

CITY OF MEMPHIS





Jim Strickland, Mayor

ADMINISTRATION

CHIEFS

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

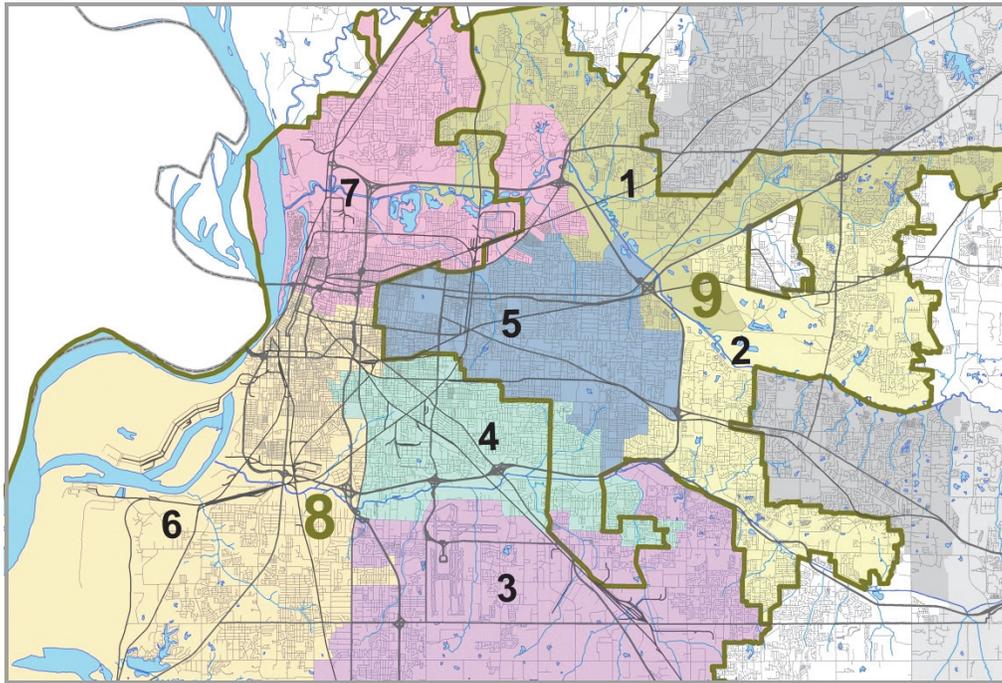
DIRECTORS

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

COURTS

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

City of Memphis Council Members



CHAIRMAN

Berlin F. Boyd, **District 7**

COUNCIL ADMINISTRATOR

Juaness Keplinger

COUNCIL MEMBERS

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



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PREFACE

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

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

How to Use this Book

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



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

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

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

Introduction

The Introduction section includes the Mayor’s Letter, followed by historical information about the City of

Memphis, the Governmental Structure, and the City’s Organizational Chart.

Budget Overview

The Budget Overview section provides a summary of the budget and explains some of the factors behind the numbers presented. This section also identifies the City’s Mission and Priorities and Performance Accountability Plan. The sub-sections 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 Positions and the Capital Improvement Program (CIP) Summary.

General Fund Revenue

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

General Fund Expenditures

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

Divisions

All divisions included in this book have a uniform format. Each division’s budget provides the reader with a wealth of information, not only about the division’s total budget, but also about its mission, goals and performance toward providing the best services possible for citizens. Further information pertaining to the Division is presented as the legal level or program level. The City of Memphis’ General Fund Budget is approved, by ordinance, on the Legal Level; therefore each division will have one or more legal levels.

The information at the Division Level includes:

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

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

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

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

Performance Highlights – Performance highlights summarize the accomplishments achieved, changes made, and new programs implemented in FY2018.

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

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

The information at the Legal Level includes:

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

Other Funds

The Other Funds section includes funds other than the General Fund that have been appropriated by the budget ordinance. These funds have their own assets, liabilities, equity, revenues, and expenditures, for certain specific activities to accomplish definite objectives. The funds are as follows:

Debt Service Fund – This fund accounts for the periodic deposits of revenue and loan payments to

assure the timely availability of sufficient moneys for the payment of the City's general obligation debt and other related debt and costs.

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

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

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

- **HEALTH INSURANCE FUND** – This fund accounts for the City's self-insurance for health benefits for City employees and their dependents.
- **UNEMPLOYMENT FUND** – This fund accounts for unemployment compensation deposited into the City's self-insured plan.
- **FLEET MANAGEMENT FUND** – This fund accounts for the maintenance and repair of all City vehicles and equipment.

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

- **SOLID WASTE MANAGEMENT FUND** – accounts for the delivery of timely and environmentally responsible solid waste disposal services.
- **METRO ALARM FUND** – accounts for the financial resources enforcing an ordinance for the proper use of alarms and reducing false alarms.
- **OFFICE OF PLANNING AND DEVELOPMENT FUND** – Funds programs that result in thriving and livable neighborhoods, safe and efficient buildings, and enhanced economic development opportunities.

- **HOTEL/MOTEL FUND** – Funds to support the convention center and tourism.
- **NEW MEMPHIS ARENA** – Funds to retire debt of the FedEx Forum.
- **DRUG ENFORCEMENT FUND** – Funds from seized properties that support the drug enforcement cost.

Strategic Planning

The Strategic Planning section details the City's Four-Year Financial Plan for the General Fund. This is a

projection; however it does not represent what will be adopted and approved by Council for that year. Budgets are approved one year at a time.

Appendix

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



Since elected as Mayor, my administration has continued with the purpose of improving the quality of life for all Memphis citizens which drives the mission of being brilliant at the basics- in other words, delivering reliable, responsive, high quality services. Everywhere I go in Memphis, citizens tell me the same thing. They want a safer Memphis, one where they feel secure in their neighborhoods, and one where they know their young people will have a chance to grab the opportunity that exists in our city today. Those requests are at the core of our priorities: service to our youth, increased public safety, improvements and added services to and for our neighborhoods, and providing good stewardship of the assets of our city. Those priorities have led me to present proposed fiscal year 2019 operating and capital improvement plan budgets that make strategic, targeted

investments to improve public safety, to further strengthen our financial picture, and to increase the services we offer our citizens- particularly our youngest ones.

In the \$685.3 million general fund operating budget and the \$85.6 million Capital Improvement Program (CIP) budget, we have addressed many of the important initiatives that will help us maintain the positive momentum of Memphis. The City is on strategic plan with its pension funding policy to meet the required funding level for fiscal year 2019 and to reach a 100% funding level of its Actuarially Determined Contribution (ADC) by 2020. This budget ensures that adequate funds are available for increasing levels of public safety: funding recruit classes and promotional testing, hiring more officers and PSTs, putting additional paramedics on the street to help service the growing demand for EMS service, modernization of our 911 dispatch facility, and providing investments in personal protective gear for our first responders. Our proposed budgets also provide funds for summer parks programming in 20 parks and reinstates the parks commissioner program, funds to grow youth summer jobs from 1,250 to 1,500, and it allows for funds to provide more programming and hours at our libraries.

New to this budget and in response to additional services to our youth, the City has begun the formal funding process for a universal, needs based Pre-K initiative. Also new to this year's budget is a new capacity to combat litter and illegal dumping.

The FY19 operating budget also funds targeted pay increases for represented and non-represented employees who are currently more than 5% below market for their respective pay range. While this budget does not include pay increases for all City employees, it does

address an important factor of recruiting and retaining the City's workforce. We will continue to address this important initiative in the coming year.

In our CIP budget, we will continue to reinvest in infrastructure, street paving and maintenance, support and identify dedicated funding sources necessary for a sustained transit system, and provide for the first of a three-year implementation program for the upgrade of the police radio system.

Of significant note, this budget does not raise property taxes. In fact, this budget represents an \$0.08 reduction in the property tax rate from the prior year. As a result of the successful challenges to the assessed value of property, the recapture rate of taxes has been established at \$3.19 for fiscal year 2019.

As your Mayor, I have proposed a budget that balances the imperatives while enhancing the services we provide to our employees and our community. We remain committed to the "Brilliant at the Basics" agenda, which is designed toward giving our city hope, strengthening our economy, and providing efficient, responsible, and accountable city government.

Sincerely,



Mayor Jim Strickland

INTRODUCTION

THE CITY OF MEMPHIS, TENNESSEE

Memphis is located on the east bank of the Mississippi River in the southwest corner of Tennessee. Memphis is the State's largest city and the county seat of Shelby County. The corporate limits contain 350 square miles, representing 45 percent of the total land area of Shelby County. Memphis ranks as the 20th largest city in the nation. The estimated population is 652,717.

Governmental Structure

The City of Memphis was incorporated as a city in 1826. Memphis operated under a commission form of government from 1909 until January 1, 1968, when a Mayor – Council form of government was established. The City Council is composed of thirteen representative citizens who are elected for four-year terms. Six (6) council members are elected at large in multi-member districts, with territorial boundaries determined by dividing the City in half with each multi-member district consisting of three (3) council member positions. The remaining seven (7) members are elected by single member districts, numbers 1-7. The Council elects its own chairperson, exercises legislative powers, approves budgets and establishes the tax rate. The Mayor is elected to a four-year term. The Mayor carries out the policies of the City and appoints board members to various related organizations, joint owned ventures and board authorities. These include the boards of the Memphis Light, Gas and Water Division (MLG&W); Memphis Area Transit Authority; Memphis Housing Authority; Memphis and Shelby County Downtown Memphis Development Commission; Memphis & Shelby County Convention Center Complex; Memphis Brooks Museum of Art; Memphis & Shelby County Building Code Advisory Board; and the Memphis & Shelby County Public Library Board. The

Mayor appoints five of the seven members of the Board of the Memphis & Shelby County Airport Authority. Most of the members of these boards are private citizens giving their time to the City without compensation.

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

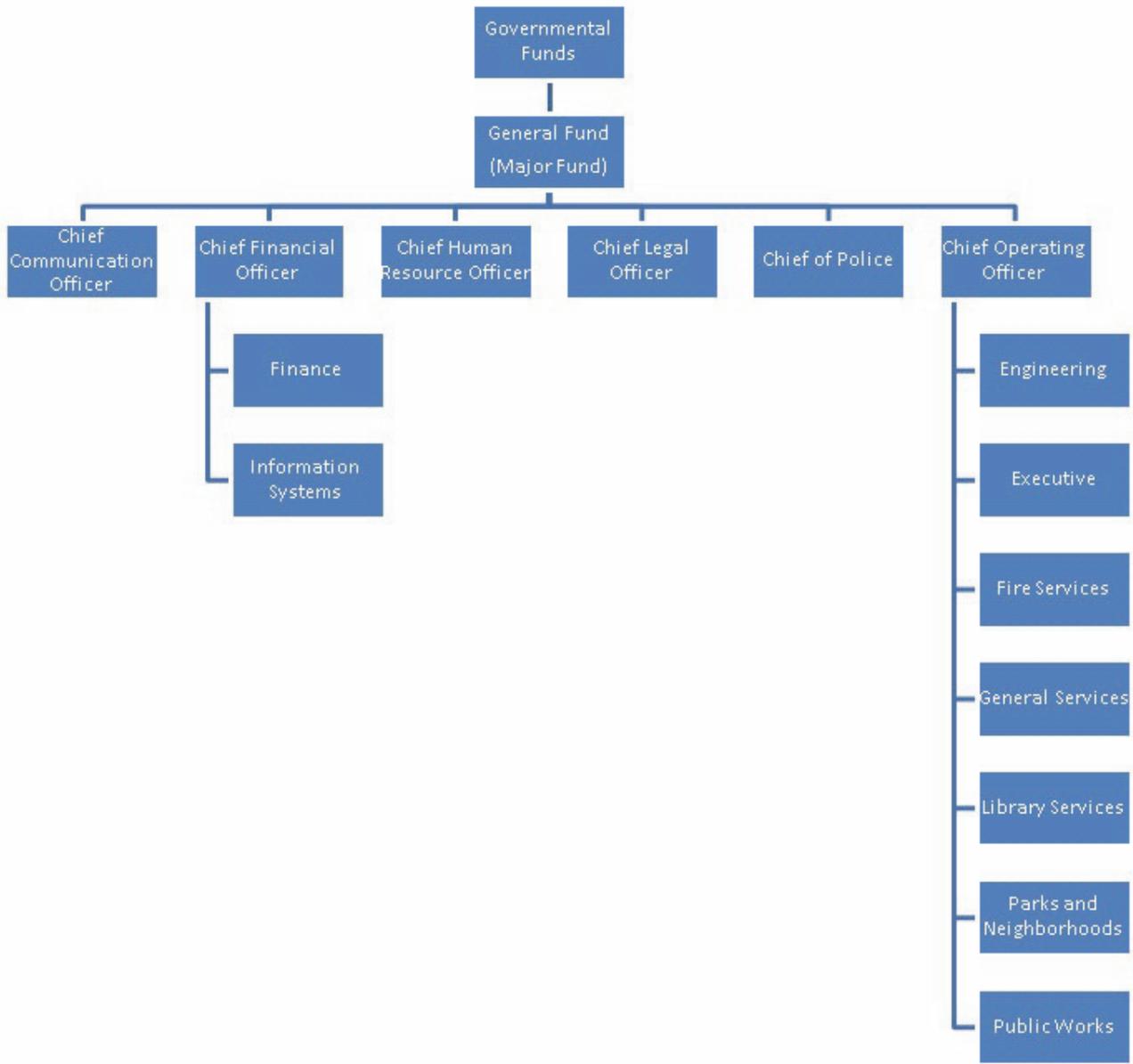
The administrative divisions of the City include: Engineering; Executive; Finance; Fire; General Services; Information Services; Housing and Community Development; Human Resources; Legal; Libraries; Parks; Office of Planning and Development, Police Services; and Public Works. There are three divisions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

City of Memphis, Tennessee Organization Chart

Governmental Funds *(part 1 of 2)*

The City’s **General Fund** is the general operating fund and supports the essential City services and activities. Fund revenues come primarily from a vari-

ety of Local and intergovernmental taxes, fees and fines.



Organization Chart

Governmental Funds *(part 2 of 2)*

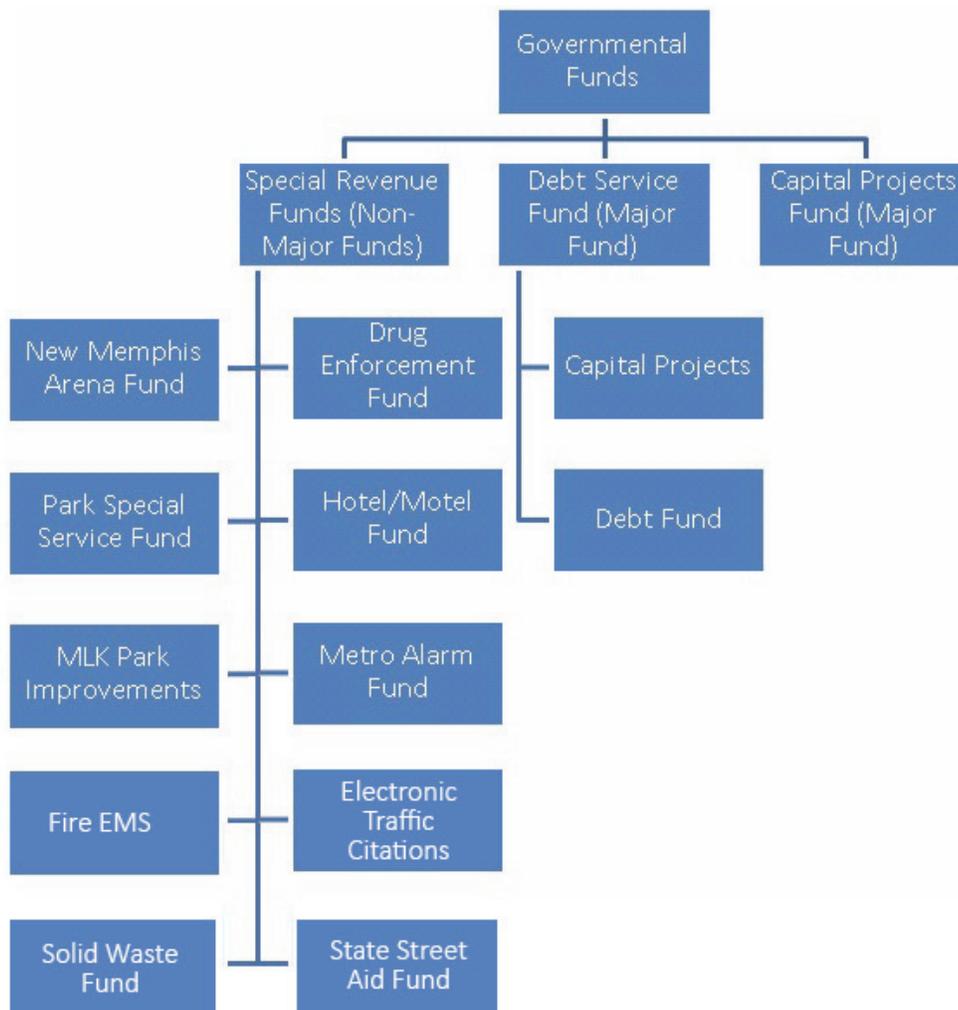
The City’s **Special Revenue Funds** are used to account for revenues from specific sources that are designated to finance specific functions within the city.

The City’s **Debt Fund** is used to account for resources that are restricted, committed, or assigned

for payment of certain debt obligations and related costs.

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

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



Organization Chart

Proprietary Funds

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

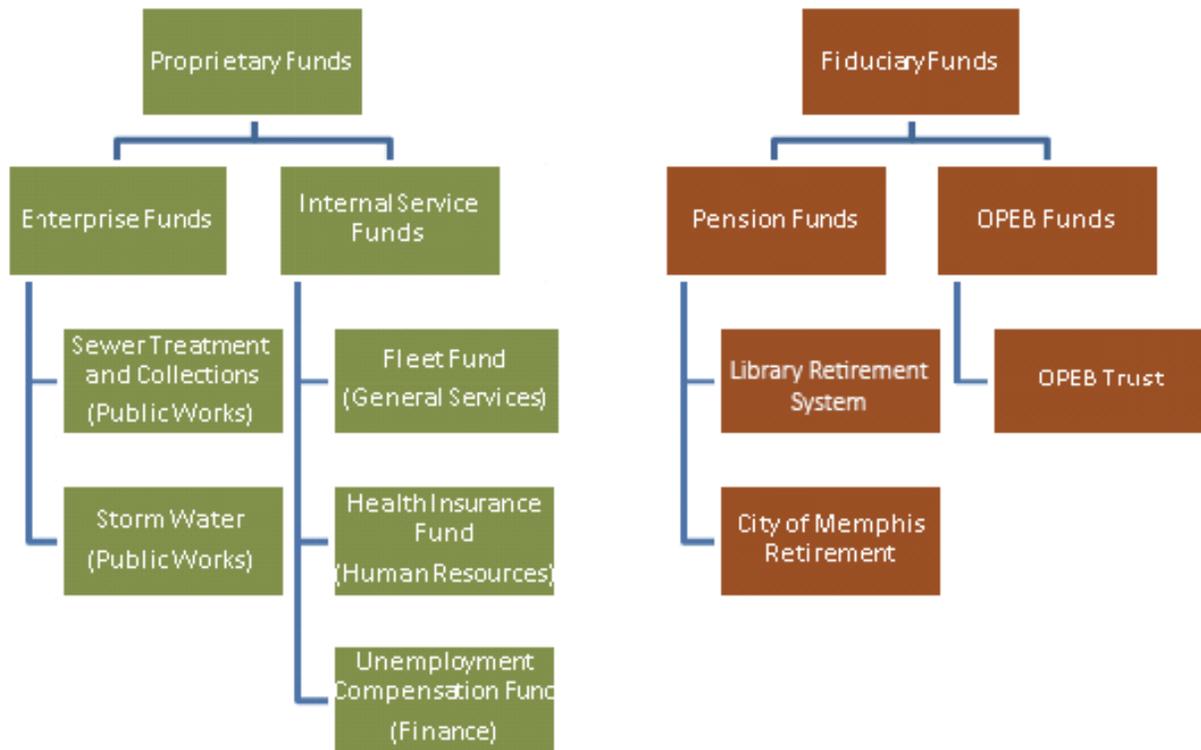
Internal Service Funds are used to budget for the costs of goods or services provided by one division or service center to another division for the City.

Fiduciary Funds

Fiduciary Funds are held by the City in a trustee or agency capacity. They include Pension and OPEB Funds.

Agency Funds

The City has one Agency Fund. This fund accounts for assets and liabilities held for the purchaser of delinquent property tax receivables.



Budget Development Process

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

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

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

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

FY2019 Budget Calendar

JULY – AUGUST

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

SEPTEMBER

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

OCTOBER

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

NOVEMBER

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

DECEMBER, JANUARY

- Revenue projections updated for current year and next year.
- Budget meeting with divisions for 2nd Quarter forecast and next year's budget request.
- Operating Budget training and initiation dates provided to Divisions.
- CIP Budget training and initiation dates provided to Divisions.

FEBRUARY, MARCH

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

APRIL

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

MAY

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

JUNE

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



BUDGET OVERVIEW

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

Budget Overview

The City of Memphis' Fiscal Year 2019 (FY19) budget encompasses the General Fund and Debt Fund, which are largely dependent on local property tax revenues; Enterprise Funds, which are supported by user fees; Special Revenue Funds; and Internal Revenue Funds. These funds work in tandem to provide the financial resources that support services to the citizens of Memphis. The FY19 budgets, across all funds, incorporate a balanced approach of expense planning based on anticipated revenues and local economic priorities. Within the general fund public safety remains the highest priority. The budget also funds other priorities that support youth, neighborhoods, jobs and good government.

Funding of the priorities will also promote economic development, create efficiencies and balance fees versus taxes in the government. The Pension Actuarially Determined Contribution (ADC) will be funded at the level required by the State of Tennessee which is 92% for FY19.

Using the equivalent of revenues that are derived from \$0.01 cent, the City will begin to fund Pre-K initiatives for early childhood education. The \$0.01 cent is not a tax increase, it is a reallocation of the existing tax rate that transfers the funding generated by this rate from the general fund to pre-K.

General Fund Summary

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
REVENUE				
Contributed from Fund Balance	0	2,400,000	18,641,000	0
Local Taxes	442,632,704	450,662,976	459,398,624	461,829,920
State Taxes	65,028,256	68,010,000	63,318,696	63,520,000
Licenses and Permits	13,393,208	13,494,465	13,504,939	13,899,465
Fines and and Forfeitures	14,518,517	15,161,000	13,946,249	14,534,000
Charges for Services	32,705,848	33,801,536	35,117,748	34,165,156
Use of Money and Property	903,910	335,000	1,120,000	1,020,000
Federal Grants	2,029,594	328,800	5,618,781	2,990,090
State Grants	2,048,892	1,630,362	1,889,062	95,000
Intergovernmental Revenues	9,409,377	8,543,149	8,660,514	9,983,066
Other Revenues	10,565,392	7,830,978	10,280,123	7,556,508
Transfers In	68,582,112	66,638,000	84,709,048	75,726,856
Dividend and Interest on Investment	508	0	8	0
Total Revenues	\$ 661,818,304	\$ 668,836,224	\$ 716,204,800	\$ 685,320,064
EXPENDITURE				
Personnel Services	476,276,864	481,718,624	480,974,848	491,491,584
Materials and Supplies	124,600,616	127,062,944	145,120,768	135,928,752
Capital Outlay	570,717	1,046,394	3,070,920	1,490,650
Grants and Subsidies	67,135,208	64,708,320	72,745,320	63,396,172
Inventory	375,269	379,591	507,164	379,591
Expense Recovery	(15,814,513)	(14,631,700)	(17,131,700)	(16,035,300)
Investment Fees	363,092	0	34,254	0
Service Charges	181,381	137,372	137,533	137,372
Transfers Out	7,273,689	8,270,955	25,316,546	8,443,039
Contributed to Fund Balance	0	143,748	0	88,197
Total Expenditures	\$ 660,962,304	\$ 668,836,224	\$ 710,775,680	\$ 685,320,064
Net Change in Fund Balance	\$ 856,000	\$ 0	\$ 5,429,120	\$ 0

General Fund Discussion

The proposed FY19 general fund budget is a balanced budget of \$685M. Being brilliant at the basics required an aggressive approach to budget for expenditures that are within the means of our current tax rate. Natural revenue growth and careful expense planning has allowed for the funding of the City’s needs and priorities. The FY19 budget allocates funding for 2,126 uniformed officers and 125 Police Service technicians (PSTs). For testing and recruit-

ment \$1.8M has been added for new safety classes to be offered in FY19. To support youth the budget provides an additional \$500K to Libraries, \$1.3M to Parks and \$300k for summer jobs. Pension ADC funding was increased by \$2.3m, in the General Fund, and MATA received an additional \$500k based on expected increases in State Street Aid. Public Works will be initiating an anti-neglect program that will enhance efforts to fight blight.

Revenues

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

improved local economy. This is noted in increases in local tax revenue, increased PILOT revenue from Memphis Light Gas and Water (MLGW), and a transfer from Debt Fund as new revenues that were not in last year’s budget. A State Income Tax , the Hall Tax , is being phased out over the next five years and will show declines now and in the future. A summary of the major revenue variances is shown below.

The FY2019 General Fund Revenue Budget is \$685M compared to FY2018 adopted budget of \$668.8M. Generally revenues are increasing because of an

REVENUES

Fund Type	FY2018 Adopted	FY2019 Proposed	Inc./Dec.
General Fund	\$666,436,251	\$685,320,069	\$18,883,818

Notable FY2018 Budget Revenue Changes:

- \$ 8.6 million- Ad Valorem Taxes
- \$ 0.6 million- Ad Valorem Taxes Prior
- \$ 0.5 million- Pilots
- \$ 0.6 million- Mixed Drink Taxes
- \$ 0.5 million- Gross Receipts Business Tax
- \$ 1.0 million- State Sales Tax
- \$ 0.4 million- Auto Registration Fees
- \$ 0.9 million- Anti Neglect Revenue
- \$ 0.8 million- Ambulance
- \$ 0.7 million- Interest in Investments
- \$ 2.6 million- Federal Grants
- \$ (1.5) million- TN Highway Grants
- \$ 1.0 million- MATA
- \$ 5.0 million- MLGW
- \$ 0.7 million- Transfer In Unemployment
- \$ 1.1 million- Transfer In For Anti Neglect
- \$ 0.4 million- Transfer In Sewer
- \$ 0.3 million- Transfer In Metro Alarm
- \$ 3.5 million- Transfer In Debt Fund
- \$ 0.2 million- Misc.
- \$ (1.2) million- Pre-K
- \$ (1.0) million- Beer Sales Taxes
- \$ (0.2) million- Franchise Tax
- \$ (5.5) million- State Income- Hall Tax

- \$ (0.5) million- Court Fees/Cost
- \$ (0.3) million- Concessions

- \$ (2.4) million- Use of Fund Balance
- \$ (4.9) million- Other Misc. Reductions

Expenditures

The FY 2019 General Fund Expenditure Budget is \$685M. For FY2019 the budget adds spending for safety, public transportation, community programs and increased payments to the pension ADC. Throughout this document many divisions may have large increases or decreases; however this is primar-

ily caused by realignment of some divisions and not aggressive expenditure increases or decreases. Any major changes are aligned with priorities and maintaining sufficient resources for core government services.

EXPENDITURES

Fund Type	FY2018 Adopted	FY2019 Proposed	Inc./Dec.
General Fund	\$668,692,502	\$685,231,872	\$16,539,370

Notable FY2018 Expenditures Changes:

- \$ 3.5 million- Personnel
- \$ 2.3 million- Pension
- \$ 3.6 million- PartTime/Temp Salaries
- \$ 2.5 million- City Shop Charges
- \$ 0.2 million- Janitorial
- \$ 3.3 million- Professional Services
- \$ 1.9 million- Lawsuits
- \$ 0.4 million- Capital Outlay
- \$ 1.7 million- EDGE
- \$ 0.8 million- SCS Mixed Drink Proceeds
- \$ 0.1 million- Transfer Out
- \$ 4.3 million- Other Misc. Additions
- \$ (2.6) million- Outside Vehicle Repair
- \$ (1.0) million- Healthcare
- \$ (1.4) million- Insurance
- \$ (1.3) million- Grants and Subsidies
- \$ (1.4) million- Expense Recovery

Debt Service Fund Discussion

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 32% of the property tax rate and 7% of the local sales tax rate. Expenses for FY19 are budgeted to be \$16.2M above the FY 18 adopted

budget. Expenses relate to scheduled increases in principal and interest payments and a \$3.5m transfer out to reimburse the general fund for previously incurred expenses. The increase is supported by additional tax revenues. The debt fund will have a positive contribution to its fund balance.

DEBT FUND

Fund Type	FY2018 Adopted	FY2019 Proposed	Inc./Dec.
Debt Fund Expenses	\$161,484,410	\$177,692,703	\$16,208,293

Enterprise Funds Discussion

Enterprise Funds account for the acquisition, operation and maintenance of the City’s facilities. The Sewer Fund and the Storm Water Fund are the City’s Enterprise Funds. The Sewer Fund expenses are budgeted to increase by \$ 14M or 15% over the FY18 budget. Expense increases were due to professional services and an increase in chemical costs. The Sewer

Fund pays for its capital on a pay-go basis and will generate a positive fund balance.

The Storm Water Fund expenses will decrease from FY 18’s adopted budget by \$1.2M. This is due to lower debt costs. The StormWater Fund increased rates at mid-year in FY18; therefore FY19 will be the first full year of the rate increase. The fund will generate a positive fund balance for FY19.

ENTERPRISE FUNDS

Fund Type	FY2018 Adopted	FY2019 Proposed	Inc./Dec.
Sewer Treatment Expenses	\$93,393,598	\$107,922,353	\$14,528,755
Storm Water Expenses	\$24,484,637	\$23,221,588	(\$1,263,049)
Total Enterprise Funds	\$117,878,235	\$131,143,941	\$13,265,706

Fiduciary Fund Discussion

Other Post-Employment Benefits (OPEB) is the only budgeted Fiduciary Fund. This fund pays for the healthcare of the City’s retirees. Claims cost is expected to be lower; therefore the total fund is budgeted to spend less. The budget is \$18.4M which

is down \$1.5m from FY18’s budget. Although expenses will be lower, a contribution from the HealthCare Fund is required to balance the OPEB Fund.

FIDUCIARY FUND

Fund Type	FY2018 Adopted	FY2019 Proposed	Inc./Dec.
OPEB Fund Expenses	\$19,915,580	\$18,479,932	(\$1,435,648)

Internal Service Funds Discussion

Internal Service Funds (ISF) are used to budget for the costs of goods or services provided by one division to other City divisions. These costs are reimbursed by using divisions to the fund providing the service. Healthcare, Unemployment and Fleet represent the internal service funds in the FY19 budget. The City’s health plan serves almost 6,000 employees and 7,500 spouses and dependents. The City changed health plan managers in January of 2018. This change resulted in lower premiums to employees and features many wellness programs and incentives. The Health Fund expenses are budgeted to

increase by 5% or \$4.0m in FY19. Included in expenses is a \$3.8m transfer to the OPEB fund.

The Fleet Fund is planned to increase its expenses by \$5.1M or 22% over FY18’s adopted budget. The expense increase is largely due to Fire Apparatus moving from the Fire Division to General Services Fleet for maintenance.

The Unemployment Fund is budgeted to spend \$200k and allow for another transfer of its excess fund balance to the General Fund.

INTERNAL SERVICE FUNDS

Fund Type	FY2018 Adopted	FY2019 Proposed	Inc./Dec.
Health Care Fund Expenses	\$83,693,635	\$87,727,723	\$4,034,088
Fleet Mgmt. Expenses	\$22,866,864	\$27,994,231	\$5,127,367
Unemployment Expense	\$1,200,000	\$500,000	(\$700,000)
Total Internal Service Funds	\$107,760,499	\$116,221,954	\$8,461,455

Special Revenue Funds Discussion

Special Revenue funds provide budgets for specific revenue sources that are restricted to expenditures for specific purposes. There are nine Special Revenue Funds represented in the FY19 budget. The most notable is Solid Waste (SW) which is budgeted at \$67M. This is \$5.8M greater than FY18's budget. Sal-

aries and benefits, contract collections and debt costs are areas that have budget increases. The fund will use a portion of its fund balance. Other special revenue funds and their budgeted FY19 expense are identified in the pages following this overview.

SPECIAL REVENUE FUNDS

Fund Type	FY2018 Adopted	FY2019 Proposed	Inc./Dec.
State Street Aid Expenses	\$16,400,000	\$20,503,600	\$4,103,600
Solid Waste Expenses	\$61,121,784	\$66,917,875	\$5,796,091
Drug Enforcement Fund Expenses	\$3,752,875	\$3,805,395	\$52,520
Metro Alarm Fund Expenses	\$600,066	\$961,839	\$361,773
Park Special Services Fund Expenses	\$166,752	\$166,752	—
Hotel/Motel Occupancy Tax Fund Expenses	\$12,908,600	\$14,735,804	\$1,827,204
New Memphis Arena Expenses	\$12,217,200	\$2,500,000	(\$9,717,200)
Fire EMS Expenses	—	\$3,437,350	\$3,437,350
Electronic Traffic Citations Expenses	\$250,000	\$250,000	—
Total Special Revenue Funds	\$107,417,277	\$113,278,615	\$5,861,338

Property Tax Revenues

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

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

In 2014 Memphis’ assessed value of real property:

- 51.01% Residential
- 36.14% Commercial
- 12.29% Industrial
- 0.07% Farm
- 0.49% Multiple

Assessment Percentage of Appraisal:

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

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

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

The City Treasurer generates tax bills based on the following information: the assessed value of the property and the tax rate to figure each property tax bill. That office also collects the taxes.

To calculate the property tax bill, the assessed value is divided by \$100 and the result is multiplied by the tax rate. For example, a residential property appraised at \$100,000 would be assessed at \$25,000 (the \$100,000 appraised value times the 25% residential assessment ratio). With a tax rate set at \$3.40, the calculation is:

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

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

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

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

Historical property tax rates are displayed in the following table.

HISTORY OF PROPERTY TAXES

TAX HISTORY

Tax Year	Fiscal Year	General Fund	Schools	Pre-K	Debt Service	Capital Pay Go	Total Rate
1981	1982	2.000000	1.140000		0.410000	0.0000	3.55
1982	1983	2.080000	1.140000		0.450000	0.0000	3.67
1983	1984	1.680000	1.000000		0.450000	0.0000	3.13
1984	1985	1.680000	1.000000		0.450000	0.0000	3.13
1985	1986	1.830000	1.030000		0.450000	0.0000	3.31
1986	1987	1.909800	1.030000		0.370200	0.0000	3.31
1987	1988	1.896660	1.030000		0.383340	0.0000	3.31
1988	1989	1.588270	1.090000		0.631730	0.0000	3.31
1989	1990	1.662870	1.030000		0.617130	0.0000	3.31
1990	1991	1.620490	1.030000		0.659510	0.0000	3.31
1991	1992	1.094100	0.665655		0.386900	0.0000	2.15
1992	1993	1.304296	0.804955		0.566704	0.0000	2.68
1993	1994	1.610611	0.967537		0.596990	0.0000	3.18
1994	1995	1.672400	0.967538		0.535200	0.0000	3.18
1995	1996	1.672400	0.967538		0.535200	0.0000	3.18
1996	1997	1.672400	0.967538		0.535200	0.0000	3.18
1997	1998	1.672400	0.967538		0.535200	0.0000	3.18
1998	1999	1.376300	0.840675		0.548800	0.0000	2.77
1999	2000	1.376300	0.840675		0.548800	0.0000	2.77
2000	2001	1.751000	0.894900		0.724100	0.0000	3.37
2001	2002	1.678500	0.857800		0.694100	0.0000	3.23
2002	2003	1.675300	0.857800		0.694100	0.0032	3.23
2003	2004	1.675300	0.857800		0.694100	0.0032	3.23
2004	2005	1.675300	0.857800		0.694100	0.0032	3.23
2005	2006	1.908800	0.827100		0.694100	0.0032	3.43
2006	2007	1.908800	0.827100		0.694100	0.0032	3.43
2007	2008	1.908800	0.827100		0.694100	0.0032	3.43
2008	2009	2.342700	0.190000		0.714100	0.0032	3.25
2009	2010	2.291700	0.186800		0.714100	0.0031	3.19
2010	2011	2.291700	0.186800		0.714100	0.0031	3.19
2011	2012	2.471700	0.000000		0.714100	0.0031	3.19
2012	2013	2.291700	0.100000		0.715200	0.0031	3.11
2013	2014	2.487400	0.000000		0.909300	0.0033	3.40
2014	2015	2.312500	0.000000		1.084200	0.0033	3.40
2015	2016	2.312500	0.000000		1.084200	0.0033	3.40
2016	2017	2.312500	0.000000		1.084200	0.0033	3.40
2017	2018	2.225088	0.000000		1.043218	.003175	3.271481
2018	2019	2.163984	0.000000	0.010000	1.018900	.003102	3.195986

Authorized Complement Discussion

The **authorized complement** is the total number of full time positions approved, by the City Council, for a City of Memphis operating divisions. The positions correlate to the amount 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 reduced by the average vacancy rate for the respective divisions to arrive at the budgeted cost of personnel. This discussion does not include Increased Service Levels which will be discussed during Budget hearings.

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

City Council

The complement was increased by 1 position for Council Security.

Executive Division

Executive Division created a new Media Relations service center. The complement had a net increase of 5 positions:

- 1 position was added from Public Works Administration,
- 2 positions were added from Library Services,
- 1 position was added from Parks Administration,
- 1 position was added from General Services Printing and Mail.

Finance Division

The complement was a net increased of 3 positions:

- 6 positions- The Payroll function was transferred to Human Resources,
- 3 positions were transferred into the Office of Comprehensive Planning from the CRA Fund,
- 1 position was added to Debt Services,

- 4 positions were transferred into Financial Accounting from Legal Contract Contingency.

General Services Division

The complement was increased by 21 positions:

- 22 positions were transferred from the Fire Services,
- 1 position was transferred to Executive- Media Relations.

Fire Services

The complement was decreased by 22 Apparatus Maintenance positions being transferred to General Service Fleet Maintenance.

Human Resources Division

The complement was increased by the addition of the Payroll Department.

- 6 positions were transferred in from the Finance Payroll Department.

Parks Division

The complement had a decrease of 1 positions:

- 1 positions were transferred to Executive-Media Relations

Public Works

The complement decreased by 1 position:

- 1 position was transferred to Executive- Media Relations

Library Services

The complement decreased by 2 positions:

- 2 positions were transferred to Executive- Media Relations.

Metro Alarm Fund

The Fund was transferred to the City Attorney Division.

Authorized Complement Summary

AUTHORIZED COMPLEMENT

Category	FY17 Adopted	FY18 Adopted	FY19 Proposed
GENERAL FUND			
City Attorney	57	60	56
City Council	23	23	25
City Court Clerk	57	57	57
City Court Judges	5	5	5
City Engineering	116	116	115
Executive	46	99	114
Finance	72	84	95
Fire Services	1,789	1,784	1,772
General Services	318	318	289
Grants and Agencies	3	0	0
Housing and Community Development	5	5	2
Human Resources	44	46	56
Information Services	17	22	21
Libraries	0	280	285
Parks and Neighborhoods	506	162	208
Police Services	2,774	2,728	2,792
Public Works	205	209	228
General Fund Total	6,037	5,998	6,120

Note: The Authorized Complement for funds other than the General Fund are reported with their respective budget requests which are presented in the “Other Funds” section of this document.



GENERAL FUND REVENUES

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

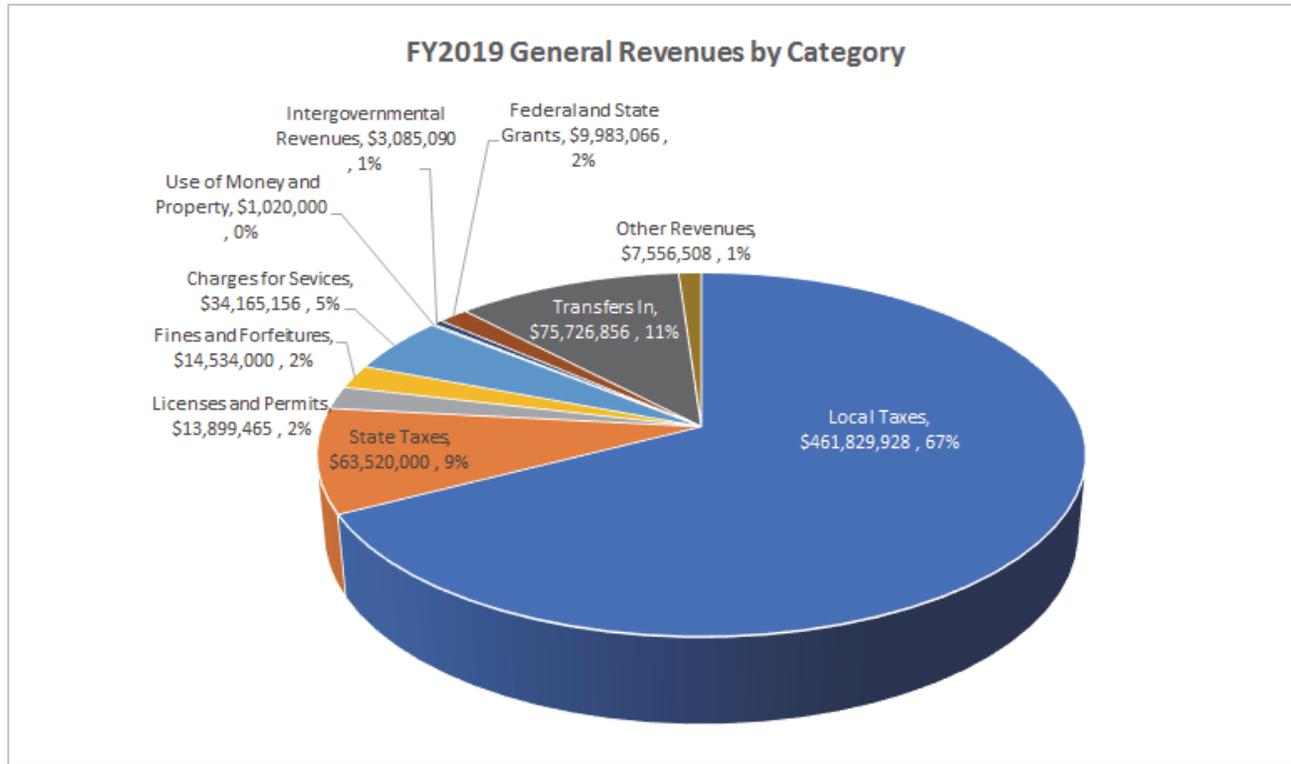
Revenue Forecasting Methodology

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

A team of Ph.D. economists report on current economic trends that influence the City of Memphis. National, state and local economic indicators receive full discussion in both an oral presentation and written documents. These perspectives are essential for the finance department to understand and respond to a second area of focus. In the second part of the quarterly report, the team prepares numerical forecasts for the current fiscal year's end-of-year revenues, for the next fiscal year, and for each year out for ten years. The forecasts are for more than fifty revenue variables, including total revenue for the city's general fund, subgroups of revenue sources, and individual revenue sources. The format of the forecast involves a median forecast as the single most likely value and a high/low range to indicate the degree of uncertainty. Also, for the most important single revenue sources and for total revenue, there is a more detailed risk analysis. This involves developing a downside risk assessment expressed as the probability that revenues will be at or below important levels.

The smallest revenue sources are forecasted with autoregressive, integrated, moving average models estimated with monthly or annual data that extends back to 1968 in some cases. Major revenue sources get forecasts from at least two alternative statistical models. For some variables, seasonal patterns are so reliable that end-of-year totals are accurately predicted from year-to-date data used in some of the quarterly updates. For longer-term forecasts, entirely different models are necessary. For some of the revenue sources, national and regional economic indicators are useful to add to short and long term forecast accuracy. These statistical models are combinations of autoregressive, integrated, moving average (ARIMA) modeling and regression analysis. Although some series are estimated with single equation models, others have simultaneous equation models. Stochastic simulations of the short- and long-term models generate empirical estimates of the probability distributions for the revenue sources. These distributions are reported both for the current fiscal year and the next fiscal year. These simulation results are used to report the high/low ranges for the revenue sources and the detailed risk analyses. The high/low range end points are defined to cover the middle 50 percent of the estimated distributions for the forecasted variables. They are, in fact, the first and third quartiles that surround the median forecast. These intervals are reported for detailed lists of revenue sources, for subcategories of the general fund, and for total revenue.

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



Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
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REVENUE SUMMARY BY CATEGORY

Contributed from Fund Balance	0	2,400,000	18,641,000	0
Local Taxes	442,632,704	450,662,976	459,398,624	461,829,920
State Taxes	65,028,256	68,010,000	63,318,696	63,520,000
Licenses and Permits	13,393,208	13,494,465	13,504,939	13,899,465
Fines and Forfeitures	14,518,517	15,161,000	13,946,249	14,534,000
Charges for Services	32,705,848	33,801,536	35,117,748	34,165,156
Use of Money and Property	903,910	335,000	1,120,000	1,020,000
Federal Grants	2,029,594	328,800	5,618,781	2,990,090
State Grants	2,048,892	1,630,362	1,889,062	95,000
Intergovernmental Revenues	9,409,377	8,543,149	8,660,514	9,983,066
Other Revenues	10,565,392	7,830,978	10,280,123	7,556,508
Transfers In	68,582,112	66,638,000	84,709,048	75,726,856
Dividend and Interest on Investment	508	0	8	0
Total Revenues	\$ 661,818,304	\$ 668,836,224	\$ 716,204,800	\$ 685,320,064

General Fund Revenue Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
CONTRIBUTED FROM FUND BALANCE				
Contributed From Fund Balance	0	2,400,000	18,641,000	0
Total Contributed from Fund Balance	\$ 0	\$ 2,400,000	\$ 18,641,000	0
LOCAL TAXES				
Ad Valorem Tax - Current	250,379,344	250,500,000	265,000,000	259,190,160
Ad Valorem Tax - Current Sale of Receivables	5,925,741	7,500,000	5,000,000	7,500,000
Ad Valorem Tax Prior	4,038,731	5,200,000	5,200,000	5,800,000
Ad Valorem Tax - Prior One Time Assessment PILOT's	34,390	0	9,027	0
Property Taxes Interest & Penalty	2,852,608	3,500,000	3,749,066	4,000,000
Bankruptcy Interest & Penalty	4,587,299	4,200,000	4,200,000	4,200,000
Interest & Penalty - Sale of Tax Rec	154,334	170,000	127,256	170,000
Special Assessment Tax	1,035,087	1,500,000	1,000,000	1,500,000
Local Sales Tax	638,933	558,000	571,205	598,000
Tourism Development Zone Local Sales	109,451,192	113,000,000	110,000,000	113,000,000
Alcoholic Beverage Inspection Fee	2,609,696	1,980,000	3,554,100	3,500,000
Beer Sales Tax	5,471,220	5,000,000	5,000,000	5,000,000
Gross Rec Business Tax	16,465,009	17,500,000	16,000,000	16,500,000
Interest, Penalties & Commission	13,157,230	13,500,000	13,500,000	14,000,000
Business Tax Fees	226,018	200,000	295,000	200,000
Mixed Drink Tax	1,338,439	1,100,000	1,100,000	1,100,000
Excise Tax	7,829,525	7,400,000	7,200,000	8,000,000
State Apportionment TVA	1,019,802	954,000	954,000	954,000
Franchise Tax - Telephone	7,814,353	7,800,000	7,851,190	7,800,000
Cable TV Franchise Fees	1,165,080	2,200,000	1,800,000	1,800,000
Fiber Optic Franchise Fees	4,325,937	4,300,000	4,300,000	4,300,000
Misc Franchise Tax	657,589	950,000	1,619,882	1,100,000
Warrants and Levies	818,024	850,000	700,000	850,000
Misc Tax Recoveries	0	0	129	0
MLGW Pipeline	359,959	500,000	400,000	500,000
Total Local Taxes	\$ 442,632,704	\$ 450,662,976	\$ 459,398,624	461,829,920
STATE TAXES				
State Income Tax	9,062,699	11,000,000	7,300,000	5,500,000
State Sales Tax	53,905,940	55,000,000	54,000,000	56,000,000
Telecommunication Sales Tax	58,986	55,000	45,000	45,000
State Shared Beer Tax	312,347	315,000	315,000	315,000
Alcoholic Beverage Tax	380,897	340,000	355,000	360,000
Spec Petroleum Product Tax	1,307,388	1,300,000	1,303,695	1,300,000
Total State Taxes	\$ 65,028,256	\$ 68,010,000	\$ 63,318,696	63,520,000

General Fund Revenue Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
LICENSES AND PERMITS				
Liquor By Ounce License	226,973	215,000	215,000	215,000
Taxi Drivers License	20,130	20,500	20,500	20,500
Gaming Pub Amus Perm Fee	12,582	15,000	15,000	15,000
Wrecker Permit Fee	2,732	11,000	21,500	16,000
Misc Permits	65,923	70,000	69,975	70,000
Beer Application	76,832	60,000	60,000	60,000
Auto Registration Fee	12,422,950	12,500,000	12,500,000	12,900,000
Dog License	283,766	274,965	274,965	274,965
County Dog License Fee	109,650	100,000	99,999	100,000
Beer Permit Privilege Tax	143,261	140,000	140,000	140,000
Sidewalk Permit Fees	28,407	88,000	88,000	88,000
Total Licenses and Permits	\$ 13,393,208	\$ 13,494,465	\$ 13,504,939	13,899,465
FINES AND FORFEITURES				
Court Fees	4,453,156	5,000,000	4,499,170	4,750,000
Court Costs	5,402,452	6,000,000	5,500,000	5,750,000
Fines & Forfeitures	3,784,822	3,105,000	3,082,734	3,095,000
Seizures	73,420	100,000	47,297	100,000
Beer Board Fines	108,357	110,000	100,000	100,000
Library Fines & Fees	409,787	400,000	329,840	400,000
Delinquent Collection Fees	0	100,000	100,000	100,000
Vacant Property Registration Fee	55,550	18,600	69,000	18,600
Arrest Fees	135,706	215,000	125,000	125,000
DUI BAC Fees	1,867	2,400	208	2,400
Sex Offender Registry Fees	93,400	110,000	93,000	93,000
Total Fines and Forfeitures	\$ 14,518,517	\$ 15,161,000	\$ 13,946,249	14,534,000
CHARGES FOR SERVICES				
Tax Sales Attorney Fees	578,681	525,000	525,000	525,000
Subdivision Plan Inspection Fee	139,342	90,000	90,000	90,000
Weights/Measures Fees	0	0	0	0
Street Cut Inspection Fee	438,747	250,000	250,000	250,000
Traffic Signals	286,128	200,000	200,000	200,000
Parking Meters	912,071	850,000	1,000,000	850,000
Signs-Loading Zones	31,874	15,000	15,000	15,000
Arc Lights	3,981	4,000	4,000	4,000
Wrecker & Storage Charges	510,475	500,000	700,000	500,000
Shelter Fees	239,162	200,000	200,000	200,000
Animal Vaccination	32,617	32,000	32,000	0

GENERAL FUND • REVENUE DETAIL BY CATEGORY

General Fund Revenue Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Ambulance Service	22,069,142	21,260,000	22,000,000	22,000,000
Admissions - Museum Workshops	0	0	0	0
Admissions - General	214	0	0	0
Museum Planetarium Fee	0	0	0	0
Parking	73,719	527,497	536,409	522,409
Senior Citizens Meals	58,204	75,000	75,000	75,000
Concessions	546,346	2,149,152	1,740,541	1,796,672
Golf Car Fees	1,034,411	1,149,500	1,149,500	1,149,500
Pro Shop Sales	134,905	137,300	137,300	137,300
Green Fees	1,436,503	1,702,996	1,703,134	1,702,996
Softball	88,735	28,000	28,000	28,000
Basketball	4,800	0	0	0
Football	800	0	0	0
Ballfield Permit	19,709	18,000	18,000	18,000
Class Fees	45,770	47,310	56,906	42,250
Rental Fees	2,216,202	1,979,047	2,179,873	2,199,305
MLG&W Rent	2,670	2,400	2,420	2,400
Rent Of Land	249,440	31,738	50,374	31,738
Subdivision Development Fees	47	0	13	0
Police Special Events	221,579	250,000	600,000	250,000
Day Camp Fees	3,008	260,200	89,948	0
Food Service Revenue	(230)	0	0	0
After School Camp	1,100	2,100	1,500	1,500
Parking Lots	393,450	315,000	388,276	315,000
Outside Revenue	41,084	125,295	340,890	184,086
P & S Printing	10,800	0	0	0
Tow Fees	789,582	1,000,000	900,000	1,000,000
Easements & Encroachments	90,780	75,000	103,664	75,000
Total Charges for Services	\$ 32,705,848	\$ 33,801,536	\$ 35,117,748	34,165,156

USE OF MONEY AND PROPERTY

Interest on Investments	759,365	115,000	900,000	800,000
Net Income/Investors	38,468	100,000	100,000	100,000
State Litigation Tax Commission	106,078	120,000	120,000	120,000
Total Use of Money and Property	\$ 903,910	\$ 335,000	\$ 1,120,000	1,020,000

FEDERAL GRANTS

Federal Grants - Others	2,029,594	328,800	5,618,781	2,990,090
Total Federal Grants	\$ 2,029,594	\$ 328,800	\$ 5,618,781	2,990,090

General Fund Revenue Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
STATE GRANTS				
St TN Highway Maint Grant	1,017,927	830,362	830,362	95,000
St TN Interstate	781,469	800,000	800,000	0
TEMA Reimbursement	249,497	0	258,700	0
Total State Grants	\$ 2,048,892	\$ 1,630,362	\$ 1,889,062	95,000
INTERGOVERNMENTAL REVENUES				
International Airport	3,409,377	3,543,149	3,660,514	3,983,066
MATA	6,000,000	5,000,000	5,000,000	6,000,000
Total Intergovernmental Revenues	\$ 9,409,377	\$ 8,543,149	\$ 8,660,514	9,983,066
OTHER REVENUES				
Anti-Neglect Enforcement Program	182,107	200,000	200,000	1,158,659
Property Insurance Recoveries	404,460	374,221	374,221	267,998
Rezoning Ordinance Publication Fees	3,400	10,000	2,750	10,000
Sale Of Reports	447,984	285,423	297,613	285,423
Local Shared Revenue	1,896,673	1,482,056	1,545,370	515,956
Center City Commission	26,439	0	0	0
City of Bartlett	1,317,679	1,034,000	1,034,000	1,034,000
Utility Warranty Program	0	500,000	500,000	500,000
Miscellaneous Income	928,853	736,030	455,976	566,724
Sewer Fund Cost Allocation	1,075,000	1,075,000	1,075,000	1,075,000
Miscellaneous Auctions	1,805,531	1,600,000	1,600,000	1,600,000
Local Other Revenue	0	0	43,400	0
Court Reimbursement	47	0	13	0
Unclaimed Property	14,562	0	0	0
Fire - Misc Collections	72,953	20,000	47,299	20,000
Cash Overage/Shortage	2,141	30	893	30
Sale Of Capital Assets	1,791,720	0	0	0
Donated Revenue	80,512	141,500	1,380,857	165,000
Corporate Sponsorship	75,000	70,000	75,000	75,000
Vendor Rebates	90,071	0	87,391	0
Grant Revenue - Library	71,457	17,000	18,279	17,000
FNMA Service Fees	861	0	1,254	0
Donations for Rape Kits	33	0	0	0
Commissions	0	20,000	0	0
Miscellaneous Revenue	452,311	59,868	74,061	59,868
Recovery Of Prior Year Expense	(177,330)	200,000	1,463,822	200,000
Mow to Own Program - Program Fees	2,925	5,850	2,925	5,850
Total Other Revenues	\$ 10,565,392	\$ 7,830,978	\$ 10,280,123	7,556,508

General Fund Revenue Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
TRANSFERS IN				
In Lieu Of Taxes-MLGW	59,418,964	58,700,000	63,000,000	63,000,000
In Lieu Of Taxes-Sewer	5,996,499	5,500,000	5,500,000	5,500,000
Oper Tfr In - State Street Aid	0	0	3,600,000	0
Oper Tfr In - Solid Waste Fund	75,000	0	0	1,065,177
Oper Tfr In - Misc Grants Fund	276	0	0	30,000
Oper Tfr In - Hotel/Motel Fund	0	38,000	38,000	38,000
Oper Tfr In - Debt Service Fund	0	0	0	3,500,000
Oper Tfr In - Capital Projects Fund	0	0	10,000,000	0
Oper Tfr In - Sewer Operating/CIP	1,300,000	1,300,000	1,300,000	1,737,164
Oper Tfr In - Metro Alarm	1,641,372	100,000	271,048	450,000
Oper Tfr In - Storm Water	150,000	0	0	106,518
Oper Tfr In - Unemployment Fund	0	1,000,000	1,000,000	300,000
Total Transfers In	\$ 68,582,112	\$ 66,638,000	\$ 84,709,048	75,726,856
DIVIDEND AND INTEREST ON INVESTMENT				
Interest Income - US Government	508	0	8	0
Total Dividend and Interest on Investment	\$ 508	\$ 0	\$ 8	0
TOTAL REVENUES	\$ 661,818,304	\$ 668,836,224	\$ 716,204,800	685,320,064

GENERAL FUND EXPENDITURES

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

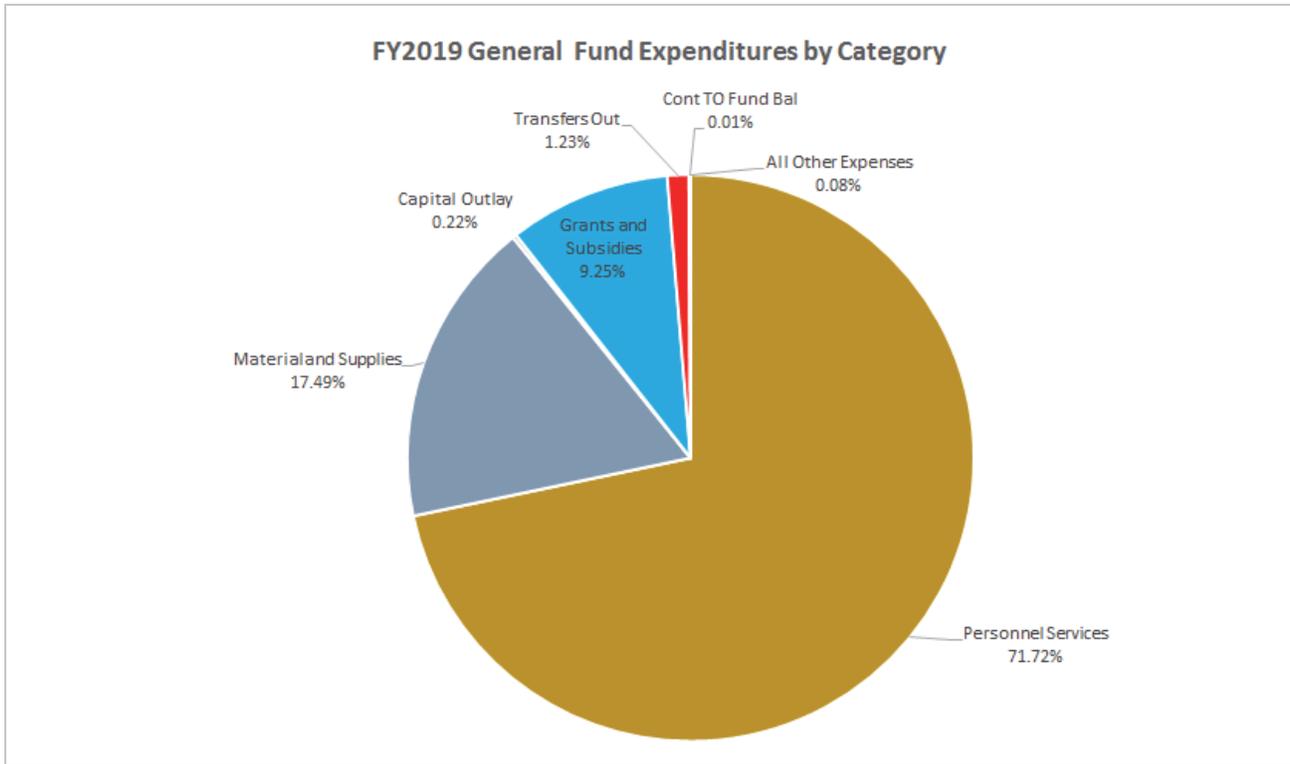
Expense Forecasting and Budgeting Methodology

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

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

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

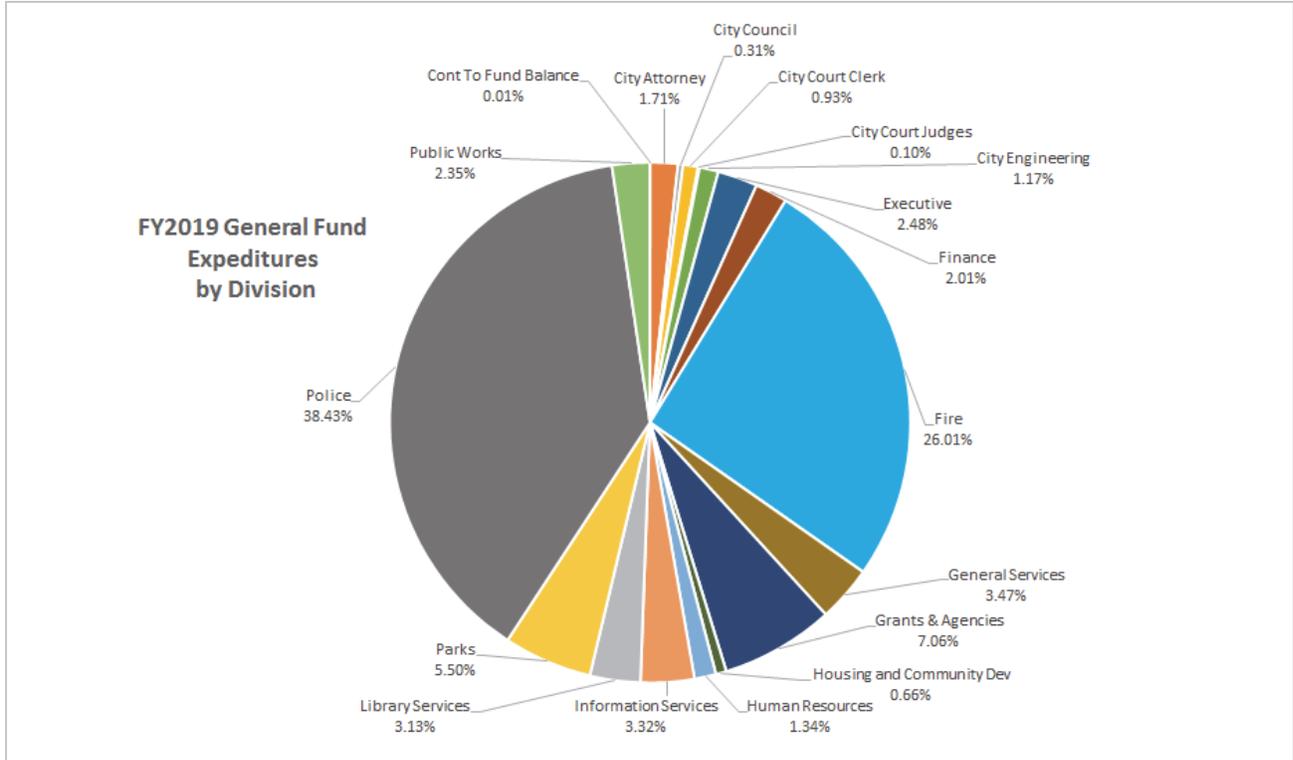
Collectively all of the methodologies: prior year experience, future trends, and stakeholder's knowledge of the City's priorities and goals, result in the budget number. All line items are summarized and adjusted as necessary to establish the final expenditure plan.



Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
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EXPENDITURE SUMMARY BY CATEGORY

Personnel Services	476,276,864	481,718,624	480,974,848	491,491,584
Materials and Supplies	124,600,616	127,062,944	145,120,768	135,928,752
Capital Outlay	570,717	1,046,394	3,070,920	1,490,650
Grants and Subsidies	67,135,208	64,708,320	72,745,320	63,396,172
Inventory	375,269	379,591	507,164	379,591
Expense Recovery	(15,814,513)	(14,631,700)	(17,131,700)	(16,035,300)
Investment Fees	363,092	0	34,254	0
Service Charges	181,381	137,372	137,533	137,372
Transfers Out	7,273,689	8,270,955	25,316,546	8,443,039
Contributed to Fund Balance	0	143,748	0	88,197
Total Expenditures	\$ 660,962,304	\$ 668,836,224	\$ 710,775,680	\$ 685,320,064



Division	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
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EXPENDITURE SUMMARY BY DIVISION

Unallocated	568,376	143,748	3,755,079	88,197
Executive	12,966,330	15,424,078	18,215,264	17,006,016
Finance	9,284,862	10,974,346	13,046,929	13,748,286
Fire Services	176,120,976	173,425,616	177,860,784	178,250,432
Police Services	260,966,064	259,528,800	267,881,280	263,361,920
Parks	30,077,843	36,102,204	35,073,632	37,722,904
Public Works	13,901,835	15,830,362	18,438,362	16,076,226
Human Resources	8,066,636	7,205,706	9,190,161	9,178,299
General Services	24,175,934	22,682,922	19,821,822	23,805,392
HCD	4,790,480	4,547,088	4,455,383	4,531,880
Grants and Agencies	52,239,624	51,909,452	65,250,020	48,373,820
City Attorney	11,896,298	11,523,239	12,374,221	11,699,192
City Engineering	7,780,449	7,845,680	8,296,210	8,046,042
Information Systems	21,379,092	21,857,738	28,213,596	22,763,166
Library Services	18,194,568	20,653,358	19,994,126	21,484,116
City Council	1,548,837	2,150,830	2,107,197	2,145,227
City Court Judges	645,435	644,944	641,747	678,850
City Court Clerk	6,358,663	6,386,143	6,162,062	6,360,101
Total Expenditures	\$ 660,962,304	\$ 668,836,224	\$ 710,775,680	\$ 685,320,064

General Fund Expenditure Detail

GENERAL FUND • EXPENDITURE DETAIL BY CATEGORY

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	252,453,952	327,990,496	277,305,344	323,914,336
Holiday Salary Full Time	4,203,845	0	2,543,267	0
Vacation Leave	21,455,596	0	12,562,313	0
Bonus Leave	2,053,173	0	1,680,770	0
Sick Leave	16,367,265	0	8,568,101	0
Overtime	38,775,428	27,232,564	37,819,048	28,736,452
Holiday Fire/Police	10,459,210	10,442,261	10,551,419	10,972,882
Out of Rank Pay	2,421,183	2,260,901	2,682,589	2,268,488
Hazardous Duty Pay	470,367	572,831	504,588	571,656
College Incentive Pay	6,224,017	6,278,909	6,270,868	6,298,114
Longevity Pay	2,033,952	2,028,027	2,123,601	2,051,873
Shift Differential	ww698,184	804,200	678,691	796,388
Bonus Days	1,611,707	2,214,700	1,988,707	2,190,000
Retirement Benefits	5,053,087	4,637,367	4,761,202	4,152,549
Job Incentive	970,445	1,038,500	1,014,706	1,038,400
Required Special License Pay	2,408	52,950	33,430	52,950
Pension	18,247,566	17,887,164	18,774,360	11,275,085
Supplemental Pension	130,966	131,507	111,159	134,523
Social Security	996,519	410,243	1,100,439	316,313
Pension ADC Funding	34,150,436	32,639,144	31,900,532	41,660,840
Group Life Insurance	765,987	974,059	789,650	849,862
Unemployment	862,240	432,960	551,469	442,640
Medicare	5,134,771	4,509,166	5,289,248	4,966,305
Long Term Disability	779,536	888,929	1,021,082	918,162
Health Insurance - Retiree Supplemental	1,126,161	0	0	0
Health Insurance - Basic	1,402,012	0	1,639,893	0
Health Insurance - Value PPO	415,627	541,272	790,939	0
Health Insurance - Premier	33,071,522	31,550,900	29,003,340	27,039,924
Other Post Employment Benefits	0	0	4,664	0
Benefits Adjustments	0	7,490,462	85,418	6,303,293
Health Insurance-Local Plus Plan	7,985,083	11,052,458	13,328,310	14,498,316
Salaries - Part Time/Temporary	10,537,774	13,105,075	11,744,809	17,246,252
On the Job Injury	3,916,740	3,278,311	3,773,178	3,662,250
Tuition Reimbursement - New	237,106	200,000	210,418	193,500
Book Reimbursement - New	5,987	10,000	10,000	6,500
Student Loan Repayment	1,350	200,000	250,026	360,000
Payroll Reserve	0	7,100	(1,270)	100
Federal Grant Match - Personnel	0	0	0	236,055
Attrition	0	(15,746,856)	(1,130,235)	(7,955,963)
Bonus Pay	3,564,727	0	146,965	35,000

General Fund Expenditure Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Expense Recovery - Personnel	(12,309,088)	(13,396,960)	(9,508,202)	(13,741,433)
Total Personnel Services	\$ 476,276,864	\$ 481,718,624	\$ 480,974,848	491,491,584
MATERIALS AND SUPPLIES				
City Hall Printing	262,197	350,000	248,526	350,000
City Hall Postage	0	1,000	1,000	1,000
Document Reproduction - City	0	2,500	0	2,500
City Storeroom Supplies	12,343	19,990	10,536	19,790
Facility Repair & Carpentry	117,818	182,451	296,478	170,358
City Shop Charges	7,508,217	7,438,439	6,697,859	10,016,606
Info Sys Comput/Off Mach	1,913	0	0	0
Info Sys Phone/Communication	0	3,374	3,374	3,374
City Shop Fuel	4,833,495	6,099,598	5,826,478	6,685,687
Outside Computer Services	3,390,902	3,579,409	4,989,887	4,302,726
City Computer Svc Equipment	1,590,022	2,644,051	3,871,469	1,903,341
Data/Word Processing Equipment	1,851	20,200	106,970	65,100
Data/Word Process Software	2,521,432	2,110,225	2,353,755	1,122,923
Pers Computer Software	7,090	1,661,685	1,452,500	2,006,600
City Telephone/Communications	524,705	608,322	212,580	419,860
Printing - Outside	317,039	336,987	292,448	271,433
Supplies - Outside	1,473,360	1,255,508	1,227,582	1,452,449
Food Expense	91,778	112,000	121,455	112,000
Word/Processing/Duplicate	86	0	95,573	0
Hand Tools	108,273	121,184	76,973	112,480
Document Reproduction - Outside	355	2,058	1,558	2,058
Clothing	1,897,580	1,965,594	1,869,306	1,983,258
Household Supplies	407,036	835,486	839,794	848,986
Ammunition & Explosives	434,851	400,500	400,500	500,500
Safety Equipment	596,946	885,315	890,127	1,198,780
Drafting/Photo Supplies	7,623	34,134	36,013	34,122
Medical Supplies	2,483,017	2,399,725	2,475,430	2,602,566
Athletic/Recreational Supplies	95,522	94,300	433,405	184,300
Outside Postage	573,581	751,855	755,051	790,825
Asphalt Products	3,403,462	5,062,250	5,071,750	5,084,250
Lumber & Wood Products	12,636	30,000	22,350	30,000
Paints Oils & Glass	304,322	414,000	414,000	411,000
Steel & Iron Products	80,569	122,700	126,300	192,000
Pipe Fittings & Castings	384,077	276,738	258,500	279,000
Lime Cement & Gravel	16,710	70,000	67,500	70,000
Chemicals	172,292	298,462	147,847	267,462
Materials and Supplies	3,023,070	3,261,021	2,942,508	3,727,454

General Fund Expenditure Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Miscellaneous Expense	82,927	103,153	91,503	119,853
Library Books	1,117,761	1,290,501	1,290,501	1,290,501
Tower Lease Expense - Library	34,152	46,208	46,208	46,208
WYPL Arkansas Tower Expense - Library	25,449	30,000	31,425	30,000
Operation Police Canine	88,418	59,000	59,000	60,000
Operation Police DUI Unit	42,720	15,000	67,955	75,000
Operation Police Traffic Unit	77,765	70,000	70,467	100,000
Operation Police Mounted	61,161	63,292	66,017	50,000
Operation Police TACT	120,979	115,000	115,539	315,000
Maintenance Traffic Signal System	0	4,000	4,000	200,000
Repair/Oper Air Raid System	9,497	0	0	0
Operation Police Aircraft	402,523	565,669	565,669	565,669
Outside Vehicle Repair	4,000,312	3,078,340	3,177,956	385,942
Outside Equipment Repair/Maintenance	1,902,390	2,090,312	1,914,129	2,203,324
Facilities Structure Repair - Outside	720,531	778,043	774,683	768,043
Horticulture	9,573	10,000	10,000	10,000
Internal Repairs and Maintenance	617,781	415,737	383,587	405,737
Special Investigations	26,134	40,000	1,621,140	200,000
Legal Services/Court Cost	4,545,638	3,287,272	4,804,533	4,354,685
Medical/Dental/Veterinary	128,839	237,800	435,053	754,300
Legal Contingency	23,316	150,000	127,207	150,000
Accounting/Auditing/Cons	394,850	379,150	309,227	379,150
Advertising/Publication	542,262	494,406	886,928	729,006
Outside Phone/Communications	3,125,708	3,367,355	3,939,305	3,705,231
Entertainment	182	0	0	0
Janitorial Services	1,183,195	1,314,155	1,518,081	1,587,555
Security	1,308,519	1,715,535	1,691,517	1,842,035
Photography	231	650	650	650
Weed Control/Chemical Service	21,252	184,200	118,076	184,200
Total Quality Management	0	300	679	300
Seminars/Training/Education	400,831	715,394	652,354	754,614
Fixed Charges	1,442,924	1,285,520	1,337,228	1,286,620
Misc Professional Services	44,682,888	40,621,432	52,386,232	44,062,788
Technical Services	65	0	0	0
Employee Activities	3,017	3,000	4,000	5,000
Rewards and Recognition	55,006	109,950	99,009	90,330
Staff Development	0	1,000	1,000	1,000
Textbooks	147,002	55,400	100,118	103,000
Travel Expense	508,125	610,224	584,089	831,180
Unreported Travel	(10,228)	3,496	1,951	1,350
Relocation Expense	497,068	200,000	164,599	125,000
Outside Fuel	46,488	42,100	39,387	42,000

GENERAL FUND • EXPENDITURE DETAIL BY CATEGORY

General Fund Expenditure Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Mileage	201,446	263,851	257,566	267,751
Utilities	10,387,827	10,066,649	10,572,077	10,774,754
Sewer Fees	1,539,377	1,331,580	1,539,377	1,331,580
Demolitions	2,599,460	2,450,000	2,450,000	2,450,000
Insurance	6,253,777	6,930,663	6,196,181	5,483,424
Claims	496,080	1,175,252	1,157,207	1,155,252
Lawsuits	3,485,487	2,428,775	3,993,639	4,328,776
Hospitality	3,041	3,801	5,075	5,301
Dues/Memberships/Periodicals	260,405	274,567	263,689	292,317
Rent	2,420,465	2,077,661	2,051,184	2,313,266
Radio Trunking Lease	0	2,000	2,000	2,000
Misc Services and Charges	2,716,180	3,213,821	3,754,691	3,161,139
Fire Loss	4,321	0	0	0
Urban Art Maintenance	7,440	10,000	15,000	35,000
Capital Lease Interest	102	0	0	0
Hotel	2,281	0	0	0
Minor Equipment	84,122	108,450	83,854	110,565
Equipment Rental	2,344,700	2,481,343	2,424,219	2,155,243
Expense Recovery - Telephones	(742,121)	(700,000)	(800,000)	(804,149)
Expense Recovery - M & S	(12,551,378)	(12,104,122)	(13,055,060)	(12,398,785)
Federal Grant Match - M & S	0	0	0	166,689
Catering	43,842	45,000	81,691	58,566
Mow to Own - Fee Refunds	350	0	0	0
Total Materials and Supplies	\$ 124,600,616	\$ 127,062,944	\$ 145,120,768	135,928,752
CAPITAL OUTLAY				
Furniture/Furnishings	396,394	294,700	315,426	439,400
Vehicles	0	0	0	323,000
Computers	2,654	85,000	85,000	6,000
Prod/Constr/Maint Equipment	392	44,000	1,683,961	44,000
Equipment	171,277	622,694	986,533	676,000
Capital Outlay - Expense	0	0	0	2,250
Total Capital Outlay	\$ 570,717	\$ 1,046,394	\$ 3,070,920	1,490,650
GRANTS AND SUBSIDIES				
Expense Recovery - Grants	0	0	150,000	0
Payment To Subgrantees	44,538	75,475	75,475	144,475
Aging Commissionn of the Mid-South	143,906	143,906	143,906	143,906
MIFA General Assistance	648,030	669,218	681,740	669,218
Africa In April	70,000	0	0	0
Section 108 - Court Square	1,345,842	1,851,487	1,851,487	1,519,270

General Fund Expenditure Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Shelby County Assessor	0	2,400,000	2,249,230	0
Business & Economic Development Grants	563,007	0	0	0
Community Initiatives Grants for Non-Profits	1,512,222	2,851,147	2,854,827	2,650,000
Community Development Grants	265,548	300,000	300,000	300,000
Economic Development	77,220	0	0	0
Start Co.	25,000	75,000	75,000	75,000
Memphis Film & Tape Commission	175,000	175,000	175,000	218,000
Homeless Initiative	450,571	232,500	232,500	232,500
Pensioners Insurance	8,817,317	11,016,550	4,830,549	8,373,569
Downpayment Assist/City	241,978	192,930	192,930	192,930
Planning & Development	1,500,000	1,500,000	1,500,000	1,500,000
Death Benefits	206,335	0	(174,179)	0
Riverfront Development	2,974,000	2,974,003	2,974,000	2,974,003
Memphis Area Transit Authority	30,920,040	25,920,040	34,420,040	26,420,000
MLGW Citizen's Assistance - Grants	996,044	1,000,000	1,000,000	1,000,000
Family Safety Center of Memphis and Shelby County	200,000	200,000	200,000	250,000
RBC Training/Certification Program	1,795	4,650	4,650	4,650
EDGE	2,765,721	1,980,000	3,722,974	3,680,000
Social Services Administration	131,147	89,537	90,322	89,537
Botanic Gardens Foundation	250,000	0	0	0
MHA/HCD Community Development Projects	202,599	157,000	157,000	157,000
Urban Art	150,000	150,000	150,000	150,000
Target Area Small Business Loan Fund	19,935	0	65	0
Sickle Cell Center Foundation	50,000	0	0	0
Juvenile Intervention and Faith-Based Follow Up (JIFF)	150,000	150,000	150,000	150,000
Middle Income Housing	238,505	500,000	500,000	500,000
Contr Assist Prog/Bonding	4,308	4,650	4,650	4,650
Black Business Association	200,000	200,000	200,000	200,000
Pyramid - Section 108	712,291	660,112	660,112	673,381
MapSouth Inc.	41,750	0	0	0
Convention Center	2,053,566	2,051,041	2,051,041	2,434,577
Professional Services	500,000	0	1,100,000	150,000
WIN Operational	101,322	50,000	51,900	50,000
Ambassador's Fellowship Pay	1,831,450	2,138,740	2,305,567	2,181,173
Innovate Memphis	662,000	387,000	837,000	400,000
Exchange Club	50,000	75,000	75,000	75,000
Life Line to Success	200,000	0	0	0
Shelby County School Mixed Drink Proceeds	4,183,882	3,200,000	3,200,000	4,000,000
2015 Shelby County School Settlement	1,333,335	1,333,335	1,333,335	1,333,335
Serenity Recovery Centers	125,000	0	0	0

General Fund Expenditure Detail *(continued)*

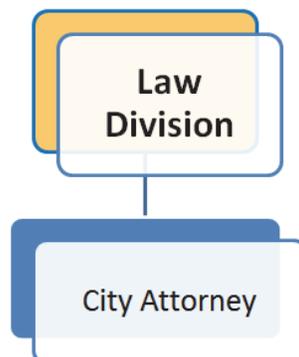
Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Sanitation Grants Disbursement	0	0	2,419,200	0
Christian Brothers University	0	0	0	500,000
Total Grants and Subsidies	\$ 67,135,208	\$ 64,708,320	\$ 72,745,320	63,396,172
INVENTORY				
Inventory Purchases	133,439	117,793	170,244	117,793
Food Inventory	241,830	261,798	336,920	261,798
Total Inventory	\$ 375,269	\$ 379,591	\$ 507,164	379,591
EXPENSE RECOVERY				
Expense Recovery - State Street Aid	(15,814,513)	(14,631,700)	(17,131,700)	(16,035,300)
Total Expense Recovery	\$ (15,814,513)	\$ (14,631,700)	\$ (17,131,700)	(16,035,300)
INVESTMENT FEES				
Investment Fee	363,092	0	34,254	0
Total Investment Fees	\$ 363,092	\$ 0	\$ 34,254	0
SERVICE CHARGES				
Credit Card Fees - Expense	181,381	137,372	137,533	137,372
Total Service Charges	\$ 181,381	\$ 137,372	\$ 137,533	137,372
TRANSFERS OUT				
Oper Tfr Out - Misc Grants Fund	500,000	5,000	22,614	0
Oper Tfr Out - CRA Program	2,402,602	2,739,130	2,977,312	0
Oper Tfr Out - Debt Service Fund	4,371,087	4,726,825	4,726,512	4,726,825
Oper Tfr Out - Capital Projects Fund	0	0	13,720,825	0
Oper Tfr Out - Library Retirement Fund	0	800,000	800,000	1,089,783
Oper Tfr Out - OPEB Fund	0	0	3,069,284	2,626,431
Total Transfers Out	\$ 7,273,689	\$ 8,270,955	\$ 25,316,546	8,443,039
CONTRIBUTED TO FUND BALANCE				
Contribution To Fund Balance/RE	0	143,748	0	88,197
Total Contributed to Fund Balance	\$ 0	\$ 143,748	\$ 0	88,197
TOTAL EXPENDITURES	\$ 660,962,304	\$ 668,836,224	\$ 710,775,680	685,320,064

CITY ATTORNEY

Mission Statement

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

Organization Structure



Services

The City Attorney's Office defends and prosecutes litigation on behalf of the City, provides advice and counsel on municipal processes and contracts to ensure compliance with the City Charter, City Ordinances, State and Federal laws and provides advice to all divisions of the City government. The Law Division includes Claims, Permits, Risk Management, City Prosecutor and Ethics. The Permits Office bills collect and 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. The Claims Office receives, investigates, processes and resolves third-party claims filed against the City of Memphis and monitors claims filed against the City. The Risk Management Department 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 Ethics Office functions in accordance with Chapter 2-10 Code of Ethics for City Officials and any Executive Order from the Mayor.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	4,962,850	5,389,549	5,253,397	5,184,207
Materials and Supplies	6,885,073	6,133,690	6,318,956	6,364,985
Capital Outlay	49,113	0	1,708	0
Grants and Subsidies	0	0	800,000	150,000
Service Charges	(738)	0	161	0
Total Expenditures	\$ 11,896,298	\$ 11,523,239	\$ 12,374,221	\$ 11,699,192
Total Revenues	\$ 404,460	\$ 374,221	\$ 374,214	\$ 267,998
Net Expenditures	\$ 11,491,838	\$ 11,149,018	\$ 12,000,007	\$ 11,431,194

Authorized Complement	56
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City Attorney • Charges for Services Summary

Account	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Misc Permits	0	0	(25)	0
Property Insurance Recoveries	404,460	374,221	374,221	267,998
Recovery Of Prior Year Expense	0	0	18	0
Total Charges for Services	\$ 404,460	\$ 374,221	\$ 374,214	\$ 267,998

City Attorney

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	4,962,850	5,389,549	5,253,397	5,184,207
Materials and Supplies	6,884,673	6,133,690	6,318,956	6,364,985
Capital Outlay	49,113	0	1,708	0
Grants and Subsidies	0	0	800,000	150,000
Service Charges	(738)	0	161	0
Total Expenditures	\$ 11,895,898	\$ 11,523,239	\$ 12,374,221	\$ 11,699,192
Total Revenues	\$ 404,460	\$ 374,221	\$ 374,214	\$ 267,998
Net Expenditures	\$ 11,491,438	\$ 11,149,018	\$ 12,000,007	\$ 11,431,194

Authorized Complement

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City Attorney • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	3,381,288	4,207,412	3,671,970	4,020,242
Holiday Salary Full Time	193,870	0	177,455	0
Vacation Leave	186,777	0	184,540	0
Bonus Leave	26,940	0	23,172	0
Sick Leave	123,643	0	124,118	0
Overtime	0	3,500	0	3,500
Out of Rank Pay	0	18,000	3,537	18,000
Retirement Benefits	34,482	23,361	42,602	23,361
Pension	211,427	239,028	239,028	89,922
Social Security	833	0	1,692	0
Pension ADC Funding	313,200	267,332	267,332	517,895
Group Life Insurance	10,387	13,635	13,635	12,487
Unemployment	9,120	4,640	4,640	4,480
Medicare	55,000	61,241	61,242	64,324
Long Term Disability	10,698	12,108	11,899	12,061
Health Insurance - Basic	7,253	0	0	0
Health Insurance - Value PPO	6,015	10,311	6,660	0
Health Insurance - Premier	345,275	346,047	345,547	292,908
Benefits Adjustments	0	45,814	0	6,435
Health Insurance-Local Plus Plan	41,107	74,331	77,560	112,644
Salaries - Part Time/Temporary	13,434	122,360	57,840	65,520
On the Job Injury	790	2,000	0	2,000
Bonus Pay	53,887	0	500	0
Expense Recovery - Personnel	(62,576)	(61,572)	(61,571)	(61,572)
Total Personnel Services	\$ 4,962,850	\$ 5,389,549	\$ 5,253,397	\$ 5,184,207
MATERIALS AND SUPPLIES				
City Shop Charges	337	211	211	211
City Shop Fuel	269	1,480	1,105	1,480
City Computer Svc Equipment	9,146	27,000	15,000	23,500
City Telephone/Communications	7,743	9,850	7,400	0
Printing - Outside	474	250	500	0
Supplies - Outside	39,505	54,200	34,900	50,200
Outside Postage	3,804	3,600	3,700	3,600
Materials and Supplies	281	7,550	520	1,250
Repair/Oper Air Raid System	9,497	0	0	0
Internal Repairs and Maintenance	480	0	0	0
Legal Services/Court Cost	4,544,594	3,287,272	4,804,533	4,354,685
Advertising/Publication	110	500	500	500

City Attorney • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Outside Phone/Communications	0	0	4,454	9,050
Security	480	0	0	0
Seminars/Training/Education	11,761	21,750	18,000	22,250
Fixed Charges	0	0	100	0
Misc Professional Services	1,781,158	1,475,500	1,564,772	1,476,000
Employee Activities	3,017	3,000	4,000	5,000
Rewards and Recognition	0	500	500	500
Travel Expense	17,386	42,700	27,100	35,700
Unreported Travel	(1,532)	1,986	0	950
Mileage	380	4,250	1,150	3,000
Insurance	3,875,922	4,104,199	3,402,217	3,402,217
Claims	0	25,000	25,000	25,000
Lawsuits	882	195,000	0	195,000
Hospitality	3,041	3,801	5,075	5,301
Dues/Memberships/Periodicals	20,217	17,700	20,750	20,200
Rent	263,065	195,000	135,000	78,000
Misc Services and Charges	444	0	31,078	0
Expense Recovery - M & S	(3,707,391)	(3,348,609)	(3,788,609)	(3,348,609)
Total Materials and Supplies	\$ 6,885,073	\$ 6,133,690	\$ 6,318,956	\$ 6,364,985
CAPITAL OUTLAY				
Furniture/Furnishings	49,113	0	1,708	0
Total Capital Outlay	\$ 49,113	\$ 0	\$ 1,708	\$ 0
GRANTS AND SUBSIDIES				
Professional Services	0	0	800,000	150,000
Total Grants and Subsidies	\$ 0	\$ 0	\$ 800,000	\$ 150,000
SERVICE CHARGES				
Credit Card Fees - Expense	(738)	0	161	0
Total Service Charges	\$ (738)	\$ 0	\$ 161	\$ 0
TOTAL EXPENDITURES	\$ 11,896,298	\$ 11,523,239	\$ 12,374,221	\$ 11,699,192
LICENSES AND PERMITS				
Misc Permits	0	0	(25)	0
Total Licenses and Permits	\$ 0	\$ 0	\$ (25)	\$ 0

City Attorney • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
OTHER REVENUES				
Property Insurance Recoveries	404,460	374,221	374,221	267,998
Recovery Of Prior Year Expense	0	0	18	0
Total Other Revenues	\$ 404,460	\$ 374,221	\$ 374,239	\$ 267,998
TOTAL REVENUES	\$ 404,460	\$ 374,221	\$ 374,214	\$ 267,998
NET EXPENDITURES	\$ 11,491,838	\$ 11,149,018	\$ 12,000,007	\$ 11,431,194

CITY ATTORNEY • AUTHORIZED COMPLEMENT

City Attorney • Authorized Complement

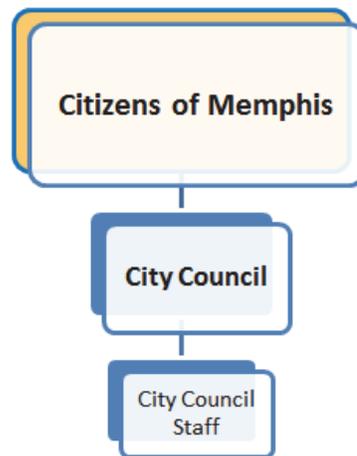
Position Title	Authorized Positions	Position Title	Authorized Positions
CITY ATTORNEY			
ADMR CONTRACT	1		
ADMR PERMITS LICENSES	1		
AGENT CLAIMS	1		
ANALYST CLAIMS	3		
ANALYST LOSS CONTROL	1		
ANALYST RISK MGMT	1		
ASST ADMINISTRATIVE	3		
ASST EXECUTIVE	1		
ATTORNEY ASST CITY	10		
ATTORNEY CITY ASST SR	8		
ATTORNEY CITY DEPUTY	1		
ATTORNEY PROSECUTOR	4		
ATTORNEY PROSECUTOR CHIEF	1		
ATTORNEY STAFF	4		
ATTORNEY STAFF SR	1		
CHIEF LEGAL OFFICER	1		
CLERK SENIOR LAW	1		
COORD LEGAL ADMIN	1		
COORD PERMITS LICENSES	1		
DIRECTOR DIVISION SERVICES DEPUTY	1		
MGR LEGAL ADMIN	1		
MGR RISK	1		
OFFICER CHIEF ETHICS	1		
PARALEGAL	4		
SPEC PERMITS LICENSES	3		
Total City Attorney	<u>56</u>		
<u>TOTAL City Attorney</u>	<u>56ww</u>		

CITY COUNCIL

Mission Statement

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

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 and attending local community organizations and civic events.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	1,441,806	1,539,185	1,633,032	1,690,927
Materials and Supplies	107,031	611,645	474,165	454,300
Total Expenditures	\$ 1,548,837	\$ 2,150,830	\$ 2,107,197	\$ 2,145,227
Net Expenditures	\$ 1,548,837	\$ 2,150,830	\$ 2,107,197	\$ 2,145,227

Authorized Complement

25

City Council

The powers and duties of the City Council are prescribed for by State law and the Charter and Ordinances of the City of Memphis. In carrying out the duties of their office, the City's 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.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	1,441,806	1,539,185	1,633,032	1,690,927
Materials and Supplies	107,031	611,645	474,165	454,300
Total Expenditures	\$ 1,548,837	\$ 2,150,830	\$ 2,107,197	\$ 2,145,227
Net Expenditures	\$ 1,548,837	\$ 2,150,830	\$ 2,107,197	\$ 2,145,227

Authorized Complement	25
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City Council • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	997,186	1,146,396	1,147,449	1,299,565
Holiday Salary Full Time	31,005	0	35,452	0
Vacation Leave	36,600	0	38,643	0
Bonus Leave	7,460	0	6,361	0
Sick Leave	2,981	0	6,458	0
Pension	57,338	68,784	70,679	40,928
Social Security	3,740	0	3,880	0
Pension ADC Funding	126,000	125,321	132,661	167,412
Group Life Insurance	2,190	2,678	2,128	3,206
Unemployment	3,760	1,920	2,420	2,000
Medicare	14,722	17,196	16,396	20,793
Long Term Disability	2,962	3,439	3,874	3,899
Health Insurance - Premier	102,827	89,598	96,073	112,644
Benefits Adjustments	0	13,185	0	0
Health Insurance-Local Plus Plan	35,154	60,669	57,819	30,480
Salaries - Part Time/Temporary	7,410	10,000	12,640	10,000
On the Job Injury	1,579	0	100	0
Bonus Pay	8,892	0	0	0
Total Personnel Services	\$ 1,441,806	\$ 1,539,185	\$ 1,633,032	1,690,927
MATERIALS AND SUPPLIES				
Info Sys Comput/Off Mach	1,913	0	0	0
City Computer Svc Equipment	2,324	5,000	2,115	5,000
City Telephone/Communications	2,278	5,000	0	0
Supplies - Outside	7,074	5,000	1,852	4,000
Outside Postage	141	0	195	0
Materials and Supplies	11,520	8,000	9,071	12,000
Outside Equipment Repair/Maintenance	149	300	0	300
Legal Contingency	23,316	150,000	127,207	150,000
Accounting/Auditing/Cons	0	35,000	15,202	35,000
Outside Phone/Communications	0	345	2,668	5,000
Seminars/Training/Education	1,300	10,000	1,000	10,000
Misc Professional Services	4,377	280,000	255,202	120,000
Travel Expense	41,274	100,000	48,017	100,000
Unreported Travel	2,843	0	(437)	0
Mileage	960	1,000	730	1,000
Misc Services and Charges	375	2,000	1,900	2,000
Catering	7,188	10,000	9,443	10,000
Total Materials and Supplies	\$ 107,031	\$ 611,645	\$ 474,165	454,300
TOTAL EXPENDITURES	\$ 1,548,837	\$ 2,150,830	\$ 2,107,197	2,145,227
NET EXPENDITURES	\$ 1,548,837	\$ 2,150,830	\$ 2,107,197	2,145,227

City Council • Authorized Complement

CITY COUNCIL • AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
CITY COUNCIL			
ADMR COUNCIL STAFF	1		
ADMR STAFF ASST	1		
ANALYST LEGAL RESEARCH	1		
ANALYST RESEARCH	1		
ANALYST RESEARCH SR	1		
ASST EXECUTIVE	5		
ATTORNEY STAFF	1		
COUNCIL CHAIR	1		
COUNCIL MEMBER	12		
OFFICER CITY COUNCIL SECURITY	1		
	Total City Council		<u>25</u>
	<u>TOTAL City Council</u>		<u>25</u>

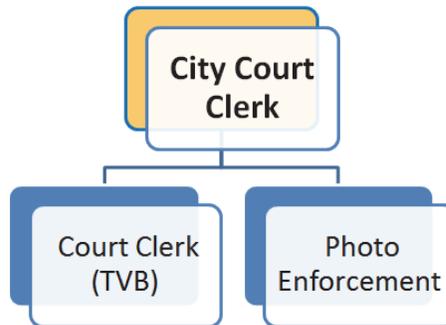


CITY COURT CLERK

Mission Statement

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

Organization Structure



Services

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	3,289,503	3,563,862	3,339,460	3,538,604
Materials and Supplies	3,027,921	2,744,125	2,744,446	2,743,341
Capital Outlay	0	50,000	50,000	50,000
Grants and Subsidies	8,183	0	0	0
Service Charges	33,055	28,156	28,156	28,156
Total Expenditures	\$ 6,358,663	\$ 6,386,143	\$ 6,162,062	\$ 6,360,101
Total Revenues	\$ 3,700,161	\$ 3,100,000	\$ 3,102,585	\$ 3,100,000
Net Expenditures	\$ 2,658,501	\$ 3,286,143	\$ 3,059,476	\$ 3,260,101

Authorized Complement	57
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City Court Clerk • Charges for Services Summary

Account	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Court Costs	(526)	0	0	0
Court Fees	0	0	(830)	0
Delinquent Collection Fees	0	100,000	100,000	100,000
Fines & Forfeitures	3,695,344	3,000,000	3,000,000	3,000,000
Sale Of Reports	5,343	0	3,415	0
Total Charges for Services	\$ 3,700,161	\$ 3,100,000	\$ 3,102,585	\$ 3,100,000

City Court Clerk & TVB

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	3,116,420	3,380,534	3,148,149	3,373,248
Materials and Supplies	263,773	276,839	277,160	276,055
Grants and Subsidies	5,000	0	0	0
Service Charges	33,055	28,156	28,156	28,156
Total Expenditures	\$ 3,418,248	\$ 3,685,529	\$ 3,453,465	\$ 3,677,459
Total Revenues	\$ 5,343	\$ 0	\$ 2,585	\$ 0
Net Expenditures	\$ 3,412,905	\$ 3,685,529	\$ 3,450,879	\$ 3,677,459

Authorized Complement	54
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City Court Clerk & TVB • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	1,793,014	2,342,061	1,722,061	2,400,571
Holiday Salary Full Time	108,352	0	103,218	0
Vacation Leave	128,666	0	109,782	0
Bonus Leave	10,594	0	8,945	0
Sick Leave	140,150	0	152,173	0
Overtime	326	0	0	0
Out of Rank Pay	1,790	0	0	0
Longevity Pay	1,845	0	1,997	0
Retirement Benefits	20,515	0	0	0
Pension	123,600	131,207	131,207	82,873
Social Security	6,646	2,346	11,698	2,346
Pension ADC Funding	295,200	324,517	324,517	309,246
Group Life Insurance	4,696	6,082	6,082	6,460
Unemployment	8,400	4,080	4,080	4,160
Medicare	31,348	33,330	33,330	38,409
Long Term Disability	5,648	6,666	6,666	6,919
Health Insurance - Basic	3,318	0	0	0
Health Insurance - Value PPO	1,504	0	2,148	0
Health Insurance - Premier	173,850	101,991	101,991	122,988
Benefits Adjustments	0	25,148	25,148	9,175
Health Insurance-Local Plus Plan	143,469	243,106	243,106	230,100
Salaries - Part Time/Temporary	107,188	160,000	160,000	160,000
Bonus Pay	6,301	0	0	0
Total Personnel Services	\$ 3,116,420	\$ 3,380,534	\$ 3,148,149	3,373,248
MATERIALS AND SUPPLIES				
City Shop Charges	318	1,133	1,133	567
Info Sys Phone/Communication	0	824	824	824
City Shop Fuel	0	446	446	228
City Computer Svc Equipment	3,645	11,169	11,169	11,169
City Telephone/Communications	2,160	3,000	3,000	3,000
Printing - Outside	20,331	30,140	30,140	30,140
Supplies - Outside	11,402	12,348	12,348	12,348
Document Reproduction - Outside	0	1,000	1,000	1,000
Outside Postage	0	2,500	2,500	2,500
Materials and Supplies	492	500	500	500
Outside Equipment Repair/Maintenance	9,013	9,000	9,321	9,000
Outside Phone/Communications	0	10,000	10,000	10,000
Security	19,546	25,334	25,334	25,334

City Court Clerk & TVB • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Photography	231	500	500	500
Seminars/Training/Education	0	6,000	6,000	6,000
Misc Professional Services	194,786	154,945	154,945	154,945
Travel Expense	1,497	5,000	5,000	5,000
Mileage	73	1,000	1,000	1,000
Misc Services and Charges	278	2,000	2,000	2,000
Total Materials and Supplies	\$ 263,773	\$ 276,839	\$ 277,160	276,055
GRANTS AND SUBSIDIES				
Death Benefits	5,000	0	0	0
Total Grants and Subsidies	\$ 5,000	\$ 0	\$ 0	0
SERVICE CHARGES				
Credit Card Fees - Expense	33,055	28,156	28,156	28,156
Total Service Charges	\$ 33,055	\$ 28,156	\$ 28,156	28,156
TOTAL EXPENDITURES	\$ 3,418,248	\$ 3,685,529	\$ 3,453,465	3,677,459
FINES AND AND FORFEITURES				
Court Fees	0	0	(830)	0
Total Fines and and Forfeitures	\$ 0	\$ 0	\$ (830)	0
OTHER REVENUES				
Sale Of Reports	5,343	0	3,415	0
Total Other Revenues	\$ 5,343	\$ 0	\$ 3,415	0
TOTAL REVENUES	\$ (5,343)	\$ 0	\$ (2,585)	0
NET EXPENDITURES	\$ 3,412,905	\$ 3,685,529	\$ 3,450,879	3,677,459

Automated Photo Enforcement

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	173,084	183,328	191,311	165,356
Materials and Supplies	2,764,147	2,467,286	2,467,286	2,467,286
Capital Outlay	0	50,000	50,000	50,000
Total Expenditures	\$ 2,937,231	\$ 2,700,614	\$ 2,708,597	\$ 2,682,642
Total Revenues	\$ 3,694,818	\$ 3,100,000	\$ 3,100,000	\$ 3,100,000
Net Expenditures	\$ (757,588)	\$ (399,387)	\$ (391,403)	\$ (417,358)

Authorized Complement	3
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Automated Photo Enforcement • Legal Level Detail

AUTOMATED PHOTO ENFORCEMENT • LEGAL LEVEL DETAIL

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	98,026	116,365	116,365	117,529
Holiday Salary Full Time	5,818	0	2,712	0
Vacation Leave	5,021	0	1,601	0
Bonus Leave	19	0	0	0
Sick Leave	7,464	0	3,569	0
Longevity Pay	102	0	102	0
Pension	7,180	6,982	6,982	0
Pension ADC Funding	16,800	18,336	18,336	15,140
Group Life Insurance	97	189	189	190
Unemployment	480	240	240	240
Medicare	1,503	1,745	1,745	1,880
Long Term Disability	309	349	349	353
Health Insurance - Basic	1,659	0	0	0
Health Insurance - Premier	6,565	0	0	0
Benefits Adjustments	0	1,338	1,338	0
Health Insurance-Local Plus Plan	22,040	37,783	37,783	30,024
Total Personnel Services	\$ 173,084	\$ 183,328	\$ 191,311	165,356
MATERIALS AND SUPPLIES				
City Computer Svc Equipment	0	1,936	1,936	1,936
Supplies - Outside	3,482	5,000	5,000	5,000
Materials and Supplies	5,672	6,000	6,000	6,000
Seminars/Training/Education	679	1,000	1,000	1,000
Misc Professional Services	2,754,434	2,448,350	2,448,350	2,448,350
Travel Expense	125	5,000	5,000	5,000
Unreported Travel	(245)	0	0	0
Total Materials and Supplies	\$ 2,764,147	\$ 2,467,286	\$ 2,467,286	2,467,286
CAPITAL OUTLAY				
Equipment	0	50,000	50,000	50,000
Total Capital Outlay	\$ 0	\$ 50,000	\$ 50,000	50,000
TOTAL EXPENDITURES	\$ 2,937,231	\$ 2,700,614	\$ 2,708,597	2,682,642

Automated Photo Enforcement • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
FINES AND AND FORFEITURES				
Court Fees	0	0	0	0
Court Costs	(526)	0	0	0
Fines & Forfeitures	3,695,344	3,000,000	3,000,000	3,000,000
Delinquent Collection Fees	0	100,000	100,000	100,000
Total Fines and and Forfeitures	\$ 3,694,818	\$ 3,100,000	\$ 3,100,000	3,100,000
TOTAL REVENUES	\$ (3,694,818)	\$ (3,100,000)	\$ (3,100,000)	(3,100,000)
NET EXPENDITURES	\$ (757,588)	\$ (399,387)	\$ (391,403)	(417,358)

City Court Clerk • Authorized Complement

CITY COURT CLERK • AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
CITY COURT CLERK & TVB			
ASST EXECUTIVE	1		
CLERK COURT REC SR	45		
CLERK COURT REC SR	1		
COURT CLERK	1		
COURT CLERK CITY	1		
DEPUTY TVB CHIEF	1		
MGR INFO TECH TVB	1		
SUPER TVB	3		
Total City Court Clerk & TVB	54		
AUTOMATED PHOTO ENFORCEMENT			
CLERK COURT REC SR	3		
Total Automated Photo Enforcement	3		
<u>TOTAL City Court Clerk</u>	<u>57</u>		

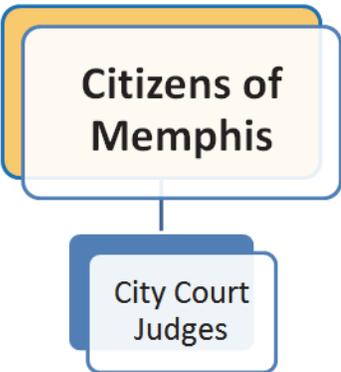


CITY COURT JUDGES

Mission Statement

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

Organization Structure



Services

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	590,415	591,444	593,347	625,350
Materials and Supplies	55,020	53,500	48,400	53,500
Total Expenditures	\$ 645,435	\$ 644,944	\$ 641,747	\$ 678,850
Net Expenditures	\$ 645,435	\$ 644,944	\$ 641,747	\$ 678,850

Authorized Complement

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City Court Judges

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	590,415	591,444	593,347	625,350
Materials and Supplies	55,020	53,500	48,400	53,500
Total Expenditures	\$ 645,435	\$ 644,944	\$ 641,747	\$ 678,850
Net Expenditures	\$ 645,435	\$ 644,944	\$ 641,747	\$ 678,850

Authorized Complement	5
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City Court Judges • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	464,437	487,958	465,601	488,873
Holiday Salary Full Time	18,768	0	19,879	0
Vacation Leave	4,031	0	3,988	0
Bonus Leave	839	0	1,214	0
Sick Leave	1,610	0	2,888	0
Pension	21,826	29,278	28,900	15,901
Pension ADC Funding	27,600	12,919	12,919	62,978
Group Life Insurance	1,621	1,927	1,927	1,278
Unemployment	800	400	400	400
Medicare	6,782	7,319	7,000	7,822
Long Term Disability	1,295	1,464	1,464	1,467
Health Insurance - Premier	40,807	44,567	44,567	46,632
Benefits Adjustments	0	5,612	0	0
Bonus Pay	0	0	2,600	0
Total Personnel Services	\$ 590,415	\$ 591,444	\$ 593,347	625,350
MATERIALS AND SUPPLIES				
City Computer Svc Equipment	0	1,000	1,000	1,000
Pers Computer Software	0	600	0	600
City Telephone/Communications	6,020	3,500	2,000	3,500
Supplies - Outside	11,237	7,500	7,000	7,500
Document Reproduction - Outside	0	500	0	500
Clothing	95	500	0	500
Outside Postage	181	300	300	300
Miscellaneous Expense	0	300	300	300
Outside Phone/Communications	2,390	2,500	2,500	2,500
Seminars/Training/Education	4,215	4,800	4,800	4,800
Misc Professional Services	6,281	8,000	7,500	8,000
Travel Expense	17,486	16,000	16,000	16,000
Unreported Travel	2,009	0	0	0
Dues/Memberships/Periodicals	5,106	8,000	7,000	8,000
Total Materials and Supplies	\$ 55,020	\$ 53,500	\$ 48,400	53,500
TOTAL EXPENDITURES	\$ 645,435	\$ 644,944	\$ 641,747	678,850
NET EXPENDITURES	\$ 645,435	\$ 644,944	\$ 641,747	678,850

City Court Judges • Authorized Complement

CITY COURT JUDGES • AUTHORIZED COMPLEMENT

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

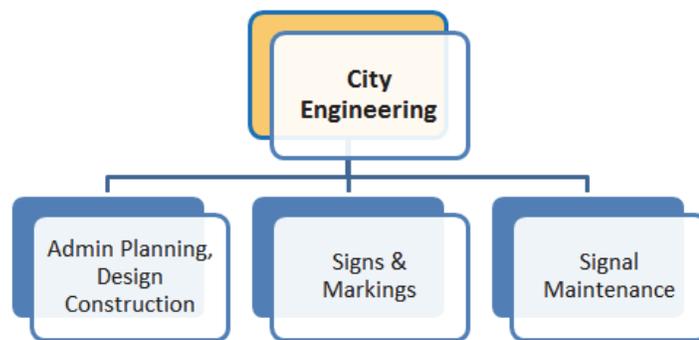


CITY ENGINEERING

Mission Statement

Improving 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. The Division designs and manages the construction of all the City's capital projects. Engineering staff reviews all private development proposals to ensure the required public improvements are included.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	7,498,635	7,611,267	7,668,776	8,054,145
Materials and Supplies	3,915,489	3,908,413	4,298,688	4,051,197
Capital Outlay	14,169	85,000	87,746	85,000
Grants and Subsidies	5,000	0	0	0
Expense Recovery	(3,720,498)	(3,800,000)	(3,800,000)	(4,185,300)
Service Charges	67,654	41,000	41,000	41,000
Total Expenditures	\$ 7,780,449	\$ 7,845,680	\$ 8,296,210	\$ 8,046,042
Total Revenues	\$ 1,241,415	\$ 1,120,763	\$ 1,121,290	\$ 1,120,763
Net Expenditures	\$ 6,539,034	\$ 6,724,917	\$ 7,174,920	\$ 6,925,279

Authorized Complement

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City Engineering • Charges for Services Summary

Account	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Arc Lights	3,981	4,000	4,000	4,000
Fiber Optic Franchise Fees	0	350,000	350,000	350,000
MLG&W Rent	2,600	2,400	2,400	2,400
Recovery Of Prior Year Expense	0	0	514	0
Sale Of Reports	12,868	26,363	26,363	26,363
Sidewalk Permit Fees	28,407	88,000	88,000	88,000
Signs-Loading Zones	31,874	15,000	15,000	15,000
St TN Highway Maint Grant	297,421	95,000	95,000	95,000
Street Cut Inspection Fee	438,747	250,000	250,000	250,000
Subdivision Development Fees	47	0	13	0
Subdivision Plan Inspection Fee	139,342	90,000	90,000	90,000
Traffic Signals	286,128	200,000	200,000	200,000
Total Charges for Services	\$ 1,241,415	\$ 1,120,763	\$ 1,121,290	\$ 1,120,763

Admin Planning Design and Construction

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	3,272,984	3,345,293	3,355,208	3,663,416
Materials and Supplies	2,331,686	2,268,336	2,592,861	1,997,291
Capital Outlay	13,777	41,000	41,000	41,000
Expense Recovery	(928,827)	(3,800,000)	(3,800,000)	(4,185,300)
Service Charges	67,654	41,000	41,000	41,000
Total Expenditures	\$ 4,757,273	\$ 1,895,629	\$ 2,230,069	\$ 1,557,407
Total Revenues	\$ 943,993	\$ 1,025,763	\$ 1,026,290	\$ 1,025,763
Net Expenditures	\$ 3,813,280	\$ 869,866	\$ 1,203,779	\$ 531,644

Authorized Complement	59
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Admin Planning Design and Construction • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	2,453,530	3,408,585	3,156,486	3,531,459
Holiday Salary Full Time	147,919	0	70,378	0
Vacation Leave	201,334	0	101,135	0
Bonus Leave	27,561	0	10,821	0
Sick Leave	131,656	0	69,766	0
Overtime	1,026	0	192	0
Out of Rank Pay	1,395	9,450	9,597	9,450
Longevity Pay	159	0	48	0
Retirement Benefits	7,182	41,000	76,000	41,000
Pension	160,351	179,173	179,173	117,337
Social Security	1,319	0	901	0
Pension ADC Funding	328,800	327,187	327,187	445,022
Group Life Insurance	6,681	8,371	8,262	8,291
Unemployment	8,640	4,320	4,320	4,400
Medicare	40,886	45,433	45,433	50,867
Long Term Disability	7,665	8,958	8,959	9,537
Health Insurance - Basic	16,456	0	0	0
Health Insurance - Value PPO	9,022	15,467	15,468	0
Health Insurance - Premier	317,235	327,940	327,940	288,948
Benefits Adjustments	0	34,341	0	48,178
Health Insurance-Local Plus Plan	59,383	92,921	95,717	148,116
Salaries - Part Time/Temporary	21,278	30,000	34,778	42,000
On the Job Injury	1,464	0	0	0
Attrition	0	(187,853)	(187,853)	(81,189)
Bonus Pay	34,938	0	500	0
Expense Recovery - Personnel	(712,898)	(1,000,000)	(1,000,000)	(1,000,000)
Total Personnel Services	\$ 3,272,984	\$ 3,345,293	\$ 3,355,208	3,663,416
MATERIALS AND SUPPLIES				
City Storeroom Supplies	0	250	250	250
City Shop Charges	23,815	16,774	16,774	19,977
City Shop Fuel	10,596	13,117	13,117	15,710
City Computer Svc Equipment	514	11,513	11,923	7,230
City Telephone/Communications	10,179	18,310	18,310	18,310
Printing - Outside	0	820	892	820
Supplies - Outside	20,294	25,667	26,267	25,667
Clothing	5,299	8,700	8,768	8,700
Safety Equipment	2,171	2,500	2,500	2,500
Drafting/Photo Supplies	0	1,000	1,000	1,000

Admin Planning Design and Construction • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Outside Postage	257	1,575	1,575	1,575
Materials and Supplies	44,179	34,047	20,584	34,047
Outside Vehicle Repair	0	1,050	1,050	1,050
Outside Equipment Repair/Maintenance	11,469	10,600	10,600	10,600
Internal Repairs and Maintenance	175,614	228,694	228,694	228,694
Legal Services/Court Cost	135	0	0	0
Advertising/Publication	0	0	550	1,000
Outside Phone/Communications	0	0	7,447	6,000
Seminars/Training/Education	3,637	11,711	14,307	11,711
Misc Professional Services	1,497,766	980,500	1,193,227	980,500
Travel Expense	2,820	3,750	4,759	3,750
Unreported Travel	444	400	(44)	400
Mileage	151,203	187,281	187,281	187,281
Utilities	24	0	0	0
Insurance	11,914	42,799	42,914	39,341
Claims	0	300,000	300,000	300,000
Lawsuits	0	23,630	23,630	23,630
Dues/Memberships/Periodicals	7,680	13,548	13,548	13,548
Misc Services and Charges	43,755	25,000	132,866	50,000
Urban Art Maintenance	7,440	10,000	15,000	35,000
Equipment Rental	326,100	326,100	326,100	0
Expense Recovery - M & S	(25,618)	(31,000)	(31,028)	(31,000)
Total Materials and Supplies	\$ 2,331,686	\$ 2,268,336	\$ 2,592,861	1,997,291
CAPITAL OUTLAY				
Equipment	13,777	41,000	41,000	41,000
Total Capital Outlay	\$ 13,777	\$ 41,000	\$ 41,000	41,000
EXPENSE RECOVERY				
Expense Recovery - State Street Aid	(928,827)	(3,800,000)	(3,800,000)	(4,185,300)
Total Expense Recovery	\$ (928,827)	\$ (3,800,000)	\$ (3,800,000)	(4,185,300)
SERVICE CHARGES				
Credit Card Fees - Expense	67,654	41,000	41,000	41,000
Total Service Charges	\$ 67,654	\$ 41,000	\$ 41,000	41,000
TOTAL EXPENDITURES	\$ 4,757,273	\$ 1,895,629	\$ 2,230,069	1,557,407
LOCAL TAXES				
Fiber Optic Franchise Fees	0	350,000	350,000	350,000

Admin Planning Design and Construction • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Total Local Taxes	\$ 0	\$ 350,000	\$ 350,000	350,000
LICENSES AND PERMITS				
Sidewalk Permit Fees	28,407	88,000	88,000	88,000
Total Licenses and Permits	\$ 28,407	\$ 88,000	\$ 88,000	88,000
CHARGES FOR SERVICES				
Subdivision Plan Inspection Fee	139,342	90,000	90,000	90,000
Street Cut Inspection Fee	438,747	250,000	250,000	250,000
Traffic Signals	286,128	200,000	200,000	200,000
Signs-Loading Zones	31,874	15,000	15,000	15,000
Arc Lights	3,981	4,000	4,000	4,000
MLG&W Rent	2,600	2,400	2,400	2,400
Subdivision Development Fees	47	0	13	0
Total Charges for Services	\$ 902,718	\$ 561,400	\$ 561,413	561,400
OTHER REVENUES				
Sale Of Reports	12,868	26,363	26,363	26,363
Recovery Of Prior Year Expense	0	0	514	0
Total Other Revenues	\$ 12,868	\$ 26,363	\$ 26,877	26,363
TOTAL REVENUES	\$ (943,993)	\$ (1,025,763)	\$ (1,026,290)	(1,025,763)
NET EXPENDITURES	\$ 3,813,280	\$ 869,866	\$ 1,203,779	531,644

Signs & Markings

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	2,002,223	2,063,567	2,051,362	2,182,626
Materials and Supplies	720,102	883,020	881,382	979,923
Capital Outlay	0	22,000	22,000	22,000
Grants and Subsidies	5,000	0	0	0
Expense Recovery	(1,308,184)	0	0	0
Total Expenditures	\$ 1,419,141	\$ 2,968,588	\$ 2,954,744	\$ 3,184,549
Total Revenues	\$ 297,421	\$ 95,000	\$ 95,000	\$ 95,000
Net Expenditures	\$ 1,121,720	\$ 2,873,588	\$ 2,859,744	\$ 3,089,549

Authorized Complement

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Signs & Markings • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	1,191,138	1,427,690	1,267,787	1,513,263
Holiday Salary Full Time	70,311	0	32,904	0
Vacation Leave	102,488	0	55,192	0
Bonus Leave	11,138	0	5,143	0
Sick Leave	72,183	0	66,664	0
Overtime	28,030	41,200	41,200	41,200
Out of Rank Pay	2,564	7,231	7,231	7,231
Longevity Pay	3,090	0	3,299	0
Retirement Benefits	0	25,000	25,000	25,000
Required Special License Pay	64	0	0	0
Pension	79,148	84,451	84,451	66,837
Social Security	2,842	0	1,576	0
Pension ADC Funding	152,400	151,850	151,850	194,941
Group Life Insurance	4,073	4,777	4,777	5,063
Unemployment	4,400	2,160	2,160	2,160
Medicare	20,282	19,927	19,927	23,651
Long Term Disability	3,917	4,090	4,090	4,382
Health Insurance - Basic	1,659	0	0	0
Health Insurance - Premier	124,753	98,578	98,578	82,164
Benefits Adjustments	0	16,187	0	1,550
Health Insurance-Local Plus Plan	66,653	113,426	113,426	117,384
Salaries - Part Time/Temporary	45,840	72,800	72,800	72,800
On the Job Injury	27,511	25,000	25,000	25,000
Attrition	0	(30,798)	(30,798)	0
Bonus Pay	1,062	0	0	0
Expense Recovery - Personnel	(13,320)	0	(894)	0
Total Personnel Services	\$ 2,002,223	\$ 2,063,567	\$ 2,051,362	2,182,626
MATERIALS AND SUPPLIES				
City Storeroom Supplies	293	2,390	2,390	2,390
City Shop Charges	43,310	39,865	39,865	65,410
City Shop Fuel	29,703	38,186	38,186	42,444
City Computer Svc Equipment	97	0	0	0
City Telephone/Communications	10,380	5,000	5,000	5,000
Supplies - Outside	2,451	3,191	3,191	3,191
Hand Tools	0	1,504	0	2,000
Clothing	9,950	10,958	10,958	10,958
Safety Equipment	316	865	865	865
Paints Oils & Glass	298,707	400,000	400,000	400,000

Signs & Markings • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Steel & Iron Products	66,149	90,000	90,000	150,000
Materials and Supplies	104,791	120,000	120,000	130,000
Outside Vehicle Repair	667	3,390	3,390	3,390
Outside Equipment Repair/Maintenance	15,026	8,429	8,429	8,429
Outside Phone/Communications	0	0	2,019	0
Misc Professional Services	192	0	0	150
Mileage	0	1,070	1,070	1,070
Utilities	31,518	41,545	41,545	41,545
Insurance	6,053	6,627	6,627	3,081
Claims	0	0	1,823	0
Lawsuits	4,800	0	0	0
Misc Services and Charges	119,176	110,000	110,000	110,000
Expense Recovery - M & S	(23,475)	0	(3,976)	0
Total Materials and Supplies	\$ 720,102	\$ 883,020	\$ 881,382	979,923
CAPITAL OUTLAY				
Prod/Constr/Maint Equipment	0	22,000	22,000	22,000
Total Capital Outlay	\$ 0	\$ 22,000	\$ 22,000	22,000
GRANTS AND SUBSIDIES				
Death Benefits	5,000	0	0	0
Total Grants and Subsidies	\$ 5,000	\$ 0	\$ 0	0
EXPENSE RECOVERY				
Expense Recovery - State Street Aid	(1,308,184)	0	0	0
Total Expense Recovery	\$ (1,308,184)	\$ 0	\$ 0	0
TOTAL EXPENDITURES	\$ 1,419,141	\$ 2,968,588	\$ 2,954,744	3,184,549
STATE GRANTS				
St TN Highway Maint Grant	297,421	95,000	95,000	95,000
Total State Grants	\$ 297,421	\$ 95,000	\$ 95,000	95,000
TOTAL REVENUES	\$ (297,421)	\$ (95,000)	\$ (95,000)	(95,000)
NET EXPENDITURES	\$ 1,121,720	\$ 2,873,588	\$ 2,859,744	3,089,549

Signal Maintenance

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	2,223,428	2,202,407	2,262,206	2,208,103
Materials and Supplies	863,701	757,057	824,445	1,073,983
Capital Outlay	392	22,000	24,746	22,000
Expense Recovery	(1,483,486)	0	0	0
Total Expenditures	\$ 1,604,034	\$ 2,981,464	\$ 3,111,396	\$ 3,304,086
Net Expenditures	\$ 1,604,034	\$ 2,981,464	\$ 3,111,396	\$ 3,304,086

Authorized Complement

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Signal Maintenance • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	1,166,137	1,500,985	1,385,198	1,493,849
Holiday Salary Full Time	66,668	0	27,885	0
Vacation Leave	100,426	0	50,695	0
Bonus Leave	13,630	0	3,837	0
Sick Leave	44,031	0	33,369	0
Overtime	324,939	100,000	165,249	100,000
Out of Rank Pay	8,613	19,076	19,076	19,076
Hazardous Duty Pay	(3)	0	0	0
Longevity Pay	3,234	0	3,150	0
Shift Differential	10,645	12,360	12,360	12,360
Retirement Benefits	0	25,000	25,000	25,000
Pension	77,822	83,745	83,745	59,985
Social Security	0	0	284	0
Pension ADC Funding	152,400	152,556	152,556	192,440
Group Life Insurance	3,686	4,377	4,377	3,700
Unemployment	4,160	2,080	2,080	2,160
Medicare	23,416	20,863	20,863	23,009
Long Term Disability	3,548	4,173	4,173	4,314
Health Insurance - Basic	1,862	0	0	0
Health Insurance - Premier	151,372	115,376	115,376	90,432
Benefits Adjustments	0	16,051	0	10,998
Health Insurance-Local Plus Plan	72,515	126,563	126,563	113,280
Salaries - Part Time/Temporary	0	50,000	50,000	50,000
On the Job Injury	50,490	0	7,202	7,500
Attrition	0	(30,798)	(30,798)	0
Bonus Pay	1,800	0	0	0
Expense Recovery - Personnel	(57,964)	0	(33)	0
Total Personnel Services	\$ 2,223,428	\$ 2,202,407	\$ 2,262,206	2,208,103
MATERIALS AND SUPPLIES				
City Storeroom Supplies	77	2,000	2,000	2,000
City Shop Charges	123,834	71,704	78,591	160,326
City Shop Fuel	43,385	50,875	50,875	60,845
City Telephone/Communications	3,887	4,500	4,500	0
Supplies - Outside	3,164	9,000	9,000	9,000
Hand Tools	8,026	9,000	9,000	9,000
Clothing	9,375	10,875	10,875	10,875
Safety Equipment	6,420	8,000	8,000	8,000
Outside Postage	157	0	0	0

Signal Maintenance • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Pipe Fittings & Castings	2,853	3,000	3,000	7,000
Lime Cement & Gravel	172	1,000	1,000	1,000
Materials and Supplies	96,745	101,186	101,186	125,000
Maintenance Traffic Signal System	0	4,000	4,000	200,000
Outside Vehicle Repair	509	400	400	400
Outside Equipment Repair/Maintenance	26,880	38,000	38,000	38,000
Outside Phone/Communications	0	0	1,685	4,500
Janitorial Services	7,159	8,000	14,597	8,000
Seminars/Training/Education	1,070	30,000	30,000	30,000
Misc Professional Services	48	0	12	0
Travel Expense	590	0	0	0
Outside Fuel	1,035	0	0	0
Utilities	148,403	139,063	139,063	139,063
Insurance	20,906	14,354	14,354	8,874
Dues/Memberships/Periodicals	390	100	100	100
Radio Trunking Lease	0	2,000	2,000	2,000
Misc Services and Charges	373,091	250,000	302,240	250,000
Expense Recovery - M & S	(14,475)	0	(33)	0
Total Materials and Supplies	\$ 863,701	\$ 757,057	\$ 824,445	1,073,983
CAPITAL OUTLAY				
Prod/Constr/Maint Equipment	392	22,000	24,746	22,000
Total Capital Outlay	\$ 392	\$ 22,000	\$ 24,746	22,000
EXPENSE RECOVERY				
Expense Recovery - State Street Aid	(1,483,486)	0	0	0
Total Expense Recovery	\$ (1,483,486)	\$ 0	\$ 0	0
TOTAL EXPENDITURES	\$ 1,604,034	\$ 2,981,464	\$ 3,111,396	3,304,086
NET EXPENDITURES	\$ 1,604,034	\$ 2,981,464	\$ 3,111,396	3,304,086

City Engineering • Authorized Complement

CITY ENGINEERING • AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
ADMINISTRATION		Painter Signs and Marking LO	2
ADMR LAND DEVELOP BUDGET	1	SPEC FLAGMAN OFFICER	5
ADMR TRAFFIC ENGINEERING	1	Total Signs & Markings	<u>28</u>
ANALYST GIS TECHNICAL	1	SIGNAL MAINTENANCE	
ANALYST GIS TECHNICAL SENIOR	1	AIDE TRAFFIC SIGNAL	9
ASST EXECUTIVE	1	MGR SIGNAL MNT CONST	1
CLERK ACCOUNTING A	1	SPEC CUST SVC ADMIN	1
COLLECTOR METER	1	SPEC PROCUREMENT	1
COORD ADMIN SUPPORT	1	TECH TRAFFIC SIGNAL	16
COORD LAND DEV	1	Total Signal Maintenance	<u>28</u>
COORD PLANS REVIEW PROJECT I	1		
COORD RAILROAD/COMPLIANCE	1	<u>TOTAL City Engineering</u>	<u>115</u>
DIRECTOR ENGINEERING DEPUTY	1		
ENG DESIGNER	3		
ENGINEER CITY	1		
ENGINEER CITY CIVIL DESIGN	1		
ENGINEER DESIGN	2		
ENGINEER DESIGN SENIOR	4		
INSP ZONE CONSTRUCTION	11		
MGR BIKEWAY PEDESTRIAN PROG	1		
MGR CONSTRUCTION INSP	1		
MGR ENG PROJECT	5		
MGR GIS MAPPING	1		
MGR SURVEYOR	1		
MGR TRANSPORTATION PLANNING PROG	1		
REPAIRER PARKING METER	1		
SPEC CUST SVC ADMIN	2		
SPEC DOCUMENT	1		
SPEC ITS MONITORING	1		
SUPER CONSTRUCTION INSP	4		
SUPER OFFICE ENG	1		
SUPER PARKING OPER	1		
TECH PARKING ENFORCEMENT	4		
Total Administration	<u>59</u>		
SIGNS & MARKINGS			
COUNTER TRAFFIC	3		
MGR STREET SIGNS MARK	1		
PAINTER	3		
PAINTER SIGNS AND MARKING	14		

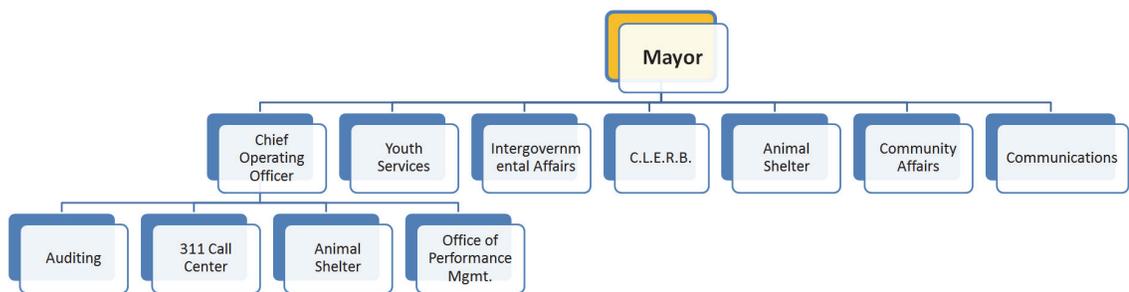


EXECUTIVE

Mission Statement

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

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 services centers: Mayor's Office, Chief Administrative Office, the Office of Intergovernmental Affairs, the Office of Communications, the Office of Community Affairs, the Civilian Law Enforcement Review Board, the Office of Youth Services and Auditing. The Chief Operating Office provides direction and managerial support to the Office of Performance Management, the 311 Call Center and the Animal Shelter. All of the services offered through the Executive Division function together to ensure responsive and cost-effective services are delivered to citizens.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	7,453,987	8,601,609	8,355,096	9,892,744
Materials and Supplies	3,032,863	4,014,511	5,188,646	4,262,882
Capital Outlay	0	0	1,684,215	0
Grants and Subsidies	2,479,480	2,807,958	2,987,307	2,850,391
Total Expenditures	\$ 12,966,330	\$ 15,424,078	\$ 18,215,264	\$ 17,006,016
Total Revenues	\$ 718,255	\$ 621,965	\$ 1,913,780	\$ 644,965
Net Expenditures	\$ 12,248,075	\$ 14,802,113	\$ 16,301,484	\$ 16,361,051

Authorized Complement

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Executive • Charges for Services Summary

Account	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Animal Vaccination	32,617	32,000	32,000	0
County Dog License Fee	109,650	100,000	99,999	100,000
Dog License	283,766	274,965	274,965	274,965
Donated Revenue	43,012	15,000	1,302,201	40,000
Local Shared Revenue	68	0	14	0
Miscellaneous Revenue	10,000	0	0	0
Oper Tfr In - Misc Grants Fund	0	0	0	30,000
Recovery Of Prior Year Expense	0	0	4,601	0
Shelter Fees	239,142	200,000	200,000	200,000
Weights/Measures Fees	0	0	0	0
Total Charges for Services	\$ 718,255	\$ 621,965	\$ 1,913,780	\$ 644,965

Mayor's Office

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	601,025	639,283	639,482	681,706
Materials and Supplies	180,734	169,998	212,958	169,622
Total Expenditures	\$ 781,759	\$ 809,281	\$ 852,441	\$ 851,328
Net Expenditures	\$ 781,759	\$ 809,281	\$ 852,441	\$ 851,328

Authorized Complement	6
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Mayor's Office • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	385,269	509,776	454,412	507,839
Holiday Salary Full Time	23,184	0	21,864	0
Vacation Leave	23,145	0	30,928	0
Bonus Leave	4,227	0	2,132	0
Sick Leave	2,596	0	0	0
Pension	27,044	27,560	27,560	27,725
Social Security	1,926	0	1,696	0
Pension ADC Funding	49,200	14,637	14,637	65,422
Group Life Insurance	1,690	2,232	2,232	2,246
Unemployment	800	400	400	480
Medicare	6,694	6,890	6,890	8,125
Long Term Disability	1,253	1,378	1,378	1,524
Health Insurance - Basic	543	0	0	0
Health Insurance - Premier	18,627	12,337	12,337	26,832
Benefits Adjustments	0	5,281	5,281	1,550
Health Insurance-Local Plus Plan	19,712	33,792	33,791	14,964
Salaries - Part Time/Temporary	31,059	25,000	25,000	25,000
Bonus Pay	4,056	0	(1,056)	0
Total Personnel Services	\$ 601,025	\$ 639,283	\$ 639,482	681,706
MATERIALS AND SUPPLIES				
City Shop Charges	11,698	9,853	9,853	8,185
Info Sys Phone/Communication	0	2,550	2,550	2,550
City Shop Fuel	7,933	9,489	9,489	10,780
City Computer Svc Equipment	306	7,500	8,272	7,500
City Telephone/Communications	5,390	3,787	3,787	3,787
Supplies - Outside	14,396	7,060	7,060	7,060
Outside Postage	18	200	200	200
Materials and Supplies	1,181	8,740	8,740	8,740
Miscellaneous Expense	25,987	40,800	40,800	40,800
Outside Equipment Repair/Maintenance	1,440	0	0	0
Advertising/Publication	0	500	500	500
Outside Phone/Communications	0	0	2,034	0
Seminars/Training/Education	0	0	300	0
Misc Professional Services	32,417	34,223	72,751	34,223
Travel Expense	9,176	2,096	3,422	2,096
Unreported Travel	2,077	0	0	0
Mileage	20	0	0	0
Insurance	2,652	0	0	0

Mayor's Office • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Lawsuits	10,300	0	0	0
Dues/Memberships/Periodicals	55,744	40,000	40,000	40,000
Misc Services and Charges	0	3,200	3,200	3,200
Total Materials and Supplies	\$ 180,734	\$ 169,998	\$ 212,958	169,622
TOTAL EXPENDITURES	\$ 781,759	\$ 809,281	\$ 852,441	851,328
NET EXPENDITURES	\$ 781,759	\$ 809,281	\$ 852,441	851,328

MAYOR'S OFFICE • LEGAL LEVEL DETAIL

Chief Administrative Office

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	550,439	622,568	622,745	676,583
Materials and Supplies	337,003	512,915	958,020	605,371
Capital Outlay	0	0	1,637,215	0
Total Expenditures	\$ 887,442	\$ 1,135,483	\$ 3,217,980	\$ 1,281,954
Total Revenues	\$ 10,000	\$ 0	\$ 1,113,938	\$ 0
Net Expenditures	\$ 877,442	\$ 1,135,483	\$ 2,104,042	\$ 1,281,954

Authorized Complement	6
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Chief Administrative Office • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	404,457	527,079	464,674	545,910
Holiday Salary Full Time	19,978	0	24,033	0
Vacation Leave	17,480	0	30,340	0
Bonus Leave	6,944	0	4,381	0
Sick Leave	1,494	0	3,651	0
Retirement Benefits	135	0	0	0
Pension	23,552	30,934	30,934	13,278
Social Security	412	0	178	0
Pension ADC Funding	32,400	19,702	19,702	67,745
Group Life Insurance	646	927	927	353
Unemployment	880	400	400	480
Medicare	6,534	6,983	6,983	8,735
Long Term Disability	1,189	1,397	1,397	1,638
Health Insurance - Basic	3,872	0	0	0
Health Insurance - Premier	4,185	5,250	5,250	5,172
Benefits Adjustments	0	5,929	5,929	1,777
Health Insurance-Local Plus Plan	15,262	18,966	18,966	26,496
Salaries - Part Time/Temporary	6,639	5,000	3,962	5,000
On the Job Injury	0	0	1,038	0
Bonus Pay	4,382	0	0	0
Total Personnel Services	\$ 550,439	\$ 622,568	\$ 622,745	676,583
MATERIALS AND SUPPLIES				
City Shop Charges	5,828	7,707	7,707	8,015
City Shop Fuel	1,009	1,413	1,413	800
City Computer Svc Equipment	12,186	0	8,056	0
City Telephone/Communications	1,582	6,600	6,600	6,600
Printing - Outside	0	1,000	1,000	1,000
Supplies - Outside	7,631	6,000	6,000	6,000
Outside Postage	39	0	26	0
Materials and Supplies	1,446	4,483	4,483	4,483
Outside Phone/Communications	0	0	582	0
Seminars/Training/Education	9,584	5,620	5,620	5,620
Misc Professional Services	285,528	405,000	841,441	505,000
Travel Expense	2,858	1,471	1,471	1,471
Unreported Travel	473	0	0	0
Insurance	6,513	35,644	35,644	28,404
Claims	0	2,000	2,000	2,000
Lawsuits	0	20,677	20,677	20,677

Chief Administrative Office • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Dues/Memberships/Periodicals	1,026	1,800	1,800	1,800
Misc Services and Charges	1,300	13,500	13,500	13,500
Total Materials and Supplies	\$ 337,003	\$ 512,915	\$ 958,020	605,371
CAPITAL OUTLAY				
Prod/Constr/Maint Equipment	0	0	1,637,215	0
Total Capital Outlay	\$ 0	\$ 0	\$ 1,637,215	0
TOTAL EXPENDITURES	\$ 887,442	\$ 1,135,483	\$ 3,217,980	1,281,954
OTHER REVENUES				
Donated Revenue	0	0	1,112,215	0
Miscellaneous Revenue	10,000	0	0	0
Recovery Of Prior Year Expense	0	0	1,723	0
Total Other Revenues	\$ 10,000	\$ 0	\$ 1,113,938	0
TOTAL REVENUES	\$ (10,000)	\$ 0	\$ (1,113,938)	0
NET EXPENDITURES	\$ 877,442	\$ 1,135,483	\$ 2,104,042	1,281,954

Auditing

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	416,092	500,653	494,170	527,964
Materials and Supplies	411,888	373,010	359,124	396,183
Total Expenditures	\$ 827,980	\$ 873,663	\$ 853,294	\$ 924,148
Net Expenditures	\$ 827,980	\$ 873,663	\$ 853,294	\$ 924,148

Authorized Complement	6
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Auditing • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	263,537	372,427	323,028	375,779
Holiday Salary Full Time	14,554	0	15,834	0
Vacation Leave	11,612	0	18,642	0
Bonus Leave	2,608	0	1,932	0
Sick Leave	14,257	0	8,758	0
Retirement Benefits	3,987	0	0	0
Pension	17,188	13,195	13,195	13,327
Social Security	1,558	0	1,284	0
Pension ADC Funding	38,400	37,441	37,441	48,409
Group Life Insurance	906	1,069	1,069	1,318
Unemployment	720	320	320	480
Medicare	4,716	4,731	4,731	6,012
Long Term Disability	745	831	831	1,127
Health Insurance - Premier	12,355	11,694	11,695	10,008
Benefits Adjustments	0	2,529	2,529	5,079
Health Insurance-Local Plus Plan	0	0	1,668	10,008
Salaries - Part Time/Temporary	25,873	56,416	49,916	56,416
On the Job Injury	70	0	1,297	0
Bonus Pay	3,005	0	0	0
Total Personnel Services	\$ 416,092	\$ 500,653	\$ 494,170	527,964
MATERIALS AND SUPPLIES				
City Shop Charges	562	897	897	70
City Shop Fuel	85	102	102	102
Outside Computer Services	5,414	11,794	41,873	11,794
City Computer Svc Equipment	204	0	306	0
City Telephone/Communications	371	1,000	1,000	1,000
Supplies - Outside	1,262	4,104	4,104	4,104
Outside Postage	0	102	102	102
Materials and Supplies	57	0	0	0
Accounting/Auditing/Cons	391,484	344,150	292,859	344,150
Outside Phone/Communications	0	0	518	0
Seminars/Training/Education	7,537	7,226	7,228	7,226
Misc Professional Services	778	0	0	20,000
Travel Expense	3,033	1,839	8,339	5,839
Unreported Travel	(880)	0	0	0
Dues/Memberships/Periodicals	1,980	1,796	1,796	1,796
Total Materials and Supplies	\$ 411,888	\$ 373,010	\$ 359,124	396,183
TOTAL EXPENDITURES	\$ 827,980	\$ 873,663	\$ 853,294	924,148
NET EXPENDITURES	\$ 827,980	\$ 873,663	\$ 853,294	924,148

311 Call Center

To provide the citizens of the City of Memphis with a means to make requests for non-emergency services. Some examples of non-emergencies are pothole repairs, abandoned vehicles, vacant houses and vacant lots with high weeds. Our new Online Support system (See Click Fix) and the "311" mobile app make it easy to submit service requests with the ability to track the progress. Suggestions and opinions can also be submitted via this system.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	406,195	409,001	409,000	434,932
Materials and Supplies	1,736	32,860	41,337	32,311
Total Expenditures	\$ 407,931	\$ 441,861	\$ 450,337	\$ 467,243
Net Expenditures	\$ 407,931	\$ 441,861	\$ 450,337	\$ 467,243
Authorized Complement				10

311 Call Center • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	250,088	349,954	291,932	337,210
Holiday Salary Full Time	11,741	0	14,898	0
Vacation Leave	19,738	0	11,724	0
Bonus Leave	908	0	1,218	0
Sick Leave	11,145	0	4,532	0
Retirement Benefits	0	0	2,898	0
Pension	15,265	20,505	20,505	6,854
Social Security	3,997	0	3,450	0
Pension ADC Funding	55,200	63,888	63,888	43,440
Group Life Insurance	542	691	706	670
Unemployment	1,440	640	1,280	800
Medicare	4,934	4,075	4,952	5,395
Long Term Disability	776	815	996	1,012
Health Insurance - Premier	37,999	38,586	47,040	47,184
Benefits Adjustments	0	3,930	3,930	46,436
Health Insurance-Local Plus Plan	0	0	4,240	20,016
Salaries - Part Time/Temporary	64,468	52,867	55,650	52,867
On the Job Injury	12,155	0	2,112	0
Attrition	0	(36,951)	(36,951)	(36,951)
Bonus Pay	5,800	0	0	0
Expense Recovery - Personnel	(90,000)	(90,000)	(90,000)	(90,000)
Total Personnel Services	\$ 406,195	\$ 409,001	\$ 409,000	434,932
MATERIALS AND SUPPLIES				
City Shop Charges	126	256	256	128
City Shop Fuel	219	421	421	0
City Computer Svc Equipment	1,437	10,000	9,375	10,000
City Telephone/Communications	400	0	0	0
Supplies - Outside	323	4,222	4,222	4,222
Materials and Supplies	371	3,000	3,000	3,000
Advertising/Publication	0	10,000	10,000	10,000
Outside Phone/Communications	0	0	279	0
Seminars/Training/Education	0	2,409	2,409	2,409
Misc Professional Services	(1,139)	0	8,804	0
Travel Expense	0	552	552	552
Dues/Memberships/Periodicals	0	2,000	2,000	2,000
Misc Services and Charges	0	0	19	0
Total Materials and Supplies	\$ 1,736	\$ 32,860	\$ 41,337	32,311
TOTAL EXPENDITURES	\$ 407,931	\$ 441,861	\$ 450,337	467,243
NET EXPENDITURES	\$ 407,931	\$ 441,861	\$ 450,337	467,243

Office of Youth Services

To enhance opportunities and the quality of life for the City's youth by studying related issues and functioning as an educational, informational, and advocacy body.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	908,888	1,054,552	1,062,047	1,472,559
Materials and Supplies	540,375	590,247	795,603	613,443
Capital Outlay	0	0	47,000	0
Grants and Subsidies	1,831,450	2,138,740	2,305,567	2,181,173
Total Expenditures	\$ 3,280,713	\$ 3,783,539	\$ 4,210,217	\$ 4,267,176
Total Revenues	\$ 0	\$ 0	\$ 170,059	\$ 0
Net Expenditures	\$ 3,280,713	\$ 3,783,539	\$ 4,040,158	\$ 4,267,176

Authorized Complement	7
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Office of Youth Services • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	196,515	247,728	233,388	414,555
Holiday Salary Full Time	4,113	0	4,014	0
Vacation Leave	4,586	0	7,616	0
Bonus Leave	417	0	776	0
Sick Leave	320	0	1,934	0
Pension	10,253	9,784	13,622	6,498
Social Security	38,406	0	26,913	0
Pension ADC Funding	6,000	23,974	23,974	48,872
Group Life Insurance	374	533	533	1,032
Unemployment	480	320	320	560
Medicare	11,881	3,716	8,170	6,633
Long Term Disability	433	743	743	1,244
Health Insurance - Basic	1,659	0	0	0
Health Insurance - Premier	0	0	0	10,008
Benefits Adjustments	0	2,849	2,849	51,175
Health Insurance-Local Plus Plan	9,610	18,274	18,274	20,352
Salaries - Part Time/Temporary	621,395	748,220	720,510	913,220
Attrition	0	(1,589)	(1,589)	(1,589)
Bonus Pay	2,446	0	0	0
Total Personnel Services	\$ 908,888	\$ 1,054,552	\$ 1,062,047	1,472,559
MATERIALS AND SUPPLIES				
City Hall Postage	0	1,000	1,000	1,000
City Shop Charges	407	830	4,342	7,578
City Shop Fuel	376	501	645	449
City Computer Svc Equipment	6,880	28,500	28,500	30,000
City Telephone/Communications	4,975	2,400	2,400	2,400
Supplies - Outside	6,394	0	0	0
Outside Postage	0	100	100	100
Materials and Supplies	0	1,055	1,055	1,055
Outside Phone/Communications	0	0	4,080	0
Seminars/Training/Education	5,835	6,825	6,825	6,825
Misc Professional Services	504,974	541,918	729,660	556,918
Travel Expense	1,087	368	632	368
Unreported Travel	318	0	0	0
Mileage	8,289	5,550	14,550	5,550
Utilities	752	0	638	0
Dues/Memberships/Periodicals	0	200	175	200
Misc Services and Charges	90	1,000	1,000	1,000
Total Materials and Supplies	\$ 540,375	\$ 590,247	\$ 795,603	613,443

Office of Youth Services • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
CAPITAL OUTLAY				
Equipment	0	0	47,000	0
Total Capital Outlay	\$ 0	\$ 0	\$ 47,000	0
GRANTS AND SUBSIDIES				
Ambassador's Fellowship Pay	1,831,450	2,138,740	2,305,567	2,181,173
Total Grants and Subsidies	\$ 1,831,450	\$ 2,138,740	\$ 2,305,567	2,181,173
TOTAL EXPENDITURES	\$ 3,280,713	\$ 3,783,539	\$ 4,210,217	4,267,176
OTHER REVENUES				
Donated Revenue	0	0	170,000	0
Recovery Of Prior Year Expense	0	0	59	0
Total Other Revenues	\$ 0	\$ 0	\$ 170,059	0
TOTAL REVENUES	\$ 0	\$ 0	\$ (170,059)	0
NET EXPENDITURES	\$ 3,280,713	\$ 3,783,539	\$ 4,040,158	4,267,176

Intergovernmental Affairs

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	246,474	306,934	249,268	310,367
Materials and Supplies	445,322	425,436	474,023	425,436
Total Expenditures	\$ 691,795	\$ 732,370	\$ 723,290	\$ 735,803
Net Expenditures	\$ 691,795	\$ 732,370	\$ 723,290	\$ 735,803

Authorized Complement	3
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Intergovernmental Affairs • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	186,055	199,701	184,108	208,546
Holiday Salary Full Time	9,985	0	9,625	0
Vacation Leave	2,527	0	4,683	0
Bonus Leave	1,276	0	1,789	0
Pension	9,233	11,982	11,982	0
Pension ADC Funding	10,800	13,336	13,336	26,865
Group Life Insurance	443	527	527	565
Unemployment	400	240	240	240
Medicare	2,818	2,996	2,995	3,337
Long Term Disability	530	599	599	626
Health Insurance - Premier	6,565	0	862	5,172
Other Post Employment Benefits	0	0	2,297	0
Benefits Adjustments	0	2,297	2,297	3,555
Health Insurance-Local Plus Plan	11,064	18,966	16,668	5,172
Salaries - Part Time/Temporary	0	57,345	0	57,345
On the Job Injury	1,807	0	0	0
Payroll Reserve	0	0	(1,370)	0
Attrition	0	(1,055)	0	(1,055)
Bonus Pay	2,970	0	(1,370)	0
Total Personnel Services	\$ 246,474	\$ 306,934	\$ 249,268	310,367
MATERIALS AND SUPPLIES				
City Computer Svc Equipment	629	0	0	0
City Telephone/Communications	1,026	1,162	1,162	1,162
Printing - Outside	0	1,200	1,200	1,200
Supplies - Outside	5,125	1,400	1,900	1,400
Outside Postage	0	200	200	200
Materials and Supplies	196	0	0	0
Outside Phone/Communications	0	0	292	0
Seminars/Training/Education	762	1,203	1,203	1,203
Misc Professional Services	371,850	360,000	395,275	360,000
Travel Expense	7,714	1,471	13,471	1,471
Unreported Travel	0	0	0	0
Mileage	0	0	520	0
Dues/Memberships/Periodicals	58,020	58,800	58,800	58,800
Total Materials and Supplies	\$ 445,322	\$ 425,436	\$ 474,023	425,436
TOTAL EXPENDITURES	\$ 691,795	\$ 732,370	\$ 723,290	735,803
NET EXPENDITURES	\$ 691,795	\$ 732,370	\$ 723,290	735,803

C.L.E.R.B.

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	200,801	197,765	201,416	211,020
Materials and Supplies	11,668	18,100	18,957	18,100
Total Expenditures	\$ 212,469	\$ 215,865	\$ 220,373	\$ 229,120
Net Expenditures	\$ 212,469	\$ 215,865	\$ 220,373	\$ 229,120

Authorized Complement	2
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C.L.E.R.B. • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	128,342	142,709	124,034	159,603
Holiday Salary Full Time	7,194	0	6,770	0
Vacation Leave	5,726	0	8,160	0
Bonus Leave	1,098	0	596	0
Sick Leave	4,095	0	5,857	0
Pension	7,645	8,563	8,563	4,655
Social Security	83	0	0	0
Pension ADC Funding	16,800	16,755	16,755	20,560
Group Life Insurance	584	694	694	377
Unemployment	240	160	160	160
Medicare	1,970	2,141	2,141	2,554
Long Term Disability	369	428	428	479
Health Insurance - Premier	23,710	24,674	24,674	11,316
Benefits Adjustments	0	1,641	1,641	0
Health Insurance-Local Plus Plan	0	0	943	11,316
Salaries - Part Time/Temporary	1,332	0	0	0
Bonus Pay	1,612	0	0	0
Total Personnel Services	\$ 200,801	\$ 197,765	\$ 201,416	211,020
MATERIALS AND SUPPLIES				
City Computer Svc Equipment	0	2,500	2,500	2,500
City Telephone/Communications	670	1,000	1,000	1,000
Supplies - Outside	2,961	2,000	2,000	2,000
Outside Postage	0	1,000	1,000	1,000
Materials and Supplies	4,924	3,100	3,100	3,100
Miscellaneous Expense	0	0	496	0
Outside Phone/Communications	0	0	362	0
Seminars/Training/Education	40	1,000	1,000	1,000
Misc Professional Services	24	0	0	0
Travel Expense	2,676	6,000	6,000	6,000
Unreported Travel	(416)	0	0	0
Mileage	389	1,000	1,000	1,000
Dues/Memberships/Periodicals	400	500	500	500
Total Materials and Supplies	\$ 11,668	\$ 18,100	\$ 18,957	18,100
TOTAL EXPENDITURES	\$ 212,469	\$ 215,865	\$ 220,373	229,120
NET EXPENDITURES	\$ 212,469	\$ 215,865	\$ 220,373	229,120

Animal Shelter

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	3,265,066	3,477,330	3,333,420	3,461,059
Materials and Supplies	866,978	734,022	804,983	814,891
Total Expenditures	\$ 4,132,044	\$ 4,211,352	\$ 4,138,403	\$ 4,275,950
Total Revenues	\$ 690,254	\$ 621,965	\$ 621,964	\$ 644,965
Net Expenditures	\$ 3,441,790	\$ 3,589,387	\$ 3,516,439	\$ 3,630,985

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Animal Shelter • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	1,781,855	2,187,967	1,810,960	2,211,870
Holiday Salary Full Time	102,123	0	81,809	0
Vacation Leave	82,211	0	92,524	0
Bonus Leave	12,345	0	14,187	0
Sick Leave	55,303	0	71,056	0
Overtime	210,047	126,000	126,000	126,000
Out of Rank Pay	0	6,000	6,000	6,000
Hazardous Duty Pay	68,008	153,500	103,500	153,500
College Incentive Pay	0	0	1,300	3,424
Longevity Pay	150	0	182	0
Shift Differential	5,091	0	7,675	0
Retirement Benefits	17,791	10,000	10,000	10,000
Required Special License Pay	0	0	480	0
Pension	108,095	125,895	125,895	33,323
Social Security	11,958	0	14,185	0
Pension ADC Funding	273,600	304,511	304,511	281,496
Group Life Insurance	4,417	6,176	6,176	5,602
Unemployment	7,600	3,920	3,920	4,000
Medicare	34,665	31,341	31,341	34,744
Long Term Disability	4,826	6,268	6,268	6,514
Health Insurance - Basic	8,253	0	0	0
Health Insurance - Value PPO	3,222	5,156	5,156	0
Health Insurance - Premier	179,390	172,629	172,629	208,500
Benefits Adjustments	0	24,130	24,129	39,766
Health Insurance-Local Plus Plan	54,038	97,504	97,204	76,356
Salaries - Part Time/Temporary	191,141	246,333	246,333	289,964
On the Job Injury	38,263	70,000	70,000	70,000
Attrition	0	(100,000)	(100,000)	(100,000)
Bonus Pay	10,676	0	0	0
Total Personnel Services	\$ 3,265,066	\$ 3,477,330	\$ 3,333,420	3,461,059
MATERIALS AND SUPPLIES				
City Shop Charges	29,097	27,666	27,666	29,299
City Shop Fuel	27,419	31,625	31,625	40,488
City Computer Svc Equipment	12,889	25,000	29,404	25,000
City Telephone/Communications	16,560	15,000	0	15,000
Supplies - Outside	16,041	15,000	15,000	15,000
Hand Tools	0	400	400	400
Clothing	34,719	25,000	25,001	25,000

Animal Shelter • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Household Supplies	27,826	40,000	40,000	40,000
Safety Equipment	0	2,000	2,000	2,000
Medical Supplies	153,687	130,000	180,164	130,000
Outside Postage	40	1,000	1,000	1,000
Materials and Supplies	117,738	130,000	71,636	130,000
Outside Equipment Repair/Maintenance	37,155	5,000	5,000	5,000
Medical/Dental/Veterinary	27,854	30,000	90,256	30,000
Outside Phone/Communications	0	0	15,000	20,000
Janitorial Services	46,999	60,000	60,000	60,000
Seminars/Training/Education	2,508	5,000	5,000	5,000
Misc Professional Services	110,350	20,000	35,000	27,978
Staff Development	0	1,000	1,000	1,000
Travel Expense	4,021	5,000	5,000	5,000
Unreported Travel	(136)	0	0	0
Mileage	0	500	0	500
Utilities	161,157	135,000	135,000	180,000
Insurance	14,990	12,831	12,831	10,226
Dues/Memberships/Periodicals	3,670	2,000	2,000	2,000
Misc Services and Charges	22,392	15,000	15,000	15,000
Total Materials and Supplies	\$ 866,978	\$ 734,022	\$ 804,983	814,891
TOTAL EXPENDITURES	\$ 4,132,044	\$ 4,211,352	\$ 4,138,403	4,275,950
LICENSES AND PERMITS				
Dog License	283,766	274,965	274,965	274,965
County Dog License Fee	109,650	100,000	99,999	100,000
Total Licenses and Permits	\$ 393,416	\$ 374,965	\$ 374,964	374,965
CHARGES FOR SERVICES				
Weights/Measures Fees	0	0	0	0
Shelter Fees	239,142	200,000	200,000	200,000
Animal Vaccination	32,617	32,000	32,000	0
Total Charges for Services	\$ 271,760	\$ 232,000	\$ 232,000	200,000
OTHER REVENUES				
Local Shared Revenue	68	0	14	0
Donated Revenue	25,011	15,000	14,986	40,000
Total Other Revenues	\$ 25,078	\$ 15,000	\$ 15,000	40,000

Animal Shelter • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
TRANSFERS IN				
Oper Tfr In - Misc Grants Fund	0	0	0	30,000
Total Transfers In	\$ 0	\$ 0	\$ 0	30,000
TOTAL REVENUES				
	\$ (690,254)	\$ (621,965)	\$ (621,964)	(644,965)
NET EXPENDITURES				
	\$ 3,441,790	\$ 3,589,387	\$ 3,516,439	3,630,985

Community Affairs

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	314,852	585,329	620,329	849,276
Materials and Supplies	65,871	89,758	95,207	119,360
Grants and Subsidies	648,030	669,218	681,740	669,218
Total Expenditures	\$ 1,028,753	\$ 1,344,305	\$ 1,397,276	\$ 1,637,854
Total Revenues	\$ 8,001	\$ 0	\$ 5,000	\$ 0
Net Expenditures	\$ 1,020,752	\$ 1,344,305	\$ 1,392,276	\$ 1,637,854

Authorized Complement

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Community Affairs • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	196,390	408,820	344,322	576,860
Holiday Salary Full Time	9,787	0	20,108	0
Vacation Leave	6,239	0	14,350	0
Bonus Leave	1,700	0	1,888	0
Sick Leave	5,160	0	8,892	0
Overtime	0	0	1,326	0
Pension	12,136	24,398	24,398	11,672
Social Security	1,076	0	3,456	0
Pension ADC Funding	21,600	51,555	51,555	75,188
Group Life Insurance	869	1,419	1,419	1,609
Unemployment	880	560	560	720
Medicare	3,194	4,962	4,962	7,150
Long Term Disability	917	992	993	1,341
Health Insurance - Premier	24,316	27,444	27,444	45,324
Benefits Adjustments	0	4,676	4,676	20,009
Health Insurance-Local Plus Plan	9,052	21,197	35,675	35,100
Salaries - Part Time/Temporary	17,352	39,305	74,305	74,305
Bonus Pay	4,183	0	0	0
Total Personnel Services	\$ 314,852	\$ 585,329	\$ 620,329	849,276
MATERIALS AND SUPPLIES				
City Shop Fuel	0	898	0	0
City Computer Svc Equipment	0	2,070	1,070	2,070
City Telephone/Communications	60	2,700	1,200	2,700
Printing - Outside	574	1,000	4,398	2,000
Supplies - Outside	767	4,000	5,119	4,000
Outside Postage	158	0	8	0
Materials and Supplies	3,931	7,600	7,600	7,600
Miscellaneous Expense	0	0	0	24,500
Advertising/Publication	0	1,560	6,560	6,560
Outside Phone/Communications	0	0	60	0
Seminars/Training/Education	975	10,000	6,666	10,000
Fixed Charges	30,875	35,520	42,596	35,520
Misc Professional Services	28,531	14,000	13,928	14,000
Travel Expense	0	5,800	3,252	5,800
Mileage	0	3,900	2,400	3,900
Dues/Memberships/Periodicals	0	710	350	710
Total Materials and Supplies	\$ 65,871	\$ 89,758	\$ 95,207	119,360

Community Affairs • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
GRANTS AND SUBSIDIES				
MIFA General Assistance	648,030	669,218	681,740	669,218
Total Grants and Subsidies	\$ 648,030	\$ 669,218	\$ 681,740	669,218
TOTAL EXPENDITURES	\$ 1,028,753	\$ 1,344,305	\$ 1,397,276	1,637,854
OTHER REVENUES				
Donated Revenue	8,001	0	5,000	0
Total Other Revenues	\$ 8,001	\$ 0	\$ 5,000	0
TOTAL REVENUES	\$ (8,001)	\$ 0	\$ (5,000)	0
NET EXPENDITURES	\$ 1,020,752	\$ 1,344,305	\$ 1,392,276	1,637,854

Communications

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	410,751	459,452	506,279	891,250
Materials and Supplies	157,853	655,706	950,825	655,706
Total Expenditures	\$ 568,604	\$ 1,115,158	\$ 1,457,104	\$ 1,546,957
Total Revenues	\$ 10,000	\$ 0	\$ 2,819	\$ 0
Net Expenditures	\$ 558,604	\$ 1,115,158	\$ 1,454,285	\$ 1,546,957

Authorized Complement	9
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Communications • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	307,711	396,623	346,207	671,098
Holiday Salary Full Time	15,928	0	16,489	0
Vacation Leave	10,706	0	16,915	0
Bonus Leave	3,447	0	4,278	0
Sick Leave	588	0	3,962	0
Pension	15,170	20,280	20,280	4,176
Social Security	1,938	0	3,930	0
Pension ADC Funding	0	13,478	13,478	86,452
Group Life Insurance	670	1,110	1,110	1,486
Unemployment	480	240	240	720
Medicare	5,216	5,070	5,070	11,364
Long Term Disability	876	1,014	1,014	2,013
Health Insurance - Basic	3,238	0	0	0
Health Insurance - Value PPO	3,007	5,156	5,157	0
Health Insurance - Premier	0	0	1,668	40,152
Benefits Adjustments	0	3,887	3,887	3,100
Health Insurance-Local Plus Plan	7,347	12,594	12,594	20,688
Salaries - Part Time/Temporary	31,255	0	50,000	50,000
Bonus Pay	3,174	0	0	0
Total Personnel Services	\$ 410,751	\$ 459,452	\$ 506,279	891,250
MATERIALS AND SUPPLIES				
City Computer Svc Equipment	3,348	5,000	5,000	5,000
City Telephone/Communications	325	10,000	18,400	10,000
Supplies - Outside	3,414	2,500	2,500	2,500
Materials and Supplies	3,112	15,000	24,113	15,000
Advertising/Publication	52,592	300,000	400,000	300,000
Outside Phone/Communications	0	0	0	0
Seminars/Training/Education	8,505	5,000	5,000	5,000
Misc Professional Services	84,678	315,000	492,607	315,000
Travel Expense	667	2,206	2,205	2,206
Unreported Travel	244	0	0	0
Mileage	3	0	0	0
Dues/Memberships/Periodicals	965	1,000	1,000	1,000
Total Materials and Supplies	\$ 157,853	\$ 655,706	\$ 950,825	655,706
TOTAL EXPENDITURES	\$ 568,604	\$ 1,115,158	\$ 1,457,104	1,546,957

Communications • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
OTHER REVENUES				
Donated Revenue	10,000	0	0	0
Recovery Of Prior Year Expense	0	0	2,819	0
Total Other Revenues	\$ 10,000	\$ 0	\$ 2,819	0
TOTAL REVENUES	\$ (10,000)	\$ 0	\$ (2,819)	0
NET EXPENDITURES	\$ 558,604	\$ 1,115,158	\$ 1,454,285	1,546,957

COMMUNICATIONS • LEGAL LEVEL DETAIL

Office of Performance Management

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	133,403	348,744	216,940	376,025
Materials and Supplies	13,436	412,459	477,609	412,459
Total Expenditures	\$ 146,839	\$ 761,203	\$ 694,549	\$ 788,484
Net Expenditures	\$ 146,839	\$ 761,203	\$ 694,549	\$ 788,484

Authorized Complement	4
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Office of Performance Management • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	109,693	311,191	164,192	319,701
Holiday Salary Full Time	5,538	0	3,807	0
Vacation Leave	0	0	2,263	0
Bonus Leave	0	0	369	0
Sick Leave	327	0	738	0
Out of Rank Pay	0	0	3,822	0
Retirement Benefits	0	0	4,127	0
Pension	5,055	9,300	3,771	0
Pension ADC Funding	0	16,018	16,018	41,184
Group Life Insurance	0	462	0	0
Unemployment	480	240	240	160
Medicare	1,569	3,750	3,750	4,136
Long Term Disability	303	750	750	500
Health Insurance - Premier	4,757	5,250	5,250	10,344
Benefits Adjustments	0	1,783	1,782	0
Health Insurance-Local Plus Plan	4,902	0	5,536	0
Bonus Pay	779	0	525	0
Total Personnel Services	\$ 133,403	\$ 348,744	\$ 216,940	376,025
MATERIALS AND SUPPLIES				
City Computer Svc Equipment	1,142	0	7,751	5,000
City Telephone/Communications	295	0	0	0
Supplies - Outside	3,674	10,000	10,000	10,000
Materials and Supplies	0	0	7,500	0
Accounting/Auditing/Cons	3,365	0	1,166	0
Outside Phone/Communications	0	0	206	0
Misc Professional Services	51	402,459	450,047	386,459
Travel Expense	4,234	0	940	10,000
Unreported Travel	275	0	0	0
Dues/Memberships/Periodicals	400	0	0	1,000
Total Materials and Supplies	\$ 13,436	\$ 412,459	\$ 477,609	412,459
TOTAL EXPENDITURES	\$ 146,839	\$ 761,203	\$ 694,549	788,484
NET EXPENDITURES	\$ 146,839	\$ 761,203	\$ 694,549	788,484

Executive • Authorized Complement

Position Title	Authorized Positions	Position Title	Authorized Positions
MAYOR'S OFFICE		COORD INTERGOV	1
ASST ADMINISTRATIVE	1	SPECIAL COUNSEL MAYOR	1
ASST EXECUTIVE	3	Total Intergovernmental Affairs	3
CHIEF STAFF MAYOR	1	C.L.E.R.B.	
MAYOR	1	ADMR CLERB	1
Total Mayor's Office	6	INVESTIGATOR CLERB	1
CHIEF ADMINISTRATIVE OFFICE		Total C.L.E.R.B.	2
ASST ADMINISTRATIVE	1	ANIMAL SHELTER	
ASST EXECUTIVE	1	ADMR ANIMAL SHELTER	1
COORD BUDGET CONTRACT	1	ASST BUILDING MNT	1
COORD GRANTS ADMIN	1	ASST VETERINARY	3
DIRECTOR COO DEPUTY	1	CLERK OFFICE SUPPORT	5
OFFICER ADMIN CHIEF	1	DIRECTOR VETERINARY MEDICAL	1
Total Chief Administrative Office	6	OFFICER ANIMAL SERVICES	18
AUDITING		OFFICER ANIMAL SERVICES SR	1
ASST ADMINISTRATIVE	1	SPEC COMMUNITY ENGAGEMENT	1
AUDITOR CITY	1	SPEC SUPPORT SVCS	1
AUDITOR INTERNAL	3	SPEC VOLUNTEER & OUTREACH	1
MGR INTERNAL AUDIT	1	SUPER ADMINISTRATIVE AS	1
Total Auditing	6	SUPER FIELD AS	1
311 CALL CENTER		SUPER SHELTER	2
AGENT BILINGUAL OUTREACH	1	TECH ANIMAL CARE	12
AGENT CALL CENTER	7	TECH ANIMAL CARE SR	1
AGENT CALL CENTER LD	1	VETERINARIAN ANIMAL SHELTER	1
SUPER CALL CENTER	1	Total Animal Shelter	51
Total 311 Call Center	10	COMMUNITY AFFAIRS	
OFFICE OF YOUTH SERVICES		ASST ADMINISTRATIVE	1
ASST ADMINISTRATIVE	1	COORD COMMUNITY RESOURCES	1
COORD MAP SUPPORT	1	MGR PROGRAM RE-ENTRY	1
COORD YOUTH SERVICES	2	SPEC COMMUNITY OUTREACH	2
MGR MAP PROGRAM	1	SPEC CUST SVC ADMIN	1
MGR YOUTH SVCS PROGRAMS	1	SPEC WORKFORCE DEV	2
SPECIAL ASST MAYOR YOUTH COMMUNITY	1	SPECIAL ASST MAYOR COMMUNITY AFFAIRS	1
Total Office of Youth Services	7	SPECIAL ASST MAYOR NEIGHBORHOOD	1
INTERGOVERNMENTAL AFFAIRS		Total Community Affairs	10
ASST EXECUTIVE	1	COMMUNICATIONS	
		ARTIST LIBRARY GRAPHICS	1
		CHIEF COMMUNICATION OFFICER	1
		COORD CUSTOMER MEDIA AFFAIRS	1

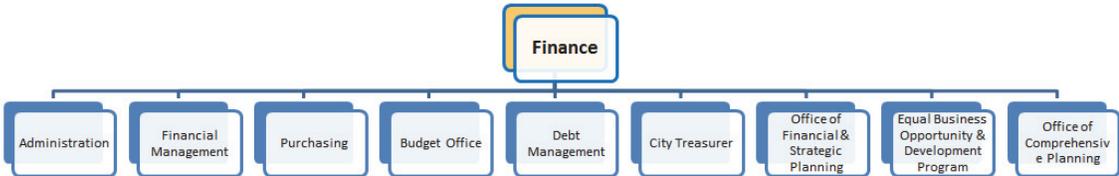


FINANCE

Mission Statement

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

Organization Structure



Services

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	5,118,043	5,957,417	5,869,115	6,712,373
Materials and Supplies	1,483,124	1,521,629	1,840,900	1,845,613
Capital Outlay	0	1,000	0	1,000
Grants and Subsidies	2,683,695	3,489,300	5,314,300	5,189,300
Transfers Out	0	5,000	22,614	0
Total Expenditures	\$ 9,284,862	\$ 10,974,346	\$ 13,046,929	\$ 13,748,286
Total Revenues	\$ 2,676,199	\$ 2,010,000	\$ 3,599,426	\$ 3,535,000
Net Expenditures	\$ 6,608,663	\$ 8,964,346	\$ 9,447,503	\$ 10,213,286

Authorized Complement

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Finance • Charges for Services Summary

Account	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Commissions	0	20,000	0	0
Donated Revenue	37,500	0	2,000	25,000
Miscellaneous Income	7,245	0	12,000	0
Oper Tfr In - Misc Grants Fund	276	0	0	0
Recovery Of Prior Year Expense	0	0	11,713	0
Rezoning Ordinance Publication Fees	3,400	10,000	2,750	10,000
Tourism Development Zone Local Sales	2,609,696	1,980,000	3,554,100	3,500,000
Vendor Rebates	18,083	0	16,863	0
Total Charges for Services	\$ 2,676,199	\$ 2,010,000	\$ 3,599,426	\$ 3,535,000

Administration

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	472,938	470,708	469,410	473,481
Materials and Supplies	27,826	62,694	58,254	61,281
Capital Outlay	0	1,000	0	1,000
Total Expenditures	\$ 500,764	\$ 534,402	\$ 527,665	\$ 535,762
Net Expenditures	\$ 500,764	\$ 534,402	\$ 527,665	\$ 535,762

Authorized Complement	5
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Administration • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	365,050	410,415	409,334	415,653
Holiday Salary Full Time	18,942	0	0	0
Vacation Leave	24,107	0	0	0
Bonus Leave	1,876	0	0	0
Sick Leave	2,170	0	0	0
Longevity Pay	48	0	59	0
Pension	22,736	24,625	24,625	16,328
Social Security	2,167	0	2,167	0
Pension ADC Funding	27,600	17,571	17,571	16,883
Group Life Insurance	1,162	1,431	1,048	483
Unemployment	800	400	400	400
Medicare	6,338	6,156	7,034	6,650
Long Term Disability	1,090	1,231	1,477	1,247
Health Insurance - Premier	16,812	15,750	21,190	25,524
Benefits Adjustments	0	4,720	0	2,412
Health Insurance-Local Plus Plan	3,313	5,680	5,298	5,172
Salaries - Part Time/Temporary	34,944	38,900	34,307	38,900
On the Job Injury	1,242	4,260	2,262	4,260
Bonus Pay	2,760	0	0	0
Expense Recovery - Personnel	(60,218)	(60,431)	(57,362)	(60,431)
Total Personnel Services	\$ 472,938	\$ 470,708	\$ 469,410	473,481
MATERIALS AND SUPPLIES				
City Shop Charges	0	1,430	1,430	0
City Shop Fuel	22	344	344	660
City Computer Svc Equipment	1,839	1,250	302	1,250
City Telephone/Communications	4,348	3,600	500	0
Supplies - Outside	2,469	9,900	5,884	9,900
Outside Postage	0	300	249	300
Materials and Supplies	64	400	200	400
Miscellaneous Expense	0	800	800	800
Outside Phone/Communications	0	0	3,200	3,600
Seminars/Training/Education	50	3,850	3,850	8,850
Misc Professional Services	2,432	0	1,236	0
Travel Expense	114	1,800	900	2,600
Unreported Travel	577	800	800	0
Insurance	11,494	34,345	34,345	29,046
Lawsuits	0	1,000	0	1,000
Dues/Memberships/Periodicals	592	1,600	1,600	1,600

Administration • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Misc Services and Charges	3,825	1,275	2,614	1,275
Total Materials and Supplies	\$ 27,826	\$ 62,694	\$ 58,254	61,281
CAPITAL OUTLAY				
Furniture/Furnishings	0	1,000	0	1,000
Total Capital Outlay	\$ 0	\$ 1,000	\$ 0	1,000
TOTAL EXPENDITURES	\$ 500,764	\$ 534,402	\$ 527,665	535,762
NET EXPENDITURES	\$ 500,764	\$ 534,402	\$ 527,665	535,762

Financial Management

To ensure the integrity of the City's financial information by preparing and maintaining accurate accounting records, providing timely and accurate financial reports to City Divisions management and staff, and preparing the Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting principles and legal requirements. Additionally, Records Management ensures that agendas and minutes of Council meetings are prepared and retained, and ordinances are published in accordance with legal requirements. This legal level includes Financial Accounting- Governmental Activities, Financial Accounting- Business Type Activities, Accounts Payable, Records Management and Grants Compliance service centers.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	1,630,196	1,964,129	1,892,205	2,121,235
Materials and Supplies	277,169	276,350	469,779	409,086
Total Expenditures	\$ 1,907,365	\$ 2,240,479	\$ 2,361,984	\$ 2,530,321
Total Revenues	\$ 3,400	\$ 10,000	\$ 3,844	\$ 10,000
Net Expenditures	\$ 1,903,965	\$ 2,230,479	\$ 2,358,140	\$ 2,520,321

Authorized Complement	30
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Financial Management • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	1,396,111	1,769,021	1,740,257	1,829,576
Holiday Salary Full Time	77,641	0	0	0
Vacation Leave	71,622	0	0	0
Bonus Leave	13,764	0	0	0
Sick Leave	30,334	0	0	0
Overtime	19,386	11,500	17,308	11,500
Retirement Benefits	39,321	0	2,286	0
Pension	82,162	94,398	94,398	26,246
Social Security	2,264	0	3,156	0
Pension ADC Funding	157,200	167,222	167,222	231,002
Group Life Insurance	4,941	7,265	4,658	5,135
Unemployment	4,720	2,480	2,480	2,080
Medicare	22,750	25,984	26,483	26,599
Long Term Disability	4,624	5,307	5,454	4,539
Health Insurance - Basic	4,047	0	0	0
Health Insurance - Value PPO	5,585	10,311	4,296	0
Health Insurance - Premier	127,423	121,471	98,234	86,580
Benefits Adjustments	0	18,093	0	29,509
Health Insurance-Local Plus Plan	35,390	60,669	67,692	57,192
Salaries - Part Time/Temporary	36,933	84,000	50,868	105,000
On the Job Injury	2,823	0	0	0
Bonus Pay	25,908	0	0	0
Expense Recovery - Personnel	(534,752)	(413,591)	(392,587)	(293,723)
Total Personnel Services	\$ 1,630,196	\$ 1,964,129	\$ 1,892,205	2,121,235
MATERIALS AND SUPPLIES				
City Hall Printing	1,499	0	0	0
City Computer Svc Equipment	8,489	21,500	16,439	27,800
Pers Computer Software	5,354	2,000	2,000	5,500
City Telephone/Communications	366	2,800	250	0
Printing - Outside	9,474	18,000	10,470	3,250
Supplies - Outside	48,760	35,500	27,887	46,500
Food Expense	1,184	0	2,684	0
Outside Postage	349	250	301	250
Materials and Supplies	161	350	514	1,200
Miscellaneous Expense	599	0	952	0
Outside Equipment Repair/Maintenance	0	2,750	2,750	0
Legal Services/Court Cost	361	0	0	0
Advertising/Publication	31,240	39,000	31,000	38,000

Financial Management • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Outside Phone/Communications	0	0	570	2,800
Photography	0	150	150	150
Seminars/Training/Education	17,279	19,750	19,750	23,500
Misc Professional Services	140,624	124,700	342,500	233,700
Travel Expense	7,463	7,500	9,112	17,536
Unreported Travel	(49)	0	0	0
Mileage	0	0	0	1,250
Dues/Memberships/Periodicals	342	1,300	1,650	6,850
Misc Services and Charges	3,674	800	800	800
Total Materials and Supplies	\$ 277,169	\$ 276,350	\$ 469,779	409,086
TOTAL EXPENDITURES	\$ 1,907,365	\$ 2,240,479	\$ 2,361,984	2,530,321
OTHER REVENUES				
Rezoning Ordinance Publication Fees	3,400	10,000	2,750	10,000
Recovery Of Prior Year Expense	0	0	1,094	0
Total Other Revenues	\$ 3,400	\$ 10,000	\$ 3,844	10,000
TOTAL REVENUES	\$ (3,400)	\$ (10,000)	\$ (3,844)	(10,000)
NET EXPENDITURES	\$ 1,903,965	\$ 2,230,479	\$ 2,358,140	2,520,321

Purchasing

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	582,697	659,305	682,014	691,676
Materials and Supplies	119,121	161,975	280,257	170,975
Total Expenditures	\$ 701,817	\$ 821,280	\$ 962,271	\$ 862,651
Total Revenues	\$ 18,083	\$ 0	\$ 16,863	\$ 0
Net Expenditures	\$ 683,735	\$ 821,280	\$ 945,408	\$ 862,651
Authorized Complement				10

Purchasing • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	412,173	567,721	555,467	579,315
Holiday Salary Full Time	23,427	0	0	0
Vacation Leave	21,447	0	0	0
Bonus Leave	2,890	0	0	0
Sick Leave	17,606	0	0	0
Retirement Benefits	1,687	0	0	0
Pension	25,054	28,127	28,127	10,401
Social Security	623	0	1,418	0
Pension ADC Funding	55,200	56,266	56,266	74,628
Group Life Insurance	1,356	1,798	1,536	1,589
Unemployment	1,440	640	640	720
Medicare	6,650	7,190	9,139	8,323
Long Term Disability	1,210	1,438	1,634	1,561
Health Insurance - Basic	5,249	0	0	0
Health Insurance - Value PPO	644	0	0	0
Health Insurance - Premier	34,422	40,333	46,601	35,532
Benefits Adjustments	0	5,391	0	1,180
Health Insurance-Local Plus Plan	6,626	11,360	16,579	20,352
Salaries - Part Time/Temporary	10,050	0	19,035	19,035
On the Job Injury	12,638	0	3,436	0
Bonus Pay	6,849	0	0	0
Expense Recovery - Personnel	(64,544)	(60,960)	(57,864)	(60,960)
Total Personnel Services	\$ 582,697	\$ 659,305	\$ 682,014	691,676
MATERIALS AND SUPPLIES				
City Computer Svc Equipment	1,601	4,000	4,398	4,000
City Telephone/Communications	1,152	1,300	0	0
Printing - Outside	109,039	62,075	11,392	12,075
Supplies - Outside	6,440	7,500	10,804	10,500
Household Supplies	0	0	18,000	0
Outside Postage	0	150	150	150
Materials and Supplies	0	600	986	600
Miscellaneous Expense	15,700	0	0	0
Advertising/Publication	28,003	10,000	60,000	65,000
Outside Phone/Communications	0	0	1,777	1,300
Seminars/Training/Education	5,240	11,000	11,000	11,000
Misc Professional Services	93,194	135,000	225,000	135,000
Travel Expense	4,007	8,000	7,000	8,000
Unreported Travel	186	0	0	0

Purchasing • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Dues/Memberships/Periodicals	1,036	2,100	3,100	3,100
Misc Services and Charges	31	250	250	250
Expense Recovery - M & S	(146,509)	(80,000)	(73,600)	(80,000)
Total Materials and Supplies	\$ 119,121	\$ 161,975	\$ 280,257	170,975
TOTAL EXPENDITURES	\$ 701,817	\$ 821,280	\$ 962,271	862,651
OTHER REVENUES				
Vendor Rebates	18,083	0	16,863	0
Total Other Revenues	\$ 18,083	\$ 0	\$ 16,863	0
TOTAL REVENUES	\$ (18,083)	\$ 0	\$ (16,863)	0
NET EXPENDITURES	\$ 683,735	\$ 821,280	\$ 945,408	862,651

Budget Office

The Budget Office seeks to maximize City resources by identifying cost-saving measures, monitoring financial trends, assisting the divisions in developing their budgets and evaluating budget performance throughout the year. In addition, the Budget Office publishes the City's annual operating and capital budgets, which play a vital role in communicating to the citizens of Memphis the uses of their tax dollars.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	515,287	566,185	558,360	576,124
Materials and Supplies	109,983	77,900	113,647	93,900
Total Expenditures	\$ 625,269	\$ 644,085	\$ 672,007	\$ 670,024
Net Expenditures	\$ 625,269	\$ 644,085	\$ 672,007	\$ 670,024

Authorized Complement	7
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Budget Office • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	383,861	450,113	479,588	487,137
Holiday Salary Full Time	22,274	0	0	0
Vacation Leave	20,082	0	0	0
Bonus Leave	3,098	0	0	0
Sick Leave	7,006	0	0	0
Overtime	9	0	0	0
Pension	26,229	27,007	27,007	12,623
Social Security	97	0	0	0
Pension ADC Funding	32,400	32,069	32,069	58,564
Group Life Insurance	521	638	530	736
Unemployment	1,040	560	560	560
Medicare	6,198	6,752	7,309	7,794
Long Term Disability	1,176	1,350	1,613	1,461
Health Insurance - Basic	1,862	0	0	0
Health Insurance - Value PPO	3,007	5,156	2,148	0
Health Insurance - Premier	38,871	35,174	39,638	42,984
Benefits Adjustments	0	35,173	0	0
Health Insurance-Local Plus Plan	10,660	18,274	13,676	10,344
Salaries - Part Time/Temporary	1,572	0	0	0
On the Job Injury	1,547	0	302	0
Bonus Pay	6,219	0	0	0
Expense Recovery - Personnel	(52,444)	(46,080)	(46,080)	(46,080)
Total Personnel Services	\$ 515,287	\$ 566,185	\$ 558,360	576,124
MATERIALS AND SUPPLIES				
City Shop Fuel	102	0	242	0
City Computer Svc Equipment	150	2,000	0	3,000
Data/Word Processing Equipment	0	200	200	200
Pers Computer Software	0	500	500	500
City Telephone/Communications	744	1,200	0	0
Printing - Outside	3,050	2,200	10,000	2,200
Supplies - Outside	13,860	9,000	40,000	9,000
Outside Postage	2,041	1,000	1,552	1,000
Materials and Supplies	0	500	0	500
Miscellaneous Expense	2,048	0	180	0
Advertising/Publication	0	800	800	800
Outside Phone/Communications	0	0	1,173	1,200
Seminars/Training/Education	2,139	7,000	7,000	7,000
Fixed Charges	84	0	0	0

Budget Office • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Misc Professional Services	81,095	45,000	45,000	60,000
Travel Expense	4,375	8,000	6,500	8,000
Dues/Memberships/Periodicals	296	500	500	500
Misc Services and Charges	0	0	0	0
Total Materials and Supplies	\$ 109,983	\$ 77,900	\$ 113,647	93,900
TOTAL EXPENDITURES	\$ 625,269	\$ 644,085	\$ 672,007	670,024
NET EXPENDITURES	\$ 625,269	\$ 644,085	\$ 672,007	670,024

Debt Management

Debt Management manages relationships with bond rating agencies and other bond market participants, manages the issuance of the City's bonds and debt-related instruments, prepares and monitors scheduled debt payments, administers compliance with federal arbitrage rules and continuous disclosure requirements, prepares and distributes financial reports and statistical data for use by internal and external customers, and prepares invoices relating to loan agreements with other agencies, authorities, and divisions. Investment Management is responsible for actively managing the City's cash to obtain the maximum return possible within the parameters of the City's investment policy. Investment Management is also responsible for overseeing the investment of the City's defined benefit plan assets, defined contribution plan assets, and Other Post-Employment Benefits (OPEB) assets.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	163,944	187,992	163,396	281,372
Materials and Supplies	41,732	36,775	30,935	26,775
Total Expenditures	\$ 205,677	\$ 224,767	\$ 194,331	\$ 308,147
Net Expenditures	\$ 205,677	\$ 224,767	\$ 194,331	\$ 308,147

Authorized Complement	5
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Debt Management • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	288,839	331,495	314,470	429,239
Holiday Salary Full Time	16,460	0	0	0
Vacation Leave	16,650	0	0	0
Bonus Leave	2,911	0	0	0
Sick Leave	6,604	0	0	0
Pension	19,756	19,890	19,890	10,327
Pension ADC Funding	21,600	22,307	22,307	52,679
Group Life Insurance	1,334	1,611	1,057	1,383
Unemployment	640	320	320	240
Medicare	4,576	4,972	4,677	4,554
Long Term Disability	871	994	967	854
Health Insurance - Premier	37,608	40,512	19,712	10,008
Benefits Adjustments	0	3,812	0	0
Health Insurance-Local Plus Plan	0	0	5,834	10,008
On the Job Injury	892	0	0	0
Bonus Pay	3,674	0	0	0
Expense Recovery - Personnel	(258,471)	(237,921)	(225,838)	(237,921)
Total Personnel Services	\$ 163,944	\$ 187,992	\$ 163,396	281,372
MATERIALS AND SUPPLIES				
City Computer Svc Equipment	0	0	6,212	0
City Telephone/Communications	408	1,000	500	0
Supplies - Outside	4,604	3,000	1,444	3,000
Outside Postage	806	2,000	2,000	2,000
Miscellaneous Expense	3,540	775	775	775
Outside Phone/Communications	0	0	704	1,000
Seminars/Training/Education	1,335	2,500	2,500	2,500
Misc Professional Services	(29)	2,000	500	12,000
Travel Expense	4,004	4,000	3,000	4,000
Unreported Travel	(642)	0	0	0
Claims	24,542	20,000	11,800	0
Dues/Memberships/Periodicals	3,088	1,500	1,500	1,500
Catering	77	0	0	0
Total Materials and Supplies	\$ 41,732	\$ 36,775	\$ 30,935	26,775
TOTAL EXPENDITURES	\$ 205,677	\$ 224,767	\$ 194,331	308,147
NET EXPENDITURES	\$ 205,677	\$ 224,767	\$ 194,331	308,147

City Treasurer

To maximize tax and other miscellaneous revenue collections, while providing effective and responsive customer services to the citizens of Memphis in all Treasury-related operations with optimal use of resources.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	946,608	958,954	1,049,586	1,049,442
Materials and Supplies	288,654	351,500	332,296	377,500
Grants and Subsidies	2,683,695	1,980,000	3,805,000	3,680,000
Total Expenditures	\$ 3,918,957	\$ 3,290,454	\$ 5,186,883	\$ 5,106,942
Total Revenues	\$ 2,609,696	\$ 2,000,000	\$ 3,554,100	\$ 3,500,000
Net Expenditures	\$ 1,309,262	\$ 1,290,454	\$ 1,632,783	\$ 1,606,942

Authorized Complement

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City Treasurer • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	479,286	750,924	685,000	726,417
Holiday Salary Full Time	28,618	0	0	0
Vacation Leave	40,862	0	0	0
Bonus Leave	3,075	0	0	0
Sick Leave	25,817	0	0	0
Overtime	3,180	0	9,692	0
Out of Rank Pay	3,116	0	0	0
Retirement Benefits	13,269	0	0	15,000
Pension	33,973	36,466	36,466	30,012
Social Security	8,871	0	13,499	0
Pension ADC Funding	87,600	81,684	81,684	93,578
Group Life Insurance	1,183	1,439	1,518	1,690
Unemployment	2,160	1,120	1,120	1,280
Medicare	10,407	8,835	13,516	11,148
Long Term Disability	1,437	1,767	1,942	2,090
Health Insurance - Basic	1,862	0	0	0
Health Insurance - Value PPO	6,496	10,311	4,296	0
Health Insurance - Premier	40,534	35,408	43,774	45,996
Benefits Adjustments	0	6,989	0	6,200
Health Insurance-Local Plus Plan	7,573	11,360	27,079	31,032
Salaries - Part Time/Temporary	143,082	85,000	130,000	100,000
Attrition	0	(43,263)	0	(15,000)
Bonus Pay	9,482	0	0	0
Expense Recovery - Personnel	(5,275)	(29,086)	0	0
Total Personnel Services	\$ 946,608	\$ 958,954	\$ 1,049,586	1,049,442
MATERIALS AND SUPPLIES				
City Computer Svc Equipment	1,127	2,000	2,000	2,000
City Telephone/Communications	145	5,000	0	0
Printing - Outside	60,634	50,000	50,000	50,000
Supplies - Outside	9,013	8,000	13,055	8,000
Outside Postage	49,330	130,000	130,000	130,000
Materials and Supplies	0	1,000	0	1,000
Miscellaneous Expense	2,435	5,000	2,500	5,000
Outside Equipment Repair/Maintenance	0	500	0	500
Advertising/Publication	4,050	14,000	6,000	14,000
Outside Phone/Communications	0	0	2,741	5,000
Security	689	4,000	4,000	4,000
Seminars/Training/Education	0	1,000	0	1,000

City Treasurer • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Misc Professional Services	160,234	140,000	120,000	154,000
Travel Expense	309	1,000	0	1,000
Unreported Travel	(410)	0	0	0
Dues/Memberships/Periodicals	500	1,000	1,000	1,000
Misc Services and Charges	598	1,000	1,000	1,000
Expense Recovery - M & S	0	(12,000)	0	0
Total Materials and Supplies	\$ 288,654	\$ 351,500	\$ 332,296	377,500
GRANTS AND SUBSIDIES				
EDGE	2,683,695	1,980,000	3,805,000	3,680,000
Total Grants and Subsidies	\$ 2,683,695	\$ 1,980,000	\$ 3,805,000	3,680,000
TOTAL EXPENDITURES	\$ 3,918,957	\$ 3,290,454	\$ 5,186,883	5,106,942
LOCAL TAXES				
Tourism Development Zone Local Sales	2,609,696	1,980,000	3,554,100	3,500,000
Total Local Taxes	\$ 2,609,696	\$ 1,980,000	\$ 3,554,100	3,500,000
OTHER REVENUES				
Commissions	0	20,000	0	0
Total Other Revenues	\$ 0	\$ 20,000	\$ 0	0
TOTAL REVENUES	\$ (2,609,696)	\$ (2,000,000)	\$ (3,554,100)	(3,500,000)
NET EXPENDITURES	\$ 1,309,262	\$ 1,290,454	\$ 1,632,783	1,606,942

Office of Financial & Strategic Planning

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	101,560	172,773	97,799	93,720
Materials and Supplies	87,763	100,500	127,700	100,500
Total Expenditures	\$ 189,323	\$ 273,273	\$ 225,499	\$ 194,220
Net Expenditures	\$ 189,323	\$ 273,273	\$ 225,499	\$ 194,220

Authorized Complement

1

Office of Financial & Strategic Planning • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	68,944	154,455	80,000	77,075
Holiday Salary Full Time	3,816	0	0	0
Vacation Leave	2,642	0	0	0
Bonus Leave	1,468	0	0	0
Pension	5,019	4,579	4,579	0
Pension ADC Funding	10,800	3,861	3,861	9,929
Group Life Insurance	0	380	0	0
Unemployment	240	160	160	80
Medicare	1,088	2,317	1,259	1,233
Long Term Disability	203	463	275	231
Health Insurance - Premier	1,906	0	2,931	5,172
Other Post Employment Benefits	0	0	2,367	0
Benefits Adjustments	0	878	0	0
Health Insurance-Local Plus Plan	3,313	5,680	2,367	0
On the Job Injury	978	0	0	0
Bonus Pay	1,145	0	0	0
Total Personnel Services	\$ 101,560	\$ 172,773	\$ 97,799	93,720
MATERIALS AND SUPPLIES				
Supplies - Outside	81	2,000	200	2,000
Materials and Supplies	73	1,000	0	1,000
Seminars/Training/Education	200	1,200	1,200	1,200
Misc Professional Services	86,556	95,000	125,000	95,000
Travel Expense	704	1,000	1,000	1,000
Dues/Memberships/Periodicals	150	300	300	300
Total Materials and Supplies	\$ 87,763	\$ 100,500	\$ 127,700	100,500
TOTAL EXPENDITURES	\$ 189,323	\$ 273,273	\$ 225,499	194,220
NET EXPENDITURES	\$ 189,323	\$ 273,273	\$ 225,499	194,220

Equal Business Opportunity & Development Program

The Office of Business Opportunity & Compliance (OBDC) serves as the administrator for contract compliance activities for the City of Memphis and the facilitator for programs like the Equal Business Opportunity Program, Small Business Enterprise, and services rendered through the Business Development Center. The OBDC also serves as the facilitator for Title VI compliance and training. The purpose of the agency is to ensure that the legislative intent of the City's Ordinance 4288 et. Seq., which created the M/WBE program, is carried out in all procurement activities and opportunities. This office will serve as a catalyst through which Small, Minority and Women Business Enterprises can fully participate in the economic expansion of the Memphis business community. This office will facilitate the participation of public and private sector business entities in local M/WBE development through direct/indirect procurement opportunities with the intent to ensure equity in all economic development activities.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	564,160	772,626	749,987	1,042,766
Materials and Supplies	528,959	446,385	420,482	593,046
Grants and Subsidies	0	9,300	9,300	9,300
Total Expenditures	\$ 1,093,118	\$ 1,228,311	\$ 1,179,770	\$ 1,645,112
Total Revenues	\$ 37,500	\$ 0	\$ 10,000	\$ 25,000
Net Expenditures	\$ 1,055,618	\$ 1,228,311	\$ 1,169,770	\$ 1,620,112

Authorized Complement	14
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Equal Business Opportunity & Development Program • Legal Level Detail

EQUAL BUSINESS OPPORTUNITY & DEVELOPMENT PROGRAM • LEGAL LEVEL

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	388,703	575,951	528,347	763,447
Holiday Salary Full Time	16,806	0	25,001	0
Vacation Leave	9,224	0	4,741	0
Bonus Leave	1,432	0	5,095	0
Sick Leave	3,028	0	4,541	0
Overtime	72	0	0	0
Retirement Benefits	17,897	0	1,966	0
Pension	20,705	34,312	34,312	0
Social Security	602	0	1,391	0
Pension ADC Funding	43,200	33,203	33,203	97,386
Group Life Insurance	749	1,284	1,409	1,730
Unemployment	960	640	640	720
Medicare	6,173	7,310	8,484	11,027
Long Term Disability	1,055	1,326	1,361	1,680
Health Insurance - Basic	553	0	0	0
Health Insurance - Value PPO	2,578	5,156	2,148	0
Health Insurance - Premier	24,493	28,639	62,310	65,460
Benefits Adjustments	0	6,576	0	0
Health Insurance-Local Plus Plan	12,317	18,274	12,600	14,964
Salaries - Part Time/Temporary	9,635	59,956	22,439	86,352
Bonus Pay	3,981	0	0	0
Total Personnel Services	\$ 564,160	\$ 772,626	\$ 749,987	1,042,766
MATERIALS AND SUPPLIES				
Outside Computer Services	0	1,395	1,395	1,395
City Computer Svc Equipment	8,118	7,500	5,859	10,500
Pers Computer Software	1,736	0	0	0
City Telephone/Communications	3,194	6,880	1,500	0
Supplies - Outside	4,927	4,833	7,118	4,833
Document Reproduction - Outside	0	558	558	558
Outside Postage	6	1,488	1,488	1,488
Materials and Supplies	1,562	18,143	17,200	5,200
Internal Repairs and Maintenance	0	930	930	930
Advertising/Publication	0	2,377	0	2,377
Outside Phone/Communications	0	1,860	3,047	8,740
Janitorial Services	0	9,114	9,114	0
Security	0	22,785	22,785	22,785
Weed Control/Chemical Service	0	0	1,826	0
Seminars/Training/Education	11,498	16,500	16,500	16,500

Equal Business Opportunity & Development Program • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Misc Professional Services	492,533	301,860	281,000	315,860
Travel Expense	4,843	12,590	12,590	16,000
Unreported Travel	270	0	0	0
Mileage	0	1,000	1,000	1,000
Utilities	0	20,692	20,692	0
Dues/Memberships/Periodicals	271	7,510	7,510	7,510
Rent	0	0	0	169,000
Misc Services and Charges	0	8,370	8,370	8,370
Total Materials and Supplies	\$ 528,959	\$ 446,385	\$ 420,482	593,046
GRANTS AND SUBSIDIES				
RBC Training/Certification Program	0	4,650	4,650	4,650
Contr Assist Prog/Bonding	0	4,650	4,650	4,650
Total Grants and Subsidies	\$ 0	\$ 9,300	\$ 9,300	9,300
TOTAL EXPENDITURES	\$ 1,093,118	\$ 1,228,311	\$ 1,179,770	1,645,112
OTHER REVENUES				
Donated Revenue	37,500	0	2,000	25,000
Recovery Of Prior Year Expense	0	0	8,000	0
Total Other Revenues	\$ 37,500	\$ 0	\$ 10,000	25,000
TOTAL REVENUES	\$ (37,500)	\$ 0	\$ (10,000)	(25,000)
NET EXPENDITURES	\$ 1,055,618	\$ 1,228,311	\$ 1,169,770	1,620,112

Office of Comprehensive Planning

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	140,653	204,744	206,356	382,558
Materials and Supplies	1,919	7,550	7,550	12,550
Grants and Subsidies	0	1,500,000	1,500,000	1,500,000
Transfers Out	0	5,000	22,614	0
Total Expenditures	\$ 142,572	\$ 1,717,295	\$ 1,736,520	\$ 1,895,108
Total Revenues	\$ 7,521	\$ 0	\$ 14,619	\$ 0
Net Expenditures	\$ 135,051	\$ 1,717,295	\$ 1,721,901	\$ 1,895,108

Authorized Complement	6
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Office of Comprehensive Planning • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	78,237	160,398	160,000	301,333
Holiday Salary Full Time	4,862	0	0	0
Vacation Leave	7,959	0	0	0
Bonus Leave	270	0	0	0
Sick Leave	13,992	0	0	0
Retirement Benefits	0	0	6,999	0
Pension	6,317	6,321	6,321	3,913
Pension ADC Funding	16,800	18,997	18,997	38,818
Group Life Insurance	143	547	336	1,256
Unemployment	400	240	240	480
Medicare	1,451	2,406	2,152	4,821
Long Term Disability	280	481	264	904
Health Insurance - Basic	1,659	0	0	0
Health Insurance - Premier	4,969	15,750	10,574	25,860
Benefits Adjustments	0	1,212	0	0
Health Insurance-Local Plus Plan	3,313	0	473	5,172
Attrition	0	(1,607)	0	0
Total Personnel Services	\$ 140,653	\$ 204,744	\$ 206,356	382,558
MATERIALS AND SUPPLIES				
City Telephone/Communications	0	1,500	1,500	0
Printing - Outside	972	800	800	800
Supplies - Outside	500	700	250	700
Drafting/Photo Supplies	0	250	250	250
Outside Postage	79	2,000	2,000	2,000
Advertising/Publication	297	500	800	500
Outside Phone/Communications	0	0	0	1,500
Seminars/Training/Education	0	1,000	1,000	1,000
Misc Professional Services	46	100	250	5,100
Travel Expense	0	500	500	500
Dues/Memberships/Periodicals	25	200	200	200
Total Materials and Supplies	\$ 1,919	\$ 7,550	\$ 7,550	12,550
GRANTS AND SUBSIDIES				
Planning & Development	0	1,500,000	1,500,000	1,500,000
Total Grants and Subsidies	\$ 0	\$ 1,500,000	\$ 1,500,000	1,500,000
TRANSFERS OUT				
Oper Tfr Out - Misc Grants Fund	0	5,000	22,614	0

Office of Comprehensive Planning • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Total Transfers Out	\$ 0	\$ 5,000	\$ 22,614	0
TOTAL EXPENDITURES	\$ 142,572	\$ 1,717,295	\$ 1,736,520	1,895,108
OTHER REVENUES				
Miscellaneous Income	7,245	0	12,000	0
Recovery Of Prior Year Expense	0	0	2,619	0
Total Other Revenues	\$ 7,245	\$ 0	\$ 14,619	0
TRANSFERS IN				
Oper Tfr In - Misc Grants Fund	276	0	0	0
Total Transfers In	\$ 276	\$ 0	\$ 0	0
TOTAL REVENUES	\$ (7,521)	\$ 0	\$ (14,619)	0
NET EXPENDITURES	\$ 135,051	\$ 1,717,295	\$ 1,721,901	1,895,108

Finance • Authorized Complement

Position Title	Authorized Positions	Position Title	Authorized Positions
ADMINISTRATION		DEBT MANAGEMENT	
ASST EXECUTIVE	1	ANALYST INVESTMENT SR	1
ASST OFFICE	1	ANALYST RNT	1
CHIEF FINANCIAL OFFICER	1	COORD DEBT	1
DIRECTOR FINANCE DEPUTY	1	DIRECTOR FINANCE DEPUTY	1
MGR PREVAILING WAGE PROJECT	1	MGR INVESTMENT	1
Total Administration	5	Total Debt Management	5
FINANCIAL MANAGEMENT		CITY TREASURER	
ACCOUNTANT	9	ANALYST APPLICATION	1
ACCOUNTANT ASSOCIATE A	4	SPEC TAXPAYER SVCS	6
ANALYST FINANCIAL ACCOUNTING	3	SPEC TAXPAYER SVCS SR	5
ANALYST GRANT ACCOUNTING	1	SUPER TREASURY TAX SVCS	3
ASST COUNCIL RECORDS	2	TREASURER	2
COMPTROLLER	1	Total City Treasurer	17
COMPTROLLER ACCOUNTING DEPUTY	2	OFFICE OF FINANCIAL & STRATEGIC PLANNING	
COMPTROLLER ACCOUNTS PAYABLE DEPUTY	1	MGR PLNG STRATEGIC INT	1
COMPTROLLER RECORDS MGMT DEPUTY	1	Total Office of Financial & Strategic Planning	1
COORD GRANTS	3	EQUAL BUSINESS OPPORTUNITY & DEVELOPMENT PROGRAM	
MGR GRANTS	1	ANALYST BUSINESS DEV CERT	2
SUPER ACCOUNTS PAYABLE	1	ANALYST BUSINESS DEV CERT (ISL)	2
TECH DOCUMENT	1	ANALYST CONTRACT COMPLIANCE	2
Total Financial Management	30	ASST ADMINISTRATIVE MORE	1
PURCHASING		COORD BUSINESS DEV LENDING	1
AGENT PURCHASING	1	COORD BUSINESS SVCS	3
AGENT PURCHASING ADMIN ASST	1	COORD BUSINESS SVCS SR	1
AGENT PURCHASING ASST	1	DIRECTOR MWBE DEPUTY	1
ANALYST CONTRACT	4	SPEC COMPLIANCE EBO	1
ANALYST CONTRACT SR	1	Total Equal Business Opportunity & Development Program	14
COORD FIXED ASSET	1	OFFICE OF COMPREHENSIVE PLANNING	
SPEC PURCHASING SR	1	PLANNER MUNICIPAL	5
Total Purchasing	10	PLANNER PRINCIPAL	1
BUDGET OFFICE		Total Office of Comprehensive Planning	6
ANALYST FINANCIAL CIP SR	1	TOTAL Finance	
ANALYST FINANCIAL SR	3	95	
MGR RES MGMT BUDGET	1		
SPEC CUST SVC ADMIN	1		
SUPER BUDGET	1		
Total Budget Office	7		

FIRE SERVICES

Mission Statement

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

Organization Structure



Services

The City of Memphis Division of Fire Services continues to be one of the finest in the country. Playing a key role in addressing a critical public safety function of the City, Fire Services pursues excellence through quality geographical coverage, equipment, and staffing levels. The main priorities of the Division are to provide fire suppression, rescue services, environmental and hazardous materials response, emergency medical response, emergency pre-hospital services, fire code enforcement, fire investigation, disaster preparedness training, and fire safety education. The Division meets and exceeds the national standards of excellence in fire safety and response.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	156,953,520	157,982,176	159,423,136	159,412,304
Materials and Supplies	18,975,662	15,311,842	18,491,706	18,748,624
Capital Outlay	86,259	131,600	105,950	89,500
Grants and Subsidies	105,537	0	(160,000)	0
Total Expenditures	\$ 176,120,976	\$ 173,425,616	\$ 177,860,784	\$ 178,250,432
Total Revenues	\$ 26,175,464	\$ 24,823,148	\$ 29,609,502	\$ 28,687,156
Net Expenditures	\$ 149,945,512	\$ 148,602,468	\$ 148,251,282	\$ 149,563,276

Authorized Complement	1772
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Fire Services • Charges for Services Summary

Account	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Ambulance Service	22,069,142	21,260,000	22,000,000	22,000,000
Anti-Neglect Enforcement Program	0	0	0	0
Federal Grants - Others	584,655	0	3,770,671	2,664,090
Fire - Misc Collections	72,953	20,000	47,299	20,000
International Airport	3,409,377	3,543,149	3,660,514	3,983,066
Local Other Revenue	0	0	43,400	0
Local Shared Revenue	4,540	0	105	0
Oper Tfr In - Metro Alarm	0	0	0	20,000
Recovery Of Prior Year Expense	34,797	0	87,515	0
Total Charges for Services	\$ 26,175,464	\$ 24,823,148	\$ 29,609,502	\$ 28,687,156

Administration

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	1,746,597	1,807,195	1,735,656	1,962,796
Materials and Supplies	1,296,935	609,384	881,093	1,963,537
Capital Outlay	12,222	40,000	6,350	0
Total Expenditures	\$ 3,055,753	\$ 2,456,579	\$ 2,623,099	\$ 3,926,333
Total Revenues	\$ 0	\$ 0	\$ 75	\$ 0
Net Expenditures	\$ 3,055,753	\$ 2,456,579	\$ 2,623,024	\$ 3,926,333

Authorized Complement	21
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Administration • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	1,090,778	1,332,222	1,218,343	1,391,670
Holiday Salary Full Time	26,359	0	0	0
Vacation Leave	73,324	0	0	0
Bonus Leave	7,802	0	0	0
Sick Leave	16,790	0	0	0
Overtime	953	3,000	0	2,000
Holiday Fire/Police	30,945	31,000	31,475	31,500
Out of Rank Pay	42,861	50,000	48,530	50,000
College Incentive Pay	37,961	37,960	38,340	38,340
Longevity Pay	5,222	5,100	5,826	5,820
Bonus Days	4,325	5,000	4,500	5,000
Retirement Benefits	0	20,101	21,692	0
Job Incentive	2,624	2,600	2,650	2,700
Pension	74,202	73,689	67,518	52,259
Pension ADC Funding	120,000	111,976	111,976	179,277
Group Life Insurance	4,196	5,341	4,074	3,695
Unemployment	2,960	1,520	1,520	1,440
Medicare	16,262	16,019	16,307	17,630
Long Term Disability	4,575	3,684	6,280	3,823
Health Insurance - Basic	6,553	0	0	0
Health Insurance - Premier	115,792	111,736	113,021	121,404
Benefits Adjustments	0	29,735	0	24,094
Health Insurance-Local Plus Plan	39,424	67,583	42,105	30,144
On the Job Injury	3,882	3,000	1,500	2,000
Attrition	0	(104,073)	0	0
Bonus Pay	18,805	0	0	0
Total Personnel Services	\$ 1,746,597	\$ 1,807,195	\$ 1,735,656	1,962,796
MATERIALS AND SUPPLIES				
City Computer Svc Equipment	880	0	5,320	0
City Telephone/Communications	3,694	0	0	0
Supplies - Outside	40,361	30,000	30,000	30,000
Clothing	4,596	7,000	20,000	17,000
Outside Postage	706	500	500	500
Materials and Supplies	44,234	15,000	10,000	0
Outside Vehicle Repair	7,302	0	0	0
Facilities Structure Repair - Outside	12,541	10,000	5,000	0
Outside Phone/Communications	0	0	0	0
Seminars/Training/Education	505	2,500	2,500	2,500

Administration • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Misc Professional Services	647,256	250,000	300,000	1,227,271
Travel Expense	9,022	6,000	10,000	6,000
Unreported Travel	825	0	0	0
Insurance	58,244	48,086	48,086	39,967
Claims	43,143	13,832	26,358	13,832
Lawsuits	400,570	213,466	404,129	613,467
Dues/Memberships/Periodicals	4,784	3,000	2,000	3,000
Misc Services and Charges	18,273	10,000	17,200	10,000
Total Materials and Supplies	\$ 1,296,935	\$ 609,384	\$ 881,093	1,963,537
CAPITAL OUTLAY				
Furniture/Furnishings	12,222	40,000	6,350	0
Total Capital Outlay	\$ 12,222	\$ 40,000	\$ 6,350	0
TOTAL EXPENDITURES	\$ 3,055,753	\$ 2,456,579	\$ 2,623,099	3,926,333
OTHER REVENUES				
Fire - Misc Collections	0	0	75	0
Total Other Revenues	\$ 0	\$ 0	\$ 75	0
TOTAL REVENUES	\$ 0	\$ 0	\$ (75)	0
NET EXPENDITURES	\$ 3,055,753	\$ 2,456,579	\$ 2,623,024	3,926,333

Fire Apparatus Maintenance

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	3,090,533	3,224,314	3,340,929	1,478,901
Materials and Supplies	6,178,747	5,721,629	5,616,661	5,530,316
Capital Outlay	17,582	0	0	0
Total Expenditures	\$ 9,286,862	\$ 8,945,943	\$ 8,957,590	\$ 7,009,217
Total Revenues	\$ 4,266	\$ 0	\$ 1,166	\$ 0
Net Expenditures	\$ 9,282,596	\$ 8,945,943	\$ 8,956,424	\$ 7,009,217

Authorized Complement

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Fire Apparatus Maintenance • Legal Level Detail

FIRE APPARATUS MAINTENANCE • LEGAL LEVEL DETAIL

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	1,795,393	2,383,899	2,305,808	1,059,797
Holiday Salary Full Time	83,005	0	0	0
Vacation Leave	126,336	0	0	0
Bonus Leave	18,897	0	0	0
Sick Leave	175,015	0	0	0
Overtime	123,105	96,000	107,158	25,000
Holiday Fire/Police	4,153	4,200	4,232	4,300
Out of Rank Pay	10,673	14,000	12,195	8,000
College Incentive Pay	16,153	16,153	16,314	16,315
Longevity Pay	4,774	3,660	8,054	5,340
Shift Differential	12,241	12,000	9,818	0
Bonus Days	3,217	3,000	3,037	3,000
Retirement Benefits	76,714	88,126	102,694	31,045
Job Incentive	(1,154)	1,200	0	0
Pension	111,924	122,476	116,927	39,743
Pension ADC Funding	217,200	215,097	215,097	144,336
Group Life Insurance	5,765	7,094	5,898	3,255
Unemployment	5,760	2,720	2,720	1,200
Medicare	34,068	33,192	36,328	15,963
Long Term Disability	5,639	6,125	7,794	2,847
Health Insurance - Basic	4,977	0	0	0
Health Insurance - Premier	238,654	245,805	189,727	46,848
Benefits Adjustments	0	82,079	0	9,316
Health Insurance-Local Plus Plan	8,032	12,594	85,127	61,596
On the Job Injury	3,645	6,000	112,000	1,000
Attrition	0	(131,106)	0	0
Bonus Pay	6,349	0	0	0
Total Personnel Services	\$ 3,090,533	\$ 3,224,314	\$ 3,340,929	1,478,901
MATERIALS AND SUPPLIES				
City Storeroom Supplies	159	0	0	0
City Shop Charges	441,974	494,532	408,590	3,174,697
City Shop Fuel	1,186,987	1,453,269	1,357,315	1,633,499
Outside Computer Services	33,438	35,000	35,000	0
City Computer Svc Equipment	4,780	0	186	0
City Telephone/Communications	0	0	0	0
Supplies - Outside	15,794	11,500	11,500	3,500
Hand Tools	5,404	13,500	13,200	8,500
Clothing	15,497	16,000	16,375	4,375

Fire Apparatus Maintenance • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Safety Equipment	46,715	65,000	73,000	45,000
Medical Supplies	27,680	50,000	63,000	50,000
Outside Postage	39	750	250	750
Paints Oils & Glass	5,194	11,000	11,000	8,000
Pipe Fittings & Castings	381,224	223,738	205,500	222,000
Chemicals	17	0	0	0
Materials and Supplies	417	750	500	750
Outside Vehicle Repair	3,734,240	2,887,890	3,000,000	250,000
Outside Equipment Repair/Maintenance	43,660	90,000	95,000	90,000
Internal Repairs and Maintenance	0	10,000	0	0
Outside Phone/Communications	0	0	0	0
Seminars/Training/Education	10,835	8,000	8,000	1,000
Misc Professional Services	261,062	275,000	369,000	149,000
Travel Expense	3,345	3,500	3,500	3,500
Mileage	30	0	0	0
Utilities	59,044	60,000	60,000	0
Dues/Memberships/Periodicals	244	200	244	244
Minor Equipment	27,467	12,000	12,000	12,000
Expense Recovery - M & S	(126,499)	0	(126,499)	(126,499)
Total Materials and Supplies	\$ 6,178,747	\$ 5,721,629	\$ 5,616,661	5,530,316
CAPITAL OUTLAY				
Equipment	17,582	0	0	0
Total Capital Outlay	\$ 17,582	\$ 0	\$ 0	0
TOTAL EXPENDITURES	\$ 9,286,862	\$ 8,945,943	\$ 8,957,590	7,009,217
OTHER REVENUES				
Fire - Misc Collections	2,819	0	1,166	0
Recovery Of Prior Year Expense	1,448	0	0	0
Total Other Revenues	\$ 4,266	\$ 0	\$ 1,166	0
TOTAL REVENUES	\$ (4,266)	\$ 0	\$ (1,166)	0
NET EXPENDITURES	\$ 9,282,596	\$ 8,945,943	\$ 8,956,424	7,009,217

Logistical Services

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	834,953	925,547	928,916	942,884
Materials and Supplies	1,164,298	1,234,800	1,232,600	1,240,300
Capital Outlay	46,519	42,000	42,000	45,000
Total Expenditures	\$ 2,045,770	\$ 2,202,347	\$ 2,203,516	\$ 2,228,184
Total Revenues	\$ 1,188	\$ 0	\$ 225	\$ 0
Net Expenditures	\$ 2,044,582	\$ 2,202,347	\$ 2,203,291	\$ 2,228,184

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Logistical Services • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	511,097	680,462	615,295	660,106
Holiday Salary Full Time	28,671	0	0	0
Vacation Leave	31,432	0	0	0
Bonus Leave	4,479	0	0	0
Sick Leave	16,720	0	0	0
Overtime	7,833	6,000	14,000	6,000
Out of Rank Pay	7,585	3,000	6,500	3,000
College Incentive Pay	7,375	7,453	5,493	5,493
Longevity Pay	1,865	1,560	2,412	2,220
Bonus Days	620	2,500	1,500	2,000
Retirement Benefits	6,213	0	0	0
Pension	21,648	21,699	22,944	16,620
Supplemental Pension	5,389	5,502	4,763	4,763
Social Security	13,883	14,161	13,786	14,161
Pension ADC Funding	92,400	121,769	121,769	85,036
Group Life Insurance	1,389	1,713	1,344	1,765
Unemployment	2,400	1,200	1,200	1,200
Medicare	8,671	9,393	9,155	9,573
Long Term Disability	1,628	1,764	2,225	1,795
Health Insurance - Basic	3,728	0	0	0
Health Insurance - Value PPO	3,007	5,156	2,148	0
Health Insurance - Premier	29,910	22,837	22,150	21,660
Benefits Adjustments	0	20,128	0	29,454
Health Insurance-Local Plus Plan	20,600	35,314	43,233	41,040
Salaries - Part Time/Temporary	1,818	0	37,000	35,000
On the Job Injury	2,125	2,000	2,000	2,000
Attrition	0	(38,062)	0	0
Bonus Pay	2,466	0	0	0
Total Personnel Services	\$ 834,953	\$ 925,547	\$ 928,916	942,884
MATERIALS AND SUPPLIES				
Facility Repair & Carpentry	14,797	10,000	8,000	10,000
City Computer Svc Equipment	1,330	0	0	2,000
Printing - Outside	1,553	500	0	0
Supplies - Outside	231,761	35,000	33,000	33,000
Hand Tools	1,344	1,000	800	1,000
Household Supplies	202,960	340,000	380,000	380,000
Safety Equipment	54,150	65,000	60,000	35,000
Materials and Supplies	65,565	100,000	60,000	60,000

Logistical Services • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Outside Vehicle Repair	2,017	0	1,500	0
Outside Equipment Repair/Maintenance	20,507	25,000	20,000	20,000
Internal Repairs and Maintenance	17,735	5,000	5,000	5,000
Misc Professional Services	399,902	494,000	500,000	530,000
Travel Expense	2,600	3,500	3,500	3,500
Utilities	57,987	55,000	60,000	60,000
Rent	100,800	100,800	100,800	100,800
Expense Recovery - M & S	(10,710)	0	0	0
Total Materials and Supplies	\$ 1,164,298	\$ 1,234,800	\$ 1,232,600	1,240,300
CAPITAL OUTLAY				
Furniture/Furnishings	46,519	12,000	12,000	45,000
Equipment	0	30,000	30,000	0
Total Capital Outlay	\$ 46,519	\$ 42,000	\$ 42,000	45,000
TOTAL EXPENDITURES	\$ 2,045,770	\$ 2,202,347	\$ 2,203,516	2,228,184
OTHER REVENUES				
Fire - Misc Collections	1,188	0	225	0
Total Other Revenues	\$ 1,188	\$ 0	\$ 225	0
TOTAL REVENUES	\$ (1,188)	\$ 0	\$ (225)	0
NET EXPENDITURES	\$ 2,044,582	\$ 2,202,347	\$ 2,203,291	2,228,184

Fire - Training Services

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	2,663,790	2,891,727	2,928,561	2,537,738
Materials and Supplies	740,728	750,920	741,871	707,774
Capital Outlay	9,936	17,600	17,600	13,500
Total Expenditures	\$ 3,414,454	\$ 3,660,247	\$ 3,688,032	\$ 3,259,012
Total Revenues	\$ 10,973	\$ 0	\$ 6,115	\$ 0
Net Expenditures	\$ 3,403,481	\$ 3,660,247	\$ 3,681,917	\$ 3,259,012

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Fire - Training Services • Legal Level Detail

FIRE - TRAINING SERVICES • LEGAL LEVEL DETAIL

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	1,467,247	1,844,253	1,821,557	1,548,567
Holiday Salary Full Time	47,361	0	0	0
Vacation Leave	132,481	0	0	0
Bonus Leave	9,453	0	0	0
Sick Leave	64,478	0	0	0
Overtime	135,004	167,000	241,317	137,000
Holiday Fire/Police	72,001	73,000	76,511	73,100
Out of Rank Pay	20,040	18,000	36,112	25,000
Hazardous Duty Pay	3,860	2,600	3,166	3,200
College Incentive Pay	62,657	65,284	63,094	60,968
Longevity Pay	15,650	16,140	18,070	16,559
Bonus Days	18,921	22,200	26,000	23,000
Retirement Benefits	32,441	53,726	53,346	66,248
Job Incentive	17,229	17,200	16,871	17,700
Pension	97,366	105,601	104,766	73,040
Pension ADC Funding	157,200	139,139	139,139	199,489
Group Life Insurance	5,578	7,135	6,197	5,591
Unemployment	4,160	2,240	2,240	1,680
Medicare	27,837	25,170	32,460	23,068
Long Term Disability	4,538	5,280	6,569	4,447
Health Insurance - Basic	728	0	0	0
Health Insurance - Premier	248,455	268,996	240,667	207,900
Benefits Adjustments	0	48,960	0	19,874
Health Insurance-Local Plus Plan	10,506	11,360	28,979	25,308
On the Job Injury	3,654	7,000	11,500	6,000
Attrition	0	(8,558)	0	0
Bonus Pay	18,541	0	0	0
Expense Recovery - Personnel	(13,596)	0	0	0
Total Personnel Services	\$ 2,663,790	\$ 2,891,727	\$ 2,928,561	2,537,738
MATERIALS AND SUPPLIES				
Facility Repair & Carpentry	3,259	11,000	17,530	0
Outside Computer Services	1,681	2,000	1,970	0
City Computer Svc Equipment	14,969	18,500	19,200	15,000
City Telephone/Communications	475	0	0	0
Printing - Outside	428	500	500	500
Supplies - Outside	53,031	51,300	59,120	14,000
Hand Tools	37,420	17,480	16,549	17,480
Clothing	16,122	32,196	30,000	32,000

Fire - Training Services • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Safety Equipment	31,870	35,500	35,500	125,000
Drafting/Photo Supplies	1,913	7,500	7,500	7,500
Medical Supplies	3,710	14,000	6,700	10,000
Athletic/Recreational Supplies	1,109	1,000	1,000	1,000
Outside Postage	749	850	730	500
Lumber & Wood Products	3,597	8,500	7,850	8,500
Steel & Iron Products	4,121	1,700	1,300	1,700
Lime Cement & Gravel	13,697	6,000	5,500	6,000
Materials and Supplies	14,816	21,300	21,200	19,300
Outside Vehicle Repair	0	2,830	2,850	0
Outside Equipment Repair/Maintenance	21,437	24,500	24,500	104,500
Outside Phone/Communications	0	0	0	0
Security	0	500	500	500
Seminars/Training/Education	79,217	84,670	84,000	82,670
Misc Professional Services	250,933	205,865	193,125	89,800
Textbooks	35,362	23,000	22,118	23,000
Travel Expense	9,448	21,700	21,700	18,700
Unreported Travel	491	0	0	0
Outside Fuel	2,249	2,500	0	2,500
Utilities	113,091	112,500	118,000	110,000
Insurance	21,595	23,129	23,129	15,224
Dues/Memberships/Periodicals	2,950	2,400	2,300	2,400
Minor Equipment	987	18,000	17,500	0
Total Materials and Supplies	\$ 740,728	\$ 750,920	\$ 741,871	707,774
CAPITAL OUTLAY				
Furniture/Furnishings	9,936	17,600	17,600	13,500
Total Capital Outlay	\$ 9,936	\$ 17,600	\$ 17,600	13,500
TOTAL EXPENDITURES	\$ 3,414,454	\$ 3,660,247	\$ 3,688,032	3,259,012
OTHER REVENUES				
Fire - Misc Collections	10,973	0	3,930	0
Recovery Of Prior Year Expense	0	0	2,185	0
Total Other Revenues	\$ 10,973	\$ 0	\$ 6,115	0
TOTAL REVENUES	\$ (10,973)	\$ 0	\$ (6,115)	0
NET EXPENDITURES	\$ 3,403,481	\$ 3,660,247	\$ 3,681,917	3,259,012

Communications

Communications provides receipts and transmission of all emergency calls, with an emphasis on quality assurance and increased patient care through Emergency Medical Dispatch. This service center receives all calls for fire and emergency medical services and dispatches the closest available fire company or emergency unit in the shortest possible time.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	4,791,232	5,322,597	4,685,428	5,485,996
Materials and Supplies	1,086,318	1,270,815	1,318,977	1,287,990
Total Expenditures	\$ 5,877,550	\$ 6,593,412	\$ 6,004,405	\$ 6,773,986
Total Revenues	\$ 0	\$ 0	\$ 2,472	\$ 0
Net Expenditures	\$ 5,877,550	\$ 6,593,412	\$ 6,001,933	\$ 6,773,986

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Communications • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	2,750,362	3,424,921	3,048,547	3,634,769
Holiday Salary Full Time	15,902	0	0	0
Vacation Leave	211,308	0	0	0
Bonus Leave	23,830	0	0	0
Sick Leave	179,478	0	0	0
Overtime	419,505	500,000	466,870	500,000
Holiday Fire/Police	133,310	135,000	145,745	146,000
Out of Rank Pay	24,206	25,000	29,464	29,500
College Incentive Pay	87,594	86,441	91,092	91,374
Longevity Pay	21,665	21,000	25,127	25,439
Shift Differential	19,689	20,000	27,717	28,000
Bonus Days	7,539	7,000	5,671	7,000
Retirement Benefits	133	0	0	0
Pension	198,625	190,392	197,479	153,485
Pension ADC Funding	327,238	315,968	315,968	468,238
Group Life Insurance	8,611	10,905	9,312	11,014
Unemployment	8,960	4,400	4,400	4,720
Medicare	52,624	48,248	56,106	55,603
Long Term Disability	8,183	9,543	11,268	10,423
Health Insurance - Basic	3,725	0	0	0
Health Insurance - Value PPO	3,007	5,156	4,296	0
Health Insurance - Premier	302,966	295,644	312,809	325,068
Benefits Adjustments	0	71,646	0	87,507
Health Insurance-Local Plus Plan	53,839	91,537	71,171	56,856
On the Job Injury	2,240	1,000	11,000	1,000
Attrition	0	58,796	0	0
Bonus Pay	28,659	0	0	0
Expense Recovery - Personnel	(101,967)	0	(148,615)	(150,000)
Total Personnel Services	\$ 4,791,232	\$ 5,322,597	\$ 4,685,428	5,485,996
MATERIALS AND SUPPLIES				
City Computer Svc Equipment	2,016	5,000	5,000	5,000
Data/Word Process Software	7,614	10,000	8,000	10,000
City Telephone/Communications	145,014	245,000	0	260,000
Printing - Outside	0	1,000	0	0
Supplies - Outside	14,025	15,000	16,500	19,000
Outside Postage	0	75	75	250
Materials and Supplies	124	500	500	500
Outside Equipment Repair/Maintenance	763,073	880,190	880,000	880,190

Communications • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Outside Phone/Communications	0	0	245,000	0
Seminars/Training/Education	0	3,000	2,000	2,000
Misc Professional Services	145,853	95,000	145,852	95,000
Travel Expense	920	6,000	6,000	6,000
Unreported Travel	(279)	0	0	0
Mileage	0	50	50	50
Utilities	7,959	10,000	10,000	10,000
Total Materials and Supplies	\$ 1,086,318	\$ 1,270,815	\$ 1,318,977	1,287,990
TOTAL EXPENDITURES	\$ 5,877,550	\$ 6,593,412	\$ 6,004,405	6,773,986
OTHER REVENUES				
Recovery Of Prior Year Expense	0	0	2,472	0
Total Other Revenues	\$ 0	\$ 0	\$ 2,472	0
TOTAL REVENUES	\$ 0	\$ 0	\$ (2,472)	0
NET EXPENDITURES	\$ 5,877,550	\$ 6,593,412	\$ 6,001,933	6,773,986

COMMUNICATIONS • LEGAL LEVEL DETAIL

Fire Prevention

Enforcement of fire codes through investigation, inspection, and education. The Fire Prevention Service Center focuses primarily on arson investigations, while continuing efforts to inspect buildings, educate the public on fire safety, and review fire safety plans. Fire Prevention provides state-certified inspectors who ensure response to plan reviews and inspections within 2 work days of receipt. New state laws provide fire investigators with police powers to facilitate investigations and apprehension of criminals. The public educators teach fire safety in a fire-related education environment.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	4,960,769	5,096,352	5,128,142	4,938,964
Materials and Supplies	161,908	181,435	188,735	188,335
Total Expenditures	\$ 5,122,676	\$ 5,277,787	\$ 5,316,878	\$ 5,127,299
Total Revenues	\$ 26,801	\$ 20,000	\$ 20,000	\$ 20,000
Net Expenditures	\$ 5,095,875	\$ 5,257,787	\$ 5,296,878	\$ 5,107,299

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Fire Prevention • Legal Level Detail

FIRE PREVENTION • LEGAL LEVEL DETAIL

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	2,716,588	3,574,187	3,463,904	3,365,430
Holiday Salary Full Time	108,680	0	0	0
Vacation Leave	274,558	0	0	0
Bonus Leave	12,641	0	0	0
Sick Leave	253,391	0	0	0
Overtime	157,695	151,000	133,610	151,000
Holiday Fire/Police	43,880	45,000	48,470	48,500
Out of Rank Pay	27,843	35,000	35,315	35,500
Hazardous Duty Pay	(18)	0	0	0
College Incentive Pay	166,204	167,905	169,029	160,889
Longevity Pay	32,309	32,160	35,247	34,079
Shift Differential	4,238	4,500	6,817	7,000
Bonus Days	22,533	20,000	19,000	20,000
Retirement Benefits	30,621	104,070	221,700	0
Job Incentive	7,375	6,500	10,026	10,000
Pension	214,963	204,240	206,734	182,016
Social Security	0	0	291	0
Pension ADC Funding	333,600	268,362	268,362	433,541
Group Life Insurance	10,011	12,280	10,038	10,635
Unemployment	8,240	4,240	4,240	4,080
Medicare	46,967	44,753	51,033	46,012
Long Term Disability	8,858	10,212	12,218	9,901
Health Insurance - Basic	6,798	0	0	0
Health Insurance - Premier	335,388	330,989	301,595	272,316
Benefits Adjustments	0	64,672	0	15,808
Health Insurance-Local Plus Plan	58,819	100,832	103,219	107,256
Salaries - Part Time/Temporary	0	0	4,696	5,000
On the Job Injury	45,660	30,000	22,600	20,000
Attrition	0	(114,550)	0	0
Bonus Pay	32,927	0	0	0
Total Personnel Services	\$ 4,960,769	\$ 5,096,352	\$ 5,128,142	4,938,964
MATERIALS AND SUPPLIES				
Facility Repair & Carpentry	0	4,000	4,000	4,000
City Computer Svc Equipment	0	1,000	2,000	1,000
City Telephone/Communications	1	0	0	0
Supplies - Outside	12,846	17,000	16,000	16,000
Hand Tools	0	2,000	1,000	1,000
Ammunition & Explosives	979	500	500	500

Fire Prevention • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Safety Equipment	0	1,000	1,000	4,000
Drafting/Photo Supplies	1,788	2,000	2,000	2,000
Outside Postage	11	50	50	50
Materials and Supplies	27,132	33,725	34,725	31,725
Internal Repairs and Maintenance	0	1,000	1,000	1,000
Outside Phone/Communications	0	0	0	0
Seminars/Training/Education	9,355	4,090	4,090	9,090
Misc Professional Services	49,913	47,000	54,300	43,000
Travel Expense	5,852	9,500	9,075	13,500
Unreported Travel	(452)	0	425	0
Outside Fuel	171	300	300	200
Mileage	20	0	0	0
Utilities	51,732	55,000	55,000	55,000
Dues/Memberships/Periodicals	2,559	3,270	3,270	6,270
Total Materials and Supplies	\$ 161,908	\$ 181,435	\$ 188,735	188,335
TOTAL EXPENDITURES	\$ 5,122,676	\$ 5,277,787	\$ 5,316,878	5,127,299
OTHER REVENUES				
Anti-Neglect Enforcement Program	0	0	0	0
Fire - Misc Collections	26,703	20,000	20,000	20,000
Recovery Of Prior Year Expense	98	0	0	0
Total Other Revenues	\$ 26,801	\$ 20,000	\$ 20,000	20,000
TOTAL REVENUES	\$ (26,801)	\$ (20,000)	\$ (20,000)	(20,000)
NET EXPENDITURES	\$ 5,095,875	\$ 5,257,787	\$ 5,296,878	5,107,299

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.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	103,404,880	102,144,920	106,015,512	105,171,400
Materials and Supplies	2,778,073	2,493,191	3,489,941	2,386,558
Grants and Subsidies	103,037	0	(160,000)	0
Total Expenditures	\$ 106,285,992	\$ 104,638,112	\$ 109,345,456	\$ 107,557,952
Total Revenues	\$ 625,128	\$ 0	\$ 3,042,422	\$ 1,549,385
Net Expenditures	\$ 105,660,864	\$ 104,638,112	\$ 106,303,034	\$ 106,008,567

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Fire Fighting • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	52,844,300	64,906,024	66,830,804	68,209,584
Holiday Salary Full Time	100,514	0	0	0
Vacation Leave	6,533,956	0	0	0
Bonus Leave	157,672	0	0	0
Sick Leave	4,863,606	0	0	0
Overtime	7,439,762	4,835,030	7,676,314	3,330,164
Holiday Fire/Police	3,016,879	3,000,000	3,175,649	3,200,000
Out of Rank Pay	1,239,200	1,000,000	1,373,803	1,000,000
Hazardous Duty Pay	71,446	75,000	80,191	80,000
College Incentive Pay	1,190,109	1,197,133	1,234,146	1,270,493
Longevity Pay	559,779	550,260	601,939	599,770
Bonus Days	1,150,924	1,600,000	1,500,000	1,600,000
Retirement Benefits	587,903	657,079	771,672	656,376
Job Incentive	760,932	780,000	762,119	780,000
Pension	3,980,863	3,983,962	4,133,271	2,741,454
Social Security	4,529	0	4,230	0
Pension ADC Funding	6,064,800	5,383,702	5,383,702	8,786,883
Group Life Insurance	174,403	218,281	180,984	189,005
Unemployment	172,160	90,800	90,800	94,480
Medicare	1,101,494	949,458	1,186,565	1,076,455
Long Term Disability	166,916	191,239	241,507	203,727
Health Insurance - Basic	172,498	0	0	0
Health Insurance - Value PPO	102,097	133,198	114,998	0
Health Insurance - Premier	7,614,882	7,230,259	6,486,569	6,081,900
Benefits Adjustments	0	1,079,639	0	1,230,172
Health Insurance-Local Plus Plan	1,687,421	2,739,960	3,586,253	3,915,192
Salaries - Part Time/Temporary	17,863	0	0	0
On the Job Injury	1,295,278	700,000	800,000	700,000
Attrition	0	1,043,898	0	(574,257)
Bonus Pay	579,048	0	0	0
Expense Recovery - Personnel	(246,349)	(200,000)	(200,000)	0
Total Personnel Services	\$ 103,404,880	\$ 102,144,920	\$ 106,015,512	105,171,400
MATERIALS AND SUPPLIES				
Facility Repair & Carpentry	18,578	28,500	28,500	20,000
City Computer Svc Equipment	3,823	8,500	4,000	5,000
City Telephone/Communications	29	0	0	0
Printing - Outside	42	0	0	0
Supplies - Outside	415	0	4,450	0
Clothing	705,754	600,000	600,000	600,000
Safety Equipment	0	0	60	0

Fire Fighting • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Outside Postage	237	0	0	0
Materials and Supplies	275	7,000	8,000	8,000
Outside Vehicle Repair	46,436	0	0	0
Internal Repairs and Maintenance	259,307	67,800	46,000	67,800
Seminars/Training/Education	0	1,000	0	0
Misc Professional Services	337,655	0	960,000	0
Travel Expense	2,646	2,300	3,200	2,900
Unreported Travel	(301)	0	0	0
Relocation Expense	0	0	55,000	0
Mileage	22,166	22,000	24,640	30,000
Utilities	1,044,349	1,400,000	1,400,000	1,400,000
Insurance	332,813	353,991	353,991	250,758
Dues/Memberships/Periodicals	2,671	2,100	2,100	2,100
Misc Services and Charges	1,175	0	0	0
Total Materials and Supplies	\$ 2,778,073	\$ 2,493,191	\$ 3,489,941	2,386,558
GRANTS AND SUBSIDIES				
Death Benefits	103,037	0	(160,000)	0
Total Grants and Subsidies	\$ 103,037	\$ 0	\$ (160,000)	0
TOTAL EXPENDITURES	\$ 106,285,992	\$ 104,638,112	\$ 109,345,456	107,557,952
FEDERAL GRANTS				
Federal Grants - Others	584,655	0	3,003,671	1,529,385
Total Federal Grants	\$ 584,655	\$ 0	\$ 3,003,671	1,529,385
OTHER REVENUES				
Local Shared Revenue	4,540	0	105	0
Fire - Misc Collections	3,015	0	6,000	0
Recovery Of Prior Year Expense	32,918	0	32,647	0
Total Other Revenues	\$ 40,473	\$ 0	\$ 38,752	0
TRANSFERS IN				
Oper Tfr In - Metro Alarm	0	0	0	20,000
Total Transfers In	\$ 0	\$ 0	\$ 0	20,000
TOTAL REVENUES	\$ (625,128)	\$ 0	\$ (3,042,422)	(1,549,385)
NET EXPENDITURES	\$ 105,660,864	\$ 104,638,112	\$ 106,303,034	106,008,567

Emergency Medical Services

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	32,737,088	33,292,448	32,138,316	33,192,770
Materials and Supplies	5,313,551	2,797,459	4,751,250	5,191,605
Capital Outlay	0	0	0	1,000
Grants and Subsidies	2,500	0	0	0
Total Expenditures	\$ 38,053,140	\$ 36,089,908	\$ 36,889,568	\$ 38,385,376
Total Revenues	\$ 22,097,730	\$ 21,260,000	\$ 22,874,512	\$ 23,134,704
Net Expenditures	\$ 15,955,410	\$ 14,829,908	\$ 14,015,056	\$ 15,250,672

Authorized Complement

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Emergency Medical Services • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	17,498,648	22,295,244	19,877,608	20,749,962
Holiday Salary Full Time	75,618	0	0	0
Vacation Leave	1,774,223	0	0	0
Bonus Leave	38,615	0	0	0
Sick Leave	1,424,553	0	0	0
Overtime	1,515,406	173,222	2,100,000	1,750,063
Holiday Fire/Police	1,004,762	1,000,000	966,227	1,003,810
Out of Rank Pay	149,897	140,000	139,733	140,000
Hazardous Duty Pay	26,257	26,000	28,141	29,000
College Incentive Pay	575,760	586,597	562,497	549,305
Longevity Pay	115,315	115,620	124,185	126,721
Bonus Days	381,546	525,000	400,000	500,000
Retirement Benefits	280,843	62,416	111,858	13,154
Job Incentive	158,963	155,000	153,025	155,000
Pension	1,464,752	1,247,996	1,427,487	763,394
Social Security	0	0	5,259	0
Pension ADC Funding	2,283,600	2,279,647	2,279,647	2,673,048
Group Life Insurance	48,070	64,452	48,386	53,062
Unemployment	55,920	28,640	28,640	27,280
Medicare	343,744	323,307	342,246	327,934
Long Term Disability	54,435	64,402	69,686	61,686
Health Insurance - Basic	30,598	0	0	0
Health Insurance - Value PPO	8,327	10,311	8,210	0
Health Insurance - Premier	2,421,184	2,278,482	1,870,547	1,665,204
Benefits Adjustments	0	472,437	0	84,677
Health Insurance-Local Plus Plan	538,474	943,677	1,085,898	1,260,468
Salaries - Part Time/Temporary	0	0	115,037	758,000
On the Job Injury	305,006	500,000	400,000	501,000
Bonus Pay	172,119	0	0	0
Expense Recovery - Personnel	(9,546)	0	(6,000)	0
Total Personnel Services	\$ 32,737,088	\$ 33,292,448	\$ 32,138,316	33,192,770
MATERIALS AND SUPPLIES				
Facility Repair & Carpentry	0	0	0	11,000
Outside Computer Services	0	0	0	2,000
City Computer Svc Equipment	98,278	20,300	47,000	23,800
City Telephone/Communications	281	0	0	0
Supplies - Outside	43,475	45,000	45,500	80,800
Safety Equipment	0	0	0	500
Medical Supplies	2,297,829	2,194,759	2,215,000	2,336,000
Outside Postage	166	500	450	850

Emergency Medical Services • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Materials and Supplies	4,956	5,000	4,800	7,000
Outside Vehicle Repair	0	0	0	2,830
Outside Equipment Repair/Maintenance	91,960	65,000	64,000	65,000
Internal Repairs and Maintenance	10	1,000	650	1,000
Medical/Dental/Vetinary	1,797	5,000	4,500	5,000
Outside Phone/Communications	0	0	0	0
Seminars/Training/Education	0	0	400	2,000
Misc Professional Services	2,403,367	180,000	2,000,000	2,295,325
Textbooks	111,590	32,400	78,000	80,000
Travel Expense	27,714	24,300	25,500	30,300
Unreported Travel	1,192	0	250	0
Relocation Expense	0	0	45,000	0
Outside Fuel	50	0	0	0
Mileage	9,310	12,000	10,000	12,000
Utilities	0	0	0	10,000
Insurance	2,377	2,300	2,300	2,300
Dues/Memberships/Periodicals	21,505	28,000	27,000	28,000
Rent	156,022	148,900	148,900	148,900
Misc Services and Charges	23,780	18,000	17,500	16,000
Minor Equipment	17,892	15,000	14,500	31,000
Total Materials and Supplies	\$ 5,313,551	\$ 2,797,459	\$ 4,751,250	5,191,605
CAPITAL OUTLAY				
Furniture/Furnishings	0	0	0	1,000
Total Capital Outlay	\$ 0	\$ 0	\$ 0	1,000
GRANTS AND SUBSIDIES				
Death Benefits	2,500	0	0	0
Total Grants and Subsidies	\$ 2,500	\$ 0	\$ 0	0
TOTAL EXPENDITURES	\$ 38,053,140	\$ 36,089,908	\$ 36,889,568	38,385,376
CHARGES FOR SERVICES				
Ambulance Service	22,069,142	21,260,000	22,000,000	22,000,000
Total Charges for Services	\$ 22,069,142	\$ 21,260,000	\$ 22,000,000	22,000,000
FEDERAL GRANTS				
Federal Grants - Others	0	0	767,000	1,134,705
Total Federal Grants	\$ 0	\$ 0	\$ 767,000	1,134,705

Emergency Medical Services • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
OTHER REVENUES				
Local Other Revenue	0	0	43,400	0
Fire - Misc Collections	28,256	0	15,903	0
Recovery Of Prior Year Expense	333	0	48,209	0
Total Other Revenues	\$ 28,589	\$ 0	\$ 107,512	0
TOTAL REVENUES	\$ (22,097,730)	\$ (21,260,000)	\$ (22,874,512)	(23,134,704)
NET EXPENDITURES	\$ 15,955,410	\$ 14,829,908	\$ 14,015,056	15,250,672

Airport

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	2,723,682	3,277,076	2,521,671	3,700,858
Materials and Supplies	255,105	252,209	270,098	252,209
Capital Outlay	0	32,000	40,000	30,000
Total Expenditures	\$ 2,978,787	\$ 3,561,285	\$ 2,831,769	\$ 3,983,067
Total Revenues	\$ 3,409,377	\$ 3,543,149	\$ 3,662,517	\$ 3,983,067
Net Expenditures	\$ (430,590)	\$ 18,136	\$ (830,748)	\$ 0

Authorized Complement

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Airport • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	1,359,971	1,950,601	1,502,413	2,356,508
Vacation Leave	163,825	0	0	0
Bonus Leave	9,300	0	0	0
Sick Leave	195,442	0	0	0
Overtime	248,035	199,075	245,000	229,100
Holiday Fire/Police	76,606	80,000	74,173	75,000
Out of Rank Pay	17,538	20,000	14,756	15,000
Hazardous Duty Pay	19,233	25,000	17,773	18,000
College Incentive Pay	40,229	39,503	38,633	56,540
Longevity Pay	19,158	18,840	19,142	18,779
Bonus Days	22,084	30,000	29,000	30,000
Retirement Benefits	5,099	28,887	57,462	27,446
Job Incentive	23,860	26,000	22,023	23,000
Pension	92,812	94,622	87,701	94,441
Pension ADC Funding	175,200	175,437	175,437	303,570
Group Life Insurance	5,828	7,081	5,693	7,523
Unemployment	4,160	2,000	2,000	2,320
Medicare	28,886	26,924	30,221	35,014
Long Term Disability	4,226	4,731	5,532	5,501
Health Insurance - Basic	4,005	0	0	0
Health Insurance - Premier	192,348	196,954	148,754	149,904
Benefits Adjustments	0	126,938	0	156,806
Health Insurance-Local Plus Plan	20,115	34,484	58,958	91,404
On the Job Injury	0	10,000	2,000	5,000
Attrition	0	180,000	0	0
Bonus Pay	13,135	0	0	0
Expense Recovery - Personnel	(17,414)	0	(15,000)	0
Total Personnel Services	\$ 2,723,682	\$ 3,277,076	\$ 2,521,671	3,700,858
MATERIALS AND SUPPLIES				
City Computer Svc Equipment	1,155	0	3,000	0
Supplies - Outside	0	500	400	500
Hand Tools	0	500	500	500
Clothing	10,773	15,110	19,600	15,110
Household Supplies	600	600	600	600
Safety Equipment	0	1,500	1,000	1,500
Medical Supplies	0	10,566	10,566	10,566
Internal Repairs and Maintenance	164,636	101,313	101,313	101,313
Seminars/Training/Education	14,945	63,000	74,000	63,000

Airport • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Travel Expense	1,397	0	0	0
Outside Fuel	24,948	26,430	26,430	26,430
Mileage	210	400	399	400
Utilities	36,442	32,045	32,045	32,045
Dues/Memberships/Periodicals	0	245	245	245
Total Materials and Supplies	\$ 255,105	\$ 252,209	\$ 270,098	252,209
CAPITAL OUTLAY				
Equipment	0	32,000	40,000	30,000
Total Capital Outlay	\$ 0	\$ 32,000	\$ 40,000	30,000
TOTAL EXPENDITURES	\$ 2,978,787	\$ 3,561,285	\$ 2,831,769	3,983,067
INTERGOVERNMENTAL REVENUES				
International Airport	3,409,377	3,543,149	3,660,514	3,983,067
Total Intergovernmental Revenues	\$ 3,409,377	\$ 3,543,149	\$ 3,660,514	3,983,067
OTHER REVENUES				
Recovery Of Prior Year Expense	0	0	2,002	0
Total Other Revenues	\$ 0	\$ 0	\$ 2,002	0
TOTAL REVENUES	\$ (3,409,377)	\$ (3,543,149)	\$ (3,662,517)	(3,983,067)
NET EXPENDITURES	\$ (430,590)	\$ 18,136	\$ (830,748)	0

Fire Services • Authorized Complement

FIRE SERVICES • AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
ADMINISTRATION		FIRE - TRAINING SERVICES	
ACCOUNTANT ASSOCIATE A	1	ASST OFFICE	1
ADMR FIRE DATA	1	CHIEF BATTALION FIRE	2
ADMR FIRE SVCS	1	CHIEF DIVISION	2
ANALYST DATABASE	2	CHIEF SPEC OPER DEPUTY	1
ANALYST DIVERSITY/CONTRACT	1	LIEUTENANT FIRE	15
ANALYST PERSONNEL FIRE SR	1	SPEC AUDIO VISUAL PROD	1
ASST ADMINISTRATIVE	1	Total Fire - Training Services	22
ASST EXECUTIVE	1	COMMUNICATIONS	
CHIEF FIRE DEPUTY	1	ANALYST DATA	1
CHIEF LOGISTICAL SVCS DEPUTY	1	ANALYST PERSONNEL FIRE	1
CLERK OFFICE SUPPORT	2	COMMANDER WATCH	5
DIRECTOR FIRE DEPUTY	1	COORD GIS TECH FIRE	1
DIRECTOR FIRE SVCS	1	COORD INFO SYS CAD	1
LIEUTENANT FIRE	2	MGR COMMUNICATIONS FIRE	1
MGR ENG PROJECT	1	OPER FIRE ALARM I	6
SPEC FIRE PAYROLL	2	OPER FIRE ALARM II	6
SUPER ADMIN SUPPORT	1	OPER FIRE ALARM III	31
Total Administration	21	OPER FIRE ALARM SR	6
FIRE APPARATUS MAINTENANCE		PARAMEDIC QUALITY ASSURANCE	2
CHIEF BATTALION FIRE	1	SPEC COMM DATA	2
COORD OSHA FIRE	2	Total Communications	63
ELECT MNT FIRE	1	FIRE PREVENTION	
MECH AIRMASK MAINT	2	ASST FIRE PREVENTION	3
MECH AIRMASK MAINT LD	1	ASST OFFICE	2
MECH MNT FIRE	4	CHIEF FIRE INVESTIGATOR	1
MGR APPR MASK	1	CLERK ACCOUNTING B	1
REPAIRER FIRE HYDRT	4	INSP FIRE	27
REPAIRER FIRE HYDRT LO	1	INVESTIGATOR FIRE	9
Total Fire Apparatus Maintenance	17	MARSHAL FIRE	1
LOGISTICAL SERVICES		MARSHAL FIRE ASST	1
ACCOUNTANT ASSOCIATE A	1	MGR FIRE PREVENTION	4
CLERK INVETORY CONTROL SR	1	SPEC FIRE EDUCATION	2
CREWPERSON	6	SPEC INVESTIGATIVE PROC B	1
MGR LOGISTICAL SVCS	1	Total Fire Prevention	52
SPEC MATERIAL FIRE	6	FIRE FIGHTING	
SUPER BUILDING GRDS MNT	1	CHIEF BATTALION FIRE	33
SUPER LOGISTICAL SVCS	1	CHIEF DIVISION	6
Total Logistical Services	17	DRIVER FIRE	242

Fire Services • Authorized Complement

Position Title	Authorized Positions	Position Title	Authorized Positions
LIEUTENANT FIRE	233		
PRIVATE FIRE II	590		
PRIVATE FIRE LEP II	46		
RECRUIT FIRE	35		
Total Fire Fighting	1185		
EMERGENCY MEDICAL SERVICES			
ASST EMA	1		
ASST OFFICE	2		
CHIEF BATTALION EMS	5		
CHIEF DIVISION EMS	1		
CHIEF FIRE EMS DEPUTY	1		
CLERK ACCOUNTING B	1		
CLERK OFFICE SUPPORT	2		
LIEUTENANT EMS	25		
MGR OFFICE EMERGENCY MGMT	1		
OFFICER EMA OPER	7		
PARAMEDIC FIREFIGHTER (INC 10 ISLS)	288		
PARAMEDIC FIREFIGHTER LEP	23		
Total Emergency Medical Services	357		
AIRPORT			
CHIEF AIR RESCUE	3		
CHIEF DIVISION	1		
DRIVER FIRE	9		
INSP FIRE	1		
LIEUTENANT FIRE	6		
PARAMEDIC FIREFIGHTER	6		
PRIVATE FIRE II	12		
Total Airport	38		
<u>TOTAL Fire Services</u>	<u>1772</u>		

GENERAL SERVICES

Mission Statement

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

Organization Structure



Services

The Division of General Services works in a number of ways to support the other divisions that make up the City's service and administrative system. General Services ensures that the 300+ city-owned facilities and 400+ structures function properly and meet the Americans with Disabilities Act (ADA) accessibility requirements. The Division provides maintenance for the City's over 5,000 pieces of rolling stock, handles the sale and acquisition of real property, as well as maintains 16 libraries, police precincts and training academy and over 80 city-owned vacant lots.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	13,851,861	12,727,848	11,175,184	13,685,284
Materials and Supplies	9,987,046	9,905,074	8,599,238	10,035,107
Capital Outlay	329,457	50,000	54,969	85,000
Grants and Subsidies	7,568	0	(7,568)	0
Transfers Out	0	0	0	0
Total Expenditures	\$ 24,175,934	\$ 22,682,922	\$ 19,821,822	\$ 23,805,392
Total Revenues	\$ 2,156,098	\$ 1,712,588	\$ 2,440,317	\$ 1,862,588
Net Expenditures	\$ 22,019,836	\$ 20,970,334	\$ 17,381,506	\$ 21,942,804

Authorized Complement	289
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General Services • Charges for Services Summary

Account	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Easements & Encroachments	90,780	75,000	103,664	75,000
Fiber Optic Franchise Fees	657,589	600,000	1,269,882	750,000
Miscellaneous Income	0	0	468	0
Miscellaneous Revenue	1,405	0	0	0
Mow to Own Program - Program Fees	2,925	5,850	2,925	5,850
Outside Revenue	16,216	0	9,453	0
P & S Printing	10,800	0	0	0
Recovery Of Prior Year Expense	(684)	0	0	0
Rent Of Land	249,440	31,738	50,374	31,738
Rental Fees	1,127,626	1,000,000	1,003,551	1,000,000
Total Charges for Services	\$ 2,156,098	\$ 1,712,588	\$ 2,440,317	\$ 1,862,588

Administration

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	652,147	794,227	717,095	1,584,612
Materials and Supplies	185,449	470,323	405,771	533,251
Total Expenditures	\$ 837,595	\$ 1,264,550	\$ 1,122,866	\$ 2,117,863
Total Revenues	\$ (19)	\$ 0	\$ 0	\$ 0
Net Expenditures	\$ 837,615	\$ 1,264,550	\$ 1,122,866	\$ 2,117,863

Authorized Complement	21
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Administration • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	442,545	648,739	551,428	1,144,033
Holiday Salary Full Time	24,752	0	13,115	0
Vacation Leave	27,893	0	14,291	0
Bonus Leave	7,528	0	3,823	0
Sick Leave	6,247	0	8,609	0
Retirement Benefits	0	0	8,540	0
Pension	29,630	29,317	33,020	24,831
Social Security	77	0	0	0
Pension ADC Funding	43,200	29,758	14,879	147,377
Group Life Insurance	1,922	2,376	1,901	2,771
Unemployment	7,760	480	480	1,520
Medicare	7,216	7,332	8,112	17,343
Long Term Disability	1,325	1,466	1,924	3,006
Health Insurance - Premier	39,137	39,139	38,538	86,244
Benefits Adjustments	0	5,620	0	1,800
Health Insurance-Local Plus Plan	710	0	8,436	20,688
Salaries - Part Time/Temporary	1,239	30,000	10,000	135,000
Bonus Pay	10,966	0	0	0
Total Personnel Services	\$ 652,147	\$ 794,227	\$ 717,095	1,584,612
MATERIALS AND SUPPLIES				
City Shop Charges	189	147	0	74
City Shop Fuel	170	118	100	101
City Computer Svc Equipment	19,177	500	500	5,000
Data/Word Process Software	8,991	36,443	66,443	97,726
City Telephone/Communications	3,350	3,000	0	0
Supplies - Outside	2,571	2,500	1,146	7,500
Outside Postage	23	0	0	0
Materials and Supplies	76	0	0	0
Outside Equipment Repair/Maintenance	960	840	0	840
Outside Phone/Communications	0	0	2,500	6,000
Seminars/Training/Education	7,178	5,000	7,548	12,000
Misc Professional Services	37,165	50,000	37,458	100,000
Travel Expense	501	500	3,452	500
Insurance	98,421	141,016	141,016	70,751
Claims	4,550	27,759	25,508	27,759
Lawsuits	0	50,000	0	50,000
Dues/Memberships/Periodicals	2,128	2,500	100	5,000
Misc Services and Charges	0	150,000	120,000	150,000
Total Materials and Supplies	\$ 185,449	\$ 470,323	\$ 405,771	533,251
TOTAL EXPENDITURES	\$ 837,595	\$ 1,264,550	\$ 1,122,866	2,117,863

Administration • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
OTHER REVENUES				
Recovery Of Prior Year Expense	(19)	0	0	0
Total Other Revenues	\$ (19)	\$ 0	\$ 0	0
TOTAL REVENUES	\$ 19	\$ 0	\$ 0	0
NET EXPENDITURES	\$ 837,615	\$ 1,264,550	\$ 1,122,866	2,117,863

Property Maintenance

Property Maintenance provides customers with cost-effective maintenance and repair; administers warranties for City facilities; makes recommendations on all plans regarding construction and major repairs; and provides a preventive maintenance program focusing on our customers' service delivery expectations.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	10,629,677	8,529,263	7,992,132	8,511,172
Materials and Supplies	5,862,846	4,970,718	4,011,112	4,944,288
Capital Outlay	34,000	50,000	52,000	85,000
Grants and Subsidies	7,568	0	(7,568)	0
Total Expenditures	\$ 16,534,091	\$ 13,549,981	\$ 12,047,675	\$ 13,540,460
Total Revenues	\$ 1,334,053	\$ 1,000,000	\$ 1,005,794	\$ 1,000,000
Net Expenditures	\$ 15,200,038	\$ 12,549,981	\$ 11,041,881	\$ 12,540,460

Authorized Complement	103
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Property Maintenance • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	5,805,106	6,001,111	4,544,803	5,756,083
Holiday Salary Full Time	344,174	0	257,326	0
Vacation Leave	444,957	0	321,922	0
Bonus Leave	59,578	0	39,155	0
Sick Leave	363,515	0	408,138	0
Overtime	261,645	131,779	235,000	235,000
Out of Rank Pay	1,065	0	0	0
Hazardous Duty Pay	1,123	0	15	0
Longevity Pay	5,828	0	9,322	0
Retirement Benefits	53,390	60,000	53,182	55,000
Required Special License Pay	(56)	20,000	0	20,000
Pension	316,397	300,461	287,766	186,577
Supplemental Pension	34,376	3,220	12,880	12,053
Social Security	137,517	2,102	104,663	2,102
Pension ADC Funding	825,600	594,108	297,054	741,509
Group Life Insurance	19,891	19,470	16,976	19,756
Unemployment	11,280	7,120	7,120	7,840
Medicare	109,634	77,133	163,749	90,521
Long Term Disability	20,445	15,427	21,019	16,749
Health Insurance - Basic	30,720	0	0	0
Health Insurance - Value PPO	15,037	5,156	12,030	0
Health Insurance - Premier	766,262	498,060	496,841	475,908
Benefits Adjustments	0	174,963	0	63,742
Health Insurance-Local Plus Plan	202,088	205,655	244,805	266,832
Salaries - Part Time/Temporary	818,878	333,500	500,000	550,000
On the Job Injury	121,548	80,000	130,000	11,500
Bonus Pay	27,217	0	0	0
Expense Recovery - Personnel	(167,537)	0	(171,636)	0
Total Personnel Services	\$ 10,629,677	\$ 8,529,263	\$ 7,992,132	8,511,172
MATERIALS AND SUPPLIES				
City Storeroom Supplies	4,591	4,000	926	4,000
City Shop Charges	1,405,314	418,158	430,218	312,097
City Shop Fuel	254,861	206,329	129,450	151,025
City Computer Svc Equipment	388	9,000	0	9,000
City Telephone/Communications	12,109	12,100	0	0
Supplies - Outside	17,608	17,900	13,370	17,900
Hand Tools	54,783	65,200	24,924	62,000
Clothing	34,113	37,000	42,000	42,000

Property Maintenance • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Household Supplies	33,790	60,300	18,440	33,800
Safety Equipment	12,322	10,000	12,252	16,000
Medical Supplies	0	400	0	0
Athletic/Recreational Supplies	6,563	10,000	0	0
Outside Postage	117	100	0	0
Asphalt Products	2,330	3,000	12,500	25,000
Lumber & Wood Products	4,922	5,000	2,500	5,000
Steel & Iron Products	10,299	1,000	5,000	10,300
Lime Cement & Gravel	309	4,000	2,000	4,000
Chemicals	15,132	51,000	10,000	20,000
Materials and Supplies	1,539,602	1,500,000	1,315,000	1,790,000
Miscellaneous Expense	3,719	10,000	1,860	10,000
Outside Vehicle Repair	3,015	20,000	1,500	5,000
Outside Equipment Repair/Maintenance	129,156	125,860	35,000	130,860
Facilities Structure Repair - Outside	532,535	500,000	501,640	500,000
Horticulture	7,851	0	0	0
Outside Phone/Communications	0	0	10,430	8,000
Janitorial Services	0	5,000	2,500	5,000
Security	5,024	10,000	4,000	4,000
Seminars/Training/Education	2,575	11,000	6,500	11,000
Fixed Charges	50	0	0	0
Misc Professional Services	1,174,028	1,450,000	1,176,800	1,500,000
Textbooks	50	0	0	0
Travel Expense	1,714	0	6,952	0
Unreported Travel	200	0	(200)	0
Relocation Expense	124,776	0	9,599	0
Utilities	512,153	345,000	204,622	250,000
Insurance	50,202	52,371	25,571	4,806
Claims	8,488	25,000	17,500	25,000
Dues/Memberships/Periodicals	0	2,000	2,000	2,000
Expense Recovery - M & S	(101,843)	0	(13,742)	(13,500)
Total Materials and Supplies	\$ 5,862,846	\$ 4,970,718	\$ 4,011,112	4,944,288
CAPITAL OUTLAY				
Equipment	34,000	50,000	52,000	85,000
Total Capital Outlay	\$ 34,000	\$ 50,000	\$ 52,000	85,000
GRANTS AND SUBSIDIES				
Death Benefits	7,568	0	(7,568)	0
Total Grants and Subsidies	\$ 7,568	\$ 0	\$ (7,568)	0

Property Maintenance • Legal Level Detail *(continued)*

PROPERTY MAINTENANCE • LEGAL LEVEL DETAIL

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
TOTAL EXPENDITURES	\$ 16,534,091	\$ 13,549,981	\$ 12,047,675	13,540,460
CHARGES FOR SERVICES				
Rental Fees	1,127,626	1,000,000	1,003,551	1,000,000
Rent Of Land	205,536	0	1,776	0
Total Charges for Services	\$ 1,333,162	\$ 1,000,000	\$ 1,005,327	1,000,000
OTHER REVENUES				
Miscellaneous Income	0	0	468	0
Miscellaneous Revenue	1,405	0	0	0
Recovery Of Prior Year Expense	(514)	0	0	0
Total Other Revenues	\$ 891	\$ 0	\$ 468	0
TOTAL REVENUES	\$ (1,334,053)	\$ (1,000,000)	\$ (1,005,794)	(1,000,000)
NET EXPENDITURES	\$ 15,200,038	\$ 12,549,981	\$ 11,041,881	12,540,460

Real Estate

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	355,276	529,170	493,501	435,983
Materials and Supplies	89,388	201,120	262,432	281,691
Total Expenditures	\$ 444,664	\$ 730,290	\$ 755,933	\$ 717,674
Total Revenues	\$ 795,198	\$ 712,588	\$ 1,425,069	\$ 862,588
Net Expenditures	\$ (350,534)	\$ 17,702	\$ (669,136)	\$ (144,914)

Authorized Complement

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Real Estate • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	215,213	386,938	349,252	301,857
Holiday Salary Full Time	11,579	0	14,266	0
Vacation Leave	11,873	0	13,730	0
Bonus Leave	3,103	0	1,816	0
Sick Leave	6,308	0	7,864	0
Overtime	0	0	1	0
Retirement Benefits	2,090	0	0	0
Pension	14,026	15,385	16,802	7,587
Social Security	374	0	1,160	0
Pension ADC Funding	32,400	35,251	17,625	38,886
Group Life Insurance	807	1,153	766	1,302
Unemployment	800	400	400	480
Medicare	3,539	4,921	4,522	4,830
Long Term Disability	577	817	810	906
Health Insurance - Premier	38,964	28,639	28,120	15,516
Benefits Adjustments	0	2,949	0	2,232
Health Insurance-Local Plus Plan	2,840	15,517	12,801	25,188
Salaries - Part Time/Temporary	6,032	37,200	18,704	37,200
On the Job Injury	602	0	2,862	0
Bonus Pay	4,150	0	2,000	0
Total Personnel Services	\$ 355,276	\$ 529,170	\$ 493,501	435,983
MATERIALS AND SUPPLIES				
Document Reproduction - City	0	2,500	0	2,500
City Shop Charges	343	699	0	350
City Shop Fuel	166	255	238	297
Outside Computer Services	4,991	90,000	90,000	90,000
City Computer Svc Equipment	1,853	4,500	1,168	5,936
City Telephone/Communications	2,203	2,500	170	2,500
Supplies - Outside	2,323	1,900	4,448	1,900
Outside Postage	51	1,000	738	1,000
Materials and Supplies	5,335	5,000	698	5,000
Outside Equipment Repair/Maintenance	0	420	0	420
Advertising/Publication	258	10,000	5,000	10,000
Outside Phone/Communications	0	0	1,110	0
Seminars/Training/Education	3,961	6,000	(274)	6,000
Misc Professional Services	46,382	60,950	128,577	129,550
Travel Expense	2,109	1,500	1,306	1,500
Unreported Travel	780	0	(585)	0

Real Estate • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Utilities	0	0	15,000	15,000
Insurance	18,283	13,896	13,896	9,738
Dues/Memberships/Periodicals	0	0	942	0
Mow to Own - Fee Refunds	350	0	0	0
Total Materials and Supplies	\$ 89,388	\$ 201,120	\$ 262,432	281,691
TOTAL EXPENDITURES	\$ 444,664	\$ 730,290	\$ 755,933	717,674
LOCAL TAXES				
Fiber Optic Franchise Fees	657,589	600,000	1,269,882	750,000
Total Local Taxes	\$ 657,589	\$ 600,000	\$ 1,269,882	750,000
CHARGES FOR SERVICES				
Rent Of Land	43,904	31,738	48,598	31,738
Easements & Encroachments	90,780	75,000	103,664	75,000
Total Charges for Services	\$ 134,684	\$ 106,738	\$ 152,262	106,738
OTHER REVENUES				
Mow to Own Program - Program Fees	2,925	5,850	2,925	5,850
Total Other Revenues	\$ 2,925	\$ 5,850	\$ 2,925	5,850
TOTAL REVENUES	\$ (795,198)	\$ (712,588)	\$ (1,425,069)	(862,588)
NET EXPENDITURES	\$ (350,534)	\$ 17,702	\$ (669,136)	(144,914)

Operation City Hall

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	1,596,509	2,141,357	1,625,182	1,959,542
Materials and Supplies	3,847,689	4,262,913	3,919,928	4,275,878
Capital Outlay	295,457	0	2,969	0
Total Expenditures	\$ 5,739,656	\$ 6,404,270	\$ 5,548,078	\$ 6,235,420
Total Revenues	\$ 27,016	\$ 0	\$ 9,453	\$ 0
Net Expenditures	\$ 5,712,639	\$ 6,404,270	\$ 5,538,625	\$ 6,235,420

Authorized Complement	26
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Operation City Hall • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	944,938	1,447,368	965,557	1,294,040
Holiday Salary Full Time	54,876	0	51,158	0
Vacation Leave	65,696	0	79,146	0
Bonus Leave	11,253	0	12,318	0
Sick Leave	19,510	0	28,880	0
Overtime	98,058	130,000	117,221	119,500
Longevity Pay	661	0	700	700
Shift Differential	2,950	3,000	2,902	3,000
Retirement Benefits	5,196	34,575	0	34,575
Pension	56,907	63,561	57,360	30,436
Supplemental Pension	2,329	2,327	2,366	2,350
Social Security	8,436	5,987	9,674	5,987
Pension ADC Funding	120,000	138,983	69,492	166,700
Group Life Insurance	2,817	3,556	2,400	3,171
Unemployment	3,680	1,920	1,920	1,600
Medicare	17,406	17,338	17,432	15,867
Long Term Disability	2,739	3,468	3,784	2,975
Health Insurance - Premier	105,723	107,915	100,496	68,844
Benefits Adjustments	0	13,321	0	10,525
Health Insurance-Local Plus Plan	9,940	17,040	21,774	40,272
Salaries - Part Time/Temporary	48,198	142,000	79,102	157,000
On the Job Injury	0	2,000	0	2,000
Payroll Reserve	0	7,000	0	0
Bonus Pay	15,197	0	1,500	0
Total Personnel Services	\$ 1,596,509	\$ 2,141,357	\$ 1,625,182	1,959,542
MATERIALS AND SUPPLIES				
City Hall Printing	268,760	350,000	248,526	350,000
City Storeroom Supplies	712	1,500	820	1,500
City Shop Charges	35,283	50,712	43,514	41,028
City Shop Fuel	9,443	21,468	14,928	14,688
City Computer Svc Equipment	237	9,450	4,725	9,450
Data/Word Process Software	415	5,000	2,725	5,000
City Telephone/Communications	7,092	6,200	1,000	0
Printing - Outside	23,328	78,584	83,297	78,584
Supplies - Outside	2,705	2,707	3,343	2,707
Word/Processing/Duplicate	0	0	95,573	0
Clothing	8,560	12,500	10,471	12,500
Household Supplies	19,525	55,921	57,367	55,921

Operation City Hall • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Outside Postage	400,258	450,100	450,050	475,100
Materials and Supplies	57,148	59,218	56,148	65,000
Outside Vehicle Repair	0	0	1,279	0
Outside Equipment Repair/Maintenance	121,860	172,109	137,771	167,260
Outside Phone/Communications	0	0	2,915	9,100
Janitorial Services	293,280	408,862	354,619	420,000
Security	0	15,000	7,500	15,000
Seminars/Training/Education	0	5,300	2,650	5,300
Misc Professional Services	411,084	149,461	167,816	191,961
Relocation Expense	372,292	200,000	55,000	125,000
Utilities	1,077,778	1,126,545	1,054,817	1,175,000
Insurance	80,529	120,276	135,583	98,779
Misc Services and Charges	7,261	12,000	17,727	27,000
Equipment Rental	899,045	1,080,000	1,055,869	1,080,000
Expense Recovery - M & S	(248,906)	(130,000)	(146,105)	(150,000)
Total Materials and Supplies	\$ 3,847,689	\$ 4,262,913	\$ 3,919,928	4,275,878
CAPITAL OUTLAY				
Furniture/Furnishings	250,000	0	0	0
Equipment	45,457	0	2,969	0
Total Capital Outlay	\$ 295,457	\$ 0	\$ 2,969	0
TOTAL EXPENDITURES	\$ 5,739,656	\$ 6,404,270	\$ 5,548,078	6,235,420
CHARGES FOR SERVICES				
Outside Revenue	16,216	0	9,453	0
P & S Printing	10,800	0	0	0
Total Charges for Services	\$ 27,016	\$ 0	\$ 9,453	0
TOTAL REVENUES	\$ (27,016)	\$ 0	\$ (9,453)	0
NET EXPENDITURES	\$ 5,712,639	\$ 6,404,270	\$ 5,538,625	6,235,420

Park Operations

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	0	0	0	0
Materials and Supplies	0	0	0	0
Total Expenditures	\$ 0	\$ 0	\$ 0	\$ 0
Net Expenditures	\$ 0	\$ 0	\$ 0	\$ 0

Authorized Complement	0
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Park Operations • Legal Level Detail

PARK OPERATIONS • LEGAL LEVEL DETAIL

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Social Security	0	93,930	0	0
Benefits Adjustments	0	(93,930)	0	0
Total Personnel Services	\$ 0	\$ 0	\$ 0	0
MATERIALS AND SUPPLIES				
Misc Professional Services	0	0	0	0
Total Materials and Supplies	\$ 0	\$ 0	\$ 0	0
TOTAL EXPENDITURES	\$ 0	\$ 0	\$ 0	0
NET EXPENDITURES	\$ 0	\$ 0	\$ 0	0

Fleet Management

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	618,252	733,831	347,274	1,193,975
Materials and Supplies	300	0	(4)	0
Total Expenditures	\$ 618,552	\$ 733,831	\$ 347,270	\$ 1,193,975
Net Expenditures	\$ 618,552	\$ 733,831	\$ 347,270	\$ 1,193,975

Authorized Complement	133
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Fleet Management • Legal Level Detail

FLEET MANAGEMENT • LEGAL LEVEL DETAIL

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	4,580,916	6,242,743	2,123,270	7,353,706
Holiday Salary Full Time	270,885	0	125,900	0
Vacation Leave	354,632	0	189,508	0
Bonus Leave	54,995	0	21,044	0
Sick Leave	203,987	0	135,814	0
Overtime	164,905	600,001	86,137	424,000
Out of Rank Pay	3,150	0	4,520	6,000
College Incentive Pay	1,039	0	0	0
Longevity Pay	1,082	0	8,957	3,000
Shift Differential	0	0	0	12,000
Retirement Benefits	84,142	88,650	1,838	120,788
Pension	302,734	327,360	153,637	215,166
Supplemental Pension	1,126	1,413	790	1,588
Social Security	2,802	0	2,052	0
Pension ADC Funding	710,400	693,800	346,900	939,506
Group Life Insurance	13,500	16,311	6,415	19,856
Unemployment	17,040	8,400	8,400	9,680
Medicare	78,776	85,282	38,571	109,387
Long Term Disability	15,769	16,472	9,013	20,254
Health Insurance - Basic	34,482	0	0	0
Health Insurance - Value PPO	10,741	15,467	10,956	0
Health Insurance - Premier	550,493	504,096	242,090	528,444
Benefits Adjustments	0	63,461	0	33,961
Health Insurance-Local Plus Plan	170,750	280,375	144,243	338,592
Salaries - Part Time/Temporary	0	110,000	0	50,000
On the Job Injury	148,636	155,000	40,072	158,000
Attrition	0	(225,000)	0	(347,545)
Bonus Pay	18,283	0	0	0
Expense Recovery - Personnel	(7,177,014)	(8,250,000)	(3,352,854)	(8,802,408)
Total Personnel Services	\$ 618,252	\$ 733,831	\$ 347,274	1,193,975
MATERIALS AND SUPPLIES				
Clothing	300	0	(100)	0
Misc Professional Services	0	0	96	0
Total Materials and Supplies	\$ 300	\$ 0	\$ (4)	0
TOTAL EXPENDITURES	\$ 618,552	\$ 733,831	\$ 347,270	1,193,975
NET EXPENDITURES	\$ 618,552	\$ 733,831	\$ 347,270	1,193,975

General Services • Authorized Complement

Position Title	Authorized Positions	Position Title	Authorized Positions
ADMINISTRATION		SUPER REAL ESTATE	1
ACCOUNTANT ASSOCIATE A	7	TECH REAL ESTATE	1
ANALYST ACCOUNTING	1	Total Real Estate	6
ANALYST DIVERSITY/CONTRACT	1	OPERATION CITY HALL	
ANALYST PROJECT	1	ADMR OPERATION CITY HALL	1
ASST EXECUTIVE	1	ASST BUILDING MNT CH	2
COORD HR GEN SVCS	1	CLERK MAIL DISTRIBUTION BINDERY	3
COORD SAFETY & COMPLIANCE	1	CLERK MAIL DISTRIBUTION BINDERY LD	1
DIRECTOR GENERAL SVCS	1	CREWPERSON	1
DIRECTOR GENERAL SVCS DEPUTY	1	MECH BUILDING MNT CH	5
MGR BUDGET CONTRACT	1	OPER 1ST CL STEAM REF	6
SCHEDULER PLANNER	1	PRINTER	2
SPEC CUST SVC ADMIN	1	SUPER BLDG MNT CITY HALL	2
SUPER BUSINESS AFFAIRS	2	SUPER PRINTING MAIL	1
SUPER SUPPORT SVCS	1	WATCHMAN	2
Total Administration	21	Total Operation City Hall	26
PROPERTY MAINTENANCE		FLEET MANAGEMENT	
ADMR PROPERTY & GROUNDS MAINT	1	ACCOUNTANT ASSOCIATE A	1
ASST CRAFTS	6	ADMR FLEET SVCS	1
CARPENTER MNT	13	ADVISOR SERVICE	13
CREWCHIEF	3	CLERK INVENT CONTROL	3
CREWPERSON SEMISKILLED	1	CLERK INVENTORY CONTROL SR	5
DRIVER TRUCK	15	CREWPERSON	2
ELECT MNT	10	DRIVER FUEL TRUCK	2
FINISHER CONCRETE	2	FOREMAN AUTO MECHANICS	7
FOREMAN GEN PROPERTY MNT	4	MECH HEAVY EQUIP	1
MASON BRICK	2	MECH MASTER	29
MECH AUTO CAD MNT	1	MECH MNT FIRE	17
MECH BUILDING MNT	6	MECH MNT FIRE LO	1
OPER HEAVY EQUIP	3	MECHANIC	23
PAINTER	5	MGR FINANCE FLEET	1
PLUMBER MNT	13	MGR FLEET SVCS	2
ROOFER	3	SUPER APPARATUS MAINT	2
SUPER CRAFT PROP MAINT	5	SUPER FUEL SUPPLIES & INV	1
TECH AC REF SVC	10	TECH AUTOMOTIVE	11
Total Property Maintenance	103	TECH AUTOMOTIVE RESTORATION	7
REAL ESTATE		WELDER MASTER	4
ADMR REAL ESTATE	1	Total Fleet Management	133
AGENT RIGHT OF WAY	1	TOTAL General Services	
AGENT RIGHT OF WAY SR	2		289

GRANTS & AGENCIES

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	5,807	0	0	0
Materials and Supplies	(2,459)	0	0	0
Grants and Subsidies	56,704,108	54,202,024	56,735,124	51,247,392
Expense Recovery	(6,870,433)	(5,031,700)	(7,531,699)	(5,500,000)
Transfers Out	2,402,602	2,739,130	16,046,596	2,626,431
Total Expenditures	\$ 52,239,624	\$ 51,909,452	\$ 65,250,020	\$ 48,373,820
Total Revenues	\$ 3,868,250	\$ 3,200,000	\$ 3,200,000	\$ 4,000,000
Net Expenditures	\$ 48,371,374	\$ 48,709,452	\$ 62,050,020	\$ 44,373,820

Authorized Complement	0
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Grants & Agencies • Charges for Services Summary

Account	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Mixed Drink Tax	3,914,762	3,200,000	3,200,000	4,000,000
Recovery Of Prior Year Expense	(46,512)	0	0	0
Total Charges for Services	\$ 3,868,250	\$ 3,200,000	\$ 3,200,000	\$ 4,000,000

Grants and Subsidies

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	5,807	0	0	0
Materials and Supplies	0	0	0	0
Grants and Subsidies	56,602,784	54,202,024	56,733,224	51,247,392
Expense Recovery	(6,870,433)	(5,031,700)	(7,531,699)	(5,500,000)
Transfers Out	2,402,602	2,739,130	16,046,596	2,626,431
Total Expenditures	\$ 52,140,760	\$ 51,909,452	\$ 65,248,120	\$ 48,373,820
Total Revenues	\$ 3,868,250	\$ 3,200,000	\$ 3,200,000	\$ 4,000,000
Net Expenditures	\$ 48,272,510	\$ 48,709,452	\$ 62,048,120	\$ 44,373,820
Authorized Complement				0

GRANTS AND SUBSIDIES • LEGAL LEVEL SUMMARY

Grants and Subsidies • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	4,933	0	0	0
Holiday Salary Full Time	548	0	0	0
Pension	247	0	0	0
Medicare	79	0	0	0
Total Personnel Services	\$ 5,807	\$ 0	\$ 0	0
MATERIALS AND SUPPLIES				
Travel Expense	(477)	0	0	0
Unreported Travel	477	0	0	0
Total Materials and Supplies	\$ 0	\$ 0	\$ 0	0
GRANTS AND SUBSIDIES				
Aging Commision of the Mid-South	143,906	143,906	143,906	143,906
Africa In April	70,000	0	0	0
Shelby County Assessor	0	2,400,000	2,249,230	0
Community Initiatives Grants for Non-Profits	1,272,700	2,701,147	2,701,147	2,500,000
Economic Development	77,220	0	0	0
Start Co.	25,000	75,000	75,000	75,000
Memphis Film & Tape Commission	175,000	175,000	175,000	218,000
Homeless Initiative	150,000	0	0	0
Pensioners Insurance	8,817,317	11,016,550	4,830,549	8,373,569
Planning & Development	1,500,000	0	0	0
Riverfront Development	2,974,000	2,974,003	2,974,000	2,974,003
Memphis Area Transit Authority	30,920,040	25,920,040	34,420,040	26,420,000
MLGW Citizen's Assistance - Grants	996,044	1,000,000	1,000,000	1,000,000
Family Safety Center of Memphis and Shelby County	200,000	200,000	200,000	250,000
EDGE	82,026	0	(82,026)	0
Urban Art	150,000	150,000	150,000	150,000
Sickle Cell Center Foundation	50,000	0	0	0
Juvenile Intervention and Faith-Based Follow Up (JIFF)	150,000	150,000	150,000	150,000
Black Business Association	200,000	200,000	200,000	200,000
MapSouth Inc.	41,750	0	0	0
Convention Center	2,053,566	2,051,041	2,051,041	2,434,577
WIN Operational	0	50,000	50,000	50,000
Innovate Memphis	662,000	387,000	837,000	400,000
Exchange Club	50,000	75,000	75,000	75,000
Life Line to Success	200,000	0	0	0
Shelby County School Mixed Drink Proceeds	4,183,882	3,200,000	3,200,000	4,000,000

Grants and Subsidies • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
2015 Shelby County School Settlement	1,333,335	1,333,335	1,333,335	1,333,335
Serenity Recovery Centers	125,000	0	0	0
Christian Brothers University	0	0	0	500,000
Total Grants and Subsidies	\$ 56,602,784	\$ 54,202,024	\$ 56,733,224	51,247,392
EXPENSE RECOVERY				
Expense Recovery - State Street Aid	(6,870,433)	(5,031,700)	(7,531,699)	(5,500,000)
Total Expense Recovery	\$ (6,870,433)	\$ (5,031,700)	\$ (7,531,699)	(5,500,000)
TRANSFERS OUT				
Oper Tfr Out - CRA Program	2,402,602	2,739,130	2,977,312	0
Oper Tfr Out - Capital Projects Fund	0	0	10,000,000	0
Oper Tfr Out - OPEB Fund	0	0	3,069,284	2,626,431
Total Transfers Out	\$ 2,402,602	\$ 2,739,130	\$ 16,046,596	2,626,431
TOTAL EXPENDITURES	\$ 52,140,760	\$ 51,909,452	\$ 65,248,120	48,373,820
LOCAL TAXES				
Mixed Drink Tax	3,914,762	3,200,000	3,200,000	4,000,000
Total Local Taxes	\$ 3,914,762	\$ 3,200,000	\$ 3,200,000	4,000,000
OTHER REVENUES				
Recovery Of Prior Year Expense	(46,512)	0	0	0
Total Other Revenues	\$ (46,512)	\$ 0	\$ 0	0
TOTAL REVENUES	\$ (3,868,250)	\$ (3,200,000)	\$ (3,200,000)	(4,000,000)
NET EXPENDITURES	\$ 48,272,510	\$ 48,709,452	\$ 62,048,120	44,373,820

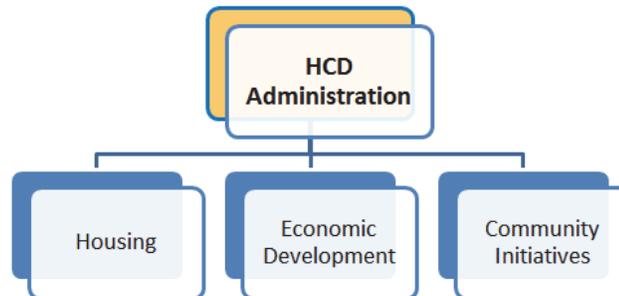


HOUSING & COMMUNITY DEVELOPMENT

Mission Statement

To make Memphis a world-class city by facilitating and delivering resources and services that improve the quality of life for every neighbor and neighborhood. To make our City and our neighborhoods strong, healthy, and thriving by providing loans and grants, education and expert advice, and direct and indirect services to our entire community.

Organization Structure



Services

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	407,444	302,000	220,123	391,229
Materials and Supplies	266,482	186,047	171,689	331,558
Grants and Subsidies	4,116,554	4,059,041	4,063,571	3,809,093
Total Expenditures	\$ 4,790,480	\$ 4,547,088	\$ 4,455,383	\$ 4,531,880
Total Revenues	\$ 299,138	\$ 129,704	\$ 256,593	\$ 129,704
Net Expenditures	\$ 4,491,342	\$ 4,417,384	\$ 4,198,790	\$ 4,402,176

Authorized Complement

2

Housing & Community Development • Charges for Services Summary

Account	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Bankruptcy Interest & Penalty	15,180	0	7,256	0
FNMA Service Fees	861	0	1,254	0
Miscellaneous Income	179,780	129,704	129,704	129,704
Outside Revenue	24,868	0	45,104	0
Parking Lots	78,450	0	73,276	0
Total Charges for Services	\$ 299,138	\$ 129,704	\$ 256,593	\$ 129,704

Housing

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	193,142	302,000	231,660	391,229
Materials and Supplies	46,903	50,296	23,739	228,523
Grants and Subsidies	525,021	768,405	769,190	837,405
Total Expenditures	\$ 765,066	\$ 1,120,701	\$ 1,024,589	\$ 1,457,157
Total Revenues	\$ 195,821	\$ 129,704	\$ 138,214	\$ 129,704
Net Expenditures	\$ 569,245	\$ 990,997	\$ 886,375	\$ 1,327,453

Authorized Complement	2
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Housing • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	55,005	129,666	55,325	135,908
Holiday Salary Full Time	3,699	0	2,038	0
Vacation Leave	0	0	2,038	0
Bonus Leave	0	0	679	0
Sick Leave	462	0	340	0
Pension	2,599	5,246	4,158	0
Pension ADC Funding	10,800	11,633	11,633	17,508
Unemployment	240	80	80	80
Medicare	836	1,311	1,336	1,413
Long Term Disability	0	262	324	265
Benefits Adjustments	0	1,005	0	0
Salaries - Part Time/Temporary	118,917	152,796	152,796	0
On the Job Injury	0	0	913	0
Federal Grant Match - Personnel	0	0	0	236,055
Bonus Pay	583	0	0	0
Total Personnel Services	\$ 193,142	\$ 302,000	\$ 231,660	391,229
MATERIALS AND SUPPLIES				
City Shop Charges	0	0	0	5,536
City Shop Fuel	0	0	0	6,002
City Telephone/Communications	0	0	0	0
Supplies - Outside	0	895	570	895
Advertising/Publication	0	169	0	169
Janitorial Services	0	0	1,466	0
Seminars/Training/Education	0	2,325	2,325	2,325
Misc Professional Services	12	0	4,400	0
Utilities	0	0	5,912	0
Insurance	7,915	6,478	6,478	6,478
Claims	3,707	3,539	0	3,539
Lawsuits	34,523	34,523	0	34,523
Dues/Memberships/Periodicals	0	738	960	738
Misc Services and Charges	747	1,629	1,629	1,629
Federal Grant Match - M & S	0	0	0	166,689
Total Materials and Supplies	\$ 46,903	\$ 50,296	\$ 23,739	228,523
GRANTS AND SUBSIDIES				
Payment To Subgrantees	44,538	75,475	75,475	144,475
Downpayment Assist/City	241,978	192,930	192,930	192,930
Social Services Administration	0	0	785	0

Housing • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Middle Income Housing	238,505	500,000	500,000	500,000
Total Grants and Subsidies	\$ 525,021	\$ 768,405	\$ 769,190	837,405
TOTAL EXPENDITURES	\$ 765,066	\$ 1,120,701	\$ 1,024,589	1,457,157
LOCAL TAXES				
Bankruptcy Interest & Penalty	15,180	0	7,256	0
Total Local Taxes	\$ 15,180	\$ 0	\$ 7,256	0
OTHER REVENUES				
Miscellaneous Income	179,780	129,704	129,704	129,704
FNMA Service Fees	861	0	1,254	0
Total Other Revenues	\$ 180,641	\$ 129,704	\$ 130,958	129,704
TOTAL REVENUES	\$ (195,821)	\$ (129,704)	\$ (138,214)	(129,704)
NET EXPENDITURES	\$ 569,245	\$ 990,997	\$ 886,375	1,327,453

Economic Development

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Materials and Supplies	833	825	825	825
Grants and Subsidies	2,621,139	2,511,599	2,511,599	2,192,651
Total Expenditures	\$ 2,621,972	\$ 2,512,424	\$ 2,512,424	\$ 2,193,476
Total Revenues	\$ 103,318	\$ 0	\$ 118,379	\$ 0
Net Expenditures	\$ 2,518,654	\$ 2,512,424	\$ 2,394,045	\$ 2,193,476
Authorized Complement				0

Economic Development • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
MATERIALS AND SUPPLIES				
Misc Services and Charges	833	825	825	825
Total Materials and Supplies	\$ 833	\$ 825	\$ 825	825
GRANTS AND SUBSIDIES				
Section 108 - Court Square	1,345,842	1,851,487	1,851,487	1,519,270
Business & Economic Development Grants	563,007	0	0	0
Pyramid - Section 108	712,291	660,112	660,112	673,381
Total Grants and Subsidies	\$ 2,621,139	\$ 2,511,599	\$ 2,511,599	2,192,651
TOTAL EXPENDITURES	\$ 2,621,972	\$ 2,512,424	\$ 2,512,424	2,193,476
CHARGES FOR SERVICES				
Parking Lots	78,450	0	73,276	0
Outside Revenue	24,868	0	45,104	0
Total Charges for Services	\$ 103,318	\$ 0	\$ 118,379	0
TOTAL REVENUES	\$ (103,318)	\$ 0	\$ (118,379)	0
NET EXPENDITURES	\$ 2,518,654	\$ 2,512,424	\$ 2,394,045	2,193,476

Community Initiatives

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Materials and Supplies	136,988	134,926	136,626	102,210
Grants and Subsidies	964,290	779,037	782,782	779,037
Total Expenditures	\$ 1,101,279	\$ 913,963	\$ 919,408	\$ 881,247
Net Expenditures	\$ 1,101,279	\$ 913,963	\$ 919,408	\$ 881,247

Authorized Complement	0
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Community Initiatives • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
MATERIALS AND SUPPLIES				
City Computer Svc Equipment	0	0	1,700	0
Insurance	133,296	119,328	119,328	86,612
Misc Services and Charges	3,692	15,598	15,598	15,598
Total Materials and Supplies	\$ 136,988	\$ 134,926	\$ 136,626	102,210
GRANTS AND SUBSIDIES				
Community Initiatives Grants for Non-Profits	44,490	0	3,680	0
Community Development Grants	265,548	300,000	300,000	300,000
Homeless Initiative	300,571	232,500	232,500	232,500
Social Services Administration	131,147	89,537	89,537	89,537
MHA/HCD Community Development Projects	202,599	157,000	157,000	157,000
Target Area Small Business Loan Fund	19,935	0	65	0
Total Grants and Subsidies	\$ 964,290	\$ 779,037	\$ 782,782	779,037
TOTAL EXPENDITURES	\$ 1,101,279	\$ 913,963	\$ 919,408	881,247
NET EXPENDITURES	\$ 1,101,279	\$ 913,963	\$ 919,408	881,247

Renaissance Business Center

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	214,302	0	(11,537)	0
Materials and Supplies	81,978	0	10,498	0
Grants and Subsidies	6,104	0	0	0
Total Expenditures	\$ 302,384	\$ 0	\$ (1,039)	\$ 0
Net Expenditures	\$ 302,384	\$ 0	\$ (1,039)	\$ 0
Authorized Complement				0

Renaissance Business Center • Legal Level Detail

RENAISSANCE BUSINESS CENTER • LEGAL LEVEL DETAIL

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	129,086	0	(12,134)	0
Holiday Salary Full Time	6,232	0	208	0
Vacation Leave	4,169	0	0	0
Bonus Leave	495	0	0	0
Sick Leave	1,747	0	0	0
Retirement Benefits	22,167	0	0	0
Pension	6,831	0	93	0
Pension ADC Funding	16,800	0	0	0
Group Life Insurance	314	0	5	0
Unemployment	160	0	0	0
Medicare	2,049	0	29	0
Long Term Disability	281	0	0	0
Health Insurance - Basic	553	0	0	0
Health Insurance - Premier	22,369	0	0	0
Health Insurance-Local Plus Plan	1,050	0	262	0
Total Personnel Services	\$ 214,302	\$ 0	\$ (11,537)	0
MATERIALS AND SUPPLIES				
Outside Computer Services	1,308	0	0	0
City Telephone/Communications	557	0	0	0
Supplies - Outside	2,978	0	285	0
Document Reproduction - Outside	355	0	0	0
Medical Supplies	167	0	0	0
Outside Postage	152	0	0	0
Materials and Supplies	188	0	0	0
Advertising/Publication	1,000	0	0	0
Outside Phone/Communications	1,740	0	0	0
Janitorial Services	6,667	0	733	0
Security	19,211	0	9,479	0
Weed Control/Chemical Service	5,952	0	0	0
Misc Professional Services	1,676	0	0	0
Utilities	23,652	0	0	0
Dues/Memberships/Periodicals	6,795	0	0	0
Misc Services and Charges	9,580	0	0	0
Total Materials and Supplies	\$ 81,978	\$ 0	\$ 10,498	0

Renaissance Business Center • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
GRANTS AND SUBSIDIES				
RBC Training/Certification Program	1,795	0	0	0
Contr Assist Prog/Bonding	4,308	0	0	0
Total Grants and Subsidies	\$ 6,104	\$ 0	\$ 0	0
TOTAL EXPENDITURES	\$ 302,384	\$ 0	\$ (1,039)	0
NET EXPENDITURES	\$ 302,384	\$ 0	\$ (1,039)	0

Housing & Community Development • Authorized Complement

HOUSING & COMMUNITY DEVELOPMENT • AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
HOUSING			
ADMR COMPREHENSIVE PLANNING	1		
ANALYST HCD LOAN	1		
Total Housing	2		
<u>TOTAL HCD</u>	<u>2</u>		

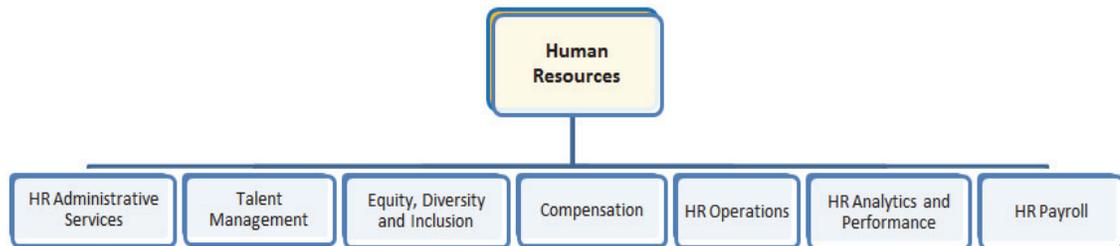


HUMAN RESOURCES

Mission Statement

The mission of the HR Division is to establish a values-driven culture and build a brilliant workforce.

Organization Structure



Services

The Human Resources Division consists of five (5) strategic service areas: Talent Management; Equity, Diversity and Inclusion; HR Operations; HR Analytics and Performance; and Total Rewards.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	5,118,192	5,128,207	4,593,422	5,758,890
Materials and Supplies	2,867,719	2,029,499	4,466,172	3,344,409
Capital Outlay	80,725	48,000	130,568	75,000
Total Expenditures	\$ 8,066,636	\$ 7,205,706	\$ 9,190,161	\$ 9,178,299
Total Revenues	\$ 53,188	\$ 155,300	\$ 145,563	\$ 126,000
Net Expenditures	\$ 8,013,447	\$ 7,050,406	\$ 9,044,598	\$ 9,052,299

Authorized Complement

56

Human Resources • Charges for Services Summary

Account	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Donated Revenue	0	126,500	75,798	100,000
Federal Grants - Others	0	28,800	36,400	26,000
Miscellaneous Income	1,250	0	0	0
Miscellaneous Revenue	51,569	0	0	0
Recovery Of Prior Year Expense	370	0	33,366	0
Total Charges for Services	\$ 53,188	\$ 155,300	\$ 145,563	\$ 126,000

HR Administration Services

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	234,838	234,041	221,315	222,902
Materials and Supplies	155,127	203,553	182,281	99,390
Capital Outlay	0	0	1,108	70,000
Total Expenditures	\$ 389,966	\$ 437,594	\$ 404,703	\$ 392,292
Total Revenues	\$ 377	\$ 0	\$ 0	\$ 0
Net Expenditures	\$ 389,588	\$ 437,594	\$ 404,703	\$ 392,292

Authorized Complement	2
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HR Administration Services • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	243,155	267,148	223,131	199,190
Holiday Salary Full Time	14,153	0	9,792	0
Vacation Leave	7,921	0	7,532	0
Bonus Leave	1,093	0	3,013	0
Sick Leave	896	0	1,866	0
Overtime	0	0	154	0
Out of Rank Pay	716	0	0	0
Retirement Benefits	0	3,000	0	0
Pension	14,291	16,029	14,720	0
Social Security	890	0	1,495	0
Pension ADC Funding	27,600	9,289	9,289	25,660
Group Life Insurance	523	608	230	271
Unemployment	480	240	240	160
Medicare	4,042	4,007	3,480	3,187
Long Term Disability	716	801	726	598
Health Insurance - Premier	6,979	0	2,371	5,172
Benefits Adjustments	0	3,072	0	0
Health Insurance-Local Plus Plan	10,660	18,274	5,435	0
Salaries - Part Time/Temporary	15,248	27,664	24,110	26,520
On the Job Injury	0	500	500	0
Bonus Pay	2,066	0	250	0
Expense Recovery - Personnel	(116,592)	(116,592)	(87,018)	(37,856)
Total Personnel Services	\$ 234,838	\$ 234,041	\$ 221,315	222,902
MATERIALS AND SUPPLIES				
City Shop Charges	3,620	6,230	6,230	10,710
City Shop Fuel	456	539	539	371
Outside Computer Services	5,414	6,000	5,684	0
City Computer Svc Equipment	321	1,500	4,791	0
City Telephone/Communications	2,164	1,600	0	0
Supplies - Outside	8,785	4,000	6,550	3,000
Food Expense	0	0	2,250	0
Outside Postage	43	0	0	0
Materials and Supplies	0	0	500	0
Miscellaneous Expense	4,426	1,500	2,500	0
Outside Phone/Communications	0	0	800	1,200
Seminars/Training/Education	1,644	4,200	4,200	1,500
Misc Professional Services	85,352	70,000	55,690	16,950
Rewards and Recognition	28,801	61,200	43,151	4,000

HR Administration Services • Legal Level Detail *(continued)*

HR ADMINISTRATION SERVICES • LEGAL LEVEL DETAIL

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Travel Expense	2,800	2,000	5,263	10,500
Unreported Travel	929	0	0	0
Mileage	0	0	39	1,000
Insurance	9,586	33,508	33,508	27,538
Claims	0	3,000	0	3,000
Lawsuits	0	7,276	0	7,276
Dues/Memberships/Periodicals	491	500	1,309	500
Misc Services and Charges	296	500	2,199	144
Catering	0	0	7,077	11,700
Total Materials and Supplies	\$ 155,127	\$ 203,553	\$ 182,281	99,390
CAPITAL OUTLAY				
Furniture/Furnishings	0	0	1,108	70,000
Total Capital Outlay	\$ 0	\$ 0	\$ 1,108	70,000
TOTAL EXPENDITURES	\$ 389,966	\$ 437,594	\$ 404,703	392,292
OTHER REVENUES				
Miscellaneous Income	7	0	0	0
Recovery Of Prior Year Expense	370	0	0	0
Total Other Revenues	\$ 377	\$ 0	\$ 0	0
TOTAL REVENUES	\$ (377)	\$ 0	\$ 0	0
NET EXPENDITURES	\$ 389,588	\$ 437,594	\$ 404,703	392,292

Talent Management

Oversees the recruiting and retention of top talent for public safety with emphasis on talent acquisition, training, development and promotional assessments.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	1,754,197	2,619,937	2,254,112	2,593,835
Materials and Supplies	1,780,327	1,347,092	2,868,089	2,327,939
Capital Outlay	49,400	20,000	129,460	0
Total Expenditures	\$ 3,583,924	\$ 3,987,029	\$ 5,251,662	\$ 4,921,775
Total Revenues	\$ 109	\$ 0	\$ 28,196	\$ 0
Net Expenditures	\$ 3,583,815	\$ 3,987,029	\$ 5,223,466	\$ 4,921,775
Authorized Complement				20

Talent Management • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	857,801	1,003,970	1,096,921	1,420,724
Holiday Salary Full Time	43,812	0	56,617	0
Vacation Leave	58,447	0	43,307	0
Bonus Leave	10,573	0	18,033	0
Sick Leave	22,778	0	8,643	0
Overtime	0	0	1,161	0
Out of Rank Pay	10,806	0	3,974	0
Retirement Benefits	0	6,000	86,086	0
Pension	58,646	60,951	73,411	40,711
Social Security	10,169	0	11,552	0
Pension ADC Funding	92,400	74,079	74,079	183,020
Group Life Insurance	3,548	3,852	4,200	3,854
Unemployment	2,240	960	960	1,280
Medicare	15,622	12,156	18,000	17,510
Long Term Disability	2,339	2,557	3,600	3,410
Health Insurance - Premier	103,066	79,098	75,259	71,940
Benefits Adjustments	0	11,682	0	15,766
Health Insurance-Local Plus Plan	34,502	31,035	45,294	40,824
Salaries - Part Time/Temporary	165,097	1,072,404	186,320	254,280
On the Job Injury	2,015	1,000	0	0
Tuition Reimbursement - New	237,106	200,000	210,418	193,500
Book Reimbursement - New	5,987	10,000	10,000	6,500
Student Loan Repayment	1,350	200,000	250,026	360,000
Attrition	0	(124,808)	0	0
Bonus Pay	15,890	0	1,250	0
Expense Recovery - Personnel	0	(25,000)	(25,000)	(19,484)
Total Personnel Services	\$ 1,754,197	\$ 2,619,937	\$ 2,254,112	2,593,835
MATERIALS AND SUPPLIES				
City Computer Svc Equipment	32,710	46,300	13,452	16,700
City Telephone/Communications	12,385	9,500	0	0
Supplies - Outside	12,450	27,000	15,000	30,000
Food Expense	0	0	2,000	0
Clothing	0	5,000	0	0
Outside Postage	0	300	300	0
Materials and Supplies	0	4,000	4,000	22,250
Miscellaneous Expense	2,995	4,000	4,000	0
Medical/Dental/Veterinary	98,739	172,800	340,297	689,300
Advertising/Publication	0	50,000	300,000	209,600

Talent Management • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Outside Phone/Communications	0	0	20,000	12,480
Seminars/Training/Education	6,300	51,800	10,000	6,250
Misc Professional Services	1,480,454	807,876	2,012,931	1,182,982
Rewards and Recognition	0	45,000	5,000	16,500
Travel Expense	4,455	15,000	15,000	44,500
Unreported Travel	(242)	0	0	0
Mileage	10	2,500	0	250
Lawsuits	35,000	0	0	0
Dues/Memberships/Periodicals	6,114	5,000	1,000	6,008
Rent	50,313	64,516	64,515	64,515
Misc Services and Charges	926	1,500	5,594	5,990
Hotel	1,141	0	0	0
Catering	36,578	35,000	55,000	20,614
Total Materials and Supplies	\$ 1,780,327	\$ 1,347,092	\$ 2,868,089	2,327,939
CAPITAL OUTLAY				
Furniture/Furnishings	0	20,000	129,460	0
Equipment	49,400	0	0	0
Total Capital Outlay	\$ 49,400	\$ 20,000	\$ 129,460	0
TOTAL EXPENDITURES	\$ 3,583,924	\$ 3,987,029	\$ 5,251,662	4,921,775
OTHER REVENUES				
Miscellaneous Income	109	0	0	0
Recovery Of Prior Year Expense	0	0	28,196	0
Total Other Revenues	\$ 109	\$ 0	\$ 28,196	0
TOTAL REVENUES	\$ (109)	\$ 0	\$ (28,196)	0
NET EXPENDITURES	\$ 3,583,815	\$ 3,987,029	\$ 5,223,466	4,921,775

Compensation

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	838,825	453,904	453,903	494,981
Materials and Supplies	21,709	32,010	32,978	24,080
Total Expenditures	\$ 860,534	\$ 485,914	\$ 486,881	\$ 519,061
Total Revenues	\$ 0	\$ 0	\$ 3,277	\$ 0
Net Expenditures	\$ 860,534	\$ 485,914	\$ 483,604	\$ 519,061

Authorized Complement	5
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Compensation • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	513,317	321,018	295,888	360,000
Holiday Salary Full Time	29,867	0	16,608	0
Vacation Leave	36,950	0	12,775	0
Bonus Leave	7,173	0	5,110	0
Sick Leave	7,289	0	1,770	0
Overtime	2,451	0	0	0
Out of Rank Pay	2,433	0	0	0
Retirement Benefits	21,730	3,000	14,628	0
Pension	31,333	18,201	19,929	9,900
Social Security	3,137	0	2,190	0
Pension ADC Funding	70,800	23,995	23,995	46,376
Group Life Insurance	1,464	1,261	768	1,385
Unemployment	1,280	400	400	400
Medicare	9,337	4,815	5,280	5,760
Long Term Disability	1,432	963	888	1,080
Health Insurance - Basic	1,843	0	0	0
Health Insurance - Premier	45,126	16,944	11,065	10,344
Benefits Adjustments	0	3,489	0	3,288
Health Insurance-Local Plus Plan	10,660	18,274	22,486	20,352
Salaries - Part Time/Temporary	50,392	58,500	35,330	53,040
On the Job Injury	0	500	0	100
Bonus Pay	9,254	0	2,250	0
Expense Recovery - Personnel	(18,444)	(17,457)	(17,457)	(17,044)
Total Personnel Services	\$ 838,825	\$ 453,904	\$ 453,903	494,981
MATERIALS AND SUPPLIES				
City Computer Svc Equipment	4,296	1,000	3,841	0
City Telephone/Communications	1,193	510	0	0
Supplies - Outside	9,583	5,000	1,500	1,200
Materials and Supplies	3,488	0	157	0
Miscellaneous Expense	874	500	1,000	0
Outside Phone/Communications	0	0	833	600
Seminars/Training/Education	185	2,500	0	4,700
Misc Professional Services	13,145	20,000	22,977	12,800
Rewards and Recognition	0	250	0	530
Travel Expense	74	500	0	2,000
Mileage	0	500	0	150
Dues/Memberships/Periodicals	170	1,000	500	1,600
Misc Services and Charges	226	250	1,573	0

Compensation • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Expense Recovery - M & S	(11,524)	0	0	0
Catering	0	0	597	500
Total Materials and Supplies	\$ 21,709	\$ 32,010	\$ 32,978	24,080
TOTAL EXPENDITURES	\$ 860,534	\$ 485,914	\$ 486,881	519,061
OTHER REVENUES				
Recovery Of Prior Year Expense	0	0	3,277	0
Total Other Revenues	\$ 0	\$ 0	\$ 3,277	0
TOTAL REVENUES	\$ 0	\$ 0	\$ (3,277)	0
NET EXPENDITURES	\$ 860,534	\$ 485,914	\$ 483,604	519,061

COMPENSATION • LEGAL LEVEL DETAIL

Equity, Diversity and Inclusion

Creates initiatives and programs to establish a fair and inclusive work environment to support Memphis' diverse workforce and community. This team develops internal employee resource group programming, maintains policies, facilitates labor discussions, and provides external outreach to best serve the City.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	415,563	548,822	535,794	993,642
Materials and Supplies	281,750	243,950	215,735	504,320
Capital Outlay	4,061	3,000	0	5,000
Total Expenditures	\$ 701,374	\$ 795,772	\$ 751,528	\$ 1,502,962
Total Revenues	\$ 49,105	\$ 155,300	\$ 112,198	\$ 126,000
Net Expenditures	\$ 652,269	\$ 640,472	\$ 639,331	\$ 1,376,962

Authorized Complement

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Equity, Diversity and Inclusion • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	307,456	434,902	372,597	782,347
Holiday Salary Full Time	15,559	0	20,803	0
Vacation Leave	8,866	0	16,002	0
Bonus Leave	3,237	0	6,401	0
Sick Leave	1,397	0	260	0
Overtime	506	0	92	0
Out of Rank Pay	629	0	0	0
Retirement Benefits	0	3,000	0	0
Pension	17,696	25,181	24,964	6,900
Social Security	600	0	863	0
Pension ADC Funding	21,600	17,015	17,015	100,783
Group Life Insurance	1,011	1,415	1,176	631
Unemployment	560	320	320	560
Medicare	4,871	4,367	6,312	8,736
Long Term Disability	579	873	1,368	1,638
Health Insurance - Basic	828	0	0	0
Health Insurance - Value PPO	3,007	5,156	2,580	0
Health Insurance - Premier	9,937	10,500	12,130	15,180
Benefits Adjustments	0	4,826	0	2,708
Health Insurance-Local Plus Plan	3,077	0	35,630	30,480
Salaries - Part Time/Temporary	9,683	40,768	17,280	43,680
On the Job Injury	0	500	0	0
Bonus Pay	4,462	0	0	0
Total Personnel Services	\$ 415,563	\$ 548,822	\$ 535,794	993,642
MATERIALS AND SUPPLIES				
City Computer Svc Equipment	7,346	1,500	108	1,250
City Telephone/Communications	4,368	4,800	0	0
Printing - Outside	0	1,834	1,000	0
Supplies - Outside	5,831	6,000	6,000	8,092
Food Expense	0	0	1,000	0
Outside Postage	71	0	0	0
Materials and Supplies	0	0	1,000	1,800
Miscellaneous Expense	2,767	1,000	2,000	0
Outside Phone/Communications	0	3,000	4,200	5,400
Seminars/Training/Education	1,294	4,500	8,000	19,000
Misc Professional Services	258,101	212,216	199,353	1,116,906
Rewards and Recognition	0	0	0	13,300
Travel Expense	(309)	5,000	8,000	14,500

Equity, Diversity and Inclusion • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Unreported Travel	0	0	0	0
Mileage	833	2,600	1,670	2,100
Dues/Memberships/Periodicals	2,048	1,000	1,000	4,320
Rent	0	0	0	36,000
Misc Services and Charges	11	500	0	1,100
Hotel	1,141	0	0	0
Expense Recovery - M & S	(1,752)	0	(23,346)	(732,500)
Catering	0	0	5,750	13,052
Total Materials and Supplies	\$ 281,750	\$ 243,950	\$ 215,735	504,320
CAPITAL OUTLAY				
Furniture/Furnishings	4,061	3,000	0	5,000
Total Capital Outlay	\$ 4,061	\$ 3,000	\$ 0	5,000
TOTAL EXPENDITURES	\$ 701,374	\$ 795,772	\$ 751,528	1,502,962
FEDERAL GRANTS				
Federal Grants - Others	0	28,800	36,400	26,000
Total Federal Grants	\$ 0	\$ 28,800	\$ 36,400	26,000
OTHER REVENUES				
Miscellaneous Income	11	0	0	0
Donated Revenue	0	126,500	75,798	100,000
Miscellaneous Revenue	49,094	0	0	0
Total Other Revenues	\$ 49,105	\$ 126,500	\$ 75,798	100,000
TOTAL REVENUES	\$ (49,105)	\$ (155,300)	\$ (112,198)	(126,000)
NET EXPENDITURES	\$ 652,269	\$ 640,472	\$ 639,331	1,376,962

Health Insurance Fund

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	1,126,161	0	0	0
Materials and Supplies	2,131	0	191	0
Total Expenditures	\$ 1,128,292	\$ 0	\$ 191	\$ 0
Net Expenditures	\$ 1,128,292	\$ 0	\$ 191	\$ 0

Authorized Complement	0
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Health Insurance Fund • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Health Insurance - Retiree Supplemental	1,126,161	0	0	0
Total Personnel Services	\$ 1,126,161	\$ 0	\$ 0	0
MATERIALS AND SUPPLIES				
Misc Professional Services	2,131	0	64	0
Travel Expense	0	0	127	0
Total Materials and Supplies	\$ 2,131	\$ 0	\$ 191	0
TOTAL EXPENDITURES	\$ 1,128,292	\$ 0	\$ 191	0
NET EXPENDITURES	\$ 1,128,292	\$ 0	\$ 191	0

Workplace, Wellness, Safety and Compliance

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	456,541	440,189	274,669	0
Materials and Supplies	544,653	(250,064)	573,362	0
Capital Outlay	4,790	25,000	0	0
Total Expenditures	\$ 1,005,984	\$ 215,124	\$ 848,031	\$ 0
Total Revenues	\$ 3,597	\$ 0	\$ 0	\$ 0
Net Expenditures	\$ 1,002,387	\$ 215,124	\$ 848,031	\$ 0
Authorized Complement				0

Workplace, Wellness, Safety and Compliance • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	269,271	367,350	280,587	0
Holiday Salary Full Time	15,766	0	15,655	0
Vacation Leave	12,728	0	12,042	0
Bonus Leave	1,884	0	4,817	0
Sick Leave	7,375	0	0	0
Overtime	386	0	72	0
Out of Rank Pay	393	0	0	0
Retirement Benefits	82,628	3,000	3,061	0
Pension	16,482	19,641	18,786	0
Social Security	1,113	0	0	0
Pension ADC Funding	27,600	22,556	22,556	0
Group Life Insurance	859	1,227	744	0
Unemployment	800	400	400	0
Medicare	5,255	5,510	4,440	0
Long Term Disability	706	1,102	732	0
Health Insurance - Premier	25,325	17,587	6,282	0
Benefits Adjustments	0	3,765	0	0
Health Insurance-Local Plus Plan	15,837	25,881	26,280	0
Salaries - Part Time/Temporary	17,952	20,384	0	0
On the Job Injury	0	500	0	0
Bonus Pay	2,895	0	0	0
Expense Recovery - Personnel	(48,714)	(48,714)	(121,785)	0
Total Personnel Services	\$ 456,541	\$ 440,189	\$ 274,669	0
MATERIALS AND SUPPLIES				
City Computer Svc Equipment	4,126	1,500	15,148	0
City Telephone/Communications	2,060	2,000	0	0
Supplies - Outside	12,886	6,000	3,000	0
Food Expense	0	0	521	0
Outside Postage	0	0	200	0
Miscellaneous Expense	3,218	1,500	3,000	0
Outside Equipment Repair/Maintenance	480	0	0	0
Outside Phone/Communications	0	0	3,228	0
Seminars/Training/Education	9,800	3,500	3,943	0
Misc Professional Services	1,123,912	364,300	1,144,764	0
Rewards and Recognition	26,205	3,000	50,358	0
Travel Expense	4,448	6,500	6,500	0
Unreported Travel	275	0	0	0
Mileage	133	500	0	0

Workplace, Wellness, Safety and Compliance • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Dues/Memberships/Periodicals	1,582	2,500	250	0
Rent	27,532	30,722	30,722	0
Misc Services and Charges	831	750	1,000	0
Expense Recovery - M & S	(672,836)	(672,836)	(691,272)	0
Catering	0	0	2,000	0
Total Materials and Supplies	\$ 544,653	\$ (250,064)	\$ 573,362	0
CAPITAL OUTLAY				
Furniture/Furnishings	4,790	25,000	0	0
Total Capital Outlay	\$ 4,790	\$ 25,000	\$ 0	0
TOTAL EXPENDITURES	\$ 1,005,984	\$ 215,124	\$ 848,031	0
OTHER REVENUES				
Miscellaneous Income	1,122	0	0	0
Miscellaneous Revenue	2,475	0	0	0
Total Other Revenues	\$ 3,597	\$ 0	\$ 0	0
TOTAL REVENUES	\$ (3,597)	\$ 0	\$ 0	0
NET EXPENDITURES	\$ 1,002,387	\$ 215,124	\$ 848,031	0

WORKPLACE, WELLNESS, SAFETY AND COMPLIANCE • LEGAL LEVEL DETAIL

HR Information Systems

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	171,462	0	0	0
Materials and Supplies	46,996	0	8,001	0
Capital Outlay	22,474	0	0	0
Total Expenditures	\$ 240,931	\$ 0	\$ 8,001	\$ 0
Total Revenues	\$ 0	\$ 0	\$ 1,892	\$ 0
Net Expenditures	\$ 240,931	\$ 0	\$ 6,108	\$ 0

Authorized Complement	0
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HR Information Systems • Legal Level Detail

HR INFORMATION SYSTEMS • LEGAL LEVEL DETAIL

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	108,665	0	0	0
Holiday Salary Full Time	6,330	0	0	0
Vacation Leave	2,966	0	0	0
Bonus Leave	1,580	0	0	0
Sick Leave	1,627	0	0	0
Overtime	5,591	0	0	0
Out of Rank Pay	1,353	0	0	0
Pension	6,301	0	0	0
Social Security	1,444	0	0	0
Group Life Insurance	369	0	0	0
Unemployment	240	0	0	0
Medicare	2,073	0	0	0
Long Term Disability	177	0	0	0
Health Insurance - Value PPO	1,074	0	0	0
Health Insurance - Premier	7,052	0	0	0
Salaries - Part Time/Temporary	23,287	0	0	0
Bonus Pay	1,333	0	0	0
Total Personnel Services	\$ 171,462	\$ 0	\$ 0	0
MATERIALS AND SUPPLIES				
City Computer Svc Equipment	2,279	0	7,217	0
City Telephone/Communications	1,852	0	0	0
Miscellaneous Expense	0	0	224	0
Outside Phone/Communications	0	0	1,263	0
Seminars/Training/Education	7,546	0	0	0
Misc Professional Services	27,050	0	0	0
Travel Expense	3,647	0	884	0
Unreported Travel	4,153	0	(1,586)	0
Mileage	467	0	0	0
Total Materials and Supplies	\$ 46,996	\$ 0	\$ 8,001	0
CAPITAL OUTLAY				
Furniture/Furnishings	22,474	0	0	0
Total Capital Outlay	\$ 22,474	\$ 0	\$ 0	0
TOTAL EXPENDITURES	\$ 240,931	\$ 0	\$ 8,001	0

HR Information Systems • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
OTHER REVENUES				
Recovery Of Prior Year Expense	0	0	1,892	0
Total Other Revenues	\$ 0	\$ 0	\$ 1,892	0
TOTAL REVENUES	\$ 0	\$ 0	\$ (1,892)	0
NET EXPENDITURES	\$ 240,931	\$ 0	\$ 6,108	0

HR Operations

Supports business partners and other division partners by developing and integrating the best practices to increase efficiency and effectiveness of the HR Division. The HR Operations team guides and advises other divisions in the areas of finance processes and procedures, technology solutions and internal communications and employee engagement strategies.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	120,445	605,165	649,247	938,251
Materials and Supplies	30,216	254,579	169,093	132,380
Capital Outlay	0	0	0	0
Total Expenditures	\$ 150,661	\$ 859,744	\$ 818,339	\$ 1,070,631
Net Expenditures	\$ 150,661	\$ 859,744	\$ 818,339	\$ 1,070,631

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HR Operations • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	149,790	487,894	403,202	739,000
Holiday Salary Full Time	7,989	0	22,576	0
Vacation Leave	6,616	0	17,366	0
Bonus Leave	1,055	0	6,947	0
Sick Leave	1,224	0	1,437	0
Overtime	374	0	4,446	0
Out of Rank Pay	2,859	0	136	0
Retirement Benefits	0	9,000	0	20,000
Pension	9,985	28,403	26,132	16,740
Social Security	55	0	7,173	0
Pension ADC Funding	0	55,990	55,990	95,200
Group Life Insurance	651	1,837	1,824	1,747
Unemployment	720	560	560	720
Medicare	2,248	7,318	7,812	9,672
Long Term Disability	423	1,464	1,260	1,814
Health Insurance - Premier	17,308	21,000	41,808	41,676
Benefits Adjustments	0	5,444	2	7,713
Health Insurance-Local Plus Plan	7,750	13,286	16,842	20,352
Salaries - Part Time/Temporary	893	88,704	115,701	76,440
On the Job Injury	0	1,500	0	0
Bonus Pay	2,739	0	5,403	0
Expense Recovery - Personnel	(92,234)	(117,234)	(87,370)	(92,823)
Total Personnel Services	\$ 120,445	\$ 605,165	\$ 649,247	938,251
MATERIALS AND SUPPLIES				
City Computer Svc Equipment	0	2,217	27,930	0
City Telephone/Communications	1,328	6,000	0	0
Supplies - Outside	0	11,500	4,500	1,200
Food Expense	0	0	1,000	0
Materials and Supplies	0	1,000	0	6,900
Miscellaneous Expense	527	2,500	1,500	0
Outside Phone/Communications	0	0	350	2,700
Seminars/Training/Education	271	12,765	9,580	18,560
Misc Professional Services	24,340	216,900	129,663	45,000
Rewards and Recognition	0	0	0	55,500
Travel Expense	1,437	5,000	1,575	8,800
Unreported Travel	1,913	0	0	0
Mileage	0	1,500	204	500
Dues/Memberships/Periodicals	400	2,697	750	1,000

HR Operations • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Misc Services and Charges	0	500	2,063	120
Expense Recovery - M & S	0	(8,000)	(10,256)	(10,000)
Catering	0	0	235	2,100
Total Materials and Supplies	\$ 30,216	\$ 254,579	\$ 169,093	132,380
CAPITAL OUTLAY				
Furniture/Furnishings	0	0	0	0
Total Capital Outlay	\$ 0	\$ 0	\$ 0	0
TOTAL EXPENDITURES	\$ 150,661	\$ 859,744	\$ 818,339	1,070,631
NET EXPENDITURES	\$ 150,661	\$ 859,744	\$ 818,339	1,070,631

HR OPERATIONS • LEGAL LEVEL DETAIL

HR Analytics and Performance

Administers employee performance management programs; tracks HR metrics, analyze workforce utilization and trends to drive automation and maximize efficiency.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	160	226,149	204,381	244,427
Materials and Supplies	4,810	198,380	416,443	234,100
Total Expenditures	\$ 4,970	\$ 424,529	\$ 620,824	\$ 478,527
Net Expenditures	\$ 4,970	\$ 424,529	\$ 620,824	\$ 478,527

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HR Analytics and Performance • Legal Level Detail

HR ANALYTICS AND PERFORMANCE • LEGAL LEVEL DETAIL

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	0	169,793	153,682	171,491
Holiday Salary Full Time	0	0	8,575	0
Vacation Leave	0	0	6,596	0
Bonus Leave	0	0	2,638	0
Retirement Benefits	0	3,000	0	0
Pension	0	10,188	10,289	6,450
Pension ADC Funding	0	6,691	6,691	22,092
Group Life Insurance	0	308	276	311
Unemployment	160	160	160	160
Medicare	0	2,547	2,196	2,744
Long Term Disability	0	509	528	514
Health Insurance - Premier	0	10,500	10,500	10,344
Benefits Adjustments	0	1,953	0	1,741
Salaries - Part Time/Temporary	0	20,000	0	28,080
On the Job Injury	0	500	0	500
Bonus Pay	0	0	2,250	0
Total Personnel Services	\$ 160	\$ 226,149	\$ 204,381	244,427
MATERIALS AND SUPPLIES				
City Computer Svc Equipment	0	0	1,342	1,650
City Telephone/Communications	0	1,500	0	0
Supplies - Outside	0	1,500	0	1,800
Materials and Supplies	0	0	0	1,000
Miscellaneous Expense	0	1,000	0	0
Outside Phone/Communications	0	0	0	2,400
Seminars/Training/Education	0	1,500	2,500	11,725
Misc Professional Services	4,810	190,280	408,011	208,200
Travel Expense	0	2,000	2,000	6,000
Unreported Travel	0	0	0	0
Mileage	0	0	1,001	0
Dues/Memberships/Periodicals	0	600	0	725
Catering	0	0	1,589	600
Total Materials and Supplies	\$ 4,810	\$ 198,380	\$ 416,443	234,100
TOTAL EXPENDITURES	\$ 4,970	\$ 424,529	\$ 620,824	478,527
NET EXPENDITURES	\$ 4,970	\$ 424,529	\$ 620,824	478,527

HR Payroll

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	0	0	0	270,852
Materials and Supplies	0	0	0	22,200
Total Expenditures	\$ 0	\$ 0	\$ 0	\$ 293,052
Net Expenditures	\$ 0	\$ 0	\$ 0	\$ 293,052

Authorized Complement	6
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HR Payroll • Legal Level Detail

HR PAYROLL • LEGAL LEVEL DETAIL

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	0	0	0	293,577
Pension	0	0	0	15,843
Pension ADC Funding	0	0	0	37,819
Group Life Insurance	0	0	0	1,283
Unemployment	0	0	0	480
Medicare	0	0	0	4,697
Long Term Disability	0	0	0	881
Health Insurance - Premier	0	0	0	20,688
Benefits Adjustments	0	0	0	620
Health Insurance-Local Plus Plan	0	0	0	14,964
Salaries - Part Time/Temporary	0	0	0	10,000
Expense Recovery - Personnel	0	0	0	(130,000)
Total Personnel Services	\$ 0	\$ 0	\$ 0	270,852
MATERIALS AND SUPPLIES				
City Computer Svc Equipment	0	0	0	5,000
Printing - Outside	0	0	0	3,000
Supplies - Outside	0	0	0	5,000
Materials and Supplies	0	0	0	150
Outside Equipment Repair/Maintenance	0	0	0	2,750
Seminars/Training/Education	0	0	0	3,000
Misc Professional Services	0	0	0	1,500
Travel Expense	0	0	0	1,500
Dues/Memberships/Periodicals	0	0	0	300
Total Materials and Supplies	\$ 0	\$ 0	\$ 0	22,200
TOTAL EXPENDITURES	\$ 0	\$ 0	\$ 0	293,052
NET EXPENDITURES	\$ 0	\$ 0	\$ 0	293,052

Human Resources • Authorized Complement

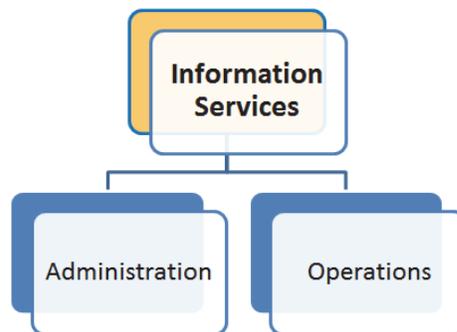
Position Title	Authorized Positions	Position Title	Authorized Positions
HR ADMINISTRATION SERVICES		HR OPERATIONS	
ASST EXECUTIVE	1	ANALYST ENGAGEMENT & BRAND	1
CHIEF HUMAN RESOURCES OFFICER	1	ANALYST HR SOLUTIONS	2
Total HR Administration Services	<u>2</u>	COORD ENGAGEMENT & BRAND	1
TALENT MANAGEMENT		COORD HR FINANCE	1
COORD ASSESSMENT	3	COORD HR SOLUTIONS	1
COORD EMPLOYEE DEVELOPMENT	1	MGR HR OPERATIONS	1
COORD HR PROJECT III	1	SPEC DATA MGMT SR	2
COORD PUBLIC SAFETY RECRUITMENT	5	SUPER DATA MGMT	1
MGR ORGANIZATIONAL DEVELOPMENT	1	SUPER HR SOLUTIONS	1
OFFICER TALENT MANAGEMENT	1	Total HR Operations	<u>11</u>
RECRUITER	2	HR ANALYTICS AND PERFORMANCE	
SPEC CONTINGENT HIRING ADMIN	1	COORD PERFORMANCE REVIEW	1
SPEC LEARNING	1	MGR HR ANALYTICS PERF SR	1
SUPER LEARNING TALENT MGMT	1	Total HR Analytics and Performance	<u>2</u>
SUPER PUBLIC SAFETY TALENT	1	HR PAYROLL	
SUPER RECRUITMENT TALENT MGMT	1	ANALYST PAYROLL	1
SUPER TESTING TALENT MGMT	1	COMPTROLLER PAYROLL DEPUTY	1
Total Talent Management	<u>20</u>	COORD PENSION PAYROLL	1
COMPENSATION		SPEC PAYROLL	2
COORD COMPENSATION	3	SUPER PAYROLL	1
COORD COMPENSATION LEAD	1	Total HR Payroll	<u>6</u>
MGR COMPENSATION	1	TOTAL Human Resources	
Total Compensation	<u>5</u>		<u>56</u>
EQUITY, DIVERSITY AND INCLUSION			
COORD DIVERSITY & INCLUSION	1		
COORD DRUGFREE WORKPLACE	1		
COORD HUMAN RESOURCES	1		
COORD OJI	1		
COORD SAFETY AND INJURY PREVENTION	1		
COORD VISTA	1		
MGR HR BUSINESS PARTNER SR	1		
MGR LABOR	1		
MGR WORKPLACE COMPLIANCE	1		
OFFICER EDI AND SAFETY	1		
Total Equity, Diversity and Inclusion	<u>10</u>		

INFORMATION SYSTEMS

Mission Statement

The mission of the Information Services Department is to enable the City of Memphis to quickly and easily serve the citizens of Memphis.

Organization Structure



Services

The Office of Information Services is committed to providing technology-based solutions that enable city government to connect with and better serve the constituents of the City of Memphis in ways that improve quality of every experience with the City of Memphis.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	1,628,725	1,925,646	2,017,856	2,945,781
Materials and Supplies	19,750,366	19,932,092	26,195,740	19,817,386
Total Expenditures	\$ 21,379,092	\$ 21,857,738	\$ 28,213,596	\$ 22,763,166
Total Revenues	\$ 119,733	\$ 50,000	\$ 329,918	\$ 60,000
Net Expenditures	\$ 21,259,359	\$ 21,807,738	\$ 27,883,678	\$ 22,703,166

Authorized Complement	21
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Information Systems • Charges for Services Summary

Account	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Local Shared Revenue	120,080	50,000	118,195	60,000
Recovery Of Prior Year Expense	(347)	0	211,723	0
Total Charges for Services	\$ 119,733	\$ 50,000	\$ 329,918	\$ 60,000

Information Services

Information Services administrates and governs the City's use of technologies

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	1,628,725	1,925,646	2,017,856	2,182,208
Materials and Supplies	19,750,366	19,932,092	26,195,740	12,799,868
Total Expenditures	\$ 21,379,092	\$ 21,857,738	\$ 28,213,596	\$ 14,982,076
Total Revenues	\$ 119,733	\$ 50,000	\$ 329,918	\$ 60,000
Net Expenditures	\$ 21,259,359	\$ 21,807,738	\$ 27,883,678	\$ 14,922,076

Authorized Complement

13

Information Services • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	1,144,598	1,640,090	1,601,021	1,002,016
Holiday Salary Full Time	54,235	0	33,579	0
Vacation Leave	73,477	0	40,872	0
Bonus Leave	15,231	0	6,834	0
Sick Leave	28,310	0	19,736	0
Retirement Benefits	0	0	2,190	0
Pension	77,349	84,316	84,316	29,781
Social Security	0	0	107	0
Pension ADC Funding	92,400	59,153	59,153	129,082
Group Life Insurance	2,806	4,737	3,528	3,257
Unemployment	2,800	1,440	1,440	1,040
Medicare	18,318	22,759	20,016	16,032
Long Term Disability	3,379	4,322	6,548	3,006
Health Insurance - Premier	92,993	81,309	116,736	76,872
Benefits Adjustments	0	16,161	0	0
Health Insurance-Local Plus Plan	6,626	11,360	10,979	5,172
Salaries - Part Time/Temporary	0	0	10,000	915,950
Bonus Pay	16,203	0	800	0
Total Personnel Services	\$ 1,628,725	\$ 1,925,646	\$ 2,017,856	2,182,208
MATERIALS AND SUPPLIES				
City Shop Charges	1,147	314	494	671
City Shop Fuel	520	542	332	434
City Computer Svc Equipment	1,262,008	1,900,000	3,000,000	1,500,000
Data/Word Process Software	1,543,673	0	133,217	0
Pers Computer Software	0	1,658,585	1,450,000	2,000,000
Supplies - Outside	10,852	16,000	30,000	40,000
Outside Postage	0	500	500	1,000
Advertising/Publication	510	0	0	1,000
Outside Phone/Communications	2,371,147	2,500,000	2,500,000	2,500,000
Seminars/Training/Education	5,070	136,000	156,000	100,000
Misc Professional Services	15,734,269	14,623,702	20,000,000	7,714,240
Travel Expense	5,877	10,000	10,000	20,000
Unreported Travel	(405)	0	0	0
Insurance	35,854	30,483	30,483	24,740
Dues/Memberships/Periodicals	570	1,000	1,000	1,500
Rent	300,687	344,966	373,713	364,532
Misc Services and Charges	5,826	10,000	10,000	45,900

Information Services • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Expense Recovery - Telephones	(742,121)	(700,000)	(800,000)	(804,149)
Expense Recovery - M & S	(785,119)	(600,000)	(700,000)	(710,000)
Total Materials and Supplies	\$ 19,750,366	\$ 19,932,092	\$ 26,195,740	12,799,868
TOTAL EXPENDITURES	\$ 21,379,092	\$ 21,857,738	\$ 28,213,596	14,982,076
OTHER REVENUES				
Local Shared Revenue	120,080	50,000	118,195	60,000
Recovery Of Prior Year Expense	(347)	0	211,723	0
Total Other Revenues	\$ 119,733	\$ 50,000	\$ 329,918	60,000
TOTAL REVENUES	\$ (119,733)	\$ (50,000)	\$ (329,918)	(60,000)
NET EXPENDITURES	\$ 21,259,359	\$ 21,807,738	\$ 27,883,678	14,922,076

Info Sys Operations

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	0	0	0	763,573
Materials and Supplies	0	0	0	7,017,518
Total Expenditures	\$ 0	\$ 0	\$ 0	\$ 7,781,091
Net Expenditures	\$ 0	\$ 0	\$ 0	\$ 7,781,091

Authorized Complement	8
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Info Sys Operations • Legal Level Detail

INFO SYS OPERATIONS • LEGAL LEVEL DETAIL

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	0	0	0	627,079
Pension	0	0	0	8,953
Pension ADC Funding	0	0	0	80,781
Group Life Insurance	0	0	0	733
Unemployment	0	0	0	400
Medicare	0	0	0	7,664
Long Term Disability	0	0	0	1,122
Health Insurance - Premier	0	0	0	31,668
Health Insurance-Local Plus Plan	0	0	0	5,172
Total Personnel Services	\$ 0	\$ 0	\$ 0	763,573
MATERIALS AND SUPPLIES				
Misc Professional Services	0	0	0	7,017,518
Total Materials and Supplies	\$ 0	\$ 0	\$ 0	7,017,518
TOTAL EXPENDITURES	\$ 0	\$ 0	\$ 0	7,781,091
NET EXPENDITURES	\$ 0	\$ 0	\$ 0	7,781,091

Information Systems • Authorized Complement

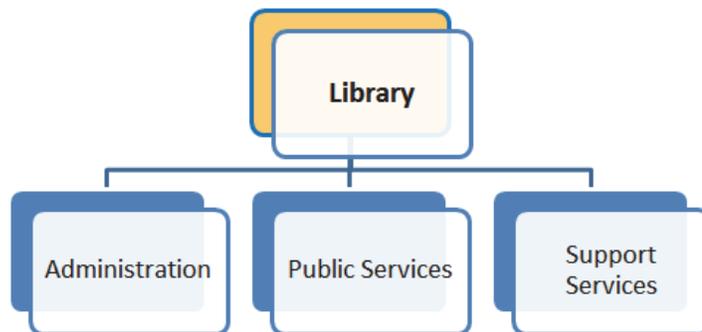
Position Title	Authorized Positions	Position Title	Authorized Positions
INFORMATION SERVICES			
ADMR BUDGET CONTRACT	1		
ANALYST PROCUREMENT IT	4		
ASST EXECUTIVE	1		
COORD INFORMATION TECH	1		
OFFICER CHIEF INFO	1		
OFFICER CHIEF INFO DEPUTY	1		
OFFICER INFORMATION TECH	3		
SPEC COMPLIANCE IT	1		
Total Information Services	<u>13</u>		
INFO SYS OPERATIONS			
ADMR GIS PROGRAM	1		
ANALYST INFO SECURITY	2		
ANALYST TELECOMMUNICATIONS	1		
ANALYST TELECOMMUNICATIONS SR	1		
COORD GIS TECHNICAL	1		
COORD TECHNOLOGY SVCS	1		
OFFICER INFO SECURITY	1		
Total Info Sys Operations	<u>8</u>		
<u>TOTAL Information Systems</u>	<u>21</u>		

LIBRARY SERVICES

Mission Statement

Memphis Public Libraries satisfies the need to know by helping customers connect, learn, and grow.

Organization Structure



Services

Memphis Public Libraries (MPL) serves people across eighteen branch locations. Established in 1893, MPL continues to be one of the highest demanded public services in the City of Memphis. MPL takes pride in its identity as a source for providing equal access to a broad selection of print, music, film, technology, and activities for all ages. MPL facilities, resources, special programs, and training opportunities are vital to Memphis' advancement in literacy, early childhood development, educational achievement, cultural enrichment, workforce readiness, community development and lifelong learning.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	13,941,953	14,630,224	13,764,357	15,135,238
Materials and Supplies	4,223,079	5,210,634	5,412,268	5,246,596
Grants and Subsidies	20,710	0	5,000	0
Service Charges	8,827	12,500	12,500	12,500
Transfers Out	0	800,000	800,000	1,089,783
Total Expenditures	\$ 18,194,568	\$ 20,653,358	\$ 19,994,126	\$ 21,484,116
Total Revenues	\$ 2,174,071	\$ 1,826,000	\$ 1,765,689	\$ 1,826,000
Net Expenditures	\$ 16,020,497	\$ 18,827,358	\$ 18,228,437	\$ 19,658,116

Authorized Complement

285

Library Services • Charges for Services Summary

Account	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
City of Bartlett	1,317,679	1,034,000	1,034,000	1,034,000
Grant Revenue - Library	71,457	17,000	18,279	17,000
Library Fines & Fees	409,787	400,000	329,840	400,000
Local Shared Revenue	375,000	375,000	375,000	375,000
Recovery Of Prior Year Expense	148	0	8,570	0
Total Charges for Services	\$ 2,174,071	\$ 1,826,000	\$ 1,765,689	\$ 1,826,000

Library Services

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	13,930,501	14,630,224	13,738,393	15,135,238
Materials and Supplies	4,223,079	5,210,634	5,412,268	5,246,596
Grants and Subsidies	20,710	0	5,000	0
Service Charges	8,827	12,500	12,500	12,500
Transfers Out	0	800,000	800,000	1,089,783
Total Expenditures	\$ 18,183,116	\$ 20,653,358	\$ 19,968,160	\$ 21,484,116
Total Revenues	\$ 2,174,071	\$ 1,826,000	\$ 1,765,689	\$ 1,826,000
Net Expenditures	\$ 16,009,045	\$ 18,827,358	\$ 18,202,471	\$ 19,658,116

Authorized Complement	285
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Library Services • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	7,763,958	9,983,073	8,882,917	10,082,903
Holiday Salary Full Time	453,443	0	0	0
Vacation Leave	505,765	0	0	0
Bonus Leave	69,060	0	0	0
Sick Leave	268,152	0	0	0
Overtime	427	0	0	0
Out of Rank Pay	786	0	0	0
Retirement Benefits	155,028	150,000	180,264	150,000
Pension	372,886	568,749	383,796	265,188
Social Security	21,407	0	43,168	0
Pension ADC Funding	2,252,400	1,794,266	1,794,266	1,298,898
Group Life Insurance	16,432	23,263	18,849	20,167
Unemployment	41,040	20,960	20,960	21,040
Medicare	125,041	135,129	130,426	148,306
Long Term Disability	23,867	28,001	32,394	28,419
Health Insurance - Basic	61,295	0	0	0
Health Insurance - Value PPO	57,007	87,645	288,195	0
Health Insurance - Premier	970,005	940,702	715,383	973,968
Benefits Adjustments	0	109,456	0	391,182
Health Insurance-Local Plus Plan	237,503	398,980	460,813	465,168
Salaries - Part Time/Temporary	309,689	875,000	750,000	1,275,000
On the Job Injury	26,123	15,000	34,249	15,000
Attrition	0	(500,000)	0	0
Bonus Pay	199,188	0	2,713	0
Total Personnel Services	\$ 13,930,501	\$ 14,630,224	\$ 13,738,393	15,135,238
MATERIALS AND SUPPLIES				
City Shop Charges	25,696	29,540	23,304	23,770
City Shop Fuel	13,889	18,088	14,923	18,653
City Computer Svc Equipment	2,280	4,900	4,900	4,900
City Telephone/Communications	16,792	15,000	15,000	15,000
Printing - Outside	0	2,270	2,270	2,270
Supplies - Outside	130,719	164,346	164,346	214,346
Household Supplies	42,717	49,000	40,000	49,000
Outside Postage	13,292	15,000	15,000	15,000
Materials and Supplies	1,577	50,000	50,000	50,000
Library Books	1,117,761	1,290,501	1,290,501	1,290,501
Tower Lease Expense - Library	34,152	46,208	46,208	46,208
WYPL Arkansas Tower Expense - Library	25,449	30,000	31,425	30,000
Outside Equipment Repair/Maintenance	23,024	47,828	47,828	72,828
Facilities Structure Repair - Outside	137,343	242,043	242,043	242,043

Library Services • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Outside Phone/Communications	0	0	16,266	0
Janitorial Services	466,254	700,010	700,010	700,010
Security	834,745	900,000	900,000	900,000
Seminars/Training/Education	0	2,500	2,500	2,500
Misc Professional Services	104,349	95,263	149,548	120,263
Travel Expense	4,336	5,000	5,000	5,000
Unreported Travel	885	0	0	0
Mileage	5,712	12,000	7,176	12,000
Utilities	1,054,227	1,305,792	1,305,792	1,305,792
Insurance	137,510	158,345	158,345	99,512
Dues/Memberships/Periodicals	11,343	14,500	14,500	14,500
Misc Services and Charges	19,029	12,500	165,383	12,500
Total Materials and Supplies	\$ 4,223,079	\$ 5,210,634	\$ 5,412,268	5,246,596
GRANTS AND SUBSIDIES				
Death Benefits	20,710	0	5,000	0
Total Grants and Subsidies	\$ 20,710	\$ 0	\$ 5,000	0
SERVICE CHARGES				
Credit Card Fees - Expense	8,827	12,500	12,500	12,500
Total Service Charges	\$ 8,827	\$ 12,500	\$ 12,500	12,500
TRANSFERS OUT				
Oper Tfr Out - Library Retirement Fund	0	800,000	800,000	1,089,783
Total Transfers Out	\$ 0	\$ 800,000	\$ 800,000	1,089,783
TOTAL EXPENDITURES	\$ 18,183,116	\$ 20,653,358	\$ 19,968,160	21,484,116
FINES AND AND FORFEITURES				
Library Fines & Fees	409,787	400,000	329,840	400,000
Total Fines and and Forfeitures	\$ 409,787	\$ 400,000	\$ 329,840	400,000
OTHER REVENUES				
Local Shared Revenue	375,000	375,000	375,000	375,000
City of Bartlett	1,317,679	1,034,000	1,034,000	1,034,000
Grant Revenue - Library	71,457	17,000	18,279	17,000
Recovery Of Prior Year Expense	148	0	8,570	0
Total Other Revenues	\$ 1,764,285	\$ 1,426,000	\$ 1,435,849	1,426,000
TOTAL REVENUES	\$ (2,174,071)	\$ (1,826,000)	\$ (1,765,689)	(1,826,000)
NET EXPENDITURES	\$ 16,009,045	\$ 18,827,358	\$ 18,202,471	19,658,116

LIBRARY SERVICES • AUTHORIZED COMPLEMENT

Library Services • Authorized Complement

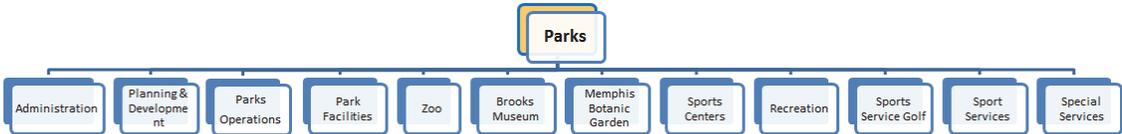
Position Title	Authorized Positions	Position Title	Authorized Positions
LIBRARY SERVICES		MGR CATALOGUING	1
ADMR LIBRARY SUPPORT SVCS	1	MGR CIRC SVCS	1
ANALYST HR	1	MGR COLLECTION DEV	1
ASST CIRCULATION	45	MGR DIGITAL PROJECTS	1
ASST EVENT SCHEDULING	1	MGR FACILITIES	1
ASST EXECUTIVE	1	MGR FINANCE LIBRARY	1
ASST LIBRARY CATALOGUING	2	MGR IT SUPPORT	1
ASST LIBRARY CUSTOMER SVC	56	MGR LIBRARY AGENCY I	5
ASST LIBRARY IR	4	MGR LIBRARY AGENCY II	3
CLERK ACCOUNTING A LIBRARY	1	MGR LIBRARY AGENCY III	5
CLERK ACQUISITION SR	3	MGR LIBRARY AGENCY IV	6
CLERK DELIVERY & DIST	14	MGR LIBRARY MATERIAL SVC	1
CLERK ITEM CONTROL SR	4	MGR LINC 211 DEPARTMENT	1
CLERK LIBRARY DELIVERY	5	MGR PUBLIC SVCS CENTRAL	1
CLERK LIBRARY DEPT	3	MGR REGIONAL LIBRARY	2
CLERK SERIALS SR	1	MGR STAFF DEVELOPMENT	1
CLERK SORTING ROOM	1	MGR TEEN LAB DEPARTMENT	1
CLERK STANDING ORDER	1	MGR VIRTUAL DIGITAL BRANCH	1
COORD BROADCAST ENG	1	PROCESSOR LIBRARY MATERIAL	4
COORD BROADCAST PROGRAM	1	PRODUCER EDITING GRAPHICS	2
COORD COMMUNITY ENGAGEMENT	1	SPEC CATALOGING	1
COORD EDUCATIONAL LIAISON	1	SPEC CUST SVC ADMIN	1
COORD HR LIBRARY	1	SPEC LIBRARY PROGRAMMING	1
COORD INTEGRATED LIBRARY SYS	1	SUPER CIRC ILL II	1
COORD LIBRARY ADULT SVCS	1	SUPER CIRCULATION	13
COORD LIBRARY CHILDREN SVCS	1	SUPER PAGE OPERATIONS	2
COORD LIBRARY RECRUITMENT	1	SUPER PUBLIC SVCS	6
COORD LIBRARY TEEN SVC	1	TECH BROADCAST PRODUCTION	2
COORD LIBRARY WEBSITE	1	TECH COPIER	1
COORD VOLUNTEER	1	TECH LIBRARY BUILDING MNT	3
DIRECTOR COMM OUTREACH-SPEC PROJ ASST	1	TD (ISL)	7
DIRECTOR LIBRARY	1		
DIRECTOR LIBRARY DEPUTY	1		
DIRECTOR STRATEGIC PARTNERSHIPS ASST	1		
HELPER BUILDING MNT	1		
KEEPER LIBRARY STOREROOM	1		
LIBRARIAN	28		
LIBRARIAN COLLECTION DEV	2		
LIBRARIAN CUSTOMER SVC	12		
MGR ACQUISITIONS	1		
MGR BARTLETT BRANCH SR	1		
MGR BROADCAST	1		
		Total Library Services	285
		<u>TOTAL Library Services</u>	<u>285</u>

PARKS

Mission Statement

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

Organization Structure



Services

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	13,798,151	17,380,982	16,438,541	18,394,514
Materials and Supplies	15,540,636	17,913,186	17,702,656	18,520,352
Capital Outlay	10,658	12,000	12,000	12,000
Grants and Subsidies	253,177	0	(3,177)	0
Inventory	375,269	379,591	507,164	379,591
Service Charges	61,628	55,716	55,716	55,716
Transfers Out	40,215	360,730	360,732	360,730
Total Expenditures	\$ 30,079,734	\$ 36,102,204	\$ 35,073,632	\$ 37,722,904
Total Revenues	\$ 5,201,768	\$ 7,822,723	\$ 7,335,516	\$ 7,309,038
Net Expenditures	\$ 24,877,967	\$ 28,279,481	\$ 27,738,116	\$ 30,413,867

Authorized Complement

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Parks • Charges for Services Summary

Account	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Admissions - General	214	0	0	0
Admissions - Museum Workshops	0	0	0	0
After School Camp	1,100	2,100	1,500	1,500
Ballfield Permit	19,709	18,000	18,000	18,000
Basketball	4,800	0	0	0
Cash Overage/Shortage	1,593	0	627	0
Class Fees	45,770	47,310	56,906	42,250
Concessions	546,346	2,149,152	1,740,541	1,796,672
Corporate Sponsorship	75,000	70,000	75,000	75,000
Day Camp Fees	3,008	260,200	89,948	0
Donated Revenue	0	0	858	0
Food Service Revenue	(230)	0	0	0
Football	800	0	0	0
Golf Car Fees	1,034,411	1,149,500	1,149,500	1,149,500
Green Fees	1,436,503	1,702,996	1,703,134	1,702,996
Library Fines & Fees	0	0	0	0
Local Shared Revenue	79,352	50,000	45,000	45,000
Miscellaneous Income	509,675	501,326	213,804	332,020
Museum Planetarium Fee	0	0	0	0
Outside Revenue	0	125,295	286,333	184,086
Parking	73,719	527,497	536,409	522,409

Parks • Charges for Services Summary *(continued)*

Account	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Pro Shop Sales	134,905	137,300	137,300	137,300
Recovery Of Prior Year Expense	(423)	0	1,334	0
Rental Fees	1,088,576	979,047	1,176,322	1,199,305
Senior Citizen's Meals	58,204	75,000	75,000	75,000
Softball	88,735	28,000	28,000	28,000
Total Charges for Services	\$ 5,201,768	\$ 7,822,723	\$ 7,335,516	\$ 7,309,038

Administration

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	769,915	907,066	857,781	863,921
Materials and Supplies	659,429	579,818	722,252	608,530
Total Expenditures	\$ 1,429,345	\$ 1,486,884	\$ 1,580,034	\$ 1,472,451
Total Revenues	\$ 12,106	\$ 28,000	\$ 40,604	\$ 28,000
Net Expenditures	\$ 1,417,239	\$ 1,458,884	\$ 1,539,429	\$ 1,444,451

Authorized Complement	11
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Administration • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	437,138	724,669	722,328	729,706
Holiday Salary Full Time	29,686	0	0	0
Vacation Leave	38,385	0	0	0
Bonus Leave	2,619	0	0	0
Sick Leave	36,585	0	0	0
Out of Rank Pay	8,580	5,000	8,089	5,000
Retirement Benefits	45,425	0	0	0
Pension	28,750	37,211	37,501	15,250
Social Security	126	0	0	0
Pension ADC Funding	64,800	55,622	55,622	94,003
Group Life Insurance	1,359	2,073	413	912
Unemployment	1,520	720	720	480
Medicare	9,182	15,505	3,545	11,700
Long Term Disability	1,573	1,861	855	1,233
Health Insurance - Value PPO	3,007	5,156	2,148	0
Health Insurance - Premier	52,003	52,118	24,576	42,984
Benefits Adjustments	0	7,133	0	5,608
Health Insurance-Local Plus Plan	0	0	1,141	5,172
Salaries - Part Time/Temporary	2,034	0	0	0
On the Job Injury	0	0	843	0
Attrition	0	0	0	(48,127)
Bonus Pay	7,144	0	0	0
Total Personnel Services	\$ 769,915	\$ 907,066	\$ 857,781	863,921
MATERIALS AND SUPPLIES				
City Storeroom Supplies	0	0	62	0
City Shop Charges	14,855	13,929	13,929	236
City Shop Fuel	6,083	7,960	7,960	7,276
City Computer Svc Equipment	0	5,085	5,085	5,085
City Telephone/Communications	4,168	11,000	10,000	11,000
Supplies - Outside	6,601	14,000	14,000	14,000
Outside Postage	20	200	200	200
Materials and Supplies	346	10,780	10,780	10,780
Outside Phone/Communications	0	0	1,954	0
Seminars/Training/Education	0	3,000	3,000	5,000
Misc Professional Services	299,987	230,000	230,000	345,000
Travel Expense	923	7,000	4,000	7,000
Utilities	170,840	3,271	157,734	3,271
Insurance	115,202	116,913	116,913	43,002

Administration • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Claims	18,000	30,000	20,000	30,000
Lawsuits	22,003	118,455	118,455	118,455
Dues/Memberships/Periodicals	313	3,150	3,105	3,150
Misc Services and Charges	89	5,075	5,075	5,075
Total Materials and Supplies	\$ 659,429	\$ 579,818	\$ 722,252	608,530
TOTAL EXPENDITURES	\$ 1,429,345	\$ 1,486,884	\$ 1,580,034	1,472,451
CHARGES FOR SERVICES				
Rental Fees	6,669	28,000	28,000	28,000
Total Charges for Services	\$ 6,669	\$ 28,000	\$ 28,000	28,000
OTHER REVENUES				
Miscellaneous Income	5,437	0	12,246	0
Recovery Of Prior Year Expense	0	0	358	0
Total Other Revenues	\$ 5,437	\$ 0	\$ 12,604	0
TOTAL REVENUES	\$ (12,106)	\$ (28,000)	\$ (40,604)	(28,000)
NET EXPENDITURES	\$ 1,417,239	\$ 1,458,884	\$ 1,539,429	1,444,451

Planning & Development

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	180,039	209,112	249,530	219,495
Materials and Supplies	15,097	19,404	19,773	19,404
Total Expenditures	\$ 195,136	\$ 228,516	\$ 269,302	\$ 238,899
Net Expenditures	\$ 195,136	\$ 228,516	\$ 269,302	\$ 238,899

Authorized Complement	3
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Planning & Development • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	125,757	184,544	184,544	191,114
Holiday Salary Full Time	7,236	0	0	0
Vacation Leave	7,689	0	0	0
Bonus Leave	557	0	0	0
Sick Leave	5,974	0	0	0
Pension	8,299	8,683	8,683	8,770
Social Security	1,759	0	1,452	0
Pension ADC Funding	21,600	16,635	16,635	24,620
Group Life Insurance	487	703	310	710
Unemployment	320	160	160	240
Medicare	2,412	3,618	1,318	4,778
Long Term Disability	384	434	268	573
Health Insurance - Basic	3,277	0	0	0
Health Insurance - Premier	18,707	26,745	12,921	21,324
Benefits Adjustments	0	1,664	0	1,441
Salaries - Part Time/Temporary	28,367	23,239	23,239	23,239
Attrition	0	(1,004)	0	(1,004)
Bonus Pay	1,800	0	0	0
Expense Recovery - Personnel	(54,584)	(56,310)	0	(56,310)
Total Personnel Services	\$ 180,039	\$ 209,112	\$ 249,530	219,495
MATERIALS AND SUPPLIES				
City Computer Svc Equipment	0	0	200	0
City Telephone/Communications	0	304	300	304
Printing - Outside	1,803	2,000	2,173	2,000
Supplies - Outside	5,655	4,400	4,400	4,400
Drafting/Photo Supplies	409	5,500	5,500	5,500
Materials and Supplies	3,940	4,000	4,000	4,000
Misc Professional Services	2,201	2,000	2,000	2,000
Dues/Memberships/Periodicals	1,089	1,200	1,200	1,200
Total Materials and Supplies	\$ 15,097	\$ 19,404	\$ 19,773	19,404
TOTAL EXPENDITURES	\$ 195,136	\$ 228,516	\$ 269,302	238,899
NET EXPENDITURES	\$ 195,136	\$ 228,516	\$ 269,302	238,899

Bluff City Classics

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Materials and Supplies	1,441	0	0	0
Total Expenditures	\$ 1,441	\$ 0	\$ 0	\$ 0
Net Expenditures	\$ 1,441	\$ 0	\$ 0	\$ 0
Authorized Complement				0

Bluff City Classics • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
MATERIALS AND SUPPLIES				
Safety Equipment	1,441	0	0	0
Total Materials and Supplies	\$ 1,441	\$ 0	\$ 0	0
TOTAL EXPENDITURES	\$ 1,441	\$ 0	\$ 0	0
NET EXPENDITURES	\$ 1,441	\$ 0	\$ 0	0

Park Operations

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	3,520	3,808,243	3,520,293	3,500,176
Materials and Supplies	51	2,606,241	1,806,319	2,402,843
Total Expenditures	\$ 3,571	\$ 6,414,484	\$ 5,326,613	\$ 5,903,019
Total Revenues	\$ (423)	\$ 131,000	\$ 131,000	\$ 131,000
Net Expenditures	\$ 3,994	\$ 6,283,484	\$ 5,195,613	\$ 5,772,019

Authorized Complement	51
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Park Operations • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	0	1,968,911	1,766,729	1,928,872
Holiday Salary Full Time	0	0	0	0
Vacation Leave	0	0	0	0
Sick Leave	0	0	0	0
Overtime	0	172,000	5,558	172,000
Hazardous Duty Pay	0	0	729	0
Longevity Pay	0	0	1,551	0
Retirement Benefits	0	0	877	0
Pension	0	28,048	10,475	11,688
Supplemental Pension	0	27,400	13,304	22,960
Social Security	0	789	51,563	789
Pension ADC Funding	0	402,359	402,359	239,486
Group Life Insurance	0	5,696	2,013	4,677
Unemployment	3,520	3,520	3,520	2,960
Medicare	0	22,825	14,478	33,200
Long Term Disability	0	4,850	2,918	4,276
Health Insurance - Value PPO	0	0	7,519	0
Health Insurance - Premier	0	202,814	260,857	109,884
Benefits Adjustments	0	0	0	91,031
Health Insurance-Local Plus Plan	0	109,030	150,844	98,352
Salaries - Part Time/Temporary	0	825,000	825,000	825,000
On the Job Injury	0	35,000	0	35,000
Attrition	0	0	0	(80,000)
Total Personnel Services	\$ 3,520	\$ 3,808,243	\$ 3,520,293	3,500,176
MATERIALS AND SUPPLIES				
City Storeroom Supplies	0	7,000	1,324	7,000
City Shop Charges	0	1,130,557	435,987	889,413
City Shop Fuel	0	168,795	82,616	206,541
City Computer Svc Equipment	0	4,000	4,000	4,000
City Telephone/Communications	0	2,100	2,100	2,100
Supplies - Outside	0	16,500	16,500	16,500
Hand Tools	0	10,200	10,200	10,200
Clothing	0	20,630	20,630	20,630
Household Supplies	0	56,500	56,500	56,500
Safety Equipment	0	7,500	7,500	7,500
Athletic/Recreational Supplies	0	10,000	1,000	10,000
Outside Postage	51	0	0	0
Asphalt Products	0	3,000	3,000	3,000

Park Operations • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Lumber & Wood Products	0	5,000	500	5,000
Steel & Iron Products	0	30,000	30,000	30,000
Lime Cement & Gravel	0	4,000	4,000	4,000
Chemicals	0	51,886	51,886	51,886
Materials and Supplies	0	25,000	25,000	25,000
Miscellaneous Expense	0	10,000	10,000	10,000
Outside Vehicle Repair	0	20,000	20,000	20,000
Outside Equipment Repair/Maintenance	0	73,860	73,860	73,860
Horticulture	0	10,000	10,000	10,000
Security	0	6,000	6,000	6,000
Total Quality Management	0	0	4	0
Misc Professional Services	0	729,442	729,442	729,442
Utilities	0	163,700	163,700	163,700
Insurance	0	25,571	25,571	25,571
Claims	0	15,000	15,000	15,000
Total Materials and Supplies	\$ 51	\$ 2,606,241	\$ 1,806,319	2,402,843
TOTAL EXPENDITURES	\$ 3,571	\$ 6,414,484	\$ 5,326,613	5,903,019
CHARGES FOR SERVICES				
Rental Fees	0	131,000	131,000	131,000
Total Charges for Services	\$ 0	\$ 131,000	\$ 131,000	131,000
OTHER REVENUES				
Recovery Of Prior Year Expense	(423)	0	0	0
Total Other Revenues	\$ (423)	\$ 0	\$ 0	0
TOTAL REVENUES	\$ 423	\$ (131,000)	\$ (131,000)	(131,000)
NET EXPENDITURES	\$ 3,994	\$ 6,283,484	\$ 5,195,613	5,772,019

Park Facilities

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	2,148,896	2,152,613	1,920,306	2,122,190
Materials and Supplies	1,357,293	1,459,677	1,542,275	1,418,038
Grants and Subsidies	3,177	0	(3,177)	0
Total Expenditures	\$ 3,509,366	\$ 3,612,290	\$ 3,459,403	\$ 3,540,228
Total Revenues	\$ 214	\$ 0	\$ 955	\$ 0
Net Expenditures	\$ 3,509,151	\$ 3,612,290	\$ 3,458,448	\$ 3,540,228

Authorized Complement

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Park Facilities • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	964,353	1,285,924	1,129,179	1,349,435
Holiday Salary Full Time	59,092	0	0	0
Vacation Leave	73,547	0	0	0
Bonus Leave	10,516	0	0	0
Sick Leave	60,283	0	0	0
Overtime	5,147	3,710	3,765	3,710
Out of Rank Pay	0	2,300	0	2,300
Longevity Pay	302	0	99	0
Retirement Benefits	62,615	0	17,650	0
Pension	59,113	69,400	28,153	32,914
Supplemental Pension	1,557	1,572	1,119	2,381
Social Security	33,832	7,242	56,688	7,242
Pension ADC Funding	153,600	166,902	166,902	173,192
Group Life Insurance	2,495	3,625	1,320	2,958
Unemployment	4,400	2,160	2,160	2,000
Medicare	22,381	28,943	10,516	31,241
Long Term Disability	5,529	3,753	3,900	3,473
Health Insurance - Basic	5,384	0	0	0
Health Insurance - Value PPO	6,015	10,311	4,296	0
Health Insurance - Premier	108,365	108,843	70,672	89,196
Benefits Adjustments	0	13,687	0	32,800
Health Insurance-Local Plus Plan	40,054	67,040	36,899	62,148
Salaries - Part Time/Temporary	449,794	382,800	382,800	382,800
On the Job Injury	2,665	1,000	4,187	1,000
Attrition	0	(6,600)	0	(56,600)
Bonus Pay	17,858	0	0	0
Total Personnel Services	\$ 2,148,896	\$ 2,152,613	\$ 1,920,306	2,122,190
MATERIALS AND SUPPLIES				
City Storeroom Supplies	31	0	0	0
City Shop Charges	28,748	12,312	22,586	32,525
City Shop Fuel	4,063	4,411	4,411	3,567
City Computer Svc Equipment	1,393	4,800	4,800	4,800
City Telephone/Communications	1,897	3,979	2,959	3,979
Printing - Outside	5,741	22,450	22,450	22,450
Supplies - Outside	19,137	18,945	18,945	18,945
Household Supplies	17,541	19,000	19,000	19,000
Medical Supplies	(56)	0	0	0
Outside Postage	1,515	1,600	2,100	1,600

Park Facilities • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Lumber & Wood Products	3,570	6,500	6,500	6,500
Paints Oils & Glass	421	2,000	2,000	2,000
Lime Cement & Gravel	(1,144)	0	0	0
Materials and Supplies	49,103	63,175	72,292	63,175
Outside Equipment Repair/Maintenance	163,529	136,924	155,055	179,842
Outside Phone/Communications	0	0	2,651	0
Security	267,738	267,966	299,966	267,966
Misc Professional Services	78,724	125,947	125,947	95,932
Utilities	508,934	508,100	519,045	508,100
Insurance	162,965	216,250	216,250	142,339
Dues/Memberships/Periodicals	6,890	5,603	5,603	5,603
Rent	35,719	38,850	38,850	38,850
Misc Services and Charges	833	865	865	865
Total Materials and Supplies	\$ 1,357,293	\$ 1,459,677	\$ 1,542,275	1,418,038
GRANTS AND SUBSIDIES				
Death Benefits	3,177	0	(3,177)	0
Total Grants and Subsidies	\$ 3,177	\$ 0	\$ (3,177)	0
TOTAL EXPENDITURES	\$ 3,509,366	\$ 3,612,290	\$ 3,459,403	3,540,228
CHARGES FOR SERVICES				
Admissions - Museum Workshops	0	0	0	0
Admissions - General	214	0	0	0
Museum Planetarium Fee	0	0	0	0
Rental Fees	0	0	955	0
Total Charges for Services	\$ 214	\$ 0	\$ 955	0
TOTAL REVENUES	\$ (214)	\$ 0	\$ (955)	0
NET EXPENDITURES	\$ 3,509,151	\$ 3,612,290	\$ 3,458,448	3,540,228

Zoo

The Memphis Zoo preserves wildlife through education, conservation and research. The Zoo is operated through a public/private partnership between the City of Memphis and Memphis Zoological Society.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	48,745	0	0	0
Materials and Supplies	3,795,223	2,984,554	3,918,620	3,636,325
Total Expenditures	\$ 3,843,968	\$ 2,984,554	\$ 3,918,620	\$ 3,636,325
Net Expenditures	\$ 3,843,968	\$ 2,984,554	\$ 3,918,620	\$ 3,636,325
Authorized Complement				0

Zoo • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Retirement Benefits	10,345	0	0	0
Pension ADC Funding	38,400	0	0	0
Total Personnel Services	\$ 48,745	\$ 0	\$ 0	0
MATERIALS AND SUPPLIES				
City Storeroom Supplies	57	0	0	0
City Shop Charges	20,084	17,843	50,000	77,162
City Shop Fuel	34,448	22,468	35,000	38,831
Misc Professional Services	222,769	242,207	242,207	242,207
Utilities	605,209	0	650,000	650,000
Sewer Fees	1,539,377	1,300,000	1,539,377	1,300,000
Insurance	173,278	202,036	202,036	128,125
Misc Services and Charges	1,200,000	1,200,000	1,200,000	1,200,000
Total Materials and Supplies	\$ 3,795,223	\$ 2,984,554	\$ 3,918,620	3,636,325
TOTAL EXPENDITURES	\$ 3,843,968	\$ 2,984,554	\$ 3,918,620	3,636,325
NET EXPENDITURES	\$ 3,843,968	\$ 2,984,554	\$ 3,918,620	3,636,325

Brooks Museum

The Memphis Brooks Museum of Art enriches the lives of our diverse community through the museum's expanding collections, varied exhibitions, and dynamic programs that reflect the art of world cultures from antiquity to the present. Our vision is to transform lives through the power of art. The Museum is operated through a public/private partnership with the Memphis Brooks Museum of Art, Inc.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Materials and Supplies	621,448	571,448	571,448	621,448
Total Expenditures	\$ 621,448	\$ 571,448	\$ 571,448	\$ 621,448
Net Expenditures	\$ 621,448	\$ 571,448	\$ 571,448	\$ 621,448
Authorized Complement				0

Brooks Museum • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
MATERIALS AND SUPPLIES				
Misc Professional Services	621,448	571,448	571,448	621,448
Total Materials and Supplies	\$ 621,448	\$ 571,448	\$ 571,448	621,448
TOTAL EXPENDITURES	\$ 621,448	\$ 571,448	\$ 571,448	621,448
NET EXPENDITURES	\$ 621,448	\$ 571,448	\$ 571,448	621,448

Memphis Botanic Garden

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	197,690	209,803	185,937	164,665
Materials and Supplies	363,557	342,598	403,055	404,464
Grants and Subsidies	250,000	0	0	0
Total Expenditures	\$ 811,247	\$ 552,401	\$ 588,993	\$ 569,129
Net Expenditures	\$ 811,247	\$ 552,401	\$ 588,993	\$ 569,129

Authorized Complement	3
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Memphis Botanic Garden • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	102,634	138,759	138,759	113,372
Holiday Salary Full Time	6,527	0	0	0
Vacation Leave	11,501	0	0	0
Bonus Leave	961	0	0	0
Sick Leave	5,793	0	0	0
Overtime	219	0	0	0
Longevity Pay	71	0	99	0
Retirement Benefits	10,369	0	0	0
Pension	5,439	4,517	2,280	4,562
Supplemental Pension	865	864	441	877
Social Security	1,957	2,555	2,555	2,555
Pension ADC Funding	21,600	29,241	29,241	14,605
Group Life Insurance	362	498	163	373
Unemployment	640	320	320	240
Medicare	1,815	3,469	749	2,834
Long Term Disability	1,118	416	208	340
Health Insurance - Basic	3,277	0	0	0
Health Insurance - Premier	19,230	22,194	8,756	20,352
Benefits Adjustments	0	1,289	0	4,554
Health Insurance-Local Plus Plan	3,313	5,680	2,367	0
Total Personnel Services	\$ 197,690	\$ 209,803	\$ 185,937	164,665
MATERIALS AND SUPPLIES				
City Shop Charges	690	944	944	879
City Shop Fuel	10,638	14,528	14,528	16,003
City Computer Svc Equipment	83	0	0	0
City Telephone/Communications	0	0	0	0
Outside Vehicle Repair	180	0	0	0
Outside Phone/Communications	0	0	0	0
Misc Professional Services	137,920	137,920	170,819	170,819
Unreported Travel	(80)	0	0	0
Utilities	204,258	176,700	204,258	204,258
Insurance	9,870	12,506	12,506	12,506
Total Materials and Supplies	\$ 363,557	\$ 342,598	\$ 403,055	404,464
GRANTS AND SUBSIDIES				
Botanic Gardens Foundation	250,000	0	0	0
Total Grants and Subsidies	\$ 250,000	\$ 0	\$ 0	0
TOTAL EXPENDITURES	\$ 811,247	\$ 552,401	\$ 588,993	569,129
NET EXPENDITURES	\$ 811,247	\$ 552,401	\$ 588,993	569,129

Sports Centers

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Materials and Supplies	2,918,435	3,599,715	3,329,081	3,344,106
Transfers Out	40,215	360,730	360,732	360,730
Total Expenditures	\$ 2,958,650	\$ 3,960,445	\$ 3,689,813	\$ 3,704,836
Total Revenues	\$ 1,703,645	\$ 3,547,991	\$ 3,224,832	\$ 3,311,666
Net Expenditures	\$ 1,255,005	\$ 412,454	\$ 464,982	\$ 393,171
Authorized Complement				0

Sports Centers • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
MATERIALS AND SUPPLIES				
Facility Repair & Carpentry	29,702	41,315	70,999	41,315
City Shop Charges	3,972	1,012	2,059	4,200
City Shop Fuel	0	0	535	1,337
City Telephone/Communications	70	627	40	627
Outside Phone/Communications	0	0	40	0
Misc Professional Services	2,160,592	2,731,682	2,431,016	2,472,235
Utilities	523,364	620,000	620,000	620,000
Insurance	112,581	98,491	98,491	98,491
Misc Services and Charges	88,153	106,588	105,902	105,902
Total Materials and Supplies	\$ 2,918,435	\$ 3,599,715	\$ 3,329,081	3,344,106
TRANSFERS OUT				
Oper Tfr Out - Debt Service Fund	40,215	360,730	360,732	360,730
Total Transfers Out	\$ 40,215	\$ 360,730	\$ 360,732	360,730
TOTAL EXPENDITURES	\$ 2,958,650	\$ 3,960,445	\$ 3,689,813	3,704,836
CHARGES FOR SERVICES				
Parking	73,719	527,497	536,409	522,409
Concessions	215,407	1,830,949	1,422,338	1,478,469
Rental Fees	967,866	625,750	828,813	852,508
Outside Revenue	0	122,795	286,333	181,586
Total Charges for Services	\$ 1,256,992	\$ 3,106,991	\$ 3,073,893	3,034,972
OTHER REVENUES				
Miscellaneous Income	371,653	371,000	75,939	201,694
Corporate Sponsorship	75,000	70,000	75,000	75,000
Total Other Revenues	\$ 446,653	\$ 441,000	\$ 150,939	276,694
TOTAL REVENUES	\$ (1,703,645)	\$ (3,547,991)	\$ (3,224,832)	(3,311,666)
NET EXPENDITURES	\$ 1,255,005	\$ 412,454	\$ 464,982	393,171

Recreation

Recreation Centers are to provide leadership and direction to professional staff to ensure that quality of life is enhanced through delivery of recreational programs and leisure services to the citizens of Memphis through its community and senior center facilities.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	7,550,301	6,726,785	6,914,921	7,961,433
Materials and Supplies	3,709,157	2,690,484	3,077,724	2,967,063
Capital Outlay	10,658	12,000	12,000	12,000
Total Expenditures	\$ 11,270,115	\$ 9,429,269	\$ 10,004,645	\$ 10,940,495
Total Revenues	\$ 415,324	\$ 616,050	\$ 429,789	\$ 337,750
Net Expenditures	\$ 10,854,791	\$ 8,813,219	\$ 9,574,856	\$ 10,602,745

Authorized Complement	90
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Recreation • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	2,633,496	3,419,205	3,424,399	3,564,720
Holiday Salary Full Time	156,647	0	0	0
Vacation Leave	194,141	0	0	0
Bonus Leave	24,671	0	0	0
Sick Leave	180,723	0	0	0
Overtime	359	0	0	0
Out of Rank Pay	33,409	17,500	23,393	17,500
Longevity Pay	1,534	0	1,505	0
Shift Differential	1,855	1,700	1,900	1,700
Retirement Benefits	66,061	52,000	48,925	52,000
Pension	122,312	120,860	56,312	72,120
Supplemental Pension	21,304	22,194	10,776	22,610
Social Security	211,634	56,928	195,868	56,928
Pension ADC Funding	525,600	630,242	630,242	471,160
Group Life Insurance	7,793	9,438	3,648	8,263
Unemployment	13,200	6,400	6,400	6,400
Medicare	80,511	79,949	34,900	78,567
Long Term Disability	10,707	8,980	6,315	9,411
Health Insurance - Basic	21,308	0	0	0
Health Insurance - Value PPO	6,015	10,311	17,830	0
Health Insurance - Premier	349,090	271,559	230,896	261,312
Benefits Adjustments	0	33,365	0	404,631
Health Insurance-Local Plus Plan	164,306	255,224	126,662	238,956
Salaries - Part Time/Temporary	2,556,318	1,787,699	2,037,411	2,751,924
On the Job Injury	126,909	57,500	57,540	57,500
Attrition	0	(114,269)	0	(114,269)
Bonus Pay	40,400	0	0	0
Total Personnel Services	\$ 7,550,301	\$ 6,726,785	\$ 6,914,921	7,961,433
MATERIALS AND SUPPLIES				
Facility Repair & Carpentry	7,739	3,000	3,000	3,000
City Shop Charges	38,978	29,210	28,026	23,715
City Shop Fuel	13,755	18,547	18,299	31,285
City Computer Svc Equipment	9,418	8,500	8,500	8,500
City Telephone/Communications	14,139	3,250	3,250	3,000
Printing - Outside	0	0	0	1,280
Supplies - Outside	93,888	9,000	21,557	112,000
Food Expense	90,594	112,000	112,000	112,000
Clothing	18,266	12,000	12,000	13,800

Recreation • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Household Supplies	47,047	184,350	184,350	184,350
Athletic/Recreational Supplies	87,849	50,300	417,088	150,300
Chemicals	41,233	0	0	0
Materials and Supplies	3,201	0	0	0
Outside Equipment Repair/Maintenance	20,095	12,250	12,250	12,250
Facilities Structure Repair - Outside	0	1,000	1,000	1,000
Outside Phone/Communications	0	0	4,117	800
Janitorial Services	4,900	0	596	0
Security	155,357	108,500	108,500	240,500
Seminars/Training/Education	10,703	12,000	12,000	12,000
Misc Professional Services	741,219	383,500	383,500	383,500
Travel Expense	597	9,500	9,500	9,500
Unreported Travel	126	0	0	0
Mileage	9	250	250	250
Utilities	2,019,933	1,507,500	1,512,114	1,512,114
Insurance	282,767	217,827	217,827	143,919
Dues/Memberships/Periodicals	6,930	8,000	8,000	8,000
Misc Services and Charges	412	0	0	0
Total Materials and Supplies	\$ 3,709,157	\$ 2,690,484	\$ 3,077,724	2,967,063
CAPITAL OUTLAY				
Equipment	10,658	12,000	12,000	12,000
Total Capital Outlay	\$ 10,658	\$ 12,000	\$ 12,000	12,000
TOTAL EXPENDITURES	\$ 11,270,115	\$ 9,429,269	\$ 10,004,645	10,940,495
CHARGES FOR SERVICES				
Senior Citizen's Meals	58,204	75,000	75,000	75,000
Softball	88,735	0	0	0
Basketball	4,800	0	0	0
Football	800	0	0	0
Ballfield Permit	19,709	0	0	0
Class Fees	45,770	46,250	41,250	40,250
Rental Fees	114,041	182,000	175,257	175,500
Day Camp Fees	3,008	260,200	89,948	0
Food Service Revenue	(230)	0	0	0
After School Camp	1,100	2,100	1,500	1,500
Total Charges for Services	\$ 335,938	\$ 565,550	\$ 382,955	292,250

Recreation • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
OTHER REVENUES				
Local Shared Revenue	79,352	50,000	45,000	45,000
Miscellaneous Income	35	500	0	500
Donated Revenue	0	0	858	0
Recovery Of Prior Year Expense	0	0	976	0
Total Other Revenues	\$ 79,386	\$ 50,500	\$ 46,834	45,500
TOTAL REVENUES	\$ (415,324)	\$ (616,050)	\$ (429,789)	(337,750)
NET EXPENDITURES	\$ 10,854,791	\$ 8,813,219	\$ 9,574,856	10,602,745

Sports Services - Golf

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	2,601,076	2,479,095	1,873,581	2,655,706
Materials and Supplies	2,083,659	2,178,003	1,661,788	2,174,299
Inventory	375,269	379,591	507,164	379,591
Service Charges	61,628	55,716	55,716	55,716
Total Expenditures	\$ 5,121,631	\$ 5,092,405	\$ 4,098,249	\$ 5,265,312
Total Revenues	\$ 3,070,902	\$ 3,440,325	\$ 3,434,383	\$ 3,440,325
Net Expenditures	\$ 2,050,729	\$ 1,652,080	\$ 663,866	\$ 1,824,987

Authorized Complement

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Sports Services - Golf • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	743,635	833,021	390,530	897,863
Holiday Salary Full Time	41,692	0	0	0
Vacation Leave	43,582	0	0	0
Bonus Leave	5,168	0	0	0
Sick Leave	8,556	0	0	0
Overtime	1,008	0	4,780	0
Out of Rank Pay	489	1,500	12,358	1,500
Retirement Benefits	0	15,149	0	13,200
Pension	46,767	49,980	24,143	29,296
Social Security	83,699	0	84,804	0
Pension ADC Funding	92,400	93,486	93,486	115,664
Group Life Insurance	1,947	2,602	1,072	2,300
Unemployment	2,640	1,360	1,360	1,360
Medicare	30,517	19,736	15,832	21,247
Long Term Disability	2,207	2,499	1,344	2,694
Health Insurance - Basic	1,862	0	0	0
Health Insurance - Value PPO	6,015	10,311	4,296	0
Health Insurance - Premier	79,043	59,992	191,393	80,856
Benefits Adjustments	0	9,579	0	81,653
Health Insurance-Local Plus Plan	34,089	58,438	28,985	46,632
Salaries - Part Time/Temporary	1,348,967	1,316,942	1,017,449	1,356,942
On the Job Injury	12,420	4,500	1,500	4,500
Bonus Pay	14,373	0	250	0
Total Personnel Services	\$ 2,601,076	\$ 2,479,095	\$ 1,873,581	2,655,706
MATERIALS AND SUPPLIES				
City Storeroom Supplies	237	150	0	150
City Shop Charges	26,836	33,694	18,623	18,035
City Shop Fuel	64,207	91,154	41,645	97,109
City Computer Svc Equipment	0	1,500	1,500	1,500
City Telephone/Communications	2,225	13,716	8,651	13,716
Printing - Outside	2,300	1,000	1,000	1,000
Supplies - Outside	44,161	31,000	7,171	31,000
Clothing	2,698	6,700	4,038	6,700
Household Supplies	0	0	330	0
Lime Cement & Gravel	43	0	0	0
Chemicals	115,910	144,350	73,170	144,350
Materials and Supplies	69,786	87,000	42,473	87,000
Miscellaneous Expense	11,662	23,478	13,407	23,478
Outside Equipment Repair/Maintenance	80,700	125,952	64,018	125,952
Advertising/Publication	0	0	6,000	6,000

Sports Services - Golf • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Outside Phone/Communications	0	0	1,013	0
Security	4,617	8,950	1,952	8,950
Seminars/Training/Education	0	4,500	2,600	4,500
Misc Professional Services	122,376	126,902	69,274	126,902
Technical Services	65	0	0	0
Mileage	444	2,000	339	2,000
Utilities	377,077	339,000	225,846	339,000
Insurance	24,920	30,714	30,714	30,714
Dues/Memberships/Periodicals	6,605	5,200	3,016	5,200
Misc Services and Charges	1,009	0	404	0
Minor Equipment	6,230	25,800	2,354	25,800
Equipment Rental	1,119,554	1,075,243	1,042,250	1,075,243
Total Materials and Supplies	\$ 2,083,659	\$ 2,178,003	\$ 1,661,788	2,174,299
INVENTORY				
Inventory Purchases	133,439	117,793	170,244	117,793
Food Inventory	241,830	261,798	336,920	261,798
Total Inventory	\$ 375,269	\$ 379,591	\$ 507,164	379,591
SERVICE CHARGES				
Credit Card Fees - Expense	61,628	55,716	55,716	55,716
Total Service Charges	\$ 61,628	\$ 55,716	\$ 55,716	55,716
TOTAL EXPENDITURES	\$ 5,121,631	\$ 5,092,405	\$ 4,098,249	5,265,312
CHARGES FOR SERVICES				
Concessions	330,939	318,203	318,203	318,203
Golf Car Fees	1,034,411	1,149,500	1,149,500	1,149,500
Pro Shop Sales	134,905	137,300	137,300	137,300
Green Fees	1,436,503	1,702,996	1,703,134	1,702,996
Outside Revenue	0	2,500	0	2,500
Total Charges for Services	\$ 2,936,758	\$ 3,310,499	\$ 3,308,137	3,310,499
OTHER REVENUES				
Miscellaneous Income	132,550	129,826	125,619	129,826
Cash Overage/Shortage	1,593	0	627	0
Total Other Revenues	\$ 134,143	\$ 129,826	\$ 126,246	129,826
TOTAL REVENUES	\$ (3,070,902)	\$ (3,440,325)	\$ (3,434,383)	(3,440,325)
NET EXPENDITURES	\$ 2,050,729	\$ 1,652,080	\$ 663,866	1,824,987

Sports Services

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	400	888,266	913,024	906,929
Materials and Supplies	2,230	881,244	650,322	923,832
Total Expenditures	\$ 2,630	\$ 1,769,510	\$ 1,563,346	\$ 1,830,761
Total Revenues	\$ 0	\$ 59,357	\$ 73,953	\$ 60,297
Net Expenditures	\$ 2,630	\$ 1,710,153	\$ 1,489,393	\$ 1,770,464

Authorized Complement

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Sports Services • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	0	218,495	218,496	226,604
Holiday Salary Full Time	0	0	0	0
Vacation Leave	0	0	0	0
Bonus Leave	0	0	0	0
Sick Leave	0	0	0	0
Out of Rank Pay	0	0	25,000	0
Pension	0	13,110	5,937	2,427
Supplemental Pension	0	0	1	0
Social Security	0	0	36,375	0
Pension ADC Funding	0	29,087	29,087	29,191
Group Life Insurance	0	629	225	377
Unemployment	400	400	400	320
Medicare	0	5,462	5,313	5,665
Long Term Disability	0	655	388	503
Health Insurance - Premier	0	17,587	8,336	11,316
Benefits Adjustments	0	2,513	0	35,263
Health Insurance-Local Plus Plan	0	31,561	14,701	26,496
Salaries - Part Time/Temporary	0	568,766	568,766	568,766
Total Personnel Services	\$ 400	\$ 888,266	\$ 913,024	906,929
MATERIALS AND SUPPLIES				
Facility Repair & Carpentry	0	0	250	250
City Telephone/Communications	0	4,175	4,175	4,175
Printing - Outside	0	1,000	611	1,000
Supplies - Outside	0	1,050	750	1,050
Clothing	0	3,000	0	3,000
Household Supplies	0	5,848	1,240	5,848
Athletic/Recreational Supplies	0	23,000	14,317	23,000
Chemicals	0	44,800	6,155	44,800
Outside Equipment Repair/Maintenance	0	6,000	4	6,000
Outside Phone/Communications	0	0	1	1
Security	0	45,000	0	45,000
Misc Professional Services	2,230	271,017	260,826	271,017
Utilities	0	407,532	347,337	449,869
Sewer Fees	0	31,580	0	31,580
Insurance	0	35,242	12,656	35,242
Dues/Memberships/Periodicals	0	2,000	2,000	2,000
Total Materials and Supplies	\$ 2,230	\$ 881,244	\$ 650,322	923,832
TOTAL EXPENDITURES	\$ 2,630	\$ 1,769,510	\$ 1,563,346	1,830,761

Sports Services • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
CHARGES FOR SERVICES				
Softball	0	28,000	28,000	28,000
Ballfield Permit	0	18,000	18,000	18,000
Class Fees	0	1,060	15,656	2,000
Rental Fees	0	12,297	12,297	12,297
Total Charges for Services	\$ 0	\$ 59,357	\$ 73,953	60,297
TOTAL REVENUES	\$ 0	\$ (59,357)	\$ (73,953)	(60,297)
NET EXPENDITURES	\$ 2,630	\$ 1,710,153	\$ 1,489,393	1,770,464

Special Services

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	295,151	0	0	0
Materials and Supplies	13,616	0	0	0
Total Expenditures	\$ 308,766	\$ 0	\$ 0	\$ 0
Net Expenditures	\$ 308,766	\$ 0	\$ 0	\$ 0
Authorized Complement				0

Special Services • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	161,523	0	0	0
Holiday Salary Full Time	9,125	0	0	0
Vacation Leave	7,764	0	0	0
Bonus Leave	404	0	0	0
Sick Leave	4,514	0	0	0
Overtime	483	0	0	0
Retirement Benefits	1,527	0	0	0
Pension	9,104	0	0	0
Social Security	2,900	0	0	0
Pension ADC Funding	27,600	0	0	0
Group Life Insurance	271	0	0	0
Unemployment	320	0	0	0
Medicare	3,280	0	0	0
Long Term Disability	482	0	0	0
Health Insurance - Premier	12,569	0	0	0
Health Insurance-Local Plus Plan	3,313	0	0	0
Salaries - Part Time/Temporary	46,771	0	0	0
Bonus Pay	3,200	0	0	0
Total Personnel Services	\$ 295,151	\$ 0	\$ 0	0
MATERIALS AND SUPPLIES				
City Telephone/Communications	360	0	0	0
Supplies - Outside	2,794	0	0	0
Outside Postage	3	0	0	0
Materials and Supplies	317	0	0	0
Misc Professional Services	9,952	0	0	0
Travel Expense	28	0	0	0
Mileage	162	0	0	0
Total Materials and Supplies	\$ 13,616	\$ 0	\$ 0	0
TOTAL EXPENDITURES	\$ 308,766	\$ 0	\$ 0	0
NET EXPENDITURES	\$ 308,766	\$ 0	\$ 0	0

Parks • Authorized Complement

PARKS • AUTHORIZED COMPLEMENT

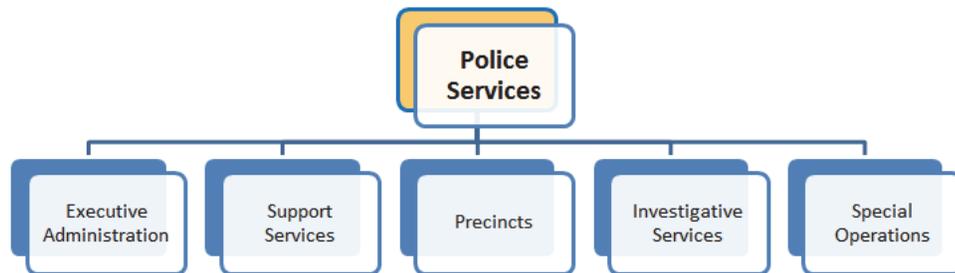
Position Title	Authorized Positions	Position Title	Authorized Positions
ADMINISTRATION		CURATOR BACKYARD WILDLIFE CTR	1
ASST EXECUTIVE	1	DIRECTOR MUSEUM	1
CLERK OFFICE SUPPORT	1	FOREMAN GROUNDS MNT	2
COORD ADMIN BUDGET	1	MGR BUSINESS AFFAIRS	1
DIRECTOR PARKS & NEIGHBORHOODS	1	MGR COLLECTIONS	1
DIRECTOR PARKS & NEIGHBORHOODS DEPUTY	1	MGR EDUCATION	1
MGR ADMIN SVCS PARKS	1	MGR EXHIBITS GRAPHICS	1
MGR PARKS BUSINESS OPS	1	MGR HISTORIC PROPERTIES	1
SPEC CUST SVC ADMIN	1	MGR LICHTERMAN NATURE CTR	1
SPEC GRANT ADMIN	1	MGR SCHOOL TEACHER SVCS	1
SUPER HR PARKS	1	RECEPTIONIST	1
SUPER PAYROLL ACCOUNTING	1	REGISTRAR MUSEUM	1
Total Administration	11	SPEC EXHIBITS MEDIA	1
PLANNING & DEVELOPMENT		SUPER BOX OFFICE	1
ADMR PLANNING DEV	1	SUPER EXHIBIT GRAPHIC SVCS	1
ANALYST PLANNING MAPPING	1	SUPER OPERATIONS LNC	1
ARCHITECT LANDSCAPE	1	SUPER PLANETARIUM	1
Total Planning & Development	3	TEACHER NATURALIST CF	1
PARK OPERATIONS		Total Park Facilities	28
CLERK ACCOUNTING A	1	MEMPHIS BOTANIC GARDEN	
CREWCHIEF	6	BOTANIST BOTANICAL CTR	1
DRIVER TRUCK	27	CREWCHIEF	1
FOREMAN GROUNDS MNT	1	SUPER BOTANTICAL GRDNS	1
FOREMAN ZONE MNT	6	Total Memphis Botanic Garden	3
HORICULTURIST	1	RECREATION	
MECH MNT	4	ADMR SENIOR SVCS	1
MGR PARK MAINTENANCE	1	ADMR YOUTH & FAMILY PROGRAMS	1
OPER HEAVY EQUIP	1	CLERK ACCOUNTING B	1
SUPER BUSINESS AFFAIRS	1	COOK	3
TRIMMER TREE	2	CUSTODIAN	27
Total Park Operations	51	DIRECTOR COMMUNITY CTR	31
PARK FACILITIES		DIRECTOR COMMUNITY CTR ASST	21
ADMR PROGRAMS	1	MGR RECREATION PROG	3
CLERK ACCOUNTING B	1	SPEC ATHLETIC	1
CLERK PAYROLL A	1	SPEC RECREATION ADMINISTRATIVE	1
CONSERVATOR	1	Total Recreation	90
COORD EXHIBITS GRAPHIC SVCS	1	SPORTS SERVICES - GOLF	
COORD FACILITIES	1	ADMR GOLF ENTERPRISE	1
CREWPERSON	3	ANALYST ACCOUNTING	1

POLICE SERVICES

Mission Statement

The Memphis Police Department's mission and vision are to create and maintain an environment of public safety for the Citizens of the City of Memphis. The 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's primary responsibility is to provide law enforcement services to the City of Memphis. The Division serves the citizens of the City of Memphis by performing law enforcement functions in a professional manner. The Division'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.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	230,655,696	227,905,536	230,641,408	228,414,928
Materials and Supplies	25,428,654	26,558,364	31,900,080	29,930,744
Capital Outlay	2,654	548,794	823,764	500,150
Grants and Subsidies	242,513	150,000	150,245	150,000
Service Charges	10,955	0	0	0
Transfers Out	4,625,588	4,366,095	4,365,780	4,366,095
Total Expenditures	\$ 260,966,064	\$ 259,528,800	\$ 267,881,280	\$ 263,361,920
Total Revenues	\$ 7,260,583	\$ 3,713,414	\$ 5,072,708	\$ 3,055,314
Net Expenditures	\$ 253,705,482	\$ 255,815,387	\$ 262,808,573	\$ 260,306,607

Authorized Complement

2792

Police Services • Charges for Services Summary

Account	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Cash Overage/Shortage	89	30	0	30
Court Fees	0	0	0	0
Donations for Rape Kits	33	0	0	0
DUI BAC Fees	1,867	2,400	208	2,400
Federal Grants - Others	236,853	300,000	200,000	300,000
Fines & Forfeitures	18,242	20,000	7,734	20,000
Local Shared Revenue	1,317,633	1,007,056	1,007,056	35,956
Miscellaneous Income	0	5,000	0	5,000
Miscellaneous Revenue	186,134	59,868	74,061	59,868
Oper Tfr In - Metro Alarm	1,641,372	100,000	271,048	430,000
Police Special Events	221,579	250,000	600,000	250,000
Recovery Of Prior Year Expense	1,740,130	0	904,469	0
Sale Of Reports	429,773	259,060	267,835	259,060
Seizures	73,420	100,000	47,297	100,000
Sex Offender Registry Fees	93,400	110,000	93,000	93,000
Tow Fees	789,582	1,000,000	900,000	1,000,000
Wrecker & Storage Charges	510,475	500,000	700,000	500,000
Total Charges for Services	\$ 7,260,583	\$ 3,713,414	\$ 5,072,708	\$ 3,055,314

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.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	30,118,122	32,626,586	32,592,714	29,999,740
Materials and Supplies	6,258,449	4,950,409	6,424,737	7,570,832
Total Expenditures	\$ 36,376,572	\$ 37,576,996	\$ 39,017,452	\$ 37,570,572
Total Revenues	\$ 1,483,870	\$ 367,974	\$ 535,539	\$ 367,974
Net Expenditures	\$ 34,892,702	\$ 37,209,022	\$ 38,481,913	\$ 37,202,598
Authorized Complement				429

Executive Administration • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	16,736,048	19,411,728	17,103,498	18,292,816
Holiday Salary Full Time	96,554	0	284,393	0
Vacation Leave	1,138,072	0	1,641,346	0
Bonus Leave	183,694	0	203,910	0
Sick Leave	466,670	0	449,909	0
Overtime	2,355,787	2,457,000	3,118,854	2,942,249
Holiday Fire/Police	753,707	866,383	869,768	921,954
Out of Rank Pay	203,031	202,039	229,917	243,709
Hazardous Duty Pay	20,363	18,214	26,828	28,439
College Incentive Pay	694,048	730,740	740,738	739,473
Longevity Pay	180,899	189,284	189,262	185,602
Shift Differential	19,744	20,819	15,640	16,406
Retirement Benefits	403,813	195,556	291,779	200,426
Job Incentive	173	0	3,283	0
Pension	1,244,268	1,361,262	1,465,156	792,505
Social Security	9,172	973	6,633	973
Pension ADC Funding	1,995,600	1,828,806	1,828,806	2,356,514
Group Life Insurance	47,717	58,758	51,414	54,878
Unemployment	46,880	22,080	33,679	23,600
Medicare	333,368	242,526	380,485	274,772
Long Term Disability	43,565	50,156	63,570	53,113
Health Insurance - Basic	20,657	0	0	0
Health Insurance - Value PPO	35,875	0	56,855	0
Health Insurance - Premier	1,991,153	1,896,631	2,088,527	1,768,728
Benefits Adjustments	0	398,012	0	192,266
Health Insurance-Local Plus Plan	376,009	430,743	822,865	633,516
Salaries - Part Time/Temporary	146,930	140,000	112,992	103,245
On the Job Injury	244,596	241,288	473,157	547,742
Attrition	0	1,863,588	0	(373,186)
Bonus Pay	348,642	0	39,450	0
Expense Recovery - Personnel	(18,913)	0	0	0
Total Personnel Services	\$ 30,118,122	\$ 32,626,586	\$ 32,592,714	29,999,740
MATERIALS AND SUPPLIES				
City Hall Printing	(6,962)	0	0	0
City Storeroom Supplies	675	0	624	0
Facility Repair & Carpentry	15,595	0	74,335	0
City Shop Charges	272,425	257,105	257,105	259,563
City Shop Fuel	229,835	282,115	282,115	321,100

Executive Administration • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Outside Computer Services	3,310	24,000	24,000	24,000
City Computer Svc Equipment	0	0	119	0
Data/Word Process Software	24,600	4,678	4,678	550,000
City Telephone/Communications	121	0	0	0
Supplies - Outside	15,021	9,500	10,638	31,500
Clothing	159,940	235,719	223,200	227,275
Ammunition & Explosives	433,872	400,000	400,000	500,000
Safety Equipment	398,436	643,950	643,950	930,415
Outside Postage	284	100	302	2,500
Materials and Supplies	104,371	64,697	77,741	64,697
Operation Police Traffic Unit	648	0	0	0
Operation Police TACT	6	0	0	0
Operation Police Aircraft	90	0	0	0
Outside Vehicle Repair	20,700	30,000	30,000	13,500
Medical/Dental/Vetinary	450	0	0	0
Advertising/Publication	422,452	30,000	34,218	38,000
Outside Phone/Communications	1,557	0	657	0
Janitorial Services	755	0	0	0
Seminars/Training/Education	100,022	20,000	27,732	74,000
Fixed Charges	1,255	0	730	1,100
Misc Professional Services	585,974	568,600	420,159	457,979
Travel Expense	224,767	150,808	173,687	248,308
Unreported Travel	(15,826)	0	0	0
Insurance	37,162	24,874	25,174	12,967
Claims	301,365	500,000	500,000	500,000
Lawsuits	2,788,420	1,500,000	3,000,000	3,000,000
Dues/Memberships/Periodicals	8,325	6,000	6,000	6,000
Rent	(13,411)	0	0	0
Misc Services and Charges	166,414	230,615	237,573	340,280
Fire Loss	4,321	0	0	0
Capital Lease Interest	102	0	0	0
Expense Recovery - M & S	(28,623)	(32,352)	(30,000)	(32,352)
Total Materials and Supplies	\$ 6,258,449	\$ 4,950,409	\$ 6,424,737	7,570,832
TOTAL EXPENDITURES	\$ 36,376,572	\$ 37,576,996	\$ 39,017,452	37,570,572
FINES AND AND FORFEITURES				
Fines & Forfeitures	18,242	20,000	7,734	20,000
Total Fines and and Forfeitures	\$ 18,242	\$ 20,000	\$ 7,734	20,000

Executive Administration • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
FEDERAL GRANTS				
Federal Grants - Others	236,853	300,000	200,000	300,000
Total Federal Grants	\$ 236,853	\$ 300,000	\$ 200,000	300,000
OTHER REVENUES				
Local Shared Revenue	54	7,056	0	7,056
Miscellaneous Revenue	136,589	40,918	69,444	40,918
Recovery Of Prior Year Expense	1,092,133	0	258,362	0
Total Other Revenues	\$ 1,228,775	\$ 47,974	\$ 327,805	47,974
TOTAL REVENUES	\$ (1,483,870)	\$ (367,974)	\$ (535,539)	(367,974)
NET EXPENDITURES	\$ 34,892,702	\$ 37,209,022	\$ 38,481,913	37,202,598

Support Services

Support Services provides efficient and effective customer service to meet the Fiscal and Human Resource needs of the Memphis Police Department.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	22,012,498	24,315,410	23,345,388	23,127,060
Materials and Supplies	8,989,831	11,045,469	12,842,756	10,885,998
Capital Outlay	2,654	521,594	796,564	442,900
Grants and Subsidies	31,795	0	5,000	0
Service Charges	10,955	0	0	0
Transfers Out	4,625,588	4,366,095	4,365,780	4,366,095
Total Expenditures	\$ 35,673,324	\$ 40,248,568	\$ 41,355,488	\$ 38,822,052
Total Revenues	\$ 1,770,276	\$ 1,259,060	\$ 1,276,266	\$ 287,960
Net Expenditures	\$ 33,903,048	\$ 38,989,508	\$ 40,079,222	\$ 38,534,092

Authorized Complement	325
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Support Services • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	11,524,051	16,786,806	12,528,712	16,405,892
Holiday Salary Full Time	311,606	0	429,780	0
Vacation Leave	791,111	0	1,034,401	0
Bonus Leave	104,648	0	137,091	0
Sick Leave	710,879	0	668,909	0
Overtime	2,358,722	1,892,047	2,118,224	1,395,636
Holiday Fire/Police	124,275	130,902	126,961	134,579
Out of Rank Pay	92,035	96,246	88,742	55,886
Hazardous Duty Pay	6,141	6,328	5,344	6,264
College Incentive Pay	98,750	100,152	110,099	108,792
Longevity Pay	75,125	85,733	81,302	74,578
Shift Differential	55,628	71,788	63,416	67,476
Retirement Benefits	365,128	361,895	271,655	249,804
Pension	734,752	826,701	783,376	505,837
Social Security	44,080	477	41,788	477
Pension ADC Funding	1,606,800	1,772,614	1,772,614	2,113,438
Group Life Insurance	37,582	45,420	38,974	44,314
Unemployment	43,040	21,920	37,576	22,400
Medicare	231,672	213,962	237,574	242,237
Long Term Disability	34,678	41,609	47,872	43,686
Health Insurance - Basic	25,330	0	0	0
Health Insurance - Value PPO	12,245	15,467	12,152	0
Health Insurance - Premier	1,550,846	1,519,528	1,495,598	1,461,000
Benefits Adjustments	0	528,218	0	171,149
Health Insurance-Local Plus Plan	239,470	332,761	498,603	459,720
Salaries - Part Time/Temporary	715,607	881,242	667,946	708,283
On the Job Injury	23,582	12,112	28,080	24,692
Payroll Reserve	0	0	0	0
Attrition	0	(1,428,516)	0	(1,169,077)
Bonus Pay	94,716	0	18,600	0
Total Personnel Services	\$ 22,012,498	\$ 24,315,410	\$ 23,345,388	23,127,060
MATERIALS AND SUPPLIES				
City Storeroom Supplies	2,126	0	627	0
Facility Repair & Carpentry	22,560	67,736	72,211	63,893
City Shop Charges	46,826	41,349	41,349	51,882
City Shop Fuel	25,668	40,863	40,863	41,495
Outside Computer Services	3,335,258	3,409,220	4,789,965	4,173,537
City Computer Svc Equipment	16,603	381,789	457,011	28,000

Support Services • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Data/Word Processing Equipment	1,851	20,000	106,770	64,900
Data/Word Process Software	936,139	2,054,104	2,138,692	460,197
City Telephone/Communications	1,421	30,012	2,596	30,000
Printing - Outside	75,385	47,500	47,491	47,500
Supplies - Outside	299,213	304,895	275,833	304,895
Clothing	110,392	82,925	77,000	111,754
Drafting/Photo Supplies	3,491	17,012	18,891	17,000
Medical Supplies	0	0	0	66,000
Outside Postage	7,188	10,000	10,797	10,000
Asphalt Products	986	0	0	0
Materials and Supplies	312,243	374,040	390,422	414,999
Miscellaneous Expense	1,177	0	804	4,200
Operation Police Mounted	1,073	0	0	0
Operation Police TACT	674	0	539	0
Outside Vehicle Repair	48,052	32,780	35,988	32,780
Outside Equipment Repair/Maintenance	34,815	103,000	104,742	123,000
Medical/Dental/Vetinary	0	30,000	0	30,000
Outside Phone/Communications	741,801	849,600	933,787	950,000
Janitorial Services	357,182	122,119	373,395	393,495
Security	0	300,000	300,000	300,000
Weed Control/Chemical Service	3,470	68,200	0	68,200
Seminars/Training/Education	22,996	40,000	10,172	60,000
Fixed Charges	1,135	0	455	0
Misc Professional Services	716,464	771,530	657,299	1,259,310
Travel Expense	22,037	29,000	21,000	58,000
Unreported Travel	(7,954)	0	0	0
Outside Fuel	538	364	151	364
Utilities	1,068,869	1,057,064	975,066	1,087,064
Insurance	269,861	245,105	246,268	206,825
Dues/Memberships/Periodicals	25	0	117	0
Rent	1,499,737	1,146,708	1,158,683	1,305,468
Misc Services and Charges	412,021	791,631	949,033	544,316
Expense Recovery - M & S	(1,401,490)	(1,423,075)	(1,395,259)	(1,423,075)
Total Materials and Supplies	\$ 8,989,831	\$ 11,045,469	\$ 12,842,756	10,885,998
CAPITAL OUTLAY				
Furniture/Furnishings	0	28,900	0	28,900
Computers	2,654	85,000	85,000	6,000
Equipment	0	407,694	711,564	408,000
Total Capital Outlay	\$ 2,654	\$ 521,594	\$ 796,564	442,900

Support Services • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
GRANTS AND SUBSIDIES				
Death Benefits	31,795	0	5,000	0
Total Grants and Subsidies	\$ 31,795	\$ 0	\$ 5,000	0
SERVICE CHARGES				
Credit Card Fees - Expense	10,955	0	0	0
Total Service Charges	\$ 10,955	\$ 0	\$ 0	0
TRANSFERS OUT				
Oper Tfr Out - Debt Service Fund	4,625,588	4,366,095	4,365,780	4,366,095
Total Transfers Out	\$ 4,625,588	\$ 4,366,095	\$ 4,365,780	4,366,095
TOTAL EXPENDITURES	\$ 35,673,324	\$ 40,248,568	\$ 41,355,488	38,822,052
FINES AND AND FORFEITURES				
Court Fees	0	0	0	0
Total Fines and and Forfeitures	\$ 0	\$ 0	\$ 0	0
OTHER REVENUES				
Sale Of Reports	429,773	259,060	267,835	259,060
Local Shared Revenue	1,317,579	1,000,000	1,007,056	28,900
Miscellaneous Revenue	8,640	0	0	0
Recovery Of Prior Year Expense	14,284	0	1,375	0
Total Other Revenues	\$ 1,770,276	\$ 1,259,060	\$ 1,276,266	287,960
TOTAL REVENUES	\$ (1,770,276)	\$ (1,259,060)	\$ (1,276,266)	(287,960)
NET EXPENDITURES	\$ 33,903,048	\$ 38,989,508	\$ 40,079,222	38,534,092

Precincts

The Uniform Patrol Division is the foundation of the Memphis Police Department. The Men and Women assigned to the Uniform Patrol perform the most visible and recognizable functions for the MPD. Uniform Patrol exists 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.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	133,704,200	129,186,576	132,246,088	132,247,040
Materials and Supplies	5,791,447	6,107,157	6,354,903	6,556,957
Capital Outlay	0	27,200	27,200	57,250
Grants and Subsidies	105,719	150,000	145,245	150,000
Total Expenditures	\$ 139,601,360	\$ 135,470,928	\$ 138,773,440	\$ 139,011,248
Total Revenues	\$ 2,124,276	\$ 357,950	\$ 1,350,809	\$ 687,950
Net Expenditures	\$ 137,477,085	\$ 135,112,978	\$ 137,422,631	\$ 138,323,298

Authorized Complement	1513
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Precincts • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	66,381,188	86,312,208	66,487,920	82,546,336
Holiday Salary Full Time	75,167	0	97,215	0
Vacation Leave	4,632,425	0	5,638,086	0
Bonus Leave	722,238	0	805,719	0
Sick Leave	4,094,925	0	4,323,492	0
Overtime	16,984,264	12,036,500	15,649,663	13,366,075
Holiday Fire/Police	3,957,712	3,872,937	3,893,059	4,126,642
Out of Rank Pay	416,472	468,367	450,971	478,030
Hazardous Duty Pay	183,855	179,166	180,948	191,804
College Incentive Pay	2,353,547	2,400,370	2,314,931	2,315,618
Longevity Pay	667,865	686,554	668,310	645,066
Shift Differential	475,007	545,318	432,810	545,338
Retirement Benefits	1,722,819	1,543,064	1,522,121	1,513,449
Job Incentive	339	0	5,505	0
Pension	5,424,102	4,614,867	5,562,495	2,719,825
Social Security	17,037	0	15,889	0
Pension ADC Funding	9,090,000	8,196,047	8,196,047	10,633,770
Group Life Insurance	187,794	240,125	190,272	195,653
Unemployment	224,800	109,840	216,274	110,800
Medicare	1,400,390	1,165,729	1,421,781	1,248,347
Long Term Disability	199,399	232,278	259,741	233,776
Health Insurance - Basic	810,076	0	1,639,893	0
Health Insurance - Value PPO	68,098	97,956	116,689	0
Health Insurance - Premier	8,853,899	8,791,061	7,920,441	6,991,932
Benefits Adjustments	0	3,261,735	0	2,438,008
Health Insurance-Local Plus Plan	2,567,731	2,278,879	2,845,630	3,425,940
Salaries - Part Time/Temporary	263,595	262,820	254,667	265,200
On the Job Injury	1,056,792	1,029,573	1,225,420	1,300,091
Payroll Reserve	0	100	100	100
Attrition	0	(9,023,918)	0	(2,929,759)
Bonus Pay	989,616	0	25,000	0
Expense Recovery - Personnel	(116,950)	(115,000)	(115,000)	(115,000)
Total Personnel Services	\$ 133,704,200	\$ 129,186,576	\$ 132,246,088	132,247,040

MATERIALS AND SUPPLIES

City Storeroom Supplies	585	0	475	0
Facility Repair & Carpentry	603	4,900	5,654	4,900
City Shop Charges	3,055,773	2,969,350	2,970,350	3,180,074
City Shop Fuel	2,058,979	2,581,811	2,615,228	2,777,717
Outside Computer Services	88	0	0	0
City Computer Svc Equipment	349	2,000	4,549	0

Precincts • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
City Telephone/Communications	29	0	0	0
Printing - Outside	19	2,500	2,500	0
Supplies - Outside	47,014	40,946	47,252	41,946
Clothing	567,314	600,000	547,059	600,000
Safety Equipment	84	0	0	0
Drafting/Photo Supplies	21	0	0	0
Outside Postage	264	1,000	1,000	0
Materials and Supplies	39,304	36,750	33,713	72,420
Miscellaneous Expense	1,255	0	10	0
Operation Police Traffic Unit	254	0	0	0
Operation Police Mounted	4	0	100	0
Outside Equipment Repair/Maintenance	4,743	0	0	0
Outside Phone/Communications	7,074	0	2,280	0
Seminars/Training/Education	0	0	2,475	0
Misc Professional Services	6,418	0	5,600	0
Travel Expense	162	0	1,483	1,500
Unreported Travel	(110)	0	0	0
Outside Fuel	0	900	900	900
Mileage	617	0	97	0
Utilities	66,292	0	81,236	0
Misc Services and Charges	31,844	27,000	32,942	37,500
Expense Recovery - M & S	(97,533)	(160,000)	0	(160,000)
Total Materials and Supplies	\$ 5,791,447	\$ 6,107,157	\$ 6,354,903	6,556,957
CAPITAL OUTLAY				
Furniture/Furnishings	0	27,200	27,200	55,000
Capital Outlay - Expense	0	0	0	2,250
Total Capital Outlay	\$ 0	\$ 27,200	\$ 27,200	57,250
GRANTS AND SUBSIDIES				
Community Initiatives Grants for Non-Profits	95,032	150,000	150,000	150,000
Death Benefits	10,687	0	(4,755)	0
Total Grants and Subsidies	\$ 105,719	\$ 150,000	\$ 145,245	150,000
TOTAL EXPENDITURES	\$ 139,601,360	\$ 135,470,928	\$ 138,773,440	139,011,248
CHARGES FOR SERVICES				
Police Special Events	221,579	250,000	600,000	250,000
Total Charges for Services	\$ 221,579	\$ 250,000	\$ 600,000	250,000

Precincts • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
OTHER REVENUES				
Miscellaneous Income	0	5,000	0	5,000
Miscellaneous Revenue	26,255	2,950	0	2,950
Recovery Of Prior Year Expense	235,069	0	479,761	0
Total Other Revenues	\$ 261,324	\$ 7,950	\$ 479,761	7,950
TRANSFERS IN				
Oper Tfr In - Metro Alarm	1,641,372	100,000	271,048	430,000
Total Transfers In	\$ 1,641,372	\$ 100,000	\$ 271,048	430,000
TOTAL REVENUES	\$ (2,124,276)	\$ (357,950)	\$ (1,350,809)	(687,950)
NET EXPENDITURES	\$ 137,477,085	\$ 135,112,978	\$ 137,422,631	138,323,298

Investigative Services

Investigative Services is tasked with investigating criminal activity as well as follow up on reports generated by Uniform Patrol. Investigative Services fully embraces the Memphis Police Department's community policing philosophy and supports the MPD's goal to reduce crime. Detectives assigned to Investigative Services attend neighborhood meetings, patrol briefings and canvass neighborhoods of serious criminal activity to enhance internal and external collaboration.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	24,193,116	21,969,146	21,812,370	22,141,762
Materials and Supplies	2,212,721	2,157,009	3,917,803	2,351,363
Grants and Subsidies	5,000	0	0	0
Total Expenditures	\$ 26,410,836	\$ 24,126,156	\$ 25,730,172	\$ 24,493,126
Total Revenues	\$ 1,630,160	\$ 1,710,030	\$ 1,760,384	\$ 1,693,030
Net Expenditures	\$ 24,780,676	\$ 22,416,126	\$ 23,969,788	\$ 22,800,096

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Investigative Services • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	11,867,387	16,199,251	10,502,211	14,231,189
Holiday Salary Full Time	76,099	0	88,556	0
Vacation Leave	1,143,539	0	1,348,950	0
Bonus Leave	127,636	0	147,978	0
Sick Leave	845,355	0	903,968	0
Overtime	3,200,565	1,885,000	2,439,702	1,927,046
Holiday Fire/Police	726,564	554,528	624,332	661,792
Out of Rank Pay	19,251	22,841	27,676	29,337
Hazardous Duty Pay	36,696	41,881	30,217	32,052
College Incentive Pay	535,250	508,635	539,048	522,945
Longevity Pay	177,956	169,192	172,789	164,470
Shift Differential	54,879	61,755	49,320	52,280
Retirement Benefits	347,698	268,733	383,734	361,409
Job Incentive	69	0	1,187	0
Pension	766,835	746,416	774,237	676,323
Supplemental Pension	16,247	17,803	15,506	16,567
Social Security	49,729	47,593	47,436	47,593
Pension ADC Funding	1,339,200	1,338,100	1,338,100	1,833,287
Group Life Insurance	38,809	46,788	38,739	38,801
Unemployment	36,320	18,480	2,160	17,920
Medicare	264,955	205,950	249,380	212,270
Long Term Disability	37,689	40,016	50,526	39,825
Health Insurance - Basic	31,817	0	0	0
Health Insurance - Value PPO	6,445	10,311	10,680	0
Health Insurance - Premier	1,791,532	1,637,809	1,490,645	1,265,148
Benefits Adjustments	0	261,078	0	65,124
Health Insurance-Local Plus Plan	212,622	360,164	451,903	466,740
Salaries - Part Time/Temporary	44,603	90,000	67,413	71,457
On the Job Injury	65,948	129,830	13,626	14,443
Attrition	0	(2,693,007)	0	(606,255)
Bonus Pay	333,111	0	2,350	0
Expense Recovery - Personnel	(1,691)	0	0	0
Total Personnel Services	\$ 24,193,116	\$ 21,969,146	\$ 21,812,370	22,141,762
MATERIALS AND SUPPLIES				
City Hall Printing	(1,100)	0	0	0
City Storeroom Supplies	954	2,000	324	2,000
City Shop Charges	263,182	241,490	241,490	197,021
City Shop Fuel	159,260	206,399	206,399	201,022

Investigative Services • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
City Computer Svc Equipment	8,186	0	0	0
Supplies - Outside	9,167	19,000	20,365	13,000
Clothing	74,126	77,000	81,250	77,000
Outside Postage	36,962	20,000	21,580	20,000
Materials and Supplies	73,433	91,120	75,539	91,120
Miscellaneous Expense	0	0	4,396	0
Operation Police Aircraft	189	0	0	0
Special Investigations	26,134	40,000	1,621,140	200,000
Legal Services/Court Cost	548	0	0	0
Outside Phone/Communications	0	0	428	0
Weed Control/Chemical Service	375	0	250	0
Total Quality Management	0	0	375	0
Seminars/Training/Education	5,740	5,000	1,805	0
Fixed Charges	1,409,525	1,250,000	1,293,347	1,250,000
Misc Professional Services	8,288	5,000	119,199	111,200
Travel Expense	17,188	29,000	22,405	29,000
Unreported Travel	(3,192)	0	277	0
Utilities	33,675	0	12,014	0
Claims	1,877	0	0	0
Lawsuits	3,522	0	0	0
Dues/Memberships/Periodicals	50	0	0	0
Misc Services and Charges	145,053	171,000	195,665	160,000
Expense Recovery - M & S	(60,422)	0	(445)	0
Total Materials and Supplies	\$ 2,212,721	\$ 2,157,009	\$ 3,917,803	2,351,363
GRANTS AND SUBSIDIES				
Death Benefits	5,000	0	0	0
Total Grants and Subsidies	\$ 5,000	\$ 0	\$ 0	0
TOTAL EXPENDITURES	\$ 26,410,836	\$ 24,126,156	\$ 25,730,172	24,493,126
FINES AND AND FORFEITURES				
Seizures	73,420	100,000	47,297	100,000
Sex Offender Registry Fees	93,400	110,000	93,000	93,000
Total Fines and and Forfeitures	\$ 166,820	\$ 210,000	\$ 140,297	193,000
CHARGES FOR SERVICES				
Wrecker & Storage Charges	510,475	500,000	700,000	500,000
Tow Fees	789,582	1,000,000	900,000	1,000,000
Total Charges for Services	\$ 1,300,057	\$ 1,500,000	\$ 1,600,000	1,500,000

Investigative Services • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
OTHER REVENUES				
Cash Overage/Shortage	89	30	0	30
Donations for Rape Kits	33	0	0	0
Miscellaneous Revenue	4,400	0	0	0
Recovery Of Prior Year Expense	158,761	0	20,087	0
Total Other Revenues	\$ 163,283	\$ 30	\$ 20,087	30
TOTAL REVENUES	\$ (1,630,160)	\$ (1,710,030)	\$ (1,760,384)	(1,693,030)
NET EXPENDITURES	\$ 24,780,676	\$ 22,416,126	\$ 23,969,788	22,800,096

Special Operations

Special Operations provides the Memphis Police Division with specialized support units of highly trained officers to assist in enforcing State and City ordinances and to assist in promoting a safe environment for the citizens of Memphis. This includes the following squads: Canine, Harbor, Air Support, Mounted Patrol, Tactical and Traffic Bureau, Multi-Agency Gang unit and Crime Prevention Unit.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	20,627,766	19,807,826	20,644,842	20,899,330
Materials and Supplies	2,176,156	2,298,319	2,359,882	2,565,595
Grants and Subsidies	100,000	0	0	0
Total Expenditures	\$ 22,903,922	\$ 22,106,146	\$ 23,004,724	\$ 23,464,924
Total Revenues	\$ 252,002	\$ 18,400	\$ 149,710	\$ 18,400
Net Expenditures	\$ 22,651,920	\$ 22,087,746	\$ 22,855,014	\$ 23,446,524

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Special Operations • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	9,398,869	14,141,788	9,218,870	13,127,919
Holiday Salary Full Time	41,960	0	107,000	0
Vacation Leave	773,233	0	1,082,097	0
Bonus Leave	120,067	0	128,478	0
Sick Leave	672,323	0	770,486	0
Overtime	2,403,234	1,430,000	2,374,293	1,569,508
Holiday Fire/Police	514,415	649,311	514,816	545,705
Out of Rank Pay	16,043	27,951	9,743	16,070
Hazardous Duty Pay	33,405	44,402	27,035	28,657
College Incentive Pay	354,646	331,080	342,609	358,146
Longevity Pay	134,619	132,925	135,684	138,081
Shift Differential	33,565	44,514	41,869	44,381
Retirement Benefits	346,195	526,301	164,691	331,589
Job Incentive	35	0	17	0
Pension	674,743	652,942	705,053	530,090
Social Security	71,991	0	65,996	0
Pension ADC Funding	1,568,400	1,684,755	1,684,755	1,691,162
Group Life Insurance	31,429	40,034	32,413	32,181
Unemployment	33,280	15,920	15,920	18,560
Medicare	227,131	161,117	236,632	192,226
Long Term Disability	28,560	32,526	40,664	36,084
Health Insurance - Basic	29,763	0	0	0
Health Insurance - Value PPO	15,495	26,562	45,670	0
Health Insurance - Premier	1,247,878	1,167,793	1,143,708	1,039,824
Benefits Adjustments	0	261,276	0	105,992
Health Insurance-Local Plus Plan	245,653	437,889	525,648	558,840
Salaries - Part Time/Temporary	1,167,967	1,087,000	1,070,579	1,125,246
On the Job Injury	186,330	113,248	120,517	106,422
Attrition	0	(3,203,507)	0	(697,353)
Bonus Pay	256,538	0	37,600	0
Expense Recovery - Personnel	0	2,000	2,000	0
Total Personnel Services	\$ 20,627,766	\$ 19,807,826	\$ 20,644,842	20,899,330
MATERIALS AND SUPPLIES				
City Storeroom Supplies	810	0	14	0
City Shop Charges	773,666	737,692	737,692	665,746
City Shop Fuel	354,679	462,175	462,175	529,896
City Telephone/Communications	4	0	0	0
Supplies - Outside	1,559	3,950	1,800	4,800

Special Operations • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Word/Processing/Duplicate	86	0	0	0
Clothing	91,773	108,700	71,250	98,000
Materials and Supplies	25,633	25,000	26,831	25,000
Operation Police Canine	88,418	59,000	59,000	60,000
Operation Police DUI Unit	42,720	15,000	67,955	75,000
Operation Police Traffic Unit	76,863	70,000	70,467	100,000
Operation Police Mounted	60,085	63,292	65,917	50,000
Operation Police TACT	120,299	115,000	115,000	315,000
Operation Police Aircraft	402,244	565,669	565,669	565,669
Outside Vehicle Repair	64,111	0	0	0
Outside Phone/Communications	0	0	239	0
Seminars/Training/Education	0	0	550	0
Misc Professional Services	0	0	29,183	0
Travel Expense	1,727	0	245	0
Unreported Travel	300	0	3,050	0
Insurance	65,674	63,741	63,741	58,483
Misc Services and Charges	5,505	9,100	19,104	18,000
Total Materials and Supplies	\$ 2,176,156	\$ 2,298,319	\$ 2,359,882	2,565,595
GRANTS AND SUBSIDIES				
Community Initiatives Grants for Non-Profits	100,000	0	0	0
Total Grants and Subsidies	\$ 100,000	\$ 0	\$ 0	0
TOTAL EXPENDITURES	\$ 22,903,922	\$ 22,106,146	\$ 23,004,724	23,464,924
FINES AND AND FORFEITURES				
DUI BAC Fees	1,867	2,400	208	2,400
Total Fines and and Forfeitures	\$ 1,867	\$ 2,400	\$ 208	2,400
OTHER REVENUES				
Miscellaneous Revenue	10,250	16,000	4,618	16,000
Recovery Of Prior Year Expense	239,884	0	144,884	0
Total Other Revenues	\$ 250,134	\$ 16,000	\$ 149,502	16,000
TOTAL REVENUES	\$ (252,002)	\$ (18,400)	\$ (149,710)	(18,400)
NET EXPENDITURES	\$ 22,651,920	\$ 22,087,746	\$ 22,855,014	23,446,524

Police Services • Authorized Complement

Position Title	Authorized Positions	Position Title	Authorized Positions
EXECUTIVE ADMINISTRATION		ARTIST COMPOSITE	1
ANALYST CRIME	1	ATTENDANT PROPERTY ROOM	18
ASST ADMINISTRATIVE	6	CHIEF POLICE INFO TECH DEPUTY	1
ASST EXECUTIVE	1	CLERK GENERAL B	1
ASST OFFICE	3	CLERK OFFICE SUPPORT	16
CHIEF POLICE SVCS DEPUTY	6	COORD FLEET & FACILITIES	1
CLERK OFFICE SUPPORT	7	DISPATCHER POLICE RADIO	145
COLONEL LIEUTENANT	9	INSTALLER COMM SAFETY EQUIP	4
COLONEL POLICE	2	LIEUTENANT POLICE	8
COORD TRAINING PSYCH	1	MAJOR	3
DIRECTOR POLICE SVCS	1	MGR COMMUNICATIONS POLICE	1
DIRECTOR POLICE SVCS DEPUTY	1	MGR CRIME ANALYSIS	1
GUNSMITH FIREARMS INST	1	MGR EMERGENCY COMMUNICATIONS	3
LIEUTENANT POLICE	25	MGR EMERGENCY QA	1
MAJOR	3	MGR EMERGENCY TECHNOLOGY	1
MGR GRANTS POLICE	1	MGR POLICE FINANCE	1
MGR SUPPORT SVCS POLICE	1	MGR POLICE INFO TECH	1
NURSE OCCUPATIONAL HEALTH	1	MGR RADIO MAINT	1
OFFICER POLICE II	190	OFFICER POLICE II	26
OFFICER POLICE LEP II	1	OPER DIGITAL PRESS	1
RECRUIT POLICE	105	SERGEANT	4
SERGEANT	41	SPEC POLICE PAYROLL	7
SPEC GRANT ADMIN	2	SPEC PROCUREMENT	1
SUPER GRANTS	1	SUPER CENTRAL RECORDS	1
TECH POLICE SERVICE	3	SUPER FLEET MAINT	1
TECH POLICE SERVICE	14	SUPER MATERIAL PUB	1
TRANSCRIPTIONIST	2	SUPER PHOTO GRAPHIC ARTS	1
Total Executive Administration	429	SUPER POLICE PAYROLL	1
SUPPORT SERVICES		SUPER POLICE PERSONNEL	1
ACCOUNTANT ASSOCIATE A	1	SUPER PROPERTY EVID SHIFT	6
ADMR DATABASE POLICE	1	SUPER RADIO DISPATCH	15
ADMR EMERGENCY COMMUNICATIONS	1	SUPER RADIO MAINT	3
ANALYST CRIME	5	TECH PHOTO LAB	2
ANALYST CRIME SR	4	TECH POLICE RADIO	8
ANALYST FINANCIAL POLICE SR	3	TECH POLICE RADIO LO	1
ANALYST PERSONNEL POLICE	2	TECH POLICE SERVICE	2
ANALYST PERSONNEL POLICE SR	1	TECH POLICE SERVICE	3
ANALYST POLICE VIDEO	10	Total Support Services	325
ANALYST PROGRAMMER	1	PRECINCTS	
ANALYST SYSTEM SOFTWARE LD	2	ASST OFFICE	9
ANALYST PHOTO LAB	1	CLERK INVENTORY CONTROL SR	18

Police Services • Authorized Complement

POLICE SERVICES • AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
CLERK OFFICE SUPPORT	25	SPECIAL OPERATIONS	
COLONEL LIEUTENANT	11	ASST OFFICE	1
COLONEL POLICE	10	CLERK OFFICE SUPPORT	3
LIEUTENANT POLICE	130	COLONEL LIEUTENANT	1
MAJOR	27	COLONEL POLICE	1
MGR NEIGHBORHOOD WATCH PROG	1	COORD SCHOOL CROSSING GUARD	1
OFFICER POLICE II	1006	LIEUTENANT POLICE	27
OFFICER POLICE II PROB	196	LIEUTENANT POLICE TACT	3
OFFICER POLICE LEP II	5	MAJOR	5
OFFICER POLICE TACT	2	MAJOR TACT	1
SERGEANT	62	MECH HELICOPTER LEAD	1
SPEC CUST SVC ADMIN	1	OFFICER POLICE II	88
SUPER ARREST DATA ENTRY	1	OFFICER POLICE TACT	21
SUPER CLERICAL OPER	6	PILOT HELICOPTER	5
TECH PARKING ENFORCEMENT	1	SERGEANT	26
TRANSCRIPTIONIST	2	SUPER AVIATION SHOP	1
Total Precincts	1513	TECH POLICE SERVICE	82
INVESTIGATIVE SERVICES		Total Special Operations	267
ANALYST CRIME	1	<u>TOTAL Police Services</u>	<u>2792</u>
ASST OFFICE	2		
CLERK OFFICE SUPPORT	5		
COLONEL LIEUTENANT	3		
COLONEL POLICE	1		
COUNSELOR FAMILY TROUBLE CTR	2		
CRIMINALIST	1		
EXAMINER LATENT PRINT	5		
LIEUTENANT POLICE	26		
MAJOR	9		
MGR VEHICLE STORAGE OPER	1		
MGR VEHICLE STORAGE SVC	1		
OFFICER POLICE II	27		
REP VEHICLE STORAGE SVC	23		
SERGEANT	140		
SPEC INVESTIGATIVE PROC A	1		
SPEC INVESTIGATIVE PROC B	1		
SUPER SHIFT AUCTION LEAD	2		
SUPER VEHICLE STORAGE SVC	4		
TRANSCRIPTIONIST	3		
Total Investigative Services	258		

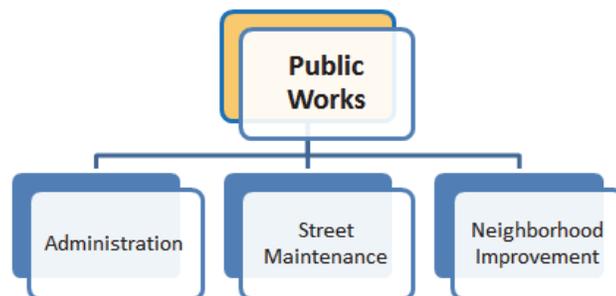


PUBLIC WORKS

Mission Statement

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

Organization Structure



Services

Services provided by the Division of Public Works are instrumental in the City's system for addressing environmental, public health, and local transportation issues. The Division provides residents with a weekly collection of garbage, recyclables, and trash, maintaining an emphasis on recycling all possible materials to reduce landfill costs and produce revenue from household recyclables and compost from yard waste. Public Works manages the maintenance of streets with services including asphalt paving, pothole and cut/ patch repair, the removal of snow and ice from bridges and streets.

Public Works

The Division operates and maintains the City's wastewater collection and treatment system, including two treatment plants, is responsible for protecting the city from flooding and ensuring reduction of pollution from urban runoff. The Division also works to promote cleaner and greener communities, while working to eliminate blight through education and the enforcement of codes and ordinances.

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	9,560,252	10,481,670	9,988,606	11,655,075
Materials and Supplies	9,056,992	11,028,692	11,265,914	10,178,150
Capital Outlay	(2,318)	120,000	120,000	593,000
Grants and Subsidies	505,358	0	2,863,843	0
Expense Recovery	(5,223,583)	(5,800,000)	(5,800,000)	(6,350,000)
Total Expenditures	\$ 13,896,701	\$ 15,830,362	\$ 18,438,362	\$ 16,076,226
Total Revenues	\$ 2,293,083	\$ 2,651,962	\$ 2,575,568	\$ 3,684,118
Net Expenditures	\$ 11,603,618	\$ 13,178,400	\$ 15,862,795	\$ 12,392,108

Authorized Complement

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Public Works • Charges for Services Summary

Account	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Anti-Neglect Enforcement Program	182,107	200,000	200,000	1,158,659
Oper Tfr In - Sewer Operating/CIP	0	0	0	437,164
Oper Tfr In - Solid Waste Fund	0	0	0	1,065,177
Oper Tfr In - Storm Water	150,000	0	0	106,518
Recovery Of Prior Year Expense	4	0	0	0
Special Assessment Tax	403,448	398,000	271,205	398,000
St TN Highway Maint Grant	720,505	735,362	735,362	0
St TN Interstate	781,469	800,000	800,000	0
Utility Warranty Program	0	500,000	500,000	500,000
Vacant Property Registration Fee	55,550	18,600	69,000	18,600
Total Charges for Services	\$ 2,293,083	\$ 2,651,962	\$ 2,575,568	\$ 3,684,118

Administration

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	149,550	235,422	229,237	134,986
Materials and Supplies	434,477	856,679	1,030,489	908,566
Grants and Subsidies	0	0	2,419,200	0
Total Expenditures	\$ 584,027	\$ 1,092,101	\$ 3,678,927	\$ 1,043,552
Total Revenues	\$ 720,505	\$ 1,235,362	\$ 1,235,362	\$ 937,164
Net Expenditures	\$ (136,478)	\$ (143,261)	\$ 2,443,565	\$ 106,388

Authorized Complement

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Administration • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	551,466	685,515	645,946	679,248
Holiday Salary Full Time	29,757	0	15,227	0
Vacation Leave	35,957	0	15,855	0
Bonus Leave	6,770	0	2,495	0
Sick Leave	9,595	0	5,992	0
Overtime	116	0	80	200
Out of Rank Pay	451	8,000	8,000	3,000
Retirement Benefits	20,871	56,000	56,000	0
Pension	35,240	37,797	37,797	26,320
Pension ADC Funding	76,800	71,914	71,914	87,502
Group Life Insurance	1,915	2,795	2,795	2,531
Unemployment	1,840	800	800	800
Medicare	8,639	8,626	8,626	9,684
Long Term Disability	1,558	1,725	1,725	1,816
Health Insurance - Premier	66,995	50,833	50,833	65,796
Benefits Adjustments	0	7,243	0	5,841
Health Insurance-Local Plus Plan	25,199	41,398	41,398	26,280
Salaries - Part Time/Temporary	0	15,000	15,000	5,000
On the Job Injury	4,680	0	979	0
Bonus Pay	10,354	0	0	15,000
Expense Recovery - Personnel	(738,655)	(752,225)	(752,225)	(794,033)
Total Personnel Services	\$ 149,550	\$ 235,422	\$ 229,237	\$ 134,986
MATERIALS AND SUPPLIES				
City Shop Charges	882	0	179	366
City Shop Fuel	827	936	936	1,062
City Computer Svc Equipment	2,135	3,000	5,034	8,000
City Telephone/Communications	2,404	4,000	4,000	0
Supplies - Outside	5,358	6,000	6,000	7,000
Outside Postage	566	105	105	500
Materials and Supplies	5,253	3,000	3,000	3,000
Outside Equipment Repair/Maintenance	2,736	2,000	2,000	2,000
Outside Phone/Communications	0	0	1,597	5,000
Seminars/Training/Education	1,865	7,000	7,000	10,000
Misc Professional Services	3,737	5,000	5,000	45,000
Travel Expense	1,783	5,000	5,000	6,000
Unreported Travel	(242)	0	0	0
Mileage	7	1,000	1,000	500
Utilities	144,423	115,000	115,000	115,000

Administration • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Insurance	61,075	285,812	285,812	285,812
Claims	39,630	175,000	175,000	175,000
Lawsuits	159,467	238,826	408,826	238,826
Dues/Memberships/Periodicals	741	1,000	1,000	1,500
Misc Services and Charges	1,830	4,000	4,000	4,000
Total Materials and Supplies	\$ 434,477	\$ 856,679	\$ 1,030,489	\$ 908,566
GRANTS AND SUBSIDIES				
Sanitation Grants Disbursement	0	0	2,419,200	0
Total Grants and Subsidies	\$ 0	\$ 0	\$ 2,419,200	\$ 0
TOTAL EXPENDITURES	\$ 584,027	\$ 1,092,101	\$ 3,678,927	\$ 1,043,552
STATE GRANTS				
St TN Highway Maint Grant	720,505	735,362	735,362	0
Total State Grants	\$ 720,505	\$ 735,362	\$ 735,362	\$ 0
OTHER REVENUES				
Utility Warranty Program	0	500,000	500,000	500,000
Total Other Revenues	\$ 0	\$ 500,000	\$ 500,000	\$ 500,000
TRANSFERS IN				
Oper Tfr In - Sewer Operating/CIP	0	0	0	437,164
Total Transfers In	\$ 0	\$ 0	\$ 0	\$ 437,164
TOTAL REVENUES	\$ 720,505	\$ 1,235,362	\$ 1,235,362	\$ 937,164
NET EXPENDITURES	\$ (136,478)	\$ (143,261)	\$ 2,443,565	\$ 106,388

Street Maintenance

1702- Street Maintenance provides the 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 Right of Way (R.O.W.)

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	4,564,728	4,757,688	4,297,599	4,658,558
Materials and Supplies	3,298,574	4,221,636	4,184,039	3,643,488
Grants and Subsidies	62,500	0	50,000	0
Expense Recovery	(3,720,329)	(3,770,000)	(3,770,000)	(4,125,000)
Total Expenditures	\$ 4,205,472	\$ 5,209,324	\$ 4,761,638	\$ 4,177,045
Total Revenues	\$ 781,468	\$ 800,000	\$ 800,000	\$ 0
Net Expenditures	\$ 3,424,004	\$ 4,409,324	\$ 3,961,638	\$ 4,177,045

Authorized Complement	108
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Street Maintenance • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	3,053,222	4,563,731	4,169,238	4,466,476
Holiday Salary Full Time	186,283	0	86,605	0
Vacation Leave	286,965	0	147,487	0
Bonus Leave	25,226	0	12,023	0
Sick Leave	257,713	0	148,378	0
Overtime	248,137	73,000	300,000	160,000
Out of Rank Pay	30,620	34,000	34,000	34,000
Hazardous Duty Pay	0	700	700	700
Longevity Pay	3,570	0	3,927	4,000
Shift Differential	2,653	4,847	4,847	4,847
Retirement Benefits	31,717	46,800	46,800	46,800
Required Special License Pay	2,400	3,950	3,950	3,950
Pension	101,171	108,613	108,613	76,225
Supplemental Pension	46,986	48,426	48,426	47,581
Social Security	142,960	170,332	170,332	170,332
Pension ADC Funding	590,400	802,835	802,835	575,380
Group Life Insurance	11,295	14,493	14,493	13,989
Unemployment	14,640	7,520	7,520	7,440
Medicare	59,080	60,330	60,330	64,287
Long Term Disability	9,960	11,609	11,609	11,751
Health Insurance - Basic	13,148	0	0	0
Health Insurance - Value PPO	0	0	1,289	0
Health Insurance - Premier	372,742	325,748	325,748	376,788
Benefits Adjustments	0	44,270	0	39,977
Health Insurance-Local Plus Plan	155,807	263,772	263,772	181,824
Salaries - Part Time/Temporary	319,044	300,000	300,000	460,000
On the Job Injury	45,068	18,000	144,389	18,000
Attrition	0	(469,500)	(469,500)	(450,000)
Bonus Pay	10,350	0	2,800	20,000
Expense Recovery - Personnel	(1,456,428)	(1,675,788)	(2,453,013)	(1,675,788)
Total Personnel Services	\$ 4,564,728	\$ 4,757,688	\$ 4,297,599	\$ 4,658,558
MATERIALS AND SUPPLIES				
City Storeroom Supplies	1,037	500	500	500
Facility Repair & Carpentry	4,986	12,000	12,000	12,000
City Shop Charges	714,246	672,374	672,374	647,500
City Shop Fuel	216,886	262,670	262,670	294,214
City Computer Svc Equipment	6,995	7,500	7,500	8,730
City Telephone/Communications	17,080	9,500	9,500	0

Street Maintenance • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Supplies - Outside	21,051	13,460	15,573	13,460
Hand Tools	559	0	0	0
Clothing	8,711	19,750	19,750	19,750
Household Supplies	9,741	21,000	21,000	21,000
Safety Equipment	43,019	42,500	42,500	20,500
Outside Postage	121	0	119	500
Asphalt Products	3,400,146	5,056,250	5,056,250	5,056,250
Lumber & Wood Products	547	5,000	5,000	5,000
Paints Oils & Glass	0	1,000	1,000	1,000
Pipe Fittings & Castings	0	50,000	50,000	50,000
Lime Cement & Gravel	3,633	55,000	55,000	55,000
Chemicals	0	6,426	6,426	6,426
Materials and Supplies	111,813	150,000	150,000	240,250
Outside Vehicle Repair	73,082	80,000	80,000	56,992
Outside Equipment Repair/Maintenance	230,762	120,000	120,000	69,943
Facilities Structure Repair - Outside	27,110	25,000	25,000	25,000
Outside Phone/Communications	0	0	6,195	9,500
Entertainment	182	0	0	0
Weed Control/Chemical Service	0	16,000	16,000	16,000
Seminars/Training/Education	413	1,500	1,500	1,500
Misc Professional Services	3,122,260	2,800,000	3,169,137	2,214,152
Travel Expense	0	1,500	1,500	1,500
Outside Fuel	17,498	11,456	11,456	11,456
Utilities	269,347	300,000	300,000	300,000
Claims	26,894	15,000	22,478	15,000
Lawsuits	26,000	10,000	2,000	10,000
Dues/Memberships/Periodicals	525	0	0	0
Minor Equipment	30,585	37,500	37,500	41,615
Expense Recovery - M & S	(5,086,653)	(5,581,250)	(5,995,890)	(5,581,250)
Total Materials and Supplies	\$ 3,298,574	\$ 4,221,636	\$ 4,184,039	\$ 3,643,488
GRANTS AND SUBSIDIES				
Professional Services	62,500	0	50,000	0
Total Grants and Subsidies	\$ 62,500	\$ 0	\$ 50,000	\$ 0
EXPENSE RECOVERY				
Expense Recovery - State Street Aid	(3,720,329)	(3,770,000)	(3,770,000)	(4,125,000)
Total Expense Recovery	\$ (3,720,329)	\$ (3,770,000)	\$ (3,770,000)	\$ (4,125,000)
TOTAL EXPENDITURES	\$ 4,205,472	\$ 5,209,324	\$ 4,761,638	\$ 4,177,045

Street Maintenance • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
STATE GRANTS				
St TN Interstate	781,469	800,000	800,000	0
Total State Grants	\$ 781,469	\$ 800,000	\$ 800,000	\$ 0
OTHER REVENUES				
Recovery Of Prior Year Expense	(1)	0	0	0
Total Other Revenues	\$ (1)	\$ 0	\$ 0	\$ 0
TOTAL REVENUES	\$ 781,468	\$ 800,000	\$ 800,000	\$ 0
NET EXPENDITURES	\$ 3,424,004	\$ 4,409,324	\$ 3,961,638	\$ 4,177,045

Street Maintenance

1705- Street Maintenance provides the 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 Right of Way (R.O.W.)

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Materials and Supplies	217	0	0	0
Expense Recovery	(104)	0	0	0
Total Expenditures	\$ 113	\$ 0	\$ 0	\$ 0
Net Expenditures	\$ 113	\$ 0	\$ 0	\$ 0
Authorized Complement				0

Street Maintenance • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
MATERIALS AND SUPPLIES				
Materials and Supplies	217	0	0	0
Janitorial Services	0	0	0	0
Total Materials and Supplies	\$ 217	\$ 0	\$ 0	\$ 0
EXPENSE RECOVERY				
Expense Recovery - State Street Aid	(104)	0	0	0
Total Expense Recovery	\$ (104)	\$ 0	\$ 0	\$ 0
TOTAL EXPENDITURES	\$ 113	\$ 0	\$ 0	\$ 0
NET EXPENDITURES	\$ 113	\$ 0	\$ 0	\$ 0

Neighborhood Improvements

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

Operating Budget

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Personnel Services	4,845,975	5,488,560	5,461,771	6,861,532
Materials and Supplies	5,311,377	5,950,378	6,051,386	5,626,097
Capital Outlay	(2,318)	120,000	120,000	593,000
Grants and Subsidies	442,858	0	394,643	0
Expense Recovery	(1,503,149)	(2,030,000)	(2,030,000)	(2,225,000)
Total Expenditures	\$ 9,094,742	\$ 9,528,937	\$ 9,997,799	\$ 10,855,629
Total Revenues	\$ 791,109	\$ 616,600	\$ 540,205	\$ 2,746,954
Net Expenditures	\$ 8,303,633	\$ 8,912,337	\$ 9,457,594	\$ 8,108,675

Authorized Complement	92
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Neighborhood Improvements • Legal Level Detail

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
PERSONNEL SERVICES				
Full-Time Salaries	2,579,798	3,730,397	3,458,491	3,718,904
Holiday Salary Full Time	152,484	0	71,310	0
Vacation Leave	168,626	0	87,897	0
Bonus Leave	23,539	0	12,012	0
Sick Leave	151,519	0	100,687	0
Overtime	48,732	9,000	14,613	9,000
Out of Rank Pay	19,292	10,400	10,400	10,400
Hazardous Duty Pay	0	40	0	40
College Incentive Pay	2,695	3,504	3,504	0
Longevity Pay	75	0	1,257	1,650
Shift Differential	0	1,600	1,600	1,600
Retirement Benefits	15,906	69,879	69,879	69,879
Job Incentive	0	50,000	38,000	50,000
Required Special License Pay	0	29,000	29,000	29,000
Pension	163,360	188,321	188,321	84,274
Supplemental Pension	787	786	786	794
Social Security	27,747	4,828	18,459	4,828
Pension ADC Funding	453,600	554,341	554,341	479,076
Group Life Insurance	7,976	10,462	10,462	10,970
Unemployment	11,920	5,920	5,920	5,920
Medicare	48,650	47,395	47,395	51,239
Long Term Disability	8,150	9,254	9,254	9,305
Health Insurance - Basic	7,780	0	0	0
Health Insurance - Value PPO	12,030	20,622	20,623	0
Health Insurance - Premier	353,145	307,461	307,460	308,628
Benefits Adjustments	0	36,479	0	146,888
Health Insurance-Local Plus Plan	112,481	205,473	205,904	207,648
Salaries - Part Time/Temporary	419,006	472,145	472,145	1,915,236
On the Job Injury	32,506	19,000	18,997	19,000
Attrition	0	(272,746)	(272,746)	(272,746)
Bonus Pay	24,171	0	800	0
Expense Recovery - Personnel	0	(25,000)	(25,000)	0
Total Personnel Services	\$ 4,845,975	\$ 5,488,560	\$ 5,461,771	\$ 6,861,532
MATERIALS AND SUPPLIES				
City Storeroom Supplies	0	200	200	0
City Shop Charges	94,154	100,920	104,091	99,589
City Shop Fuel	66,558	85,261	85,261	118,175
City Computer Svc Equipment	4,540	13,772	22,059	38,584

Neighborhood Improvements • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
City Telephone/Communications	179,184	99,860	68,830	0
Printing - Outside	1,892	8,364	8,364	8,364
Supplies - Outside	20,856	31,688	31,688	37,988
Hand Tools	755	400	400	400
Clothing	9,206	18,331	19,181	26,331
Household Supplies	5,289	2,967	2,967	2,967
Drafting/Photo Supplies	0	872	872	872
Outside Postage	53,197	101,360	101,360	112,760
Chemicals	0	0	209	0
Materials and Supplies	60,555	51,712	55,500	64,962
Outside Equipment Repair/Maintenance	47,762	4,000	4,000	4,000
Facilities Structure Repair - Outside	11,003	0	0	0
Advertising/Publication	1,750	25,000	25,000	25,000
Outside Phone/Communications	0	50	108,053	109,860
Janitorial Services	0	1,050	1,050	1,050
Security	1,152	1,500	1,500	2,000
Weed Control/Chemical Service	11,455	100,000	100,000	100,000
Total Quality Management	0	300	300	300
Seminars/Training/Education	2,260	13,900	13,900	18,900
Misc Professional Services	2,094,119	2,777,868	2,799,746	2,309,197
Travel Expense	5,616	4,973	4,973	6,283
Unreported Travel	901	310	0	0
Outside Fuel	0	150	150	150
Utilities	15,340	30,600	30,600	38,933
Demolitions	2,599,460	2,450,000	2,450,000	2,450,000
Insurance	1,354	1,575	1,575	1,037
Claims	21,396	20,122	13,634	20,122
Lawsuits	0	15,922	15,922	15,922
Dues/Memberships/Periodicals	663	5,000	5,000	5,000
Rent	0	7,200	0	7,200
Minor Equipment	961	150	0	150
Expense Recovery - M & S	0	(25,000)	(25,000)	0
Total Materials and Supplies	\$ 5,311,377	\$ 5,950,378	\$ 6,051,386	\$ 5,626,097
CAPITAL OUTLAY				
Furniture/Furnishings	(2,721)	120,000	120,000	220,000
Vehicles	0	0	0	323,000
Equipment	403	0	0	50,000
Total Capital Outlay	\$ (2,318)	\$ 120,000	\$ 120,000	\$ 593,000

Neighborhood Improvements • Legal Level Detail *(continued)*

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
GRANTS AND SUBSIDIES				
Expense Recovery - Grants	0	0	150,000	0
Death Benefits	5,358	0	(5,358)	0
Professional Services	437,500	0	250,000	0
Total Grants and Subsidies	\$ 442,858	\$ 0	\$ 394,643	\$ 0
EXPENSE RECOVERY				
Expense Recovery - State Street Aid	(1,503,149)	(2,030,000)	(2,030,000)	(2,225,000)
Total Expense Recovery	\$ (1,503,149)	\$ (2,030,000)	\$ (2,030,000)	\$ (2,225,000)
TOTAL EXPENDITURES	\$ 9,094,742	\$ 9,528,937	\$ 9,997,799	\$ 10,855,629
LOCAL TAXES				
Special Assessment Tax	403,448	398,000	271,205	398,000
Total Local Taxes	\$ 403,448	\$ 398,000	\$ 271,205	\$ 398,000
FINES AND AND FORFEITURES				
Vacant Property Registration Fee	55,550	18,600	69,000	18,600
Total Fines and and Forfeitures	\$ 55,550	\$ 18,600	\$ 69,000	\$ 18,600
OTHER REVENUES				
Anti-Neglect Enforcement Program	182,107	200,000	200,000	1,158,659
Recovery Of Prior Year Expense	5	0	0	0
Total Other Revenues	\$ 182,112	\$ 200,000	\$ 200,000	\$ 1,158,659
TRANSFERS IN				
Oper Tfr In - Solid Waste Fund	0	0	0	1,065,177
Oper Tfr In - Storm Water	150,000	0	0	106,518
Total Transfers In	\$ 150,000	\$ 0	\$ 0	\$ 1,171,695
TOTAL REVENUES	\$ 791,109	\$ 616,600	\$ 540,205	\$ 2,746,954
NET EXPENDITURES	\$ 8,303,633	\$ 8,912,337	\$ 9,457,594	\$ 8,108,675

Public Works • Authorized Complement

PUBLIC WORKS • AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
ADMINISTRATION		NEIGHBORHOOD IMPROVEMENTS	
ACCOUNTANT DIVISIONAL	1	ACCOUNTANT ASSOCIATE A	2
ADMR FINANCE/PERSONNEL	1	ADMR NEIGHBORHOOD IMPROV	1
ANALYST DATABASE LD	1	ASST ADMINISTRATIVE	1
ANALYST DIVERSITY/CONTRACT	1	CLERK OFFICE SUPPORT	2
ANALYST PERSONNEL PW	2	COORD COURT HOUSING INSP	1
ANALYST PERSONNEL PW SR	1	COORD EDUCATION	1
ASST EXECUTIVE	1	COORD INFO TECH NI	1
COORD QUALITY PROGRAM	1	COORD PROGRAM CB	1
DIRECTOR PUBLIC WORKS	1	CREWPERSON	1
SPEC CUST SVC ADMIN	1	DIRECTOR NEIGHBORHOOD IMPROV DEPUTY	1
SUPER PAYROLL PERSONNEL	1	FOREMAN GROUNDS MNT	1
Total Administration	12	INSP CODE ENFORCEMENT	41
STREET MAINTENANCE		INSP COMMERCIAL BUILDING	4
ADMR STREET MAINT	1	INVESTIGATOR CODE ENFORCEMENT	2
ANALYST DATABASE	1	MGR 25 SQ PROG	1
CLERK INVENT CONTROL	1	MGR CITY BEAUTIFUL	1
CLERK OFFICE SUPPORT	1	MGR CODE ENFORCEMENT OPER	2
COORD ENG STREET MNT	1	MGR ENVIRONMENTAL ENFORCEMENT (ISL)	1
CREWPERSON	8	MGR SUPPORT SVCS	1
CREWPERSON SEMISKILLED	17	OPER DATA ENTRY A	2
DISPATCHER	1	PARALEGAL NI	1
FOREMAN MNT PUB WKS	8	PARALEGAL NI (ISL)	1
FOREMAN POTHOLE CREW	1	SCHEDULER PLANNER	1
FOREMAN RIGHT OF WAY MAINT	3	SPEC COMPLIANCE	6
GREASER	1	SPEC CONDEMNATION	1
HELPER MECH HEAVY EQUIP	1	SUPER ANTINEGLECT	1
MECH HEAVY EQUIP	1	SUPER BUSINESS AFFAIRS	1
MECH MNT	1	SUPER CODE ENFORCEMENT	5
MGR STREET MAINT	2	SUPER CONDEMNATION	1
OPER ASPHALT PLANT	2	SUPER DATA TRANSCRIBER	1
OPER EQUIPMENT	25	SUPER HORTICULTURE	1
OPER HEAVY EQUIP	11	SUPER OFFICE CD	2
OPER SPECIAL EQUIP	7	SUPPER ENVIRONMENTAL ENFORCEMENT (ISL)	2
SCREWMAN ASPHALT LUTE	6	OFFICERSENVIRON ENFORCEMENT (ISL)	15
SUPER ASPHALT PLANT	1	Total Neighborhood Improvements	107
SUPER RECORDS INVENTORY	1		
SUPER RIGHT OF WAY MAINT	2	TOTAL Public Works	227
SUPER SHIFT PUB WKS	3		
TECH AUTOMOTIVE	1		
Total Street Maintenance	108		



DEBT SERVICE FUND

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

Introduction

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

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

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

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

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

Moody's Investors Service Inc., S&P Global Ratings and Fitch Ratings, Inc. have assigned ratings of "Aa2", "AA" and "AA-", respectively, to the City's general obligation bonds. The rating assigned by Fitch Ratings, Inc. applies only 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 of such ratings will be maintained for any given period of time or that it will not be revised or withdrawn entirely by the Rating Agencies if, in the judgment of the respective Rating Agency, circumstances so warrant.

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

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

Debt Service Fund

DEBT SERVICE FUND

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Local Taxes	129,873,176	130,964,680	133,311,696	140,855,216
State Taxes	17,490,648	17,500,000	16,770,859	17,106,276
Use of Money and Property	390,709	145,000	527,000	527,000
Federal Grants	2,377,111	2,327,146	3,245,815	2,298,523
Other Revenues	4,121,657	2,002,535	1,939,495	1,856,736
Transfers In	17,509,444	19,646,202	19,377,666	20,026,904
Other Revenues - Stadium Baseball	709	0	1,400	800
Proceeds from Refunded Debt	175,785,456	0	0	0
Total Revenues	\$ 347,548,896	\$ 172,585,568	\$ 175,173,936	\$ 182,671,456
Materials and Supplies	1,073,108	1,151,500	1,151,500	1,151,500
Bond Issue Costs	1,662,479	0	286,344	0
Redemption of Serial Bonds and Notes	96,214,040	97,237,864	98,092,864	105,588,424
Interest	65,050,632	62,994,156	60,274,828	67,351,888
Service Charges	32,462	100,890	100,890	100,890
Transfers Out	0	0	0	3,500,000
Retirement of Refunded Debt	195,829,840	0	0	0
Contributed to Fund Balance	0	11,101,151	15,267,508	4,978,755
Total Expenditures	\$ 359,862,560	\$ 172,585,568	\$ 175,173,936	\$ 182,671,456
Net Expenditures	\$ 12,313,664	\$ 0	\$ 0	\$ 0

Authorized Complement

0



SPECIAL REVENUE FUNDS

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

Public Works

Solid Waste Management revenues and expenditures.

City Attorney

Metro Alarm Fund revenues and expenditures.

Police Services

Drug Enforcement Fund revenues and expenditures.

Electronic Traffic Citation Fees Fund revenues and expenditures.

Other Funds

Hotel/Motel Fund

Street Aid Fund

New Memphis Arena

Fire EMS Fund

Revenues and expenditures for the above listed funds.

Special Revenue Funds • Summary

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Contributed from Fund Balance	0	5,354,230	12,005,292	11,662,273
Investment in General Fixed Assets	0	0	0	125,000
Local Taxes	23,190,313	19,291,287	20,913,393	17,518,490
State Taxes	17,877,530	16,400,000	20,000,000	21,403,600
Licenses and Permits	767,853	591,180	1,004,801	948,000
Fines and and Forfeitures	3,212,526	3,091,715	2,348,025	2,548,194
Charges for Services	56,819,020	56,194,656	56,194,656	56,194,656
Use of Money and Property	141,027	4,065	164,062	4,065
Federal Grants	839,708	100,000	74,760	85,000
State Grants	171,649	267,500	267,500	253,500
Other Revenues	3,328,401	87,161	176,847	80,202
Transfers In	50,434	9,717,200	4,858,600	0
Total Revenues	\$ 106,398,455	\$ 111,098,992	\$ 118,007,936	\$ 110,822,976
Personnel Services	28,377,184	29,104,718	28,901,740	32,399,610
Materials and Supplies	26,639,336	27,870,356	27,368,356	29,488,374
Capital Outlay	6,577,012	1,584,000	1,963,341	1,591,000
Land Acquisition	0	0	174,885	0
Grants and Subsidies	12,911,590	10,512,000	11,318,264	10,512,000
Service Charges	17,525,336	17,311,104	23,385,214	18,143,000
Transfers Out	15,254,285	21,035,100	26,174,668	17,707,280
Contributed to Fund Balance	0	3,681,715	305,394	981,715
Total Expenditures	\$ 107,284,744	\$ 111,098,992	\$ 119,591,864	\$ 110,822,976
Net Expenditures	\$ (886,289)	\$ 0	\$ 1,583,928	\$ 0

Authorized Complement

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Park Special Service Fund

PARK SPECIAL SERVICE FUND

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Local Taxes	154,779	162,687	113,937	162,687
Use of Money and Property	12,468	4,065	10,627	4,065
Total Revenues	\$ 167,247	\$ 166,752	\$ 124,565	\$ 166,752
Materials and Supplies	0	166,752	0	166,752
Land Acquisition	0	0	174,885	0
Total Expenditures	\$ 0	\$ 166,752	\$ 174,885	\$ 166,752
Net Expenditures	\$ (167,247)	\$ 0	\$ 50,320	\$ 0

Authorized Complement	5
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Solid Waste Management Fund

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Contributed from Fund Balance	0	4,515,630	12,005,292	10,200,720
Investment in General Fixed Assets	0	0	0	125,000
Local Taxes	164,597	120,000	130,590	120,000
Charges for Services	56,819,020	56,194,656	56,194,656	56,194,656
Use of Money and Property	66,765	0	32,826	0
Federal Grants	753,836	0	0	0
State Grants	171,649	267,500	267,500	253,500
Other Revenues	3,324,406	24,000	24,857	24,000
Total Revenues	\$ 61,300,272	\$ 61,121,784	\$ 68,655,720	\$ 66,917,872
Personnel Services	26,867,452	27,397,586	27,196,158	30,712,720
Materials and Supplies	9,071,956	10,740,095	10,618,442	10,876,977
Capital Outlay	6,067,108	1,120,000	1,129,740	1,120,000
Grants and Subsidies	44,361	0	(35,136)	0
Service Charges	17,525,336	17,311,104	23,385,214	18,143,000
Transfers Out	4,203,723	4,553,000	6,361,302	6,065,177
Total Expenditures	\$ 63,779,936	\$ 61,121,784	\$ 68,655,720	\$ 66,917,876
Net Expenditures	\$ 2,479,664	\$ 0	\$ 0	\$ 4

Authorized Complement

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Metro Alarm Fund

METRO ALARM FUND

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Licenses and Permits	767,853	591,180	1,004,801	948,000
Use of Money and Property	9,433	0	2,487	0
Other Revenues	2,988	8,886	65	13,839
Total Revenues	\$ 780,274	\$ 600,066	\$ 1,007,353	\$ 961,839
Personnel Services	227,475	316,132	305,583	335,889
Materials and Supplies	369,124	183,934	125,375	175,950
Transfers Out	1,641,372	100,000	271,000	450,000
Contributed to Fund Balance	0	0	305,394	0
Total Expenditures	\$ 2,237,971	\$ 600,066	\$ 1,007,353	\$ 961,839
Net Expenditures	\$ 1,457,697	\$ 0	\$ 0	\$ 0

Authorized Complement	5
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Hotel/Motel Occupancy Tax Fund

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Local Taxes	15,512,317	11,650,000	13,750,000	14,735,804
Transfers In	50,434	4,858,600	0	0
Total Revenues	\$ 15,562,751	\$ 16,508,600	\$ 13,750,000	\$ 14,735,804
Grants and Subsidies	10,367,228	8,012,000	8,853,400	8,012,000
Transfers Out	2,487,552	4,896,600	4,896,600	6,723,804
Contributed to Fund Balance	0	3,600,000	0	0
Total Expenditures	\$ 12,854,781	\$ 16,508,600	\$ 13,750,000	\$ 14,735,804
Net Expenditures	\$ 2,707,970	\$ 0	\$ 0	\$ 0

Authorized Complement	0
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State Street Aid Fund

STATE STREET AID FUND

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
State Taxes	17,877,530	16,400,000	20,000,000	21,403,600
Total Revenues	\$ 17,877,530	\$ 16,400,000	\$ 20,000,000	\$ 21,403,600
Materials and Supplies	15,814,513	14,631,700	14,631,700	16,035,300
Transfers Out	2,063,017	1,768,300	5,368,300	4,468,300
Contributed to Fund Balance	0	0	0	900,000
Total Expenditures	\$ 17,877,530	\$ 16,400,000	\$ 20,000,000	\$ 21,403,600
Net Expenditures	\$ 0	\$ 0	\$ 0	\$ 0

Authorized Complement	0
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New Memphis Arena Special Revenue Fund

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Local Taxes	7,358,621	7,358,600	6,918,866	2,500,000
Transfers In	0	4,858,600	4,858,600	0
Total Revenues	\$ 7,358,621	\$ 12,217,200	\$ 11,777,466	\$ 2,500,000
Grants and Subsidies	2,500,000	2,500,000	2,500,000	2,500,000
Transfers Out	4,858,621	9,717,200	9,277,466	0
Total Expenditures	\$ 7,358,621	\$ 12,217,200	\$ 11,777,466	\$ 2,500,000
Net Expenditures	\$ 0	\$ 0	\$ 0	\$ 0

Authorized Complement	0
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Drug Enforcement Fund

DRUG ENFORCEMENT FUND

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Contributed from Fund Balance	0	838,600	0	1,461,553
Fines and and Forfeitures	2,956,149	2,760,000	2,227,781	2,216,479
Use of Money and Property	50,732	0	116,927	0
Federal Grants	85,872	100,000	74,760	85,000
Other Revenues	1,007	54,275	151,925	42,363
Total Revenues	\$ 3,093,759	\$ 3,752,875	\$ 2,571,393	\$ 3,805,395
Personnel Services	1,282,258	1,391,000	1,400,000	1,351,000
Materials and Supplies	1,383,744	1,897,875	1,878,966	1,983,395
Capital Outlay	509,904	464,000	833,601	471,000
Total Expenditures	\$ 3,175,906	\$ 3,752,875	\$ 4,112,567	\$ 3,805,395
Net Expenditures	\$ 82,147	\$ 0	\$ 1,541,174	\$ 0

Authorized Complement	0
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Electronic Traffic Citation Fee

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Fines and and Forfeitures	256,377	331,715	120,244	331,715
Use of Money and Property	1,629	0	1,195	0
Total Revenues	\$ 258,006	\$ 331,715	\$ 121,440	\$ 331,715
Materials and Supplies	0	250,000	113,874	250,000
Contributed to Fund Balance	0	81,715	0	81,715
Total Expenditures	\$ 0	\$ 331,715	\$ 113,874	\$ 331,715
Net Expenditures	\$ (258,006)	\$ 0	\$ (7,566)	\$ 0

Authorized Complement	0
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Special Revenue Funds • Authorized Complement

SPECIAL REVENUE FUNDS • AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
SOLID WASTE MANAGEMENT			
ACCOUNTANT ASSOCIATE A	1	ADMR METRO ALARM	1
ADMR RECYCLING	1	COORD METRO ALARM	1
ADMR SOLID WASTE OPER	1	SPEC ALARM BILLING	1
CLERK ACCOUNTING B	1	SPEC ALARM DATA	1
CLERK OFFICE SUPPORT	10	SPEC CUST SVC ADMIN	1
COORD FLEET MAINT	1		
CREWCHIEF SOLID WASTE	125		
CREWPERSON SOLID WASTE	201		
DIRECTOR SOLID WASTE DEPUTY	1		
DRIVER TRACTOR TRAILER	15		
DRIVER TRUCK SOLID WASTE	70		
FOREMAN GROUNDS MNT	1		
FOREMAN SOLID WASTE	2		
INSP SERVICE FEE	3		
INSP SERVICE FEE SR	1		
MECH HEAVY EQUIP	3		
MECH MNT	12		
MGR COLLECTION SW	4		
MGR COLLECTION SW SR	1		
MGR COMPOST	1		
MGR COMPOST ENV PROJ	1		
MGR HEAVY EQUIP OPER SW	1		
MGR RECYCLING	1		
MGR SOLID WASTE FEES	1		
MGR SUPPORT SVCS SWM	1		
OPER HEAVY EQUIP	2		
OPER HEAVY EQUIP LD	7		
OPER SPEC EQUIP II	20		
REP RECYCLING	1		
SPEC HEALTH SAFETY	1		
SUPER CART CENTRAL	1		
SUPER CLERICAL OPER	2		
SUPER COLLECTION SW	15		
SUPER DISPOSAL SP WASTE	1		
SUPER HEAVY EQUIP	1		
SUPER NIGHT COLLECTION SW	1		
SUPER TRANSFER STATION	1		
TECH DISPOSAL	1		
TECH TRANSFER STATION	1		
Total Solid Waste Management	515		
		Total	5
		<u>TOTAL</u>	<u>520</u>



ENTERPRISE FUNDS

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

Sewer Fund

This fund is used to account for the operations of the wastewater collection and treatment facilities operated by the City. Memphis continues to rank as having one of the lowest residential, commercial, and industrial wastewater rates among the 1,250 largest cities in the nation. The last increase in sewer fees was in FY 2010.

Storm Water Fund

This fund is used to account for the operations of the City of Memphis Storm Water program. The funds are generated from the storm water fee assessed to residential and non-residential facilities and properties within the city limits. The City's storm water fee is added to the MLGW utility bills, and monies collected are used to fund federally mandated storm water requirements and to alleviate local flooding problems.

Enterprise Funds • Summary

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Capital Contributions	1,133,290	0	0	0
Fines and and Forfeitures	10,300	511,000	265,680	2,800
Charges for Services	123,133,600	136,881,792	135,468,256	149,835,040
Use of Money and Property	275,305	0	211,956	0
Federal Grants	562,441	1,500,000	22,423,224	0
State Grants	0	0	402,941	0
Other Revenues	618,573	157,122	145,771	167,893
Transfers In	359,679	0	0	0
Dividend and Interest on Investment	128,544	0	43,049	0
Gain (Loss) on Investments	(26,464)	0	50,392	0
Gain (Loss) on Sale of Assets	3,313	0	893	0
Total Revenues	\$ 126,198,576	\$ 139,049,920	\$ 159,012,176	\$ 150,005,728
Personnel Services	29,944,090	32,360,798	33,841,576	34,340,920
Materials and Supplies	42,886,156	45,740,784	39,713,832	56,053,184
Capital Outlay	215,518	7,175,540	4,815,497	8,651,540
Grants and Subsidies	31,693	0	(16,693)	0
Investment Fees	4,472	0	1,119	0
Interest	4,503,882	5,120,000	7,490,222	5,120,000
Service Charges	9,800	0	8,623	0
Transfers Out	9,340,001	10,539,476	10,567,052	9,189,657
Depreciation on Own Funds	15,315,992	16,941,635	17,660,042	17,788,640
Misc Expense	10,870	0	0	0
Contributed to Fund Balance	0	21,171,688	44,930,896	18,861,792
Total Expenditures	\$ 102,262,472	\$ 139,049,920	\$ 161,322,080	\$ 150,005,728
Net Expenditures	\$ (23,936,104)	\$ 0	\$ 2,309,904	\$ 0

Authorized Complement

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Sewer Treatment & Collection - Operating Fund

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Capital Contributions	1,133,290	0	0	0
Fines and and Forfeitures	400	501,000	265,400	2,000
Charges for Services	98,725,592	110,731,800	111,082,960	123,685,040
Use of Money and Property	233,747	0	169,306	0
Federal Grants	547,162	0	20,923,224	0
Other Revenues	362,923	157,122	97,376	167,893
Dividend and Interest on Investment	128,544	0	43,049	0
Gain (Loss) on Investments	(26,464)	0	50,392	0
Gain (Loss) on Sale of Assets	3,313	0	893	0
Total Revenues	\$ 101,108,512	\$ 111,389,920	\$ 132,632,600	\$ 123,854,936
Personnel Services	20,565,604	21,404,860	23,048,172	23,371,880
Materials and Supplies	38,509,000	39,400,736	33,660,772	49,452,508
Capital Outlay	176,020	6,131,000	3,965,839	7,370,000
Grants and Subsidies	16,864	0	(16,864)	0
Investment Fees	4,472	0	1,119	0
Interest	4,203,882	5,120,000	7,363,411	5,120,000
Service Charges	9,800	0	8,623	0
Transfers Out	7,296,499	6,800,000	6,800,000	7,237,164
Depreciation on Own Funds	13,007,766	14,537,000	15,015,055	15,370,800
Contributed to Fund Balance	0	17,996,324	42,786,472	15,932,580
Total Expenditures	\$ 83,789,912	\$ 111,389,920	\$ 132,632,600	\$ 123,854,936
Net Expenditures	\$ (17,318,600)	\$ 0	\$ 0	\$ 0

Authorized Complement

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SEWER TREATMENT & COLLECTION - OPERATING FUND

Storm Water Fund

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Fines and and Forfeitures	9,900	10,000	280	800
Charges for Services	24,408,006	26,150,000	24,385,302	26,150,000
Use of Money and Property	41,558	0	42,650	0
Federal Grants	15,279	1,500,000	1,500,000	0
State Grants	0	0	402,941	0
Other Revenues	255,650	0	48,395	0
Transfers In	359,679	0	0	0
Total Revenues	\$ 25,090,072	\$ 27,660,000	\$ 26,379,568	\$ 26,150,800
Personnel Services	9,378,485	10,955,937	10,793,405	10,969,039
Materials and Supplies	4,377,156	6,340,048	6,053,062	6,600,677
Capital Outlay	39,498	1,044,540	849,658	1,281,540
Grants and Subsidies	14,829	0	171	0
Interest	300,000	0	126,810	0
Transfers Out	2,043,502	3,739,477	3,767,052	1,952,493
Depreciation on Own Funds	2,308,225	2,404,635	2,644,987	2,417,840
Misc Expense	10,870	0	0	0
Contributed to Fund Balance	0	3,175,363	2,144,422	2,929,212
Total Expenditures	\$ 18,472,564	\$ 27,660,000	\$ 6,379,568	\$ 26,150,800
Net Expenditures	\$ (6,617,508)	\$ 0	\$ 0	\$ 0

Authorized Complement

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Enterprise Funds • Authorized Complement

ENTERPRISE FUNDS • AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
SEWER FUND		MGR ENVIRONMENTAL PROJECTS (ISL)	2
ADMR ENGINEERING	1	MGR INDUSTRIAL MONITORING	1
ADMR ENTERPRISE FUND (ISL)	1	MGR LIFT FLOOD MNT	1
ADMR ENVIRON COMPLIANCE	1	MGR SUPPORT SVCS ENV	1
ADMR ENVIRON CONST ADMIN	2	MGR WTP	2
ADMR ENVIRONMENTAL SR	1	MGR WTP MNT	2
ADMR WASTE COLLECT FAC	1	MGR WTP PROCESSING	2
ADMR WTP FACILITIES	1	OPER EQUIPMENT	1
AIDE POLLUTION CONTROL	13	OPER HEAVY EQUIP	21
ANALYST DATABASE	2	OPER MECHANICAL	17
ANALYST LAB	6	OPER MECHANICAL (ISL)	1
ASST OFFICE	2	OPER STOPPAGE SEWER	12
CHEMIST QUALITY CONTROL	1	OPER WASTE TREAT I	5
CHEMIST WTP	1	OPER WASTE TREAT II	14
CLERK INVENTORY CONTROL SR	3	PAINTER	3
CLERK OFFICE SUPPORT	5	PIPELAYER	26
COORD FLEET MAINT	1	SCHEDULER PLANNER	3
CREWPERSON SEMISKILLED	19	SPEC ENVIRONMENTAL BILLING	2
CUSTODIAN	1	SPREADER SLUDGE	2
DISPATCHER	6	SUPER ENVIRON PROJECT	1
DRIVER TRACTOR TRAILER	3	SUPER OM SHIFT	5
ELECT MNT WTP	6	SUPER SEWER CONSTRUCTION	1
ENG DESIGNER ENVIRONMENTAL A	1	SUPER SEWER INSPECTION	1
ENG DESIGNER ENVIRONMENTAL AA	1	SUPER SHIFT PUB WKS	9
ENGINEER ENVIRONMENTAL	6	SUPER WTP OPERATIONS	2
ENGINEER ENVIRONMENTAL (ISL)	1	TECH CONTROL WTP	6
ENGINEER STATIONARY I	3	TECH CONTROL WTP (ISL)	1
ENGINEER STATIONARY II	1	TECH INDUSTRIAL PRETREAT	3
FINISHER CONCRETE	2	TRAINEE WASTE WATER TREATMENT	8
FOREMAN GEN STATIONARY ENG	1	WORKER CONCRETE	5
FOREMAN GEN WTP E I	2		
FOREMAN GEN WTP MECH	7	Total Sewer Fund	336
FOREMAN SEWER MNT	7	SEWER FUND - ENG	
HELPER MAINTENANCE	7	ASST OFFICE	1
INSP POLLUTION CONTROL	17	ENG DESIGNER	1
MECH HEAVY EQUIP	4	ENGINEER DESIGN	2
MECH MNT WTP I	21	ENGINEER DESIGN SENIOR	1
MECH MNT WTP I (ISL)	1	INSP ZONE CONSTRUCTION	4
MECH MNT WTP II	13	TECH ENGINEERING AA	2
MECH SHOP	2	Total Sewer Fund - Eng	11
MGR ENVIRONMENTAL INSPECTION	1		
MGR ENVIRONMENTAL MNT	1		

Enterprise Funds • Authorized Complement

Position Title	Authorized Positions	Position Title	Authorized Positions
STORM WATER MANAGEMENT		SUPER RECORDS INVENTORY	1
ADMR DRAIN MAINT	1	SUPER SHIFT PUB WKS	5
ADMR MAINTENANCE SR	1	SUPER ZONE HEAVY EQUIP	1
AIDE POLLUTION CONTROL	2	TECH ENVIRONMENTAL	5
ANALYST DATABASE	2	WORKER CONCRETE	10
ASST ADMINISTRATIVE	1	Total Storm Water Management	178
CLERK INVENT CONTROL	2	STORM WATER MANAGEMENT - ENG	
CLERK INVENTORY CONTROL SR	1	AIDE ENGINEERING	1
CLERK OFFICE SUPPORT	1	CHIEF SURVEYOR PARTY	1
COORD DRAIN MAINT ENGINEERING	1	ENG DESIGNER	1
COORD STORMWATER PROJ	4	ENGINEER DESIGN SENIOR	2
CREWPERSON SEMISKILLED	17	INSP ZONE CONSTRUCTION	4
DISPATCHER	2	OPER SURVEY INST	1
DRIVER TRACTOR TRAILER	3	SPEC CUST SVC ADMIN	1
ENGINEER STATIONARY I	4	TECH ENGINEERING AA	1
ENGINEER STATIONARY II	3	Total Storm Water Management - Eng	12
FINISHER CONCRETE	1		
FOREMAN GEN STATIONARY ENG	1		
FOREMAN HEAVY EQUIP MAINT	1		
FOREMAN MNT PUB WKS	12		
GREASER	2		
HELPER MAINTENANCE	6		
INSP POLLUTION CONTROL	2		
INSP SAFETY	1		
MASON BRICK	3		
MECH HEAVY EQUIP	6		
MECH HEAVY EQUIP LD	1		
MECH MASTER	3		
MECH SHOP	1		
MGR DRAIN MAINT	1		
MGR ENVIRON PROJECT	1		
MGR HEAVY EQUIP MAINT	1		
MGR HEAVY EQUIP SVCS	1		
MGR STORMWATER PROG	1		
MGR SUPPORT SVCS	1		
OPER EQUIPMENT	14		
OPER HEAVY EQUIP	12		
OPER STOPPAGE SEWER	2		
OPER SWEEPER	20		
PIPELAYER	12		
SCHEDULER PLANNER	4		
SUPER HEAVY EQUIP	1		
		<u>TOTAL</u>	<u>537</u>

INTERNAL SERVICE FUNDS

Internal Service Funds are used to budget for the costs of goods or services provided by one division or service center to other divisions for the City on a cost reimbursement basis. Included in the Internal Service Funds are:

Health Insurance

This fund accounts for the City's self-insurance for health benefits for City employees, and their dependents. The impact of rising health care across the nation has contributed to the rise of health care benefits locally. Costs for the Health Insurance Service Center traditionally increase because of rise in national health care costs.

Unemployment

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

Fleet Management

This fund accounts for the maintenance and repair of all City vehicles and equipment, except Fire Services and Public Works Heavy equipment. Vehicle Maintenance continues to be cost effective while providing maintenance and repairs.

Internal Service Funds • Summary

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Contributed from Fund Balance	0	6,395,416	4,135,987	6,047,956
Charges for Services	21,272,964	23,872,508	22,444,310	27,994,232
Use of Money and Property	171,247	583	139,808	0
Other Revenues	54,540,936	55,732,272	57,312,332	63,772,084
Employee Contributions	21,568,788	22,261,148	18,007,280	17,907,684
Employer Contributions	1,006,000	504,800	504,160	566,560
Total Revenues	\$ 98,559,936	\$ 108,766,728	\$ 102,543,872	\$ 116,288,512
Personnel Services	847,188	4,377,172	2,852,308	5,049,125
Materials and Supplies	13,518,303	15,698,246	15,517,656	17,277,202
Capital Outlay	44,091	0	0	463,453
Grants and Subsidies	402,867	150,051	97,251	98,400
Inventory	10,826,380	12,489,952	11,574,683	14,854,925
Claims Incurred	61,960,392	67,249,968	64,343,316	74,172,000
Federal Tax	88,642	0	0	35,000
Transfers Out	6,800,000	7,699,012	6,699,012	4,175,749
Depreciation on Own Funds	3,620	96,100	33,202	96,100
Contributed to Fund Balance	0	1,006,226	943,396	66,560
Total Expenditures	\$ 94,491,480	\$ 108,766,728	\$ 102,060,824	\$ 116,288,512
Net Expenditures	\$ (4,068,456)	\$ 0	\$ (483,048)	\$ 0

Authorized Complement

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Health Insurance Fund

HEALTH INSURANCE FUND

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Contributed from Fund Balance	0	5,700,216	4,135,987	6,047,956
Use of Money and Property	143,267	0	114,380	0
Other Revenues	54,541,124	55,732,272	57,312,332	63,772,084
Employee Contributions	21,568,788	22,261,148	18,007,280	17,907,684
Total Revenues	\$ 76,253,184	\$ 83,693,632	\$ 79,569,976	\$ 87,727,720
Personnel Services	847,188	4,377,172	2,852,308	5,049,125
Materials and Supplies	3,857,416	5,417,433	5,628,618	4,628,450
Capital Outlay	0	0	0	69,000
Grants and Subsidies	402,867	150,051	97,251	98,400
Claims Incurred	61,692,564	67,049,968	64,292,792	73,972,000
Federal Tax	88,642	0	0	35,000
Transfers Out	6,800,000	6,699,012	6,699,012	3,875,749
Total Expenditures	\$ 73,688,680	\$ 83,693,632	\$ 79,569,984	\$ 87,727,720
Net Expenditures	\$ (2,564,504)	\$ 0	\$ 8	\$ 0

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Unemployment Compensation Fund

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Contributed from Fund Balance	0	695,200	0	0
Use of Money and Property	9,195	0	8,621	0
Employer Contributions	1,006,000	504,800	504,160	566,560
Total Revenues	\$ 1,015,195	\$ 1,200,000	\$ 512,781	\$ 566,560
Claims Incurred	267,825	200,000	50,524	200,000
Transfers Out	0	1,000,000	0	300,000
Contributed to Fund Balance	0	0	0	66,560
Total Expenditures	\$ 267,825	\$ 1,200,000	\$ 50,524	\$ 566,560
Net Expenditures	\$ (747,370)	\$ 0	\$ (462,257)	\$ 0
Authorized Complement				0

Fleet Management Fund

FLEET MANAGEMENT FUND

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Charges for Services	21,272,964	23,872,508	22,444,310	27,994,232
Use of Money and Property	18,784	583	16,806	0
Other Revenues	(190)	0	0	0
Total Revenues	\$ 21,291,558	\$ 23,873,090	\$ 22,461,116	\$ 27,994,232
Materials and Supplies	9,660,887	10,280,812	9,889,039	12,648,753
Capital Outlay	44,091	0	0	394,453
Inventory	10,826,380	12,489,952	11,574,683	14,854,925
Depreciation on Own Funds	3,620	96,100	33,202	96,100
Contributed to Fund Balance	0	1,006,226	943,396	0
Total Expenditures	\$ 20,534,978	\$ 23,873,090	\$ 22,440,320	\$ 27,994,230
Net Expenditures	\$ (756,580)	\$ 0	\$ (20,796)	\$ (2)
Authorized Complement				0

Internal Service Funds • Authorized Complement

Position Title	Authorized Positions	Position Title	Authorized Positions
HEALTH INSURANCE FUND			
ANALYST BENEFITS	3		
COORD WELLNESS	1		
MGR BENEFITS	1		
MGR WORKPLACE WELLNESS AND SAFETY SR	1		
OFFICER TOTAL REWARDS	1		
SPEC CUST SVC BENEFITS	1		
Total Health Insurance Fund	<u>8</u>		
	<u>TOTAL</u>		<u>8</u>

FIDUCIARY FUND

Fiduciary Funds are used to account for assets held by the City in the trustee capacity, or as an agent for individuals, private organizations, other governmental units, and/or other funds.

Other Post Employment Benefits

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

Other Post Employment Benefit Trust Fund

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Forecast	FY 2019 Projected
Contributed from Fund Balance	0	20,035	0	0
Other Revenues	10,946,596	11,016,550	6,104,016	10,097,569
Transfers In	6,800,000	6,699,012	9,768,296	6,502,180
Dividend and Interest on Investment	60,159	0	19,012	0
Employee Contributions	5,531,018	2,179,983	1,899,570	1,880,183
Gain (Loss) on Investments	226,680	0	152,983	0
Gain (Loss) on Sale of Assets	2,212	0	0	0
Total Revenues	\$ 23,566,666	\$ 19,915,580	\$ 17,943,878	\$ 18,479,932
Personnel Services	1,031,535	7,893,294	6,102,889	8,098,880
Materials and Supplies	2,696,181	1,563,806	1,401,232	331,052
Grants and Subsidies	378,936	368,474	360,000	360,000
Claims Incurred	22,689,376	10,090,007	10,079,560	9,688,000
Investment Fees	786	0	198	0
Federal Tax	21,339	0	0	2,000
Total Expenditures	\$ 26,818,152	\$ 19,915,580	\$ 17,943,878	\$ 18,479,932
Net Expenditures	\$ 3,251,486	\$ 0	\$ 0	\$ 0

Authorized Complement

4

Fiduciary Fund • Authorized Complement

FIDUCIARY FUND • AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
OPEB FUND			
COORD LEAVE	1		
SPEC BENEFITS	1		
SPEC BENEFITS SUPPORT SVCS	1		
SUPER RETIREMENT AND BENEFITS	1		
Total OPEB Fund	4		
	<u>TOTAL</u>		<u>4</u>



APPENDIX

This Appendix includes a Glossary of terms and acronyms that are used throughout this book.

Glossary & Acronyms

A

AAM. American Association of Museums

AED. Automatic External Defibrillator

ADA. American Disabilities Act

AaLS. Advanced Life Support

APCO. Association of Public Safety Communications Officials

ACCRUAL ACCOUNTING. The basis of accounting under which revenues are recorded when earned and expenditures (or expenses) are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt or payment of cash may take place, in whole or in part, in another accounting period.

ALCOHOL COMMISSION. Consists of nine members appointed by the Mayor. These members are empowered to make such rules and regulations consistent with state law.

ALLOCATION. Planned expenditures and funding sources approved in the CIP for specific projects.

ANTI-NEGLECT ORDINANCE. An ordinance which requires the City to monitor the existence of derelict and abandoned buildings and to track owners of abandoned properties and issue fines.

APPROPRIATION. A legal authorization granted by the City Council to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and time when it may be expended.

ATTRITION. Used to quantify anticipated personnel cost reductions due to the lapsed time between when a funded position becomes vacant and is filled.

AUTHORIZED COMPLEMENT. Total number of positions that a division may fill. Due to attrition they may not be funded for the full fiscal year.

B

BDC. Business Development Center

BLS. Basic Life Support

BUDGET. An annual financial plan to allocate resources in order to achieve the City's goals. Must be submitted to Council by the third Tuesday in April and approved prior to July 1.

C

CAFR. Comprehensive Annual Financial Report. A report that reflects the financial position of the funds and account groups of the City of Memphis and the result of operations for a year. The report also provides information on the economic condition of the City.

CCE. Construction Code Enforcement

CDBG. Community Development Block Grant
The U.S. Department of Housing and Urban Development provides CDBG funds to the Division of Housing and Community Development for programs that eliminate slum and blight from a community and for economic and residential development activities that benefit low and moderate-income residents of the City.

CDC. Centers for Disease Control

CE. Continuing Education

CFS. Calls for Service

CIP. Capital Improvement Program. Adopted plan of public improvements, scheduled on a priority basis, for the current fiscal year and the succeeding four years, including estimated costs and funding sources.

C.L.E. Continuing Legal Education Credits

CLERB. Citizens' Law Enforcement Review Board

CO-ACT. Community Action. Mini-precincts based within the community.

CSFP. Commodity Supplemental Food Program

CAPITAL IMPROVEMENT BUDGET. The first fiscal year allocations of CIP and reprogrammed allocations from prior year's CIP.

CAPITAL REPLACEMENT BUDGET. Adopted program for replacement of vehicles and equipment.

CHARGES FOR SERVICES. Fees received from fee-based public services.

CITIZENS POLICE ACADEMY. Training session that citizens can attend so they will have a better understanding of policing.

COMMUNITY BASED POLICING. A cooperative effort and communication between citizens and police officers in order to keep their community safe.

COUNTY ASSESSOR. Appraises all real and personal property in Shelby County and maintains the necessary data to provide the taxing jurisdictions with the certified

assessments and any changes made as prescribed by Tennessee Code Annotated.

COUNTY TRUSTEE. State constitutional office, the banker, principal tax collector, and revenue agent for all of Shelby County Government.

D

DOT. Department of Transportation. Agency designated to oversee all areas of transportation.

DRA. Depot Redevelopment Agency

DRS. Department of Regional Services

DEBT SERVICE FUND. Used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs.

DIVISION. A major unit of the City designated by the type of service provided.

DEPRECIATION. The decrease in the value of physical assets due to use and passage of time.

DEBT SERVICE. The payments of principal and interest on loans, notes, and bonds.

DOWN PAYMENT ASSISTANCE. Program that provides down payment and closing cost grants up to \$3,500 for qualified low and moderate-income home buyers in the Memphis City limits.

E

E.A.P. Employee Assistance Program. Program to assist employees with medical, mental, or personal problems.

EEOC. Equal Employment Opportunity Commission

EMD. Emergency Medical Dispatching. A system where fire dispatchers are trained and certified to give life saving instructions to citizens who call and request ambulance service.

EMS. Emergency Medical Services
Fire service center that provides emergency lifesaving procedures and pre-hospital care to the sick and injured.

EMT. Emergency Medical Technician. Job classification licensed by the State. First responder to emergencies. Provide basic first aid care to the sick and injured before the paramedics arrive on the scene.

ESL. English as a second language

ECONOMIC DEVELOPMENT LOANS. Small business loan program that provides gap financing and economic opportunities for qualified Memphis businesses.

The City will lend 20% or a maximum of \$250,000 for each business.

ENTERPRISE FUNDS. Funds are used to account for the acquisition, operation and maintenance of the City's facilities and services which are entirely or predominantly self-supported by user charges or where the City has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

EXPENSE RECOVERIES. Funds that are paid to a division after work is performed for another City division.

F

FA. False Alarms

FEMA. Federal Emergency Management Association

FF. Fire Fighter

FHA. Federal Housing Authority
Provides low interest loans for homebuyers.

FIRE Act. Fire Investment and Response Enhancement Act.

FLSA. Fair Labor Standards Act. A federal law that governs the payment of minimum wage, overtime rates, compensatory time, recordkeeping of hours worked, and other criteria relating to wages and hours of work for non-exempt employees, including government employees.

FMLA. Family and Medical Leave Act. An Act which states that eligible employees shall be entitled to a total of 12 work weeks of leave during any 12-month period of time for health-related reasons for the employee or their family.

FMZ. Fire Management Zone.

FTE. Full Time Equivalent.

FISCAL YEAR. A period of consecutive months designated as the budget year. The City's fiscal year is from July 1 to June 30.

FUNDED STAFF LEVEL. Number of full-time positions funded in the budget.

G

GFOA. Government Finance Officers Association. The professional association of state/provincial and local finance officers in the United States and Canada, serving the public finance profession since 1906.

GMAQ. Greater Memphis Association for Quality

G.O. BONDS. General Obligation Bonds that are backed by the full faith and credit and unlimited taxing power of the City.

G.R.E.A.T. Gang Resistance Education and Training Federal grant received by the Police Division.

GENERAL FUND. The general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.

GOALS AND OBJECTIVES. Service center defined measurable activities to be completed within the current budget.

GOLF SURCHARGE. User fees collected to pay for the maintenance of the City's golf courses.

H

Haz Mat. Hazardous Materials

HCD. Housing and Community Development
A division in the City of Memphis responsible for Systematic Code Enforcement and Housing and Economic Development.

HUD. Housing and Urban Development

I

ICS. Incident Command System

IN SERVICE TRAINING. State funds which are provided to police officers and fire fighters that complete a minimum of 40 hours of course work each year.

INTERNAL SERVICE FUNDS. Used to account for the financing of goods or services provided by one department to other departments or agencies of the City, or to other governmental units, on a cost reimbursement basis.

L

LEPC. Local Emergency Planning Committee

LEGAL LEVEL. The numbered organizational level at which an operating budget has been adopted by Council.

LOCAL SHARED REVENUE. Revenue received from Shelby County Government.

LOUDERMILL. Supreme Court decision that stated when termination is considered as an end result, the following procedures must be used:

- (a) The employee's division will investigate the facts of the matter.
- (b) The employee will be given notice of the charges and an opportunity to be heard by the employee's division director.

(c) Termination for just cause can then occur, if warranted.

M

MBOC. Minority Business Opportunity Committee

MCVB. Memphis Convention & Visitor's Bureau

M.F.D. Memphis Fire Department

M.H.A. Memphis Housing Authority

MMI. Memphis Museums, Inc.

MOU. Memorandum of Understanding

M.P.A. Memphis Police Association

M.P.D. Memphis Police Department

M/WBE. Minority/Women Business Enterprise

MATA. Memphis Area Transit Authority. MATA has the authority to supervise the operations of the City's transit system. This system is managed by a private firm hired by MATA. MATA is funded by a combination of user fees, federal and state grants, and the City. MATA's annual budget, rates and fares are approved by the City Council.

MLG&W. Memphis Light, Gas and Water. City owned utility that provides electricity, gas, and water to citizens of Shelby County, Tennessee. MLG&W is managed by its President and a five member Board of Commissioners who are nominated by the City Mayor and approved by the City Council. MLG&W's annual budget and rates require the approval of the City Council.

MEMPHIS POLL. Annual survey where Memphis citizens can address a variety of public issues such as neighborhood concerns, crime, police, fire, public works, taxes and services, economic development, and recreation.

MODIFIED ACCRUAL ACCOUNTING. Under this basis of accounting, required for use by governmental funds, revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

N

NASA. National Aeronautics and Space Administration

NFPA. National Fire Protection Association
An organization devoted to the promotion of fire safety and awareness.

NP/CRA. Neighborhood Planning/Community Redevelopment Agency

NPDES. National Pollutant Discharge Elimination System. Federal law requires the City to apply for a permit, which indicates approval, for the drainage system design and the monitoring of the system.

NYSC. National Youth Sports Coach Association

NEIGHBORHOOD WATCH. A group of neighbors who form an organization to assist each other in providing for the security of their homes by observing strangers and unusual occurrences in the area.

O

OJI. On The Job Injury

OON. Office of Nursing

OSHA. Occupational Safety and Health Administration Monitors the adherence to federal health and safety regulations in the workplace in order to reduce job injuries.

P

PILOT. Pay In Lieu of Taxes

PM. Preventative Maintenance

PPO/POS. Preferred Provider Organization/ Point of Service

PST's. Police Service Technicians. Entry level position for police training. They respond to minor traffic accidents and issue parking tickets.

PART 1 CRIMES/OFFENSES. Crimes of a serious nature such as homicide, rape, robbery, aggravated assault, burglary, larceny theft, and arson.

PERFORMANCE-BASED-BUDGETING. A budgeting method that ties future allocations of resources to past performance.

PERFORMANCE MEASURES. Data collected to determine how well a service center is achieving its goals and objectives.

POLICE SUB-STATION. Geographic sub-division of a precinct.

PRECINCT. Geographic sub-division of the Police Division.

PROPERTY TAX RATE. The property tax rate is set by an ordinance. The Proposed FY 2019 tax rate is \$3.195986 on each \$100 of assessed value of each species of taxable property within the City. The taxes are apportioned as follows: Board of Education of the Memphis City Schools \$0.000000; Pre-K \$0.010000; General Purposes of the City of Memphis \$2.163984; Debt Service of the City of Memphis \$1.018900; Capital Pay-Go \$0.003102.

R

REPROGRAMMED. CIP allocations which have not been appropriated that are carried forward to the next fiscal year.

RESERVE OFFICERS. Citizens trained by the Police Division, who work 20 hours a month and serve in an officer capacity when full time officers are not available.

S

SCBA. Self Contained Breathing Apparatus Equipment used by firefighters to provide oxygen and eliminate smoke inhalation.

SCCB. Shelby County Conservation Board Parks legal level responsible for the maintenance of parks in Shelby County and Orgill Golf Course. Costs are reimbursed by Shelby County Government.

SLM. Spanish Language Materials

SOP. Standard Operating Procedure Guidelines set by the service center

SERVICE CENTER. A sub-unit or cost center of a division.

SKYBOXES. Provide luxurious accommodations for spectators at Liberty Bowl Memorial Stadium events.

SPECIAL OPERATIONS RESPONSE TEAM (SORT). The SORT team responds to a wide variety of emergency incidents, including the hazardous materials and high rise/rope rescue. These specialized skills provide this group of dedicated firefighters with the expertise to combat impossible odds to protect individuals from harm.

SPECIAL REVENUE FUND. Used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specific purposes.

STEP. Solid Waste Management. Public Works legal level responsible for the collection, disposal, and recycling of solid waste.

T

TCA. Tennessee Code Annotated

TCP. Traffic Control Plan

TN-TF1. Tennessee Task Force 1

T.Q.S. Total Quality Service

T.V.A. Tennessee Valley Authority

TELE-SERVE. A reporting system that frees officers from non-violent report calls so they can focus on more violent offenses. Citizens can make minor criminal reports by

telephone, which reduces call volume and response times.

TRUNKED RADIO SYSTEM. A radio system that will provide unlimited frequencies and in emergency situations various City agencies can communicate with each other.

U

UCA. Uniform Certification Agency

UNION ARTICLES OF AGREEMENT. A negotiated agreement between the City and bargaining units regarding policies and procedures.

V

VFC. Vaccines for Children

W

WIC. Women, Infants and Children

WMD. Weapons of Mass Destruction

W.O. Work Order