**

   Initiating party is Public Works with Engineering administering the project.

3. **State whether this is a change to an existing ordinance or resolution, if applicable.**

   NA

4. **State whether this will impact specific council districts or super districts.**

   Council Districts 2 and 5. Super Districts 9.

5. **State whether this requires a new contract, or amends an existing contract, if applicable.**

   NA

6. **State whether this requires an expenditure of funds/requires a budget amendment**

   This requires an expenditure of funds.

7. **If applicable, please list the MWBE goal and any additional information needed**

   8% DBE goal.

P099

This is a Resolution to transfer an appropriation of $260,000.00 from Contract Constructions to Architecture and Engineering in Repair 14 Bridges Sam Cooper, Project Number PW01253 to fund increased CEI costs.

WHEREAS, the City of Memphis accepted grant funds in the amount of $9,841,163.20 from the Tennessee Department of Transportation (TDOT) approved for Repair 14 Bridges Sam Cooper, Project Number PW01253; and

WHEREAS, the Council of the City of Memphis approved Repair 14 Bridges Sam Cooper, Project Number PW01253 as part of the Fiscal Year 2025 Capital Improvement Budget; and

WHEREAS, it was necessary to transfer an appropriation in the amount of $260,000.00 from Contract Constructions to Architecture and Engineering in Repair 14 Bridges Sam Cooper, Project Number PW01253. Eighty percent federal funds in the amount of $208,000.00 and the required grant award project match of 20% in the amount of $52,000.00 funded by GO Bond for the purpose as stated above.

NOW, THEREFORE, BE IT RESOLVED, that the Memphis City Council to transfer and appropriate of $260,000.00 from Contract Construction to Architecture and Engineering funded by 80% federal funds *($208,000.00)* and 20% GO Bonds ($52,000.00*)* in Repair 14 Bridges Sam Cooper, Project PW01253 for the purpose as stated above.

BE IT FURTHER RESOLVED that the Fiscal Year 2024 Public Works Budget be and is hereby amended by a transfer and appropriation of $260,000.00 from Contract Construction to Architecture and Engineering funded by 80% federal funds *($208,000.00)* and 20% GO Bonds *($52,000.00)* in Repair 14 Bridges Sam Cooper, Project PW01253 for the purpose as stated above.

Resolution Supporting House Bill 1050

WHEREAS, the Memphis City Council acknowledges that safety and security are a top priority for communities within the City of Memphis and the State of Tennessee at large and are of utmost importance to the citizens living, working, and traveling through the State; and

WHEREAS, House Bill 1050 was crafted by Representative Antonio Parkinson in close conjunction with the District Attorney's Conference to address concerns from business owners and constituents regarding irresponsible business owners who allow, foster, or engage in criminal activity that negatively impacts reputable businesses in their areas; and

WHEREAS, **House Bill 1050** will streamline and fortify Tennessee's nuisance laws to hold negligent and reckless business owners accountable when their establishments become centers of criminal activity by establishing a defined process for declaring a business as a nuisance and outlining clear and strict consequences for nuisance businesses; and

WHEREAS, **House Bill 1050** incorporates several tangible benefits to Tennessee citizens by bolstering public safety, promoting crime prevention, safeguarding the interests of reputable businesses and homeowners, promoting stable economic growth, and ensuring good stewardship of public trust through fiscal responsibility, cost reduction, and tax savings; and

NOW, THEREFORE, BE IT RESOLVED that the Memphis City Council supports the passage and implementation of **House Bill 1050** to elevate and strengthen Tennessee's communities, support and encourage responsible business ownership, and propel economic growth.

Sponsors	Chairman
Rhonda Logan	J. Ford Canale
Michalyn Easter-Thomas	

MLGW Consent Agenda Committee Discussion

MLGW Committee

April 8, 2025

Fiscal Consent Totals:

1. **Total Fiscal Consent Approved Amount Year-to-Date** – $120,066,333.66

   Items approved by Council through 3/25/2025.

2. **Total Fiscal Consent Requested Amount** – $51,561,190.79

   Items requested for 4/8/2025 meeting.

3. **Total Fiscal Consent Year-to-Date Amount** - $171,627,524.45

   Total of approvals and requests through 4/8/2025 meetings.

Items for April 8th Agenda

Items approved by BOC on March 19th

1. Resolution approving Change No. 4 to Contract No. 12238, Electric Substation Construction and Maintenance Services with RMS Energy Company, LLC to renew the current contract in the funded amount of $12,000,000.00. (Randy Orsby) (REQUIRES CITY COUNCIL APPROVAL)

2. Resolution approving emergency Change No. 2 to Contract No. 12236, Meter Support Maintenance with Honeywell to ratify and change the current contract in the funded not-to-exceed amount of $280,031.00. (Randy Orsby) (REQUIRES CITY COUNCIL APPROVAL)

3. Resolution approving Change No. 2 to Contract No. 12581 (Formerly Contract No. C2730), Oracle Talent Acquisition Cloud Service with Mythics, LLC to renew the current contract in the funded amount of $159,957.31. (Randy Orsby) (REQUIRES CITY COUNCIL APPROVAL)

4. Resolution approving Change No. 1 to Contract No. 12257, Synergy with Logicalis, Inc. to expand the scope and increase the current contract in the amount of $9,915.24. (Randy Orsby) (REQUIRES CITY COUNCIL APPROVAL)

5. Resolution approving Change No. 4 to Contract No. 12295, Oracle Maintenance and Support with Mythics, Incorporated to renew and change the current contract in the funded amount of $31,027,393.62. (Randy Orsby) (REQUIRES CITY COUNCIL APPROVAL)

Items for April 8th Agenda

Items approved by BOC on March 19th

6. Resolution approving Change No. 2 to Contract No. 12253, On-Call Consulting Services with Allen & Hoshall, Incorporated, to ratify and renew the current contract in the funded amount of $300,000.00. (Randy Orsby) (REQUIRES CITY COUNCIL APPROVAL)

7. Resolution approving Change No. 2 to Contract No. 12410 (solicited under Contract No. 12253), On-Call Consulting Services with Smith Seckman Reid, Incorporated to ratify and renew the current contract in the funded amount of $75,000.00. (Randy Orsby) (REQUIRES CITY COUNCIL APPROVAL)

8. Resolution approving the ratification of Purchase Order Numbers 7053045, 7055862, 7057778, 7059712, and 7060685 to Ed Young Sales Company, Inc. for gas meters and smart meter components in the amount of $7,367,558.22. (Randy Orsby) (REQUIRES CITY COUNCIL APPROVAL)

9. Resolution approving an annual salary in the amount of $160,014.40 for a new hire to fill the vacant position of HPPD Manager. (Bettye Hartwell) (REQUIRES CITY COUNCIL APPROVAL) (SAME NIGHT MINUTES REQUESTED)

10. Resolution approving Change No. 1 to Contract No. 12583 (formerly Contract No. C2572), Commercial Auto Insurance for Out-of-State Travel with Pete Mitchell and Associates, Incorporated to ratify and renew the current contract in the funded amount of $181,321.00. (Randy Orsby) (REQUIRES CITY COUNCIL APPROVAL)

Substation Construction & Maintenance Services

- Funded amount: $12,000,000.00
- Award Duration: 3rd of four (4) annual renewals covering the period June 1, 2025 through May 31, 2026
- Type of Bid: Sealed Bid
- Awarded to: RMS Energy Company, LLC

- LSB/MWBE Goal Assigned/Committed: Yes, there was a 10% Supplier Diversity goal assigned. The actual participation is 33% LSB- Northwest Contracting Services.
- Plain Language Description: This contract supplements MLGW resources regarding the construction & maintenance of MLGW Electric Substation facilities. The services include replacement/installation of electrical apparatus including power circuit breakers, CVTs, relays, RTUs, etc.
- Impact: The need for supplemental labor exists to comply with R2I [Renewal & Replacement of Infrastructure] goals.

Meter Support Maintenance

- Funded amount: $280,031.00
- Award Duration: December 22, 2020 through December 21, 2025
- Type of Bid: Sole Source
- Awarded to: Honeywell International, Inc.
- LSB/MWBE Goal Assigned/Committed: No supplier diversity goal assigned or committed.
- Plain Language Description: This is to provide 50 additional handheld units (CT60) used to program the meters, 25 Bluetooth belt clips used to communicate to the meters, and 4 docking stations for the installation of the gas and water meters for the emergency delayed bills project. All devices are covered under the Honeywell maintenance plan and have a 1-year warranty.
- Impact: MLGW needs to be able to minimize the number of bills being delayed because of faulty metering equipment.

Oracle Talent Acquisition Cloud Service

- Funded amount: $159,957.31
- Award Duration: May 31, 2025 through May 30, 2027
- Type of Bid: Single Source
- Awarded to: Mythics, LLC
- LSB/MWBE Goal Assigned/Committed: – No supplier diversity goal assigned.
- Plain Language Description: This is a 2-year renewal of the Oracle Software as a Services (SaaS) for the Taleo Cloud-based Subscription. This service provides the job career application software used by MLGW Talent Acquisition department to advertise positions both for internal and external applicants.
- Impact: MLGW would need to provide another service by May 30, 2025 (end of current subscription) to replace the HR job posting and application process.

Synergy

- Funded amount: $9,915.24
- Award Duration: June 9, 2022 through June 8, 2027
- Type of Bid: Sealed Bid
- Awarded to: Logicalis, Inc.
- LSB/MWBE Goal Assigned/Committed: No supplier diversity goal assigned.
- Plain Language Description: To upgrade the support plan for Hewlett Packard Enterprise (HPE) Synergy equipment (this support involves 58 HPE hardware units) purchased in 2022. The current plan, HPE Tech Care, reacts to issues when they happen. The new plan, HPE Complete Care, adds proactive services, to help detect and prevent problems before they occur.
- Impact: For the remaining 2 years of the contract, the Synergy equipment will continue to receive the basic level of nondedicated Offshore (non-US) HPE reactive support with no specialized services. The critical incident response times will remain at 4 to 6 hours, instead of the 2 to 4 hours afforded in the uplift to the HPE Complete Care plan.

Oracle Maintenance and Support

- Funded amount: $31,027,393.62
- Award Duration: May 31, 2025 through May 30, 2030
- Type of Bid: Sole Source
- Awarded to: Mythics, LLC
- LSB/MWBE Goal Assigned/Committed: No supplier diversity goal assigned.
- Plain Language Description: This is the 5-year renewal of the Oracle Unlimited License Agreement (ULA) as well as the Maintenance and Support renewals for the Oracle eBusiness Suite. The ULA provides licenses and support for the software that runs on the computer servers used by the Customer Information Systems, MyAccount, Geographic Information Systems, Oracle eBusiness Suite (Finance, Payroll, HR, Asset Management, etc.), Meter Data Management and other applications that support MLGW departments.
- Impact: MLGW must maintain appropriate software license compliance and support for Oracle databases, server software and vendor applications.

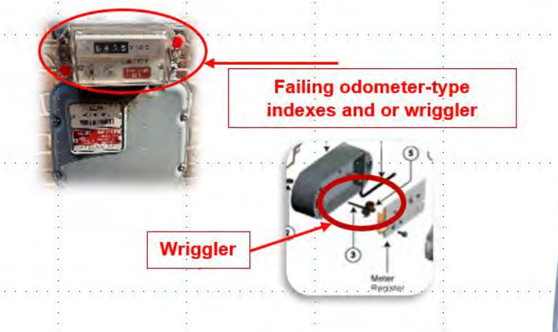
On-Call Consulting

- Funded amount: $300,000.00
- Award Duration: 2nd of four renewals (March 15, 2025 through March 14, 2026)
- Type of Bid: RFQ
- Awarded to: Allen & Hoshall, Inc
- LSB/MWBE Goal Assigned/Committed: Yes, a goal of 5% was assigned. The actual participation is 10%: 5% WBE(COM)- Smith Seckman Reid, Incorporated; 5% WBE(SOTN)- Smith Seckman Reid, Incorporated.
- Plain Language Description: This contract is for professional engineering services for various projects at MLGW on an as needed basis.
- Impact: This contract will provide engineering design consulting services for Facilities projects at MLGW. This will help ensure we can carry on various construction projects in Facilities.

On-Call Consulting

- Funded amount: $75,000.00
- Award Duration: 2nd of four renewals (March 13, 2025 through March 12, 2026)
- Type of Bid: RFQ
- Awarded to: Smith Seckman & Reid, Inc.
- LSB/MWBE Goal Assigned/Committed: Yes, a goal of 5% was assigned. The actual participation is 10%: 5% WBE(COM)- Smith Seckman Reid, Incorporated; 5% WBE(SOTN)- Smith Seckman Reid, Incorporated.
- Plain Language Description: This contract is for professional engineering services for various projects at MLGW on an as needed basis.
- Impact: This contract will provide engineering design consulting services for Facilities projects at MLGW. This will help ensure we can carry on various construction projects in Facilities.

Gas Meters and Smart Meter Components to Ratify Purchase Orders



- Funded amount: $7,367,558.22
- Award Duration: One-Time Purchase
- Type of Bid: In Accordance with MLGW's Emergency Policy
- Awarded to: Ed Young Sales Company, Inc.
- LSB/MWBE Goal Assigned/Committed: No supplier diversity goal assigned.
- Plain Language Description: To purchase 138,000 residential, commercial, and industrial gas meter components (e.g., registers, indexes, wrigglers, modules) to replace failing components.
- Impact: The purchases were required to repair and replace components in order to bill customers in an accurate and timely manner.

Resolution approving the recommended annual salary of $160,014.40 to fill the vacant new hire position of HPPD Manager

- The President & CEO and the CHRO have recommended to the Board of Light, Gas and Water Commissioners to approve an annual salary in the amount of $160,014.40 for a new hire HPPD Manager position subject to the consent and approval of the City Council of the City of Memphis.
- The Human Performance and People Development (HPPD) manager leads all the MLGW initial and ongoing training for the division: initial hiring and apprenticeship programs, internships, leadership development and continuing education for MLGW staff members as prerequisite for advancement. HPPD is also charged with facilitating change management throughout the organization as MLGW introduces new processes or priorities.

Commercial Auto Insurance for Out-of-Town Travel

- Funded amount: $181,321.00
- Award Duration: 1st of four renewals (March 14, 2025 through March 13, 2026
- Type of Bid: RFP
- Awarded to: Pete Mitchell and Associates, LLC
- LSB/MWBE Goal Assigned/Committed: No supplier diversity goal assigned. However, 100% participation MBE - Pete Mitchell and Associates.
- Plain Language Description: This contract is to provide insurance for vehicles traveling out of Tennessee.
- Impact: This policy is needed to provide $1,000,000 in insurance coverage for MLGW to travel within the continental Unites States to assist in energy restoration as requested during emergencies.

Questions

Oracle Unlimited License Agreement – ULA

City Council Consent Item

April 8, 2025

Oracle Unlimited License Agreement – ULA

Objective

This summary provides an update on the Oracle Unlimited License Agreement (ULA) renewal for MLGW. It outlines the impact on upcoming technology projects, evaluates renewal options, and presents a recommended strategy for cost efficiency and long-term technology scalability.

Background

There are three things necessary to make a computer system function:

1. The hardware
2. The Operating System Software (like Windows loaded on your PC) – that's the ULA software we are talking about
3. The applications that you use to do work: word, power point etc. That's the equivalent of the non-ULA software.

MLGW entered into two previous ULA agreements (2 year and 3 year) in the past. MLGW began purchasing Oracle products as early as 2000. Today, 46% of MLGW data utilizes Oracle ULA Technology software platform (software that makes the servers work, database creation, maintenance, security, etc.) and 54% of MLGW end-user applications run using Oracle and non-Oracle software applications (HR/Payroll, EAM, General Ledger, Hyperion, I-Supplier, Cybersecurity Software, Customer Information Systems, Meter Data Management, etc.)

Oracle Unlimited License Agreement – ULA

Key Highlights

- **Current ULA Status:** The existing Oracle ULA allows MLGW to install unlimited server software licenses over a five-year term, supporting key IT infrastructure upgrades and hardware replacement; as well as new application installations in the Oracle environment.

- **Technology Upgrades:** Additional infrastructure enhancements proposed over the next five years, include hardware and database upgrades for MyAccount, Meter Data Management, and the ESRI Utility Network (logical asset location network). Newer servers with increased processing power necessitate careful license planning in order to avoid incremental costs of purchasing higher cost licenses outside of the ULA time period .

- **ULA Renewal Options:**
  - **Option A – No ULA:** Requires individual license purchases, leading to higher costs.
  - **Option B – 3-Year ULA:** Supports hardware and application upgrades but limits flexibility beyond 2027.
  - **Option C – 5-Year ULA (Recommended):** Allows for unlimited upgrades and provides significant cost savings.

Oracle Unlimited License Agreement – ULA

Recommendation

- **5-Year ULA (Option C)** provides projected savings of $1,873,940 over five years with a cost avoidance of over $20M for a la carte server software license purchases.

- **Benefits include:**
  - No increase in technology software costs for the Oracle server licenses, databases, interfaces for the next 5 years.
  - No increase in annual application software maintenance beyond the current negotiated rate, average 3.5%. The published Oracle annual maintenance is 8% annually.
  - Unlimited hardware and application upgrades without license violations.

Next Steps

- Finalize the decision on ULA renewal to ensure uninterrupted support for critical Business projects.
- Proceed with implementation planning for hardware upgrades/replacement.
- Proceed with the implementation and upgrade of the ESRI Utility Network, Meter Data Management and new CIS/Billing System.

QUESTIONS

?

Oracle Unlimited License Agreement – ULA

Non-ULA
Applications with Negotiated fixed maintenance cost of 3.5% for 5 years

End User Application Software that run on the Oracle Platform

Payroll, General Ledger, Accounts Payable, Enterprise Asset Management, Customer Information Systems, GIS, Meter Data Management, etc.

54% of Software

ULA – Unlimited Server Software for 5 years with no increase in cost. Enabling new application server cost avoidance.

Serve Software

46% of Software

T-305

Memphis City Council Summary Sheet

1. **Description of the Item (Resolution, Ordinance, etc.)**

   RESOLUTION TO ACCEPT, ALLOCATE, AND APPROPRIATE CONFERENCE SPONSORSHIPS, DONATIONS, AND REGISTRATION FEES COLLECTED FOR THE STATE OF MEMPHIS HOUSING SUMMIT

2. **Initiating Party (e.g. Public Works, at request of City Council, etc.)**

   The Division of Housing and Community Development

3. **State whether this is a change to an existing ordinance or resolution, if applicable.**

   n/a

4. **State whether this will impact specific council districts or super districts.**

   City-wide

5. **State whether this requires a new contract, or amends an existing contract, if applicable.**

   New contracts and contract amendments will be required.

6. **State whether this requires an expenditure of funds/requires a budget amendment**

   Expenditure of funds will be required.

7. **If applicable, please list the MWBE goal and any additional information needed**

   n/a

T-305

Resolution-Division of Housing and Community Development

RESOLUTION TO ACCEPT, ALLOCATE, AND APPROPRIATE CONFERENCE SPONSORSHIPS, DONATIONS, AND REGISTRATION FEES COLLECTED FOR THE STATE OF MEMPHIS HOUSING SUMMIT 2025 IN THE AMOUNT OF UP TO $25,000.00.

WHEREAS, the City of Memphis' Division of Housing and Community Development (HCD) hosted its 5th Annual Housing Summit February 21, 2025. The theme was "Housing for Tomorrow Preservation and Development". The event brought in funds during the conference for sponsorships, donations, and registration fees and funds for donations and sponsorships are continuing to come in; and

WHEREAS, HCD maintains the spirit of helping our communities become stronger by coordinating a day-long event to provide context and analysis on the issues affecting the housing market in the City of Memphis; and

WHEREAS, the participants included neighborhood and civic leaders, as well as representatives from businesses and philanthropic agencies. The event served as an opportunity to provide useful information about the housing market in the City of Memphis as well as explore national and local strategies for improving and transforming communities of all sizes.

NOW, THEREFORE, BE IT RESOLVED, by the Council of the City of Memphis that the funds received up to the amount of $25,000 by the Division of Housing and Community Development for the State of Memphis Housing Summit 2025 be accepted, allocated, and appropriated to the Operating Budget for FY 2025.

Resolution-Division of Housing and Community Development

T-298

1. Description of the Item (Resolution, Ordinance, etc)

   A RESOLUTION AMENDING THE FY25 HOUSING AND COMMUNITY DEVELOPMENT OPERATING BUDGET TO ACCEPT, ALLOCATE, AND APPROPRIATE ADDITIONAL REVENUE COLLECTED IN THE AMOUNT OF $23,132.14 FROM THE 2024 A TASTE OF MEMPHIS EVENT HELD AT TIGER LANE

2. Initiating Party (e.g. Public Works at request of City Council, etc)
   The Division of Housing and Community Development.

3. This is an amendment.

4. State whether this will impact specific council districts or super districts.
   City-wide

5. State Whether this requires a new contract, or amends an existing contract, if applicable.
   New contracts and contract amendments will be required.

6. State whether this requires an expenditure of funds/requires a budget amendment
   Expenditure of funds will be required.

7. If applicable, please list the MWBE goal and any additional information needed
   Not applicable to MWBE.

T-298

Resolution – Division of Housing and Community Development

A RESOLUTION AMENDING THE FY25 HOUSING AND COMMUNITY DEVELOPMENT OPERATING BUDGET TO ACCEPT, ALLOCATE, AND APPROPRIATE ADDITIONAL REVENUE COLLECTED IN THE AMOUNT OF $23,132.14 FROM THE 2024 A TASTE OF MEMPHIS EVENT HELD AT TIGER LANE.

WHEREAS, the City of Memphis hosted the 2024 A Taste of Memphis at Tiger Lane on September 19, 2024, a community celebration designed to share the unique qualities and accomplishments of local neighborhoods and highlight the efforts of indigenous leaders working to make Memphis a better place to live, work, and play; and

WHEREAS, revenue for the event was generated through sponsorships, donations, and registration and exhibit fees; and

WHEREAS, the initial FY2025 budget projected event revenue at $20,000, however, the event exceeded projections by generating an additional $23,132.14 bringing the total collected revenue to $43,132.14; and

WHEREAS it is necessary to amend the FY2025 Operating Budget to accurately reflect the additional revenue received and to appropriately increase the corresponding expense accounts to support event-related costs.

NOW, THEREFORE, BE IT RESOLVED, by the Council of the City of Memphis that the additional revenue generated from A Taste of Memphis event is hereby accepted, allocated and appropriated in the amount of $23,132.14 in the FY 25 Housing and Community Development operating budget.

RESOLUTION TO ESTABLISH RULES OF PROCEDURE FOR MEMPHIS CITY COUNCIL FISCAL YEAR 2026 BUDGET HEARINGS

WHEREAS, the Memphis City Council recognizes the importance of maintaining order, efficiency, and transparency during the Budget Hearing process; and

WHEREAS, the Memphis City Council aims to streamline the budget process to improve the overall effectiveness of decision-making, reduce unnecessary delays, and ensure that public funds are allocated in a manner that best serves the citizens of Memphis; and

WHEREAS, the establishment of clear rules of procedure for Budget Hearings will enhance communication, foster mutual respect among all individuals, and create a more organized and productive environment for deliberations; and

WHEREAS, the Memphis City Council is committed to creating an orderly process for the review, discussion, and adoption of the City of Memphis' fiscal year budget.

NOW, THEREFORE BE IT RESOLVED, that the Memphis City Council does hereby adopt the Rules of Procedure for Budget Hearings which is attached hereto as Attachment A; the template for the Resolution to amend the Fiscal Year 2026 Operating/Capital Improvement Program Budget to reallocate to the General Fund unassigned balance is attached hereto as Attachment B; the template for the Resolution to amend the Fiscal Year 2026 Operating/Capital Improvement Program Budget is attached hereto as Attachment C.

BE IT FURTHER RESOLVED, that these rules and procedures will be effective immediately upon adoption and will be communicated to all participants in the Budget Hearing process prior to the commencement of hearings.

Sponsor:	Chairman:
Chase Carlisle	J. Ford Canale

ATTACHMENT A

MEMPHIS CITY COUNCIL

RULES OF PROCEDURE FOR FISCAL YEAR 2026 BUDGET HEARINGS

CITY OF MEMPHIS, TENNESSEE

RULES OF PROCEDURE FOR MEMPHIS CITY COUNCIL BUDGET HEARING

A. ORDER OF BUSINESS (1-6)

1. Budget Hearings shall be called to order at 10 a.m.
2. Roll Call.
3. Members shall have _____ minutes to bring any old or new business in the form of a written resolution before the Council. No motions or votes will be taken during this time.

   a. Resolutions introduced reflecting additions to the budget shall indicate a cut of equal or greater value.
4. Each Chief and Deputy Chief, or Director and Deputy Director shall present their budget before the Council during their designated hearing time.
5. Following the end of each hearing, Council Members shall have the opportunity to ask any question relevant to the presentation.
6. Adjournment.
7. After the conclusion of the final Budget Hearing scheduled for the end of May, all resolutions that have been presented will be subject to a vote by Councilmembers according to the order in which they were received. All resolutions will be numbered according to the date and timestamp on which it was received.

B. BUDGET HEARING PRESENTATIONS (7-9)

8. The FY26 Budget Hearing schedule shall be released on ________________
9. Each division shall submit their presentation in both digital and physical form one week prior to their scheduled hearing time.

   a. Should a division not meet this deadline, the Presiding Officer/Budget Chairperson shall reserve the right to hold the division's hearing to a later date.
10. Each Chief and Deputy Chief, or Director and Deputy Director shall be requested to meet with Council Members the Thursday and Friday prior to the week their budget hearing is scheduled.

    a. If they are not available to meet with Council Members they may send a representative from their division in their place.

    b. During this period, divisions will engage in discussions, answer any questions, and provide necessary information to Council Members ahead of the budget hearings. This time is dedicated to ensuring Council Members are thoroughly prepared, with a clear understanding of the budget details, key priorities, and any supporting data.

C. DECORUM IN BUDGET HEARINGS (10-11)

11. Budget Hearings shall be conducted in an orderly manner to ensure the deliberative process of the Council is retained at all times. The Presiding Officer/Budget Chairperson shall be responsible for maintaining decorum throughout the meeting. If a Councilmember feels that the Presiding Officer/Budget Chairperson has failed to address a breach of decorum, the Councilmember may, by motion, appeal to the Presiding Officer/Budget Chairperson to preserve decorum. [NOTE: This section is adapted from Memphis City Council Rules of Procedure]

a. Councilmembers. The members of the City Council shall preserve order and decorum, and a member shall not by conversation or other means delay or interrupt the budget hearings or disturb any other member while speaking and obey the orders of the Presiding Officer/Budget Chairperson. Councilmembers addressing Administrative Staff, Council Staff, or other Councilmembers shall do so in an orderly manner and shall not make personal, impertinent, slanderous, or profane remarks to any member of the Council, staff, or general public. Any Councilmember who makes such remarks, or who utters loud, threatening, personal or abusive language, or engages in any other disorderly conduct which disrupts, disturbs, or otherwise impedes the orderly conduct of any hearing shall, at the discretion of the presiding officer, be asked to refrain from such behavior. If the behavior persists, the Presiding Officer/Budget Chairperson, with the approval or majority vote of the body, shall determine how to proceed with the meeting.

b. Employees. Employees of the City shall observe the same rules of order and decorum as those which apply to the members of the Council.

12. No member shall speak more than twice on the same subject, without permission from the Presiding Officer/Budget Chairperson; and Council Members who have spoken shall not speak again unless recognized by the Presiding Officer/Chairperson be entitled to the floor (except for the purpose of explanation), to the exclusion of another who has not spoken; and no member shall speak longer than _____ minutes in the first speech and _____ in the second speech on any question, without permission of the Presiding Officer/Budget Chairperson. Statements made may, at the discretion of the Presiding Officer/Budget Chairperson, be limited to _____ minutes duration. Such statements may be upon any subject of concern to the speaking Member but must

be offered under the last budget hearing. [NOTE: Adapted from Rules of Order of the Senate for the One Hundred Twelfth General Assembly State of Tennessee]

ATTACHMENT B

RESOLUTION TO AMEND THE FISCAL YEAR 2026 OPERATING/CAPITAL IMPROVEMENT PROGRAM BUDGET TO REALLOCATE TO THE GENERAL FUND UNASSIGNED BALANCE

WHEREAS, the Mayor submitted to the Council of the City of Memphis on April __, 2025, a proposed Operating Budget and Capital Improvement Program Budget for the Fiscal Year ending June 30, 2026; and

WHEREAS, the Budget Committee of the Council has held meetings and thoroughly reviewed the recommended Operating and Capital Improvement Program Budgets and will make approved revisions thereto; and

WHEREAS, the Council has identified a need for funds to be allocated to other projects/programs/initiatives that serve the City of Memphis and significantly contribute to its growth and development and ensuring the City of Memphis is financially sound; and

WHEREAS, it is the intent of the Council that any and all funds allocated to ________ (name of project or program) ________ (service center/line item) be reallocated to the General Fund Unassigned Balance.

NOW, THEREFORE, BE IT RESOLVED that the Memphis City Council hereby amends the (Capital Improvement Program) ________ (Operating Budget) for Fiscal Year 2025 by reallocating and appropriating ________ (name of project or program) ________ (service center/line item) to the General Fund Unassigned Balance effective upon approval of this resolution and to be incorporated into the Fiscal Year 2026 Budget Ordinance.

Sponsor:

ATTACHMENT C

RESOLUTION TO AMEND THE FISCAL YEAR 2026 OPERATING/CAPITAL IMPROVEMENT PROGRAM BUDGET

WHEREAS, the Mayor submitted to the Council of the City of Memphis on April __, 2025, a proposed Operating Budget and Capital Improvement Program Budget for the Fiscal Year ending June 30, 2026; and

WHEREAS, the Budget Committee of the Council has held meetings and thoroughly reviewed the recommended Operating and Capital Improvement Program Budgets and will make approved revisions thereto; and

WHEREAS, the Council has identified a need for funds to be allocated to projects/programs/initiatives that serve the City of Memphis and significantly contribute to its growth and development; and

WHEREAS, the Memphis City Council hereby amends the (Capital Improvement Program/ Operating Budget) for Fiscal Year 2026 by making a reduction of $______ from the ________ (name of project or program) ________ (service center/line item) and increasing the _______ (name of project or program) ________ (service center/line item) by $________.

NOW, THEREFORE, BE IT RESOLVED that the Memphis City Council hereby amends the (Capital Improvement Program/Operating Budget) for Fiscal Year 2025 by reducing $________ from the __________ (name of project or program) ________ (service center/line item) and increasing the __________ (name of project or program) ________ (service center/line item) by $________ effective upon approval of this resolution and to be incorporated into the Fiscal Year 2026 Budget Ordinance.

Sponsor:

Resolution to allocate funding in the City of Memphis FY26 Operating Budget for Neighborhood Groups for Anti-Blight & Beautification Efforts

WHEREAS, in October 2024, the Memphis City Council recognized National Good Neighbor Day, raising public awareness for community groups and honoring local organizations in the Memphis community; and

WHEREAS, National Good Neighbor Day was established in 1978 by U.S. President Jimmy Carter to bring neighbors together and reinforce the relationships that form the fabric of our communities with five pillars in mind: (1) Connection, (2) Invitation, (3) Celebration, (4) Awareness, and (5) Availability; and

WHEREAS, the recognition of National Good Neighbor Day, in addition to one of Mayor Paul Young's administration goals being "Clean and Attractive Neighborhoods," demonstrates the emphasis by both the Mayor and City Council to promote awareness and allocate resources toward beautifying neighborhoods to improve safety, security, and quality of life throughout the City of Memphis; and

WHEREAS, neighborhood groups play an integral role in the upkeep of neighborhoods and the active participation of residents in their communities; and

WHEREAS, the Memphis City Council wishes to provide resources for projects by community groups that accelerate anti-blight and beautification efforts, enhance civic pride, improve neighborhood safety, and enhance the livability of neighborhoods across the City of Memphis.

NOW, THEREFORE BE IT RESOLVED that the Memphis City Council does hereby request that $100,000 be allocated in the City of Memphis FY26 Operating Budget for Neighborhood Groups for Anti-Blight and Beautification Efforts, to be housed in the City Council's Community Impact Fund line item.

Sponsor
JB Smiley, Jr.

slingshot
Fighting Poverty.
Accelerating Impact.

Memphis City Council Community Grant Program

Opportunities to strengthen grant programming

April 2025

Slingshot Memphis uses data, research, and analytics to revolutionize poverty-fighting effectiveness so all Memphians can have equitable opportunities to thrive

Services	Impact Objective
Program Evaluation	Improve the effectiveness and outcomes of poverty-fighting organizations
Social Impact Investment Advisory	Increase financial resources to the most effective poverty-fighting efforts
Strategic Consulting	Equip decision-makers with the insights and tools to make more evidence-based decisions

Slingshot works alongside 50+ local nonprofits to help them understand their impact and opportunites to fight poverty more effectively


ORGANIZATION INSIGHTS

Slingshot works alongside poverty-fighting organizations to study and measure their effectiveness. The insights from these studies help us understand what produces the most benefits for our neighbors experiencing poverty so we can support what is most effective. Click below to view the impact study insights and reports for each organization.

Advance Memphis

Advocates for Immigrant Rights

Agape Child & Family Services

ALLMemphis

Alpha Omega Veterans Services

AngelStreet Memphis

Apple Seeds Inc

Believe Memphis Academy

Binghampton Development Corporation

Boys & Girls Clubs of Greater Memphis

Catholic Charities of West Tennessee

Center for Employment Opportunities

City Year Memphis

CodeCrew

Collegiate School of Memphis

Communities in Schools of Memphis

Community Legal Center

Economic Opportunities

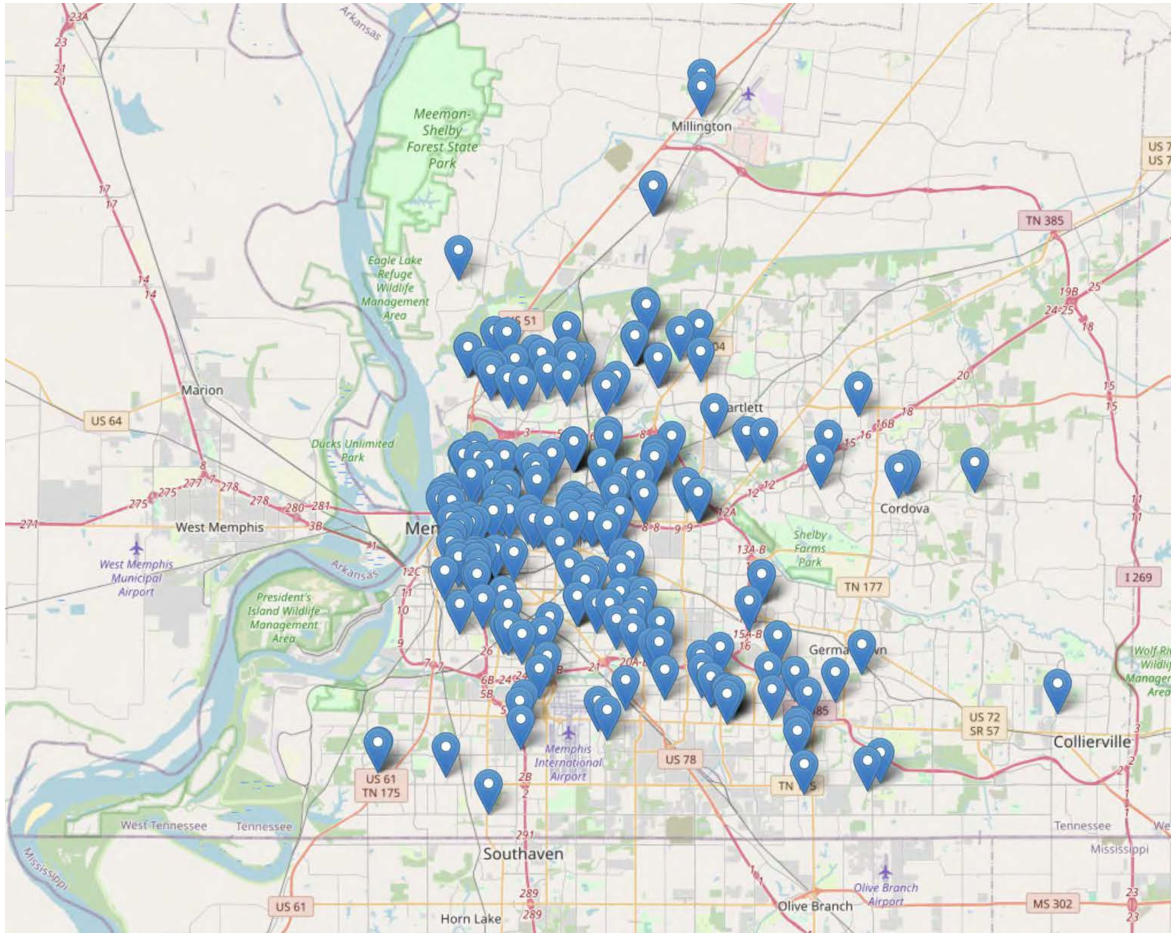
Empowered to Connect

Girls Inc. of Memphis

Nonprofits in Slingshot's portfolio collectively serve over 60,000 participants across 90 percent of Shelby County's zip Codes

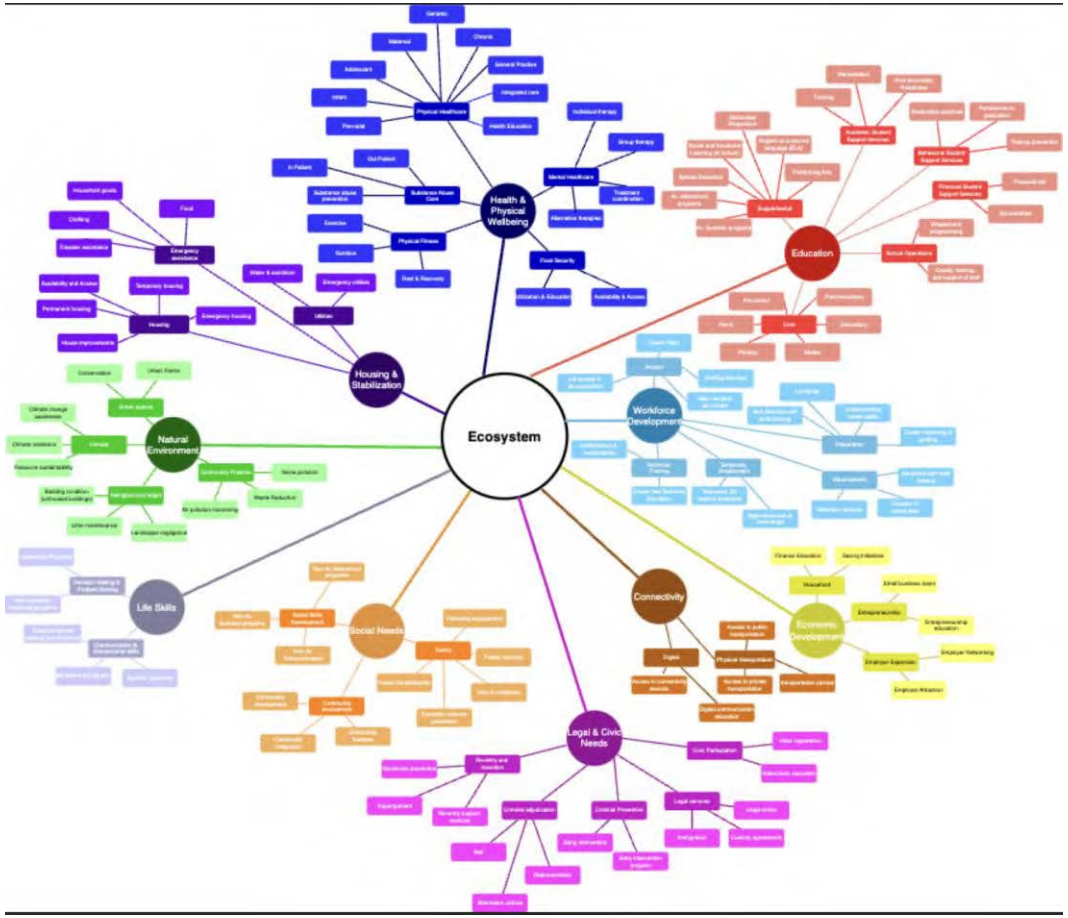
50+ Nonprofits in the portfolio

60,000+ Estimated number of unique participants served

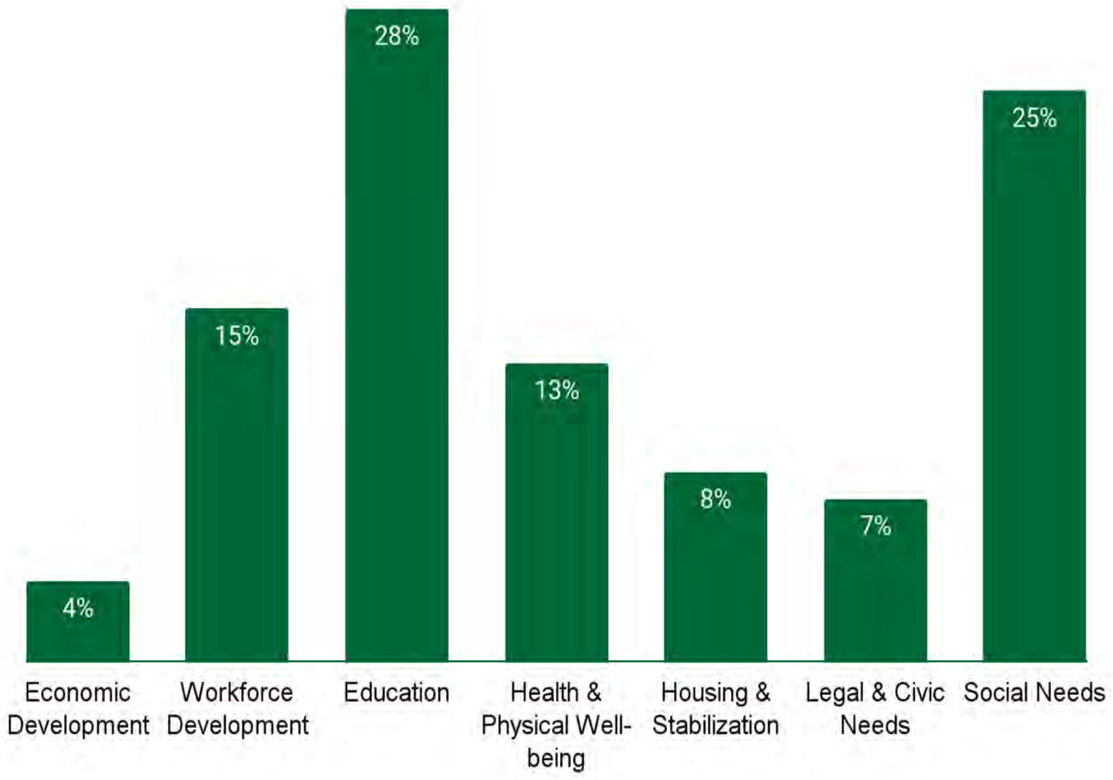


Slingshot's portfolio contains a broad diversity of nonprofits that offer programming across the poverty-fighting ecosystem

Map of poverty-fighting ecosystem



Distribution of Slingshot's nonprofit portfolio

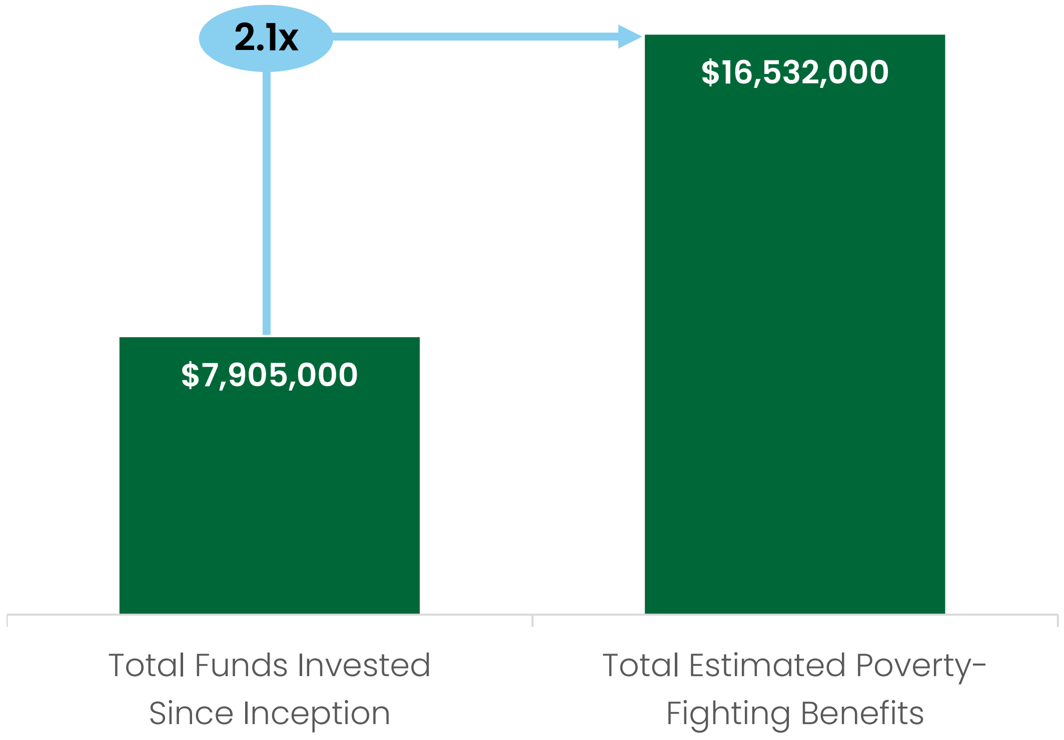


Slingshot's philanthropic advisory helps individuals and organizations maximize the benefits their funding creates for Memphians experiencing poverty

Foundations	Corporations
The Urban Child Institute	FedEx
Fleetwood Foundation	Raymond James
Thomas W. Briggs Foundation	Sylvamo – The World's Paper Company

Slingshot's Accelerate Impact Fund

Community fund where 100% of contributions are allocated to the nonprofits Slingshot studies based on their effectiveness to multiply the impact of each dollar

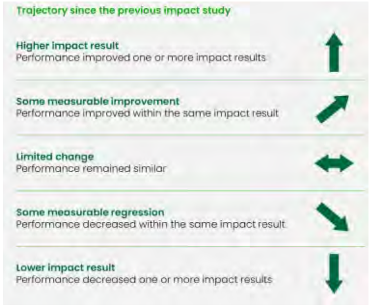


Slingshot's Accelerate Impact Fund invests significantly more in poverty-fighting organizations with evidence of effectiveness

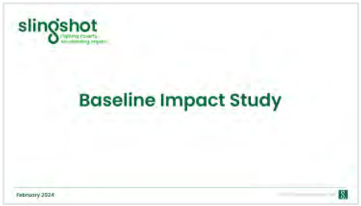
Transparent investment criteria

1 Current Effectiveness

2 Trajectory



3 Initial Fixed Amount



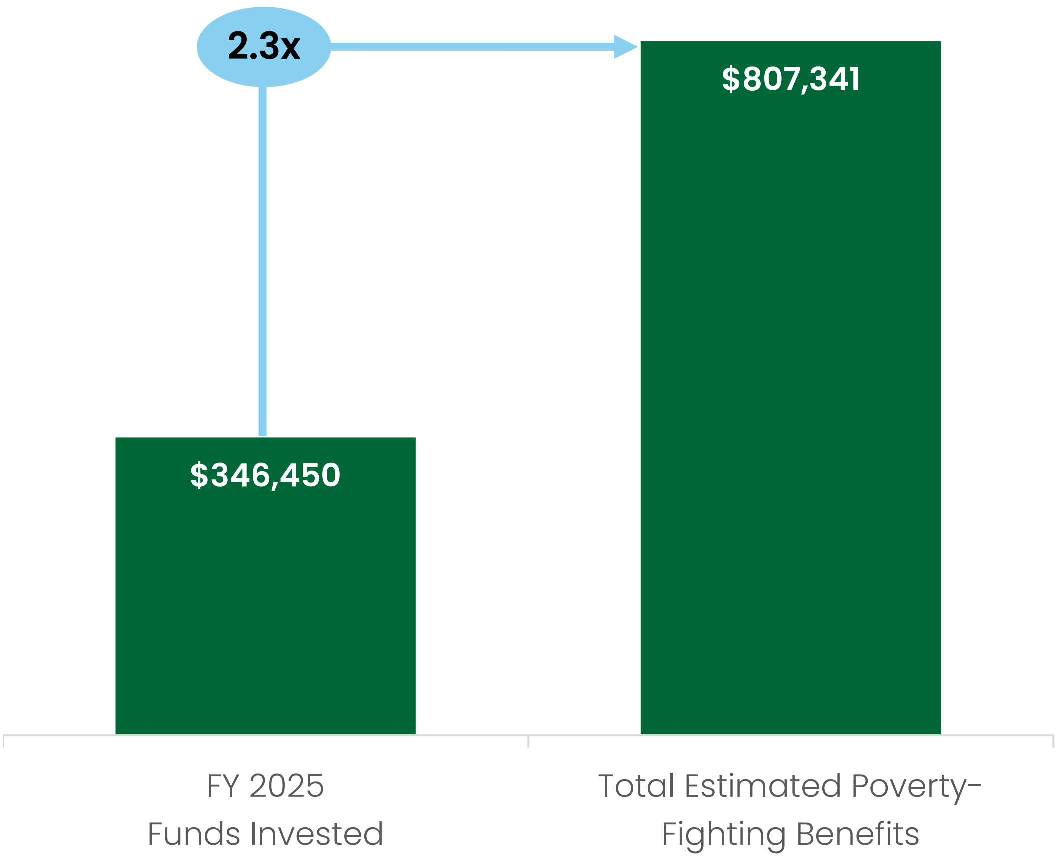
Exponentially larger investments in more effective organizations

Illustrative

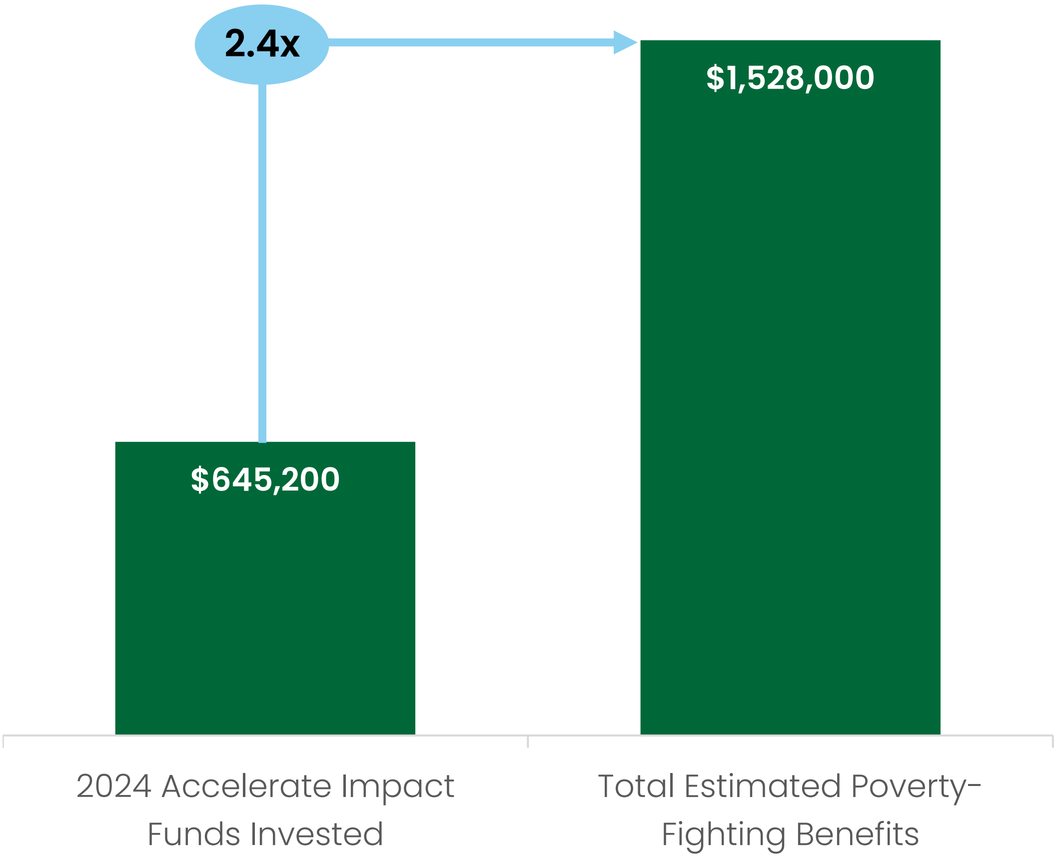
The Accelerate Impact Fund can help the City Council systematically create similar benefits with greater transparency

Benefits created by Community Grant Program

For the subset of recipients who are also in Slingshot's nonprofit portfolio



Benefits created by Accelerate Impact Fund



slingshot
Fighting Poverty.
Accelerating Impact.

Appendix

slingshot Memphis

MISSION

Revolutionize poverty-fighting effectiveness

VISION

For all Memphians to have equitable opportunities to thrive

THREE PRIMARY IMPACT OBJECTIVES TO ACHIEVE OUR MISSION.

- Improve the effectiveness and outcomes of poverty-fighting organizations
- Increase the allocation of financial resources to the most effective poverty-fighting efforts
- Equip decision-makers with the insights and tools to make more evidence-based decisions

Slingshot empowers the community with the knowledge and approaches to achieve the greaest poverty-fighting outcomes

memworks

Identified what is preventing Memphians experiencing poverty from accessing and retaining living-wage jobs

Community Projects

MEMPHIS MEDICAL DISTRICT COLLABORATIVE	Expanding and enhancing programming to place over 100 people on a pathway to living-wage healthcare jobs by the end of 2025
TCAT MEMPHIS	Piloting an academic remediation program to help enrolled students pass key courses within high-demand, high-wage programs

Summary of the poverty-fighting ROI for all Memphis City Council Community Grant allocations that overlap with Slingshot's portfolio

Nonprofit	Grant Allocation	Slingshot Estimated Benefit-Cost Ratio	Poverty-fighting Benefits
Agape	$3,000	0.80 - 1.24	$3,000
AngelStreet	$8,500	< 0.80	$5,270
BDC	$5,000	< 0.80	$2,750
BGCM	$6,500	>= 2.0	$23,075
CCWTN	$56,200	0.80 - 1.24	$47,208
CodeCrew	$13,500	>= 2.0	$29,295
CISM	$3,750	>= 2.0	$10,500
CLC	$14,000	>= 2.0	$31,360
Girls Inc	$28,500	>= 2.0	$178,980
Goodwill Excel Center	$13,500	>= 2.0	$151,605
Hope House	$12,000	1.25 - 1.99	$22,320
JIFF	$15,375	>= 2.0	$74,876
Knowledge Quest	$12,000	0.80 - 1.24	$14,400
MAM	$6,875	0.80 - 1.24	$8,044
MICR	$5,000	>= 2.0	$12,500
MTR	$4,750	>= 2.0	$9,500
MIFA	$18,000	1.25 - 1.99	$23,760
MyCityRides	$7,000	1.25 - 1.99	$13,020
NCC	$16,750	0.80 - 1.24	$19,095
Oasis of Hope	$19,000	0.80 - 1.24	$20,520
Porter Leath	$7,000	0.80 - 1.24	$8,260
RISE Memphis	$6,500	< 0.80	$4,290
RITI	$28,000	0.80 - 1.24	$33,600
SOS	$500	< 0.80	$300
STS	$13,500	1.25 - 1.99	$19,035
Su Casa Family Ministries	$16,000	1.25 - 1.99	$25,920
Moore Tech	$2,000	>= 2.0	$4,920
YWCA	$3,750	>= 2.0	$9,938
Total	**$346,450**	**2.33**	**$807,341**

Poverty-fighting ROI for individual Council Member's grant allocations to nonprofits within Slingshot's portfolio

Nonprofit	Estimated Benefit-cost ratio	Council Member A	Council Member B	Council Member C	Council Member D	Council Member E	Council Member F	Council Member G	Council Member H	Council Member I	Council Member J	Council Member K	Council Member L	Council Member M
Agape	0.80 - 1.24								$3,000					
AngelStreet	< 0.80					$500		$2,000	$6,000					
BDC	< 0.80							$5,000						
BGCM	>= 2.0		$2,000			$2,500	$2,000							
CCWTN	0.80 - 1.24		$50,000					$5,000				$1,200		
CodeCrew	>= 2.0				$5,000				$3,000		$2,500	$3,000		
CISM	>= 2.0					$750			$3,000					
CLC	>= 2.0			$3,000		$3,000	$2,000		$3,000	$1,000	$2,000			
Girls Inc	>= 2.0		$2,000						$3,000		$1,000	$2,500	$10,000	$10,000
Goodwill Excel Center	>= 2.0							$2,500			$1,000	$5,000		$5,000
Hope House	1.25 - 1.99									$2,000			$10,000	
JIFF	>= 2.0					$1,875		$5,000	$3,000	$3,000	$2,500			
Knowledge Quest	0.80 - 1.24							$2,500		$5,000		$4,500		
MAM	0.80 - 1.24					$1,875		$5,000						
MICR	>= 2.0												$5,000	
MTR	>= 2.0					$750				$3,000				$1,000
MIFA	1.25 - 1.99				$3,000	$10,000								$5,000
MyCityRides	1.25 - 1.99					$2,000						$5,000		
NCC	0.80 - 1.24					$3,750			$3,000		$5,000			$5,000
Oasis of Hope	0.80 - 1.24	$6,000		$2,500			$3,000					$7,500		
Porter Leath	0.80 - 1.24			$5,000		$2,000								
RISE Memphis	< 0.80					$500					$5,000	$1,000		
RITI	0.80 - 1.24			$3,000	$10,000	$5,000		$5,000					$5,000	
SOS	< 0.80					$500								
STS	1.25 - 1.99			$3,500			$3,000		$3,000			$4,000		
Su Casa Family Ministries	1.25 - 1.99		$4,000			$2,000		$5,000						$5,000
Moore Tech	>= 2.0					$2,000								
YWCA	>= 2.0		$1,000			$750				$2,000				
	Investment	$6,000	$59,000	$17,000	$18,000	$39,750	$10,000	$37,000	$30,000	$16,000	$19,000	$33,700	$30,000	$31,000
	Estimated Benefits	$6,480	$70,790	$23,855	$26,810	$71,163	$19,050	$83,565	$69,450	$37,870	$48,590	$108,468	$99,900	$141,350
	ROI	1.08	1.20	1.40	1.49	1.79	1.91	2.26	2.32	2.37	2.56	3.22	3.33	4.56

Slingshot Memphis is a poverty-fighting center of influence that's igniting a movement to revolutionize the way we fight poverty

MEMPHIS AREA TRANSIT AUTHORITY

Memphis City Council Transportation Committee Meeting

March 18, 2025

MATA
MEMPHIS AREA TRANSIT AUTHORITY

DISCUSSION TOPICS

1. Share accomplishments to-date and target KPIs
2. Recap lessons learned on spend and operational performance
3. Discuss pending next steps

KEY ACCOMPLISHMENTS

SINCE THE LAST BOARD MEETING

In addition to confirming no further route cuts are necessary in April the interim leadership team has achieved the following major items:

Category	Action	Description	Benefit to Memphians	Est. Impact
Satisfied Customers	**New Paratransit Vehicles**	Identified an existing grant and state vehicle purchase mechanism to get new paratransit vehicles in 3-4 months.	Increases fleet size, lengthening in-service duration, reducing per vehicle maintenance costs, and greater service delivery	**TBD**
Community Trust	**Procurement Spend Review**	Initiated review of all non-employee spend to identify 1) unnecessary and redundant spend and 2) savings opportunities through better management	Better control of spend management and oversight, and savings which can be redeployed to improve service	**TBD**
City Investment	**Capital Projects Prioritization**	Led grant review and prioritization discussion for capital projects with MATA staff [1. Revenue Fleet, 2. OMF, 3. Trolley (Main)]	Better management of grant applications, funds capture, and use of dollars from all sources	**TBD**
	Established Control of Credit Card Spending	Gained administrator access to the MATA Amex account to freeze usage, research spend history, and control unauthorized spend	Eliminates significant non-operational spend, identifies unidentified spend for reallocation to appropriate accounts, and establishes a culture of accountability	**TBD**

DEFINING SUCCESS FOR MATA

	Transformation Success Outcomes		
TARGET OUTCOMES	**Improve Community Trust in MATA** *Increase the percentage of the community that believes MATA manages its finances appropriately*	**Optimize the City's Investment** *Develop a balanced budget (i.e., operating expenses are less than or equal to available revenue)*	**Create Satisfied Customers** *Increase OTP and reduce MT and TD, providing better service to the community and leading to improved NPS*
KEY PERFORMANCE INDICATORS (KPIs)	**Community Value Survey Results**	**Past Due Payables**	**On Time Performance (OTP)**
		Admin as % of Operating Cost	**Missed Trips (MT)**
		Cost per Revenue Hour	**Total Denials (TD)**
			Community Commitment Score (CCS)

SUCCESS OUTCOME

CREATE SATISFIED CUSTOMERS – FIXED ROUTE

Explaining Missed Trips – What We've Learned:

Published Schedule

	1 Hudson Transit Center	2 Jackson at Watkins	3 Jackson at Hollywood	4 Memphis National Cemetery	5 Austin Peay at Yale	6 Methodist Hospital North
AM	4:15	4:25	4:32	4:38	4:48	4:54
	4:45	4:55	5:02	5:08	5:18	5:24
	5:15	5:25	5:32	5:38	5:48	5:54
	5:45	5:55	6:02	6:08	6:18	6:24
	6:15	6:25	6:32	6:38	6:48	6:54
	6:45	6:55	7:02	7:08	7:18	7:24
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	8:45	8:55	9:02	9:08	9:18	9:24
	9:15	9:25	9:32	9:38	9:48	9:54
	9:45	9:55	10:02	10:08	10:18	10:24
	10:15	10:25	10:32	10:38	10:48	10:54
	10:45	10:55	11:02	11:08	11:18	11:24
	11:15	11:25	11:32	11:38	11:48	11:54
	11:45	11:55	**12:02**	**12:08**	**12:18**	**12:24**
PM	**12:15**	**12:25**	**12:32**	**12:38**	**12:48**	**12:54**
	12:45	**12:55**	**1:02**	**1:08**	**1:18**	**1:24**
	1:15	**1:25**	**1:32**	**1:38**	**1:48**	**1:54**

Pick-based Schedule

	1 Hudson Transit Center	2 Jackson at Watkins	3 Jackson at Hollywood	4 Memphis National Cemetery	5 Austin Peay at Yale	6 Methodist Hospital North
AM	4:15	4:25	4:32	4:38	4:48	4:54
	~~4:45~~	~~4:55~~	~~5:02~~	~~5:08~~	~~5:18~~	~~5:24~~
	5:15	5:25	5:32	5:38	5:48	5:54
	~~5:45~~	~~5:55~~	~~6:02~~	~~6:08~~	~~6:18~~	~~6:24~~
	6:15	6:25	6:32	6:38	6:48	6:54
	~~6:45~~	~~6:55~~	~~7:02~~	~~7:08~~	~~7:18~~	~~7:24~~
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	~~7:45~~	~~7:55~~	~~8:02~~	~~8:08~~	~~8:18~~	~~8:24~~
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SUCCESS OUTCOME

CREATE SATISFIED CUSTOMERS – FIXED ROUTE

Explaining Missed Trips – What We've Learned:

April 2024
Without board approval or public notice, legacy MATA leaders reduced service by 20% via the driver schedule Pick process

August 2024
Legacy MATA leaders continue with reduced schedule through a 2nd driver Pick process

September 2024
Legacy MATA leaders propose a significant service plan reduction including operator layoffs to the previous MATA board

November 2024
New MATA Board instructs legacy MATA leaders to suspend proposed service reductions and layoffs until Feb 2025

January 2025
Legacy MATA leaders continue with reduced schedule through a 3rd driver Pick process

February 19, 2025
TransPro discovers discrepancies between the public-facing schedule and the service MATA was actually providing

February 27, 2025
TransPro confirms through employees that the service reductions had been in place since April 2024 and were never publicly disclosed

SUCCESS OUTCOME

CREATE SATISFIED CUSTOMERS – FIXED ROUTE

Explaining Missed Trips – What We've Learned:

Of 100 planned trips, 29% were missed, meaning 29 trips were not completed, and by definition, could NOT have been performed on time

Of the remaining 71 trips, 64% were performed on time which means 45 trips were performed on time.

Category	Count	Metric	Math
Total Planned	100	N/a	N/a
Missed Trips (NOT completed)	29	29%	29 / 100
Net Trips	71	71%	71 / 100
Completed On Time	45	64%	64% * 71
Community Commitment Score	45	45%	45 / 100

Of 100 trips planned and **communicated to the community only 45 were completed on time** for a Community Commitment Score of 45%

SUCCESS OUTCOME

CREATE SATISFIED CUSTOMERS – FIXED ROUTE

Explaining Missed Trips – What We've Learned:

ROUTE 42 - MONDAY-FRIDAY NORTHBOUND							
Block	[1] Frayser Plaza	[2] Watkins Levee	[3] B'vue Lamar	[4] Elvis Norris	[5] Elvis L'deen	[6] M'brch Shelby	[7] Airways TC
4201	4:15	4:26	4:48	4:59	5:11	5:30	5:44
4202	4:45	4:56	5:18	5:29	5:41	6:00	6:14
~~4203~~	~~5:15~~	~~5:26~~	~~5:48~~	~~5:59~~	~~6:11~~	~~6:30~~	~~6:44~~
4204	5:45	5:56	6:18	6:29	6:41	7:00	7:14
~~4205~~	~~6:15~~	~~6:26~~	~~6:48~~	~~6:59~~	~~7:11~~	~~7:30~~	~~7:44~~
4206	6:45	6:56	7:18	7:29	7:41	8:00	8:14
~~4207~~	~~7:15~~	~~7:26~~	~~7:48~~	~~7:59~~	~~8:11~~	~~8:30~~	~~8:44~~
4201	7:45	7:56	8:18	8:29	8:41	9:00	9:14
4202	8:15	8:26	8:48	8:59	9:11	9:30	9:44
~~4203~~	~~8:45~~	~~8:56~~	~~9:18~~	~~9:29~~	~~9:41~~	~~10:00~~	~~10:14~~
4204	9:15	9:26	9:48	9:59	10:11	10:30	10:44
~~4205~~	~~9:45~~	~~9:56~~	~~10:18~~	~~10:29~~	~~10:41~~	~~11:00~~	~~11:14~~
4206	10:15	10:26	10:48	10:59	11:11	11:30	11:44
~~4207~~	~~10:45~~	~~10:56~~	~~11:18~~	~~11:29~~	~~11:41~~	~~12:00~~	~~12:14~~
4201	11:15	11:26	11:48	11:59	**12:11**	**12:30**	**12:44**
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4206	**5:15**	**5:26**	**5:48**	**5:59**	**6:11**	**6:30**	**6:44**
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4201	**6:15**	**6:26**	**6:48**	**6:59**	**7:11**	**7:30**	**7:44**
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Understanding the Pick:

- At least three (3) times per year, MATA must present drivers the opportunity to Pick the work they want to perform
- Each selection has multiple pieces of the overall schedule that drivers may Pick to perform (i.e., 4201, 4202, or a "block")
- Each block of the schedule represents one bus
- Route 42 (at left) has a ***published schedule requiring 7 buses total***
- ***Legacy MATA leadership eliminated 3 buses*** from the Pick

What this means:

Eliminating blocks means ***legacy MATA leaders reduced the schedule by not offering to drivers the ability to perform the entire published schedule***

Why this matters:

Legacy MATA leaders never communicated the reduction in service to the Board or to customers

SPEND OBSERVATIONS

FY24 and CURRENT STATE REVIEW

While still in process, the opportunities to shift spending to service improvements are becoming clear:

People

Since 2017, the increase in non-operating people spend is over **$4 million**

During that time service has decreased

Over that time, MATA took over $4 million away from service delivery

Non-People

Administrative spend nearly **$10 million** with multiple areas of redundant spend (*i.e., paying multiple vendors for the same or like service*)

MATA lacks procurement protocols and proper checks and balances on spend

Opportunity

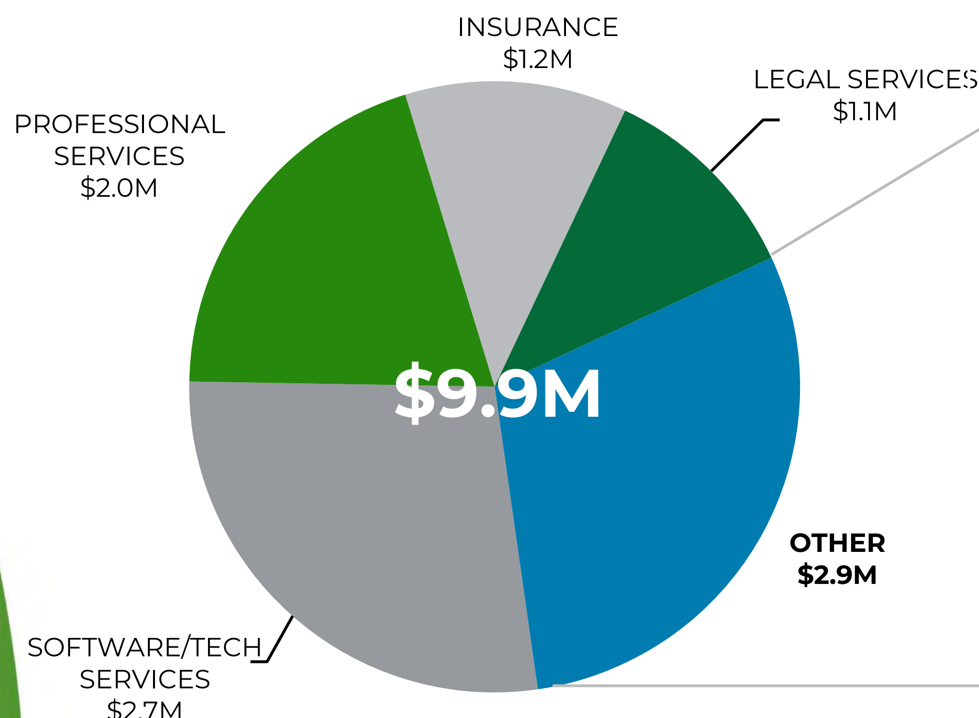
1. Look at ways to shift administrative spend to operations
2. Revisit all admin spend to eliminate unnecessary spend and redundant spend
3. Deploy proper procurement processes

SPEND OBSERVATIONS

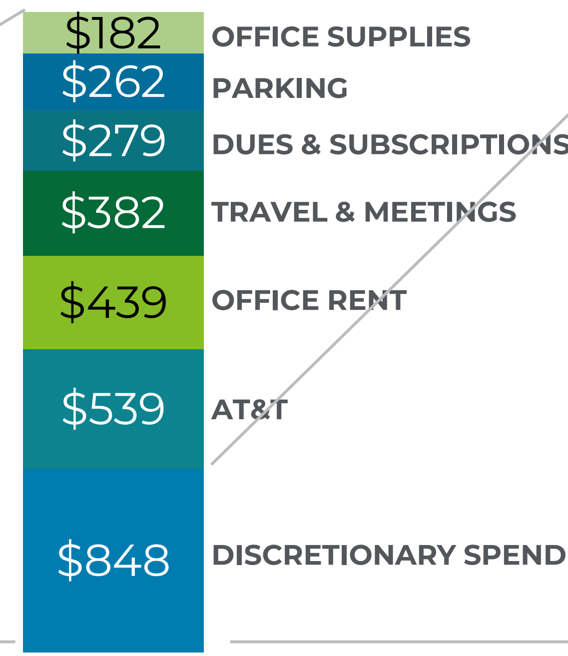
FY24 REVIEW – GENERAL ADMIN EXPENSES

We performed a preliminary review of FY24 General Administrative expenses, including discretionary purchases, rent, parking rates, spend on external services.

General Administrative Expenses (in millions)



"Other' Category Breakdown (in 000s)



Top Discretionary Purchases

$603K

SPONSORSHIP OF MEMPHIS GRIZZLIES
(including ~$20K in AMEX purchases at FEDEX FORUM during games)

$144K

OTHER AMEX PURCHASES
(not including charges for travel & meetings)

$56K

FOOD PURCHASES AND CATERING SERVICES

NEXT STEPS

Pending review with the MATA Board Committees this week and full Board next week, our focus shifts to the following:

Reliability

1. OTP / Missed trips / Denials
2. Vehicles readiness
3. Staffing

Restoration

1. Prioritize Routes with the MATA Board
2. Vehicles & Staffing
3. Main Street Trolley

Resources

1. Fleet / asset management pan
2. Cost shift actions from administration to operations

ORDINANCE NO. _____________

ORDINANCE TO AMEND TITLE 5, CHAPTER 5-20 OF THE MEMPHIS MUNICIPAL CODE TO INCREASE THE EXISTING HOTEL/MOTEL OCCUPANCY TAX TO 4.0%

WHEREAS, pursuant to and in accordance with the applicable legal provisions of Tennessee law, particularly including Section 67-4-1402 of the Tennessee Code Annotated, as amended, a municipality is authorized to impose a hotel/motel occupancy tax in an amount up to four percent (4%) of the consideration charged to a transient by each hotel operator; and

WHEREAS, for the express purpose of establishing a hotel/motel occupancy tax for the City of Memphis, Tennessee (the "**City**"), Ordinance No. 4824 was duly adopted and enacted by the Council of the City of Memphis, Tennessee (the "**City Council**"), on November 7, 2000; and

WHEREAS, pursuant to and in accordance with Ordinance No. 4824, the City initially imposed a hotel/motel occupancy tax in the amount of one and seven-tenths percent (1.7%) of the consideration charged by the hotel operator against each transient occupying a hotel room within the municipal limits of the City; and

WHEREAS, pursuant to and in accordance with the applicable legal provisions of Tennessee law, Ordinance No. 4824 was amended by Ordinance No. 4939 and was duly adopted and enacted by the City Council on May 21, 2002, which specified, among other things, the distribution of all proceeds of the City's hotel/motel occupancy tax and eliminated the sunset provision set forth in Ordinance No. 4824; and

WHEREAS, pursuant to and in accordance with the applicable legal provisions of Tennessee law, Ordinance No. 4939 was amended by Ordinance No. 5596 and was duly adopted and enacted by the City Council on September 1, 2015, which specified, among other things, that the then-existing hotel/motel tax set at one and seven-tenths percent (1.7%) shall be increased by one and eight-tenths percent (1.8%) to a total of three and one-half percent (3.5%); and

WHEREAS, pursuant to and in accordance with the applicable legal provisions of Tennessee law, Ordinance No. 5596 was amended by Ordinance No. 5619 and was duly adopted and enacted by the City Council on July 5, 2016, which specified, among other things, that the City could apply the additional revenues received from the one and eight-tenths percent (1.8%) portion of the total three and one-half percent (3.5%) towards funding immediate repairs required for the convention center, for the period from December 1, 2015 through June 30, 2016, and thereafter, on and after July 1, 2016, to permit City to apply the same additional revenues to fund additional construction or renovation of convention or meeting facilities in conformity with the terms and provisions of the Amended And Restated Interlocal Agreement Relating To The Financing Of The Proposed Sports And Basketball Arena To Be Financed By The Memphis And Shelby County Sports Authority, Inc., dated May 15, 2002, as heretofore amended and supplemented; and

WHEREAS, the City Council believes that it is appropriate and in the best interests of the citizens of the City that the existing hotel/motel tax be increased by one-half of one percent (0.5%) to a total of four percent (4.0%); and

WHEREAS, pursuant to and in accordance with the applicable legal provisions of Tennessee law, Ordinance No. 5619 is proposed to be adopted and enacted by the City Council to increase the existing hotel/motel tax to the maximum amount of four percent (4%).

NOW THEREFORE,

SECTION 1. **BE IT ORDAINED BY THE COUNCIL OF THE CITY OF MEMPHIS, TENNESSEE**, that Part 1, Section 2 of Ordinance No. 4824, as amended, codified as Section 5-20-2 of the Memphis Municipal Code is hereby amended to read as follows:

Section 2. Levy of Occupancy Tax.

The City levies a privilege tax upon the privilege of occupancy in a hotel of each transient. Except as provided below, such tax shall be in the amount of four percent (4%) of the consideration charged by the operator for such occupancy. Such tax is a privilege tax upon the transient occupying such room and is to be collected as provided in this chapter.

Notwithstanding the foregoing, the City levies a privilege tax upon the privilege of occupancy in a hotel of each transient in a hotel which is in: (i) a Tourism Development Zone and subject to the maximum privilege tax; and (ii) a Tourism Surcharge District as described in Ordinance No. 5583 existing on July 1, 2015. Such tax shall be in the amount of one and seven-tenths percent (1.7%) of the consideration charged by the operator for such occupancy. Such tax is a privilege tax upon the transient occupying such room and is to be collected as provided in this chapter.

SECTION 2. **BE IT FURTHER ORDAINED BY THE COUNCIL OF THE CITY OF MEMPHIS, TENNESSEE**, that Part 1, Section 9 of Ordinance No. 4824, as amended, and codified as Section 5-20-9 of the Memphis Municipal Code is hereby amended to read as follows:

Section 9. Allocation of Funds.

The proceeds of the four percent (4%) tax levied under this section shall be collected by the City and distributed as follows:

(a) From July 1, 2016, and thereafter, the first one and seven-tenths percent (1.7%) tax of the total four percent (4%) tax levied hereunder shall be collected by the City and applied to payment of bonded indebtedness, principal and interest, of the bond sale or sales by The Memphis and Shelby County Sports Authority, Inc. (the "Sports Authority Bonds") for the purpose of development and construction costs of a new Memphis Sports Arena, built by the New Memphis Arena Public Building

Authority, to fund the construction of the National Basketball Association Arena, until paid in full, and thereafter to such other projects and purposes as the City Council shall determine.

(b) From July 1, 2016, and thereafter, the second one and eight-tenths percent (1.8%) tax of the total four percent (4%) tax levied hereunder shall be used for the purpose of funding the following:

1. To make up any deficiencies in the payment of administrative expenses of The Memphis and Shelby County Sports Authority, Inc.'s payments to the Bond Fund, Rebate Fund, or Debt Service Reserve Fund for the Sports Authority Bonds;

2. To reimburse, on a pro rata basis, monies paid by the City or by Shelby County, Tennessee, to replenish the Debt Service Reserve Fund for the Sports Authority Bonds; and

3. For deposit to the Capital Improvement Reserve Fund to make capital improvements, to pay administrative costs, and/or to purchase or redeem the Sports Authority Bonds, as directed by The Memphis and Shelby County Sports Authority, Inc.

(c) Notwithstanding any of the provisions contained herein to the contrary, any revenues produced from the taxes levied under this chapter over and above the sum of (i) that amount which satisfies subsections (b)1, (b)2, and (b)3 of this section, and (ii) the greater of: (x) the amount of such tax revenue projected for the current fiscal year at the time of the original issuance of the Sports Authority Bonds and (y) the amount the one and seven-tenths percent (1.7%) tax rate would have provided for such fiscal year, shall be applied to the payment of principal of and interest on additional bonded indebtedness, and non-capitalized expenses of the bond sale or sales and bond-related continuing costs, to fund additional construction or renovation of convention or meeting facilities.

(d) Upon the effective date of this Ordinance, the remaining one-half of one percent (0.5%) tax of the total four percent (4%) tax levied hereunder shall be used by the City for the use and purpose of funding the following:

1. To fund ongoing obligations pertaining to the National Basketball Association Arena including, but not limited to, the payment of bonded indebtedness, capital repairs, improvements, replacements, and ongoing maintenance, including the professional services rendered for the design, architectural, engineering, management and oversight associated therewith; and

2. To fund such other projects and purposes, as the City shall determine, for the purposes of promoting tourism and tourism development, as permitted by state law.

<u>SECTION 3</u>. **BE IT FURTHER ORDAINED BY THE COUNCIL OF THE CITY OF MEMPHIS, TENNESSEE**, that the provisions of this Ordinance shall not be effective unless and until the execution and delivery, hereby authorized on behalf of the City, of an agreement or agreements by and among the City, Shelby County, Tennessee, and The Memphis and Shelby County Sports Authority, Inc. consistent with the provisions hereof, either in addition to or by amendment of the Amended And Restated Interlocal Agreement Relating To The Financing Of The Proposed Sports And Basketball Arena To Be Financed By The Memphis And Shelby County Sports Authority, Inc., dated May 15, 2002, as heretofore amended and supplemented, or both.

<u>SECTION 4</u>. **BE IT FURTHER ORDAINED BY THE COUNCIL OF THE CITY OF MEMPHIS, TENNESSEE**, that the provisions of this Ordinance are hereby severable. If any of these sections, provisions, sentences, clauses, phrases or parts are held unconstitutional or void, the remainder of this Ordinance shall continue in full force and effect.

<u>SECTION 5</u>. **BE IT FURTHER ORDAINED BY THE COUNCIL OF THE CITY OF MEMPHIS, TENNESSEE**, that all parts of Ordinance No. 4824, Ordinance No. 4939, Ordinance No. 5596, and Ordinance No. 5619, except as amended herein, shall remain in full force and effect.

<u>SECTION 6</u>. **BE IT FURTHER ORDAINED BY THE COUNCIL OF THE CITY OF MEMPHIS, TENNESSEE**, that this Ordinance shall take effect from and after the date it shall have been passed by the City Council, signed by the Chairman of the City Council, certified and delivered to the Office of the Mayor in writing by the City Comptroller, and become effective as otherwise provided by law.