City of Memphis
FY26 Adopted Budget Book



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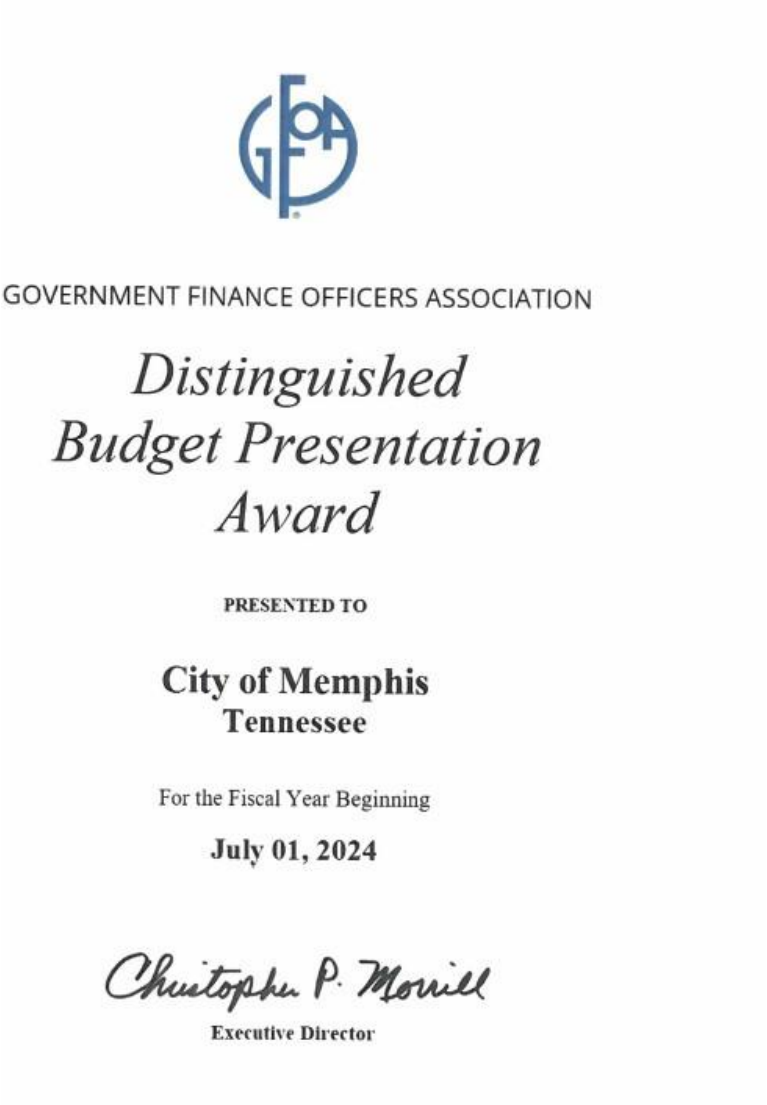
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Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Memphis for its annual budget presentation for the fiscal year beginning July 1, 2024.

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

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

Although there have been years that we have not received the Distinguished Budget Award, we have received it now for over 22 years.

INTRODUCTION

City of Memphis



Mission

Making Memphis safer, stronger, and more equitable through innovation, collaboration, and a commitment to our creative culture.

Vision

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

Purpose

Creating a better Memphis for every Memphian every day

City of Memphis Administration



Paul Young, Mayor

CHIEFS

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

DIRECTORS

Manny Belen, **Director, Engineering**
Ashley Cash, **Director, Housing and Community Development**
Phillip Davis, **Director, Solid Waste**
Melvin Jamerson, **Interim Director, General Services**
Keenon McCloy, **Director, Libraries**
Scott Morgan, **Director, Public Works**
Justice Bolden, **Director, Memphis Parks**
Nidia Logan-Robinson, **Interim Director, Planning and Development**

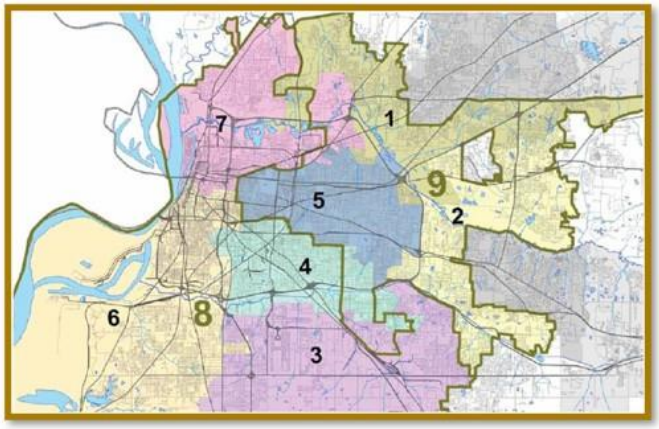
COURTS

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

City of Memphis Council



Super District 9-2
Chairman
J. Ford Canale





District 1

Rhonda Logan



District 5

Philip Spinosa



Super District 8-2

Janika White



District 2

Jerri Green



District 6

Edmund Ford, Sr.



Super District 8-3

Yolanda Cooper-Sutton



District 3

Pearl Eva Walker



District 7

Michalyn Easter-Thomas



Super District 9-1

Chase Carlisle



District 4

Jana Swearengen-Washington



Super District 8-1

JB Smiley, Jr.



Super District 9-3

Dr. Jeff Warren

The Finance Division Employees with contributions to the development of the Fiscal Year 2026 Annual Budget are:

Walter Person, **Chief Financial Officer**
Tanika Jennings**, Deputy Chief Financial Officer**

Budget Department

Anita Taylor, **Budget Manager**

Traci Kolheim, **Budget Supervisor**

Kaia Dyson, **Budget Financial Analyst**

Danyell Toler, **Budget Senior Financial Analyst**

Jeffery Young, **Budget Senior Financial Analyst**

CIP Department

Jasmine Joyner, **Planning & Capital Program Manager**

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

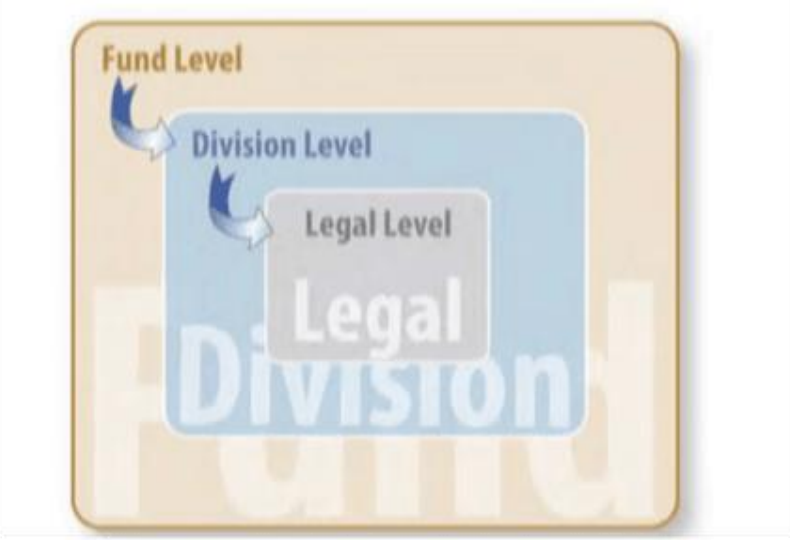
Graham Campbell, **Financial CIP Analyst**



Preface

This budget document presents a holistic insight into the financial stewardship of the City of Memphis. The budget book reflects the intention of the administration to provide readers with a comprehensive and transparent view of the use of resources that provide services to the Citizens of Memphis. With a focus on financial information, budget policy, capital planning, and strategic forecasting, the budget book provides the necessary information to gain a level of understanding of the city's funding capabilities and its spending priorities.

The identifying tabs organize this book into major sections and subsections to easily guide readers through the information. A more detailed template of how to use the budget book is in the subsequent pages that follow.



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

The General Fund is the first fund section presented in this document. The major section entitled “Other Governmental Funds” presents the Debt Fund and the Special Revenue Funds. The major section entitled “Proprietary Funds” presents the Enterprise and Internal Service Funds. The “Fiduciary Funds” major section presents the Library Retirement Fund and Other Post-Employment Benefit Funds.

A description of the major sections and subsections follows:

Introduction

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

Budget Overview

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

General Fund Revenue

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

General Fund Expenditures

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

Divisions

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

The information at the Division Level includes:

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

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

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

Services – This section lists the scope of services provided by the Division and to the citizens and visitors 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 the current fiscal year.

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

Description – This summarizes the function and/or services of this subunit of the Division.

The information at the Program Level includes:

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

Other Funds

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

Debt Service Fund

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

Enterprise Funds

- Sewer Fund – This fund accounts for the operations of the Sewer System and the piping in the City's infrastructure and provides services to the public on a user fee basis.
- Storm Water Fund – This fund accounts for the operations of the Storm Water system, which provides services on a user-fee basis.

Fiduciary Funds

- Other Post-Employment Benefits (OPEB) Fund – This fund accounts for the City's payment of healthcare benefits to retirees and their families.
- Library Retirement Fund – This fund accounts for the activity of retirement, death and disability benefits for those covered under the plan.
- City Of Memphis Retirement Fund – This fund accounts for the activity of retirement, death, and disability benefits for City retirees. This fund is not included in the Budget Ordinance, and is not presented.

Internal Service Funds

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

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

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

- Drug Enforcement Fund – Funds from seized properties that support the drug enforcement cost.
- Fire EMS Fund – Funds to support technology for Fire operations.
- Hotel/Motel Occupancy Tax Fund – Funds to support the convention center and tourism.
- HUB Community Impact Fund – Funds to be used to lift people out of homelessness and into a life of self-sufficiency.
- Life Insurance Fund – Accounts for the activity of life insurance benefits for those covered under the plan.
- Metro Alarm Fund – Accounts for the financial resources enforcing an ordinance for the proper use of alarms and reducing false alarms.
- New Memphis Arena – Funds to retire debt of the FedEx Forum.
- Park Special Service Fund – A funding source to be used for the purchase of land to expand existing park acreage or to develop new park locations.
- Pre-K Fund– Funds to account for revenues collected by the City designated to fund Pre-K needs-based enrollment.
- Solid Waste Management Fund – Accounts for the delivery of timely and environmentally responsible solid waste disposal services.

- State Street Aid Fund – A funding source for proceeds of the local share of the tax on motor fuel that are restricted to use only on street and road construction and maintenance.
- 2019 Sales Tax Referendum Fund - A funding source to account for the proceeds of the 2019 Sales Tax Referendum. These proceeds are used to fund the restoration of pension and healthcare benefits of Police and Fire personnel to 2016 levels, fund Pre-K, and provide revenues for street maintenance.
- Affordable Housing Fund - Bridges the gap between the cost of developing or acquiring housing and mortgage payments that low- to moderate-income individuals and families can afford.
- Transit and Mobility Fund -Supports programs and projects that enhance transportation access, coordination, and services to the public.

Population Overview

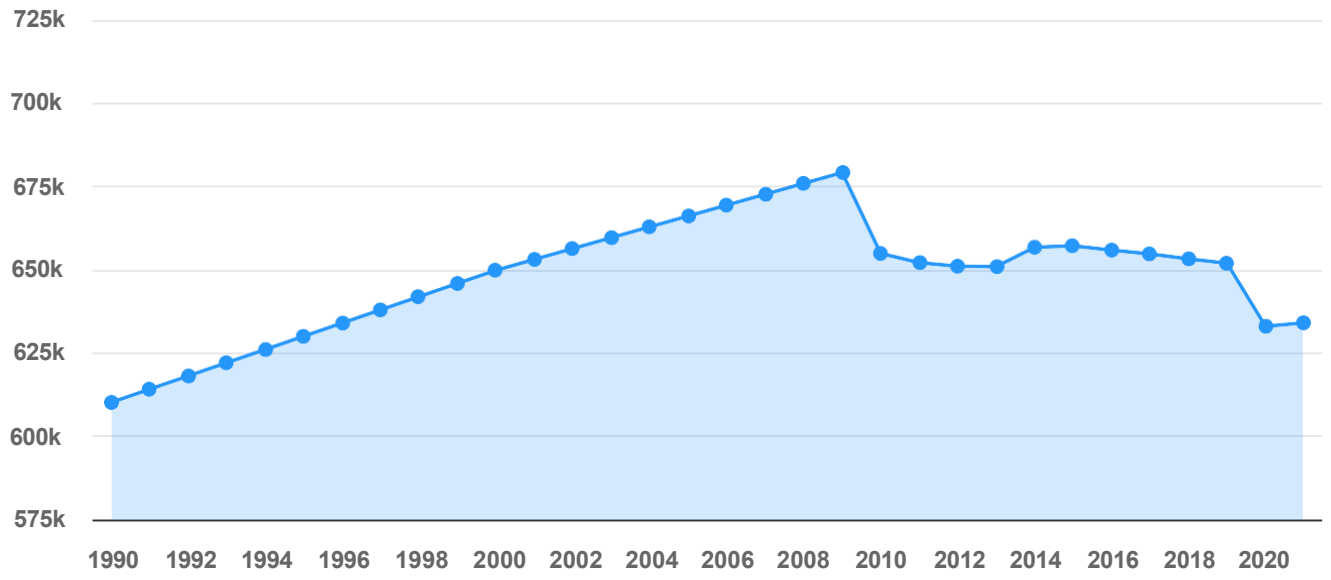
TOTAL POPULATION

634,139

0.16% vs. 2020

GROWTH RANK

171 out of **346** Municipalities in Tennessee



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

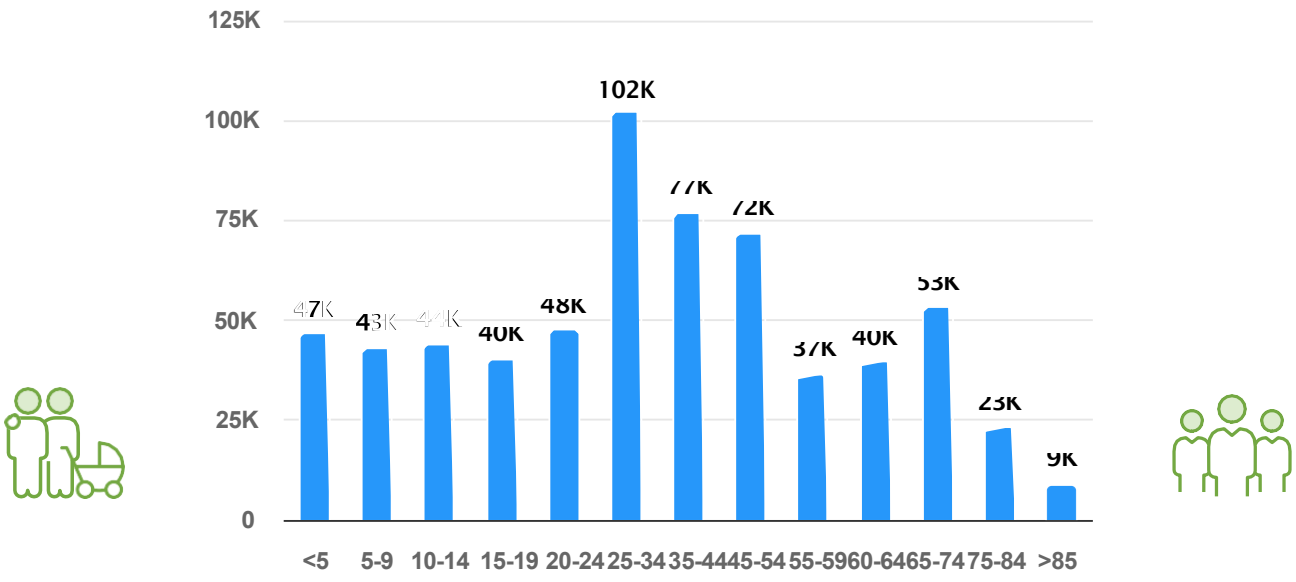
DAYTIME POPULATION

754,014

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

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

POPULATION BY AGE GROUP



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

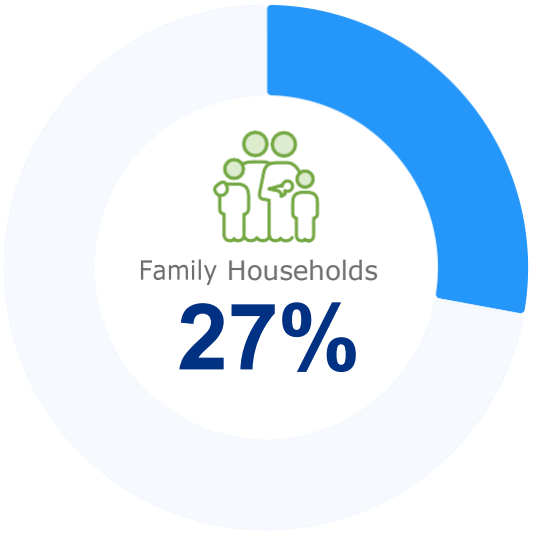
** Data Source: American Community Survey 5-year estimates*

Household Analysis

TOTAL HOUSEHOLDS

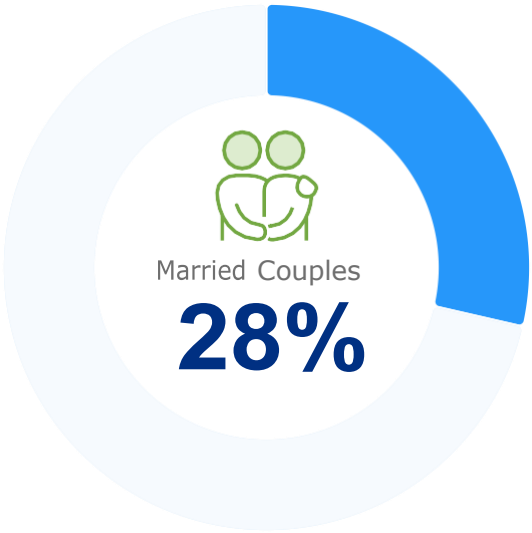
249,554

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



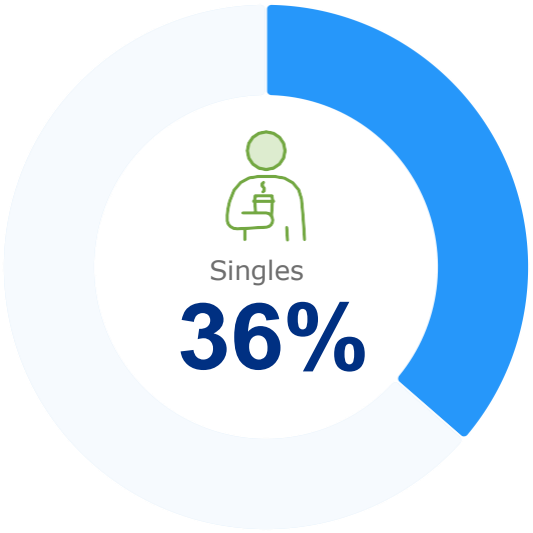
-41%

lower than state average



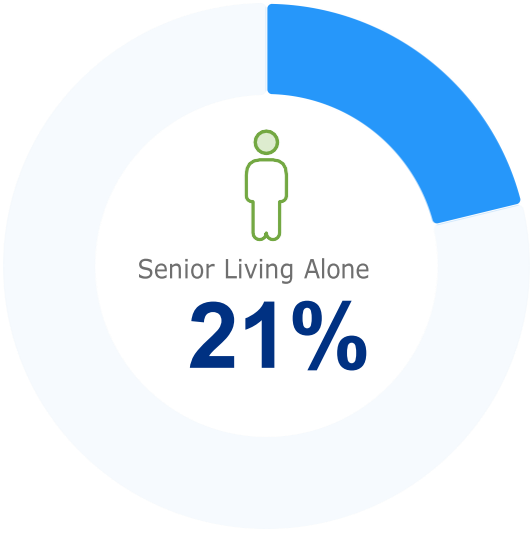
-40%

lower than state average



29%

higher than state average



33%

higher than state average

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

Economic Analysis

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



HOUSEHOLD INCOME

Above $200,000

5%

-21.31%
lower than state average

Median income

$43,981

-24.84%
lower than state average

Below $25,000

29%

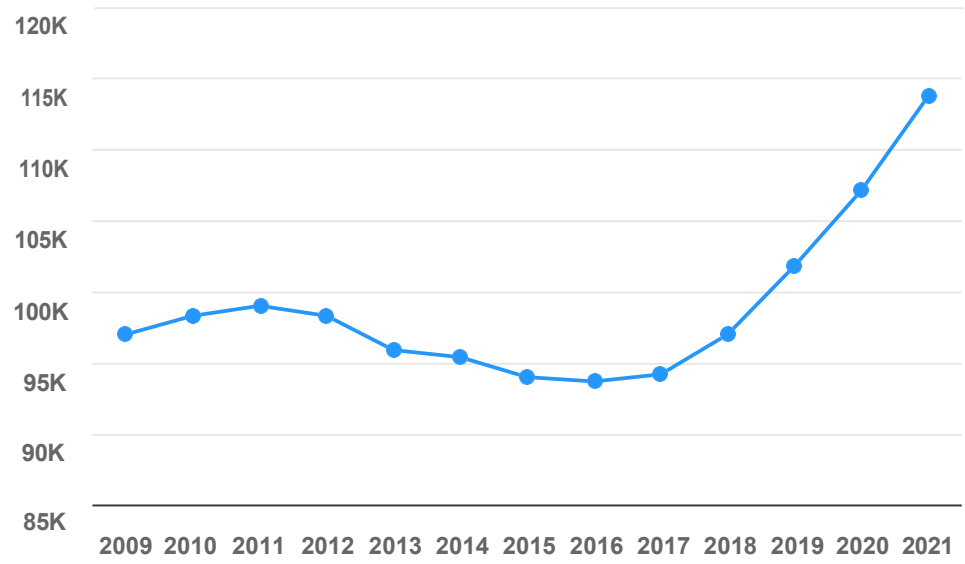
43.95%
higher than state average

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

Housing Overview

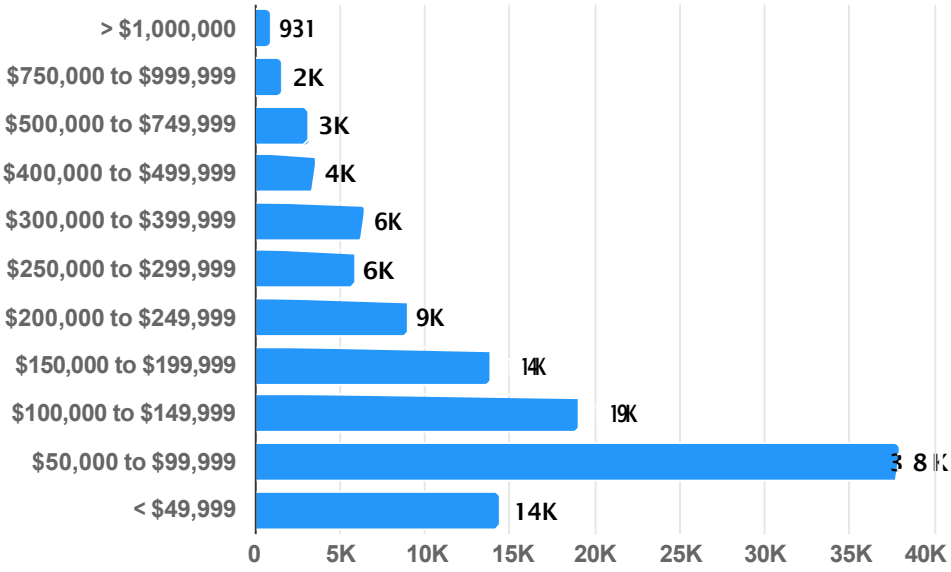
2021 MEDIAN HOME VALUE

$113,700



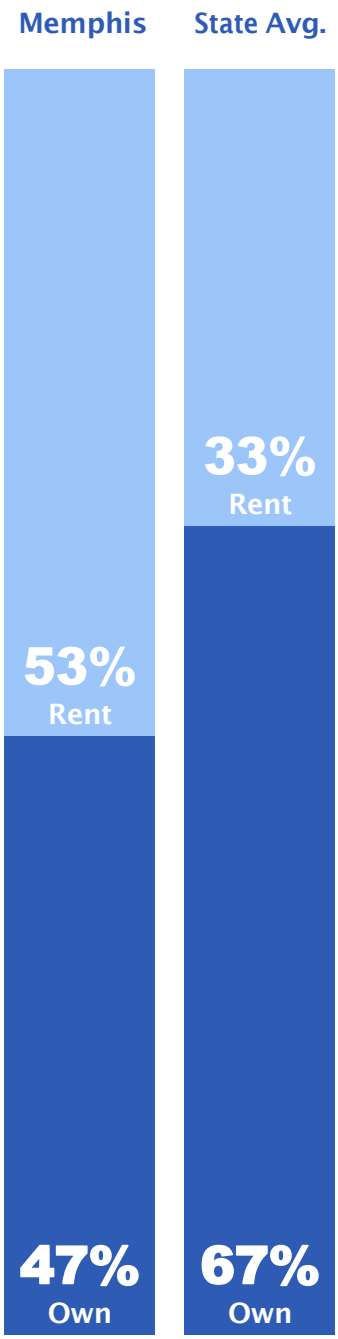
** Data Source: 2021 US Census Bureau, American Community Survey. Home value data includes all types of owner-occupied housing.*

HOME VALUE DISTRIBUTION



** Data Source: 2021 US Census Bureau, American Community Survey. Home value data includes all types of owner-occupied housing.*

HOME OWNERS VS RENTERS



** Data Source: 2021 US Census Bureau, American Community Survey. Home value data includes all types of owner-occupied housing.*

City of Memphis Division Statistics

Fire

Uniform personnel Strength	1,637
Fire stations	56
Fire divisions	2
Fire battalions	11
Engine companies	52
Quint Companies	3
Arial ladder truck companies	20
Rescue/hazardous material squads	3
Air crash apparatus	3
EMS units/ambulance	35
Alternative response vehicles	11

Police

Uniform personnel Strength	2102
Number of precincts	9
Number of squad cars in fleet	530

Solid Waste

Solid waste disposed (tons)	255,498
Solid waste diverted (tons)	114,281
Homes with curbside recycling	176,015

Street Maintenance

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

Recreation

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

Other Recreation Facilities

Brooks Museum of Art
Memphis Zoo
Memphis Botanic Garden
Lichterman Nature Center
Mud Island
Tom Lee Park
Shelby Farms Park
Tennis Memphis
Overton Park Shell

Storm

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

Sewer System

Sewer (miles)	3,193
Sewer pump stations	96

Wastewater Treatment Plants

Wastewater treated (gallons)	60.6 billion
Sludge disposal (wet lbs.)	102 million

Flood Control

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

Traffic Control

Signals repaired or replaced	15,250
Traffic signal service calls	5,081
Bicycle lanes (miles)	365
Traffic signals	785
Total signal devices	1,082
Total city roadways (miles)	3,445

Property Tax Revenues

Property tax revenues are the largest single source of operating revenues. This tax is levied based on the assessed value of various types of property including real property (land, structures, and lease-hold improvements), personal property (business equipment, excluding inventories for resale), and state assessed property (public utility and transportation companies regulated by the state).

In 2025, Memphis' assessed value of real property:

- 84.582% Residential
- 7.773% Commercial
- 1.622% Industrial
- 0.056% Farm
- 0.071% Multiple
- 0.071% Greenbelt real estate
- 5.826% Exempt

Assessment percentage of appraisal:

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

The assessed value of a residential property with an appraised value of $100,000 would be

$25,000 (.25 x100,000), while a commercial property of the same appraised value would have an assessed value of $40,000 (.40 x100,000).

Tax rates are set by the Council through the annual Budget process. These rates are set as necessary to fund a balanced Budget that provides services believed to be necessary and affordable. The City Treasurer generates tax bills based on the assessed value of the property and the tax rate to figure each property tax bill. That office also collects the taxes.

To calculate the property tax bill, the assessed value is divided by $100, and the result is multiplied by the tax rate. For example, a residential property appraised at $100,000 would be assessed at $25,000 (the $100,000 appraised value times the 25% residential assessment ratio). With a tax rate set at $2.58, the calculation is:

Tax = ($25,000/$100) x $2.58 per $100 = $250 x $2.58 = $645.00

Property tax bills are mailed to property owners and, if taxes are paid through an escrow account to the mortgage holder. This normally occurs by July 1. Tax payments are due by the end of August. Property tax revenues along with other local tax sources provide the City with the largest source of revenue to the operating Budget. Property appraisals are performed by the Shelby County Assessor of Property, except for public utilities which are assessed by the State of Tennessee Office of State Assessed Properties. Appraised value is the estimated market value based on a point in time. Certain properties such as those held by government, religious, and charitable organizations are exempt from taxes. FY26, the new tax rate of $2.58081 was passed by City Council on June 25, 2025.

Property Tax History

Tax Year	Fiscal Year	General Fund	Schools	Pre-K	Community Catalyst	Affordable Housing	Debt Service	Capital Pay Go	Total Rate
1986	1987	1.909800	1.030000	0.000000	0.000000	0.000000	0.370200	0.000000	**3.310000**
1987	1988	1.896660	1.030000	0.000000	0.000000	0.000000	0.383340	0.000000	**3.310000**
1988	1989	1.588270	1.090000	0.000000	0.000000	0.000000	0.631730	0.000000	**3.310000**
1989	1990	1.662870	1.030000	0.000000	0.000000	0.000000	0.617130	0.000000	**3.310000**
1990	1991	1.620490	1.030000	0.000000	0.000000	0.000000	0.659510	0.000000	**3.310000**
1991	1992	1.094100	0.665655	0.000000	0.000000	0.000000	0.386900	0.000000	**2.146655**
1992	1993	1.304296	0.804955	0.000000	0.000000	0.000000	0.566704	0.000000	**2.675955**
1993	1994	1.610611	0.967537	0.000000	0.000000	0.000000	0.596990	0.000000	**3.175138**
1994	1995	1.672400	0.967538	0.000000	0.000000	0.000000	0.535200	0.000000	**3.175138**
1995	1996	1.672400	0.967538	0.000000	0.000000	0.000000	0.535200	0.000000	**3.175138**
1996	1997	1.672400	0.967538	0.000000	0.000000	0.000000	0.535200	0.000000	**3.175138**
1997	1998	1.672400	0.967538	0.000000	0.000000	0.000000	0.535200	0.000000	**3.175138**
1998	1999	1.376300	0.840675	0.000000	0.000000	0.000000	0.548800	0.000000	**2.765775**
1999	2000	1.376300	0.840675	0.000000	0.000000	0.000000	0.548800	0.000000	**2.765775**
2000	2001	1.751000	0.894900	0.000000	0.000000	0.000000	0.724100	0.000000	**3.370000**
2001	2002	1.678500	0.857800	0.000000	0.000000	0.000000	0.694100	0.000000	**3.230400**
2002	2003	1.675300	0.857800	0.000000	0.000000	0.000000	0.694100	0.003200	**3.230400**
2003	2004	1.675300	0.857800	0.000000	0.000000	0.000000	0.694100	0.003200	**3.230400**
2004	2005	1.675300	0.857800	0.000000	0.000000	0.000000	0.694100	0.003200	**3.230400**
2005	2006	1.908800	0.827100	0.000000	0.000000	0.000000	0.694100	0.003200	**3.433200**
2006	2007	1.908800	0.827100	0.000000	0.000000	0.000000	0.694100	0.003200	**3.433200**
2007	2008	1.908800	0.827100	0.000000	0.000000	0.000000	0.694100	0.003200	**3.433200**
2008	2009	2.342700	0.190000	0.000000	0.000000	0.000000	0.714100	0.003200	**3.250000**
2009	2010	2.291700	0.186800	0.000000	0.000000	0.000000	0.714100	0.003100	**3.195700**
2010	2011	2.291700	0.186800	0.000000	0.000000	0.000000	0.714100	0.003100	**3.195700**
2011	2012	2.471700	0.000000	0.000000	0.000000	0.000000	0.714100	0.003100	**3.188900**
2012	2013	2.291700	0.100000	0.000000	0.000000	0.000000	0.715200	0.003100	**3.110000**
2013	2014	2.487400	0.000000	0.000000	0.000000	0.000000	0.909300	0.003300	**3.400000**
2014	2015	2.312500	0.000000	0.000000	0.000000	0.000000	1.084200	0.003300	**3.400000**
2015	2016	2.312500	0.000000	0.000000	0.000000	0.000000	1.084200	0.003300	**3.400000**
2016	2017	2.312500	0.000000	0.000000	0.000000	0.000000	1.084200	0.003300	**3.400000**
2017	2018	2.225088	0.000000	0.000000	0.000000	0.000000	1.043218	0.003175	**3.271481**
2018	2019	2.163984	0.000000	0.010000	0.000000	0.000000	1.018900	0.003102	**3.195986**
2019	2020	2.163984	0.000000	0.010000	0.006667	0.006667	0.998900	0.009768	**3.195986**
2020	2021	2.177318	0.000000	0.010000	0.000000	0.000000	0.998900	0.009768	**3.195986**
2021	2022	1.847277	0.000000	0.010000	0.000000	0.000000	0.847485	0.008287	**2.713049**
2022	2023	1.845868	0.000000	0.000000	0.000000	0.000000	0.847485	0.008287	**2.701640**
2023	2024	1.845868	0.000000	0.000000	0.000000	0.000000	0.847485	0.008287	**2.701640**
2024	2025	2.339628	0.000000	0.000000	0.000000	0.000000	0.847485	0.008287	**3.195400**
2025	2026	1.889640	0.000000	0.000000	0.000000	0.000000	0.684480	0.006690	**2.580810**

A Message From The Mayor

City of MEMPHIS TENNESSEE

Paul A. Young
MEMPHIS MAYOR

In this first full year of our administration, we were called to lead through a time of transformation—one that demanded not just sound budgeting, but bold decision-making. With the expiration of temporary federal funding from ARPA and the CARES Act, we faced the critical task of reshaping our city's finances for long-term sustainability while still delivering the quality services and programs our residents deserve.

We began FY25 with a nearly $74 million deficit. Through determination, unity, and a shared vision for a stronger Memphis, we closed that gap and presented a balanced FY26 budget. This budget reflects fiscal responsibility and a deep commitment to our community's future, prioritizing public safety, expanding support for small businesses, investing in housing for all, creating opportunities for youth, and advancing blight remediation. Importantly, we also strengthened the city's financial foundation by adding $667K to our fund balance.

While a portion of the FY25 solution came through a 49-cent property tax increase, the achievement of this balanced budget is rooted in collective resolve and a steadfast belief in what we can accomplish together.

The adopted FY26 General Fund Budget totals $887 million, an increase of approximately $27 million compared to FY25. This budget reflects our commitment to city employees with a 3% salary increase for all staff and a one-time bonus for all retirees. It also embodies a holistic approach to public safety, expanding youth programming through our Parks and Libraries, and investing in community initiatives through our Office of Community Affairs. Key allocations include $1 million for public safety initiatives and more than $3.7 million for youth programming and blight remediation.

The adopted FY26 Capital Improvement Program (CIP) provides $97.3 million in General Obligation Bond funding and $113 million in Enterprise Funds. Within this, we prioritized community needs by including $500,000 for the Memphis Animal Shelter and $500,000 for the Parkway Village Library redevelopment. Together, these investments highlight the city's values—caring for vulnerable animals and ensuring access to scholastic resources in all neighborhoods.

Significant allocations also advance key priorities across Memphis:

- Over $30 million for the Memphis Area Transit Authority (MATA), underscoring our commitment to improving public transportation and accessibility.
- $2.6 million for the Affordable Housing Trust Fund, supporting efforts to address housing affordability and strengthen neighborhoods.

The City of Memphis FY26 budget is more than a financial plan, it is a blueprint for resilience, equity, and progress. It reflects our determination to grow community development, strengthen our economy, and enhance public safety and peace for every resident.

In partnership and progress,

Paul A. Young

Mayor Paul A. Young
City of Memphis

Room 644 · 125 North Main Street · Memphis, Tennessee 38103-2017 · (901) 636-6700 · FAX (901) 636-6959

FY26 Proposed to Adopted Budget

General Fund Divisions	FY26 Proposed	FY26 Amendments	FY26 Adopted
Total Revenue	$ 883,387,921	$ (4,409,475)	$ 887,797,396
Expenditures			
City Attorney	31,391,242	(245,208)	31,636,450
City Council	3,571,781	(48,601)	3,620,382
City Court Clerk	7,830,119	(172,811)	8,002,930
City Court Judges	952,744	(13,897)	966,641
City Engineering	11,964,772	174,477	11,790,295
Community Enhancement	14,721,814	(1,240,515)	15,962,329
Executive	23,781,701	(505,595)	24,287,296
Finance & Administration	15,862,716	(263,239)	16,125,955
Fire Services	241,277,243	1,506,440	239,770,803
General Services	27,450,772	(585,490)	28,036,262
Grants & Subsidies	63,153,371	1,000,000	62,153,371
Housing and Community Development	6,120,876	(172,244)	6,293,120
Human Resources	10,105,037	61,474	10,043,563
Information Technology (Services)	27,451,335	(176,451)	27,627,786
Library Services	25,668,617	(475,999)	26,144,616
Memphis Parks	50,643,511	(959,432)	51,602,943
Police Services	300,636,933	(4,434,144)	305,071,077
Public Works	12,868,400	(1,130,643)	13,999,043
Total Expenditures	875,452,984	(7,681,878)	883,134,862
Contribution to (Use of) Fund Balance			
Restricted Fund Balance			
Assigned Fund Balance	$ -	$ -	$ -
Unassigned Fund Balance	$ 7,934,937	$ 3,272,403	$ 4,662,534
Total Contribution to (Use of) Fund Balance	$ 7,934,937	$ 3,272,403	$ 4,662,534

Strategic Planning

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

The City of Memphis is more than halfway through the five-year update to the Memphis 3.0 Comprehensive Plan, and momentum continues to build as we enter the final phase of community engagement. Beginning August 14, 2025, we will host the last round of public workshops in Oakhaven/Parkway Village, Southeast, and Cordova, the final three of Memphis's 14 planning districts. To ensure that everyone in our diverse community has a chance to be heard and contribute to the Memphis 3.0 Comprehensive Plan, an online participation platform will be available for those who can't attend in-person meetings.

Since launching the update in August 2024, the Office of Comprehensive Planning has held over 30 workshops in 11 planning districts, hearing directly from residents about their priorities, challenges, and visions for the future. So far, we've re-engaged thousands of Memphians, thanks to partnerships with Memphis Parks, local nonprofits, faith-based organizations, and other community stakeholders. These collaborative efforts ensure that the revised plan reflects the voices and values of the people who call Memphis home.

As the process continues, community input will be compiled and analyzed to shape updated land use strategies, zoning recommendations, and investment priorities. The goal is to ensure Memphis grows by "building up, not out", strengthening established neighborhoods rather than expanding sprawl ,while aligning policies with how residents see and experience their own communities.

"Our focus remains on improving the heart of every neighborhood," said John Zeanah, now serving as Chief of Development and Infrastructure for the City of Memphis. "The Memphis 3.0 Comprehensive Plan has already guided nearly $1 billion in investment in Anchor Neighborhoods as of 2023. This update will build on that success by grounding our strategies in what we're hearing directly from Memphians."

Originally adopted by City Council in 2019 following input from over 15,000 residents, Memphis 3.0 remains the city's guiding framework for equitable growth and revitalization. The five-year update ensures the plan continues to evolve in response to changing needs, aspirations, and opportunities across Memphis.

The Office of Comprehensive Planning, part of the Division of Planning and Development, is responsible for leading this work. While the office does not directly fund development, it provides critical direction to decision-makers, developers, and civic leaders through initiatives like Accelerate Memphis, a $200 million bond effort supporting catalytic community improvements.

Together, we are creating a future Memphis that thrives, one neighborhood at a time.

For more information on the Memphis 3.0 Comprehensive Plan, the update, and upcoming workshop schedules, visit the Memphis 3.0 Comprehensive Plan □ or contact info@memphis3point0.com (mailto:info@memphis3point0.com)

GOVERNMENTAL STRUCTURE

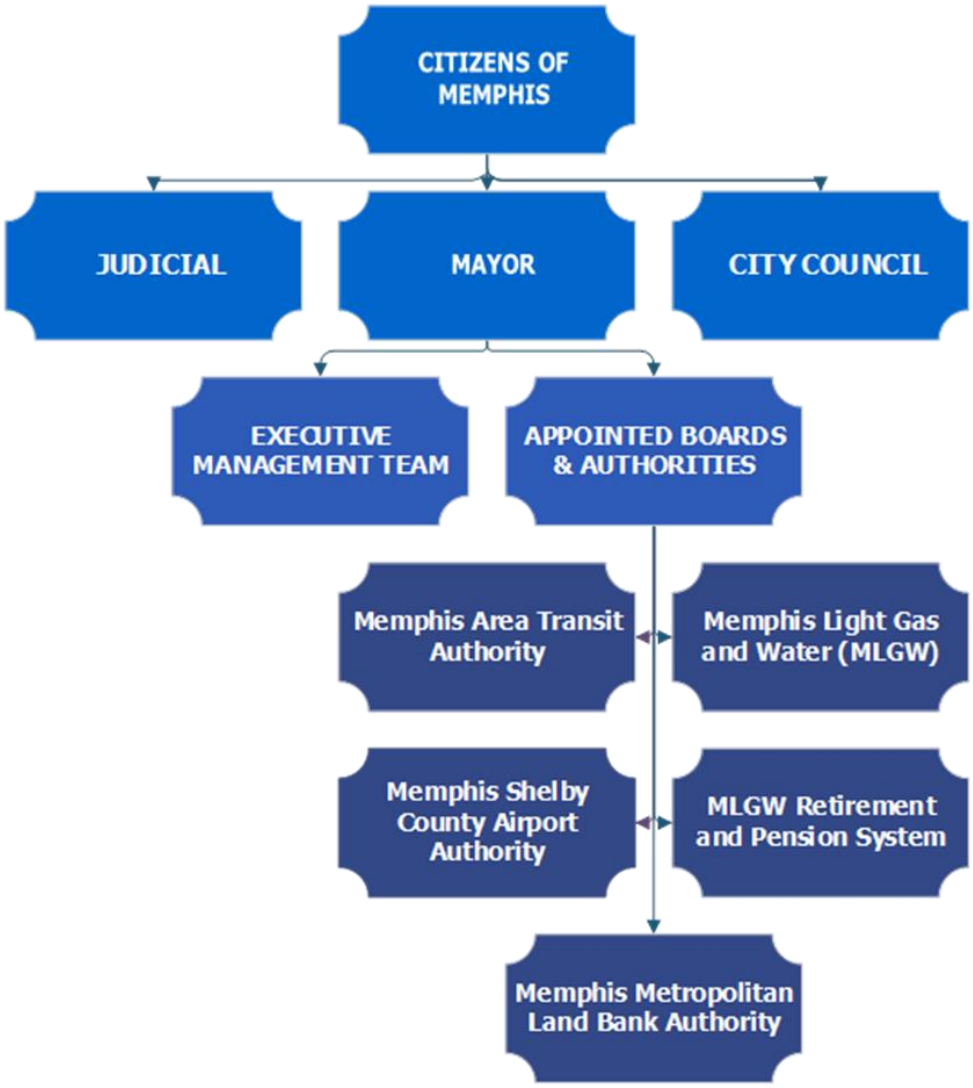
The City of Memphis was founded in 1819, and incorporated as a city in 1826. Memphis operated under a commission form of government from 1909 until January 1, 1968, when a Mayor – Council form of government was established. The City Council is composed of thirteen representative citizens who are elected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

The City's Operating Divisions are organized under Division Directors who report to one of nine (9) Chiefs. All Division Directors and Chiefs are appointed by the Mayor and approved by the Council. The Chiefs who coordinate the activities of all administrative divisions of City government are as follows: Chief Financial Officer, Chief Operating Officer, Chief Communications Officer, Chief of Staff, Chief Human Resources Officer, Chief Legal Officer, Chief of Fire Services, Chief of Information Technology and Chief of Police. The Chiefs act as liaisons between the Mayor and all divisions, bureaus, boards, commissions, and authorities. The Administrative Divisions of the City include: City Engineering; Executive; Finance; Fire; General Services; Housing and Community Development; Human Resources; Information Technology; Legal; Libraries; Office of Planning and Development; Parks; Police Services; and Public Works. There are three divisions with elected leadership: City Council; City Court Clerk and City Court Judges.

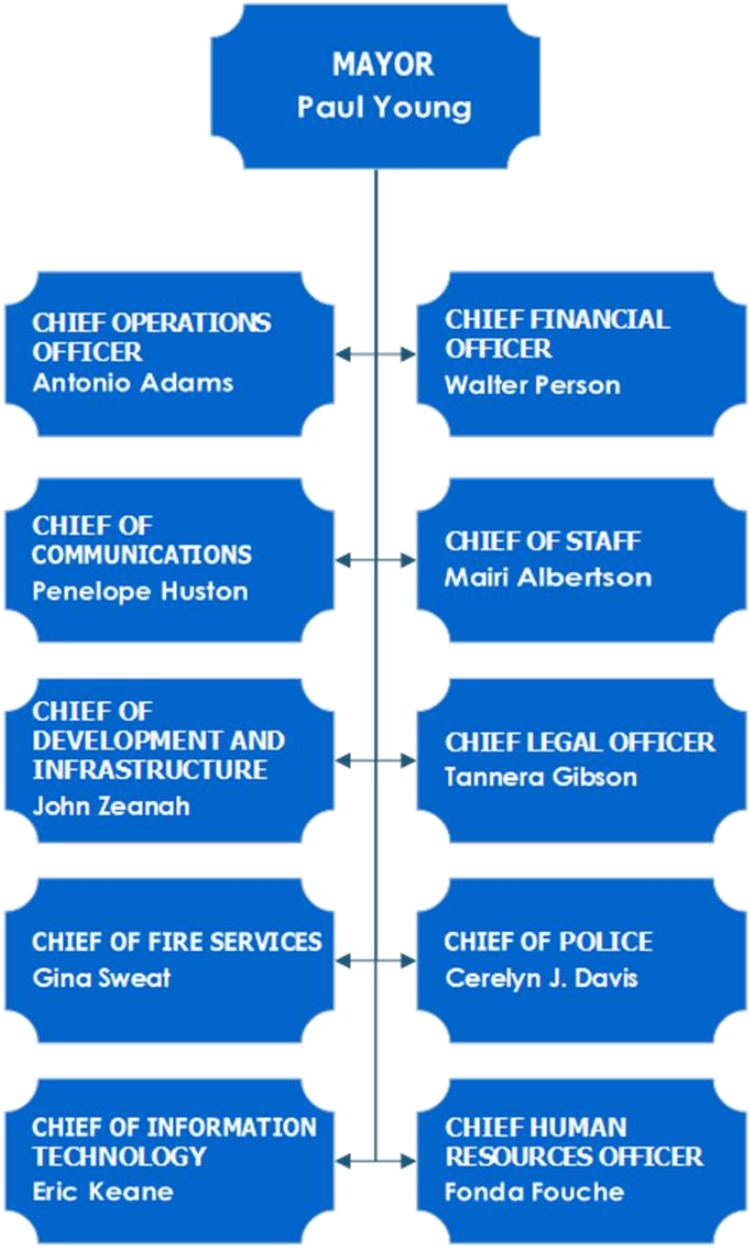
City of Memphis, Tennessee

ORGANIZATION CHART

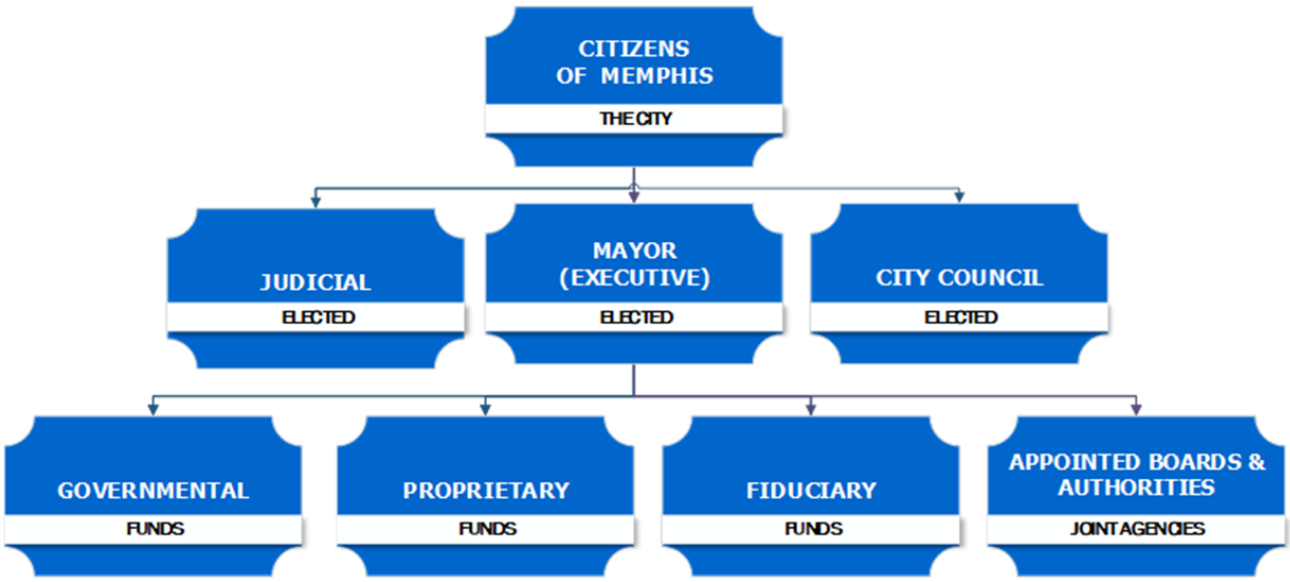


(1) Appointed boards and authorities for Memphis Area Transit Authority and Memphis-Shelby County Airport Authority are legally separate from the primary government. These component units are discretely reported in a separate column in the combined financial statements to distinguish them from the primary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

ORGANIZATION CHART (Cont.)



FUND STRUCTURE



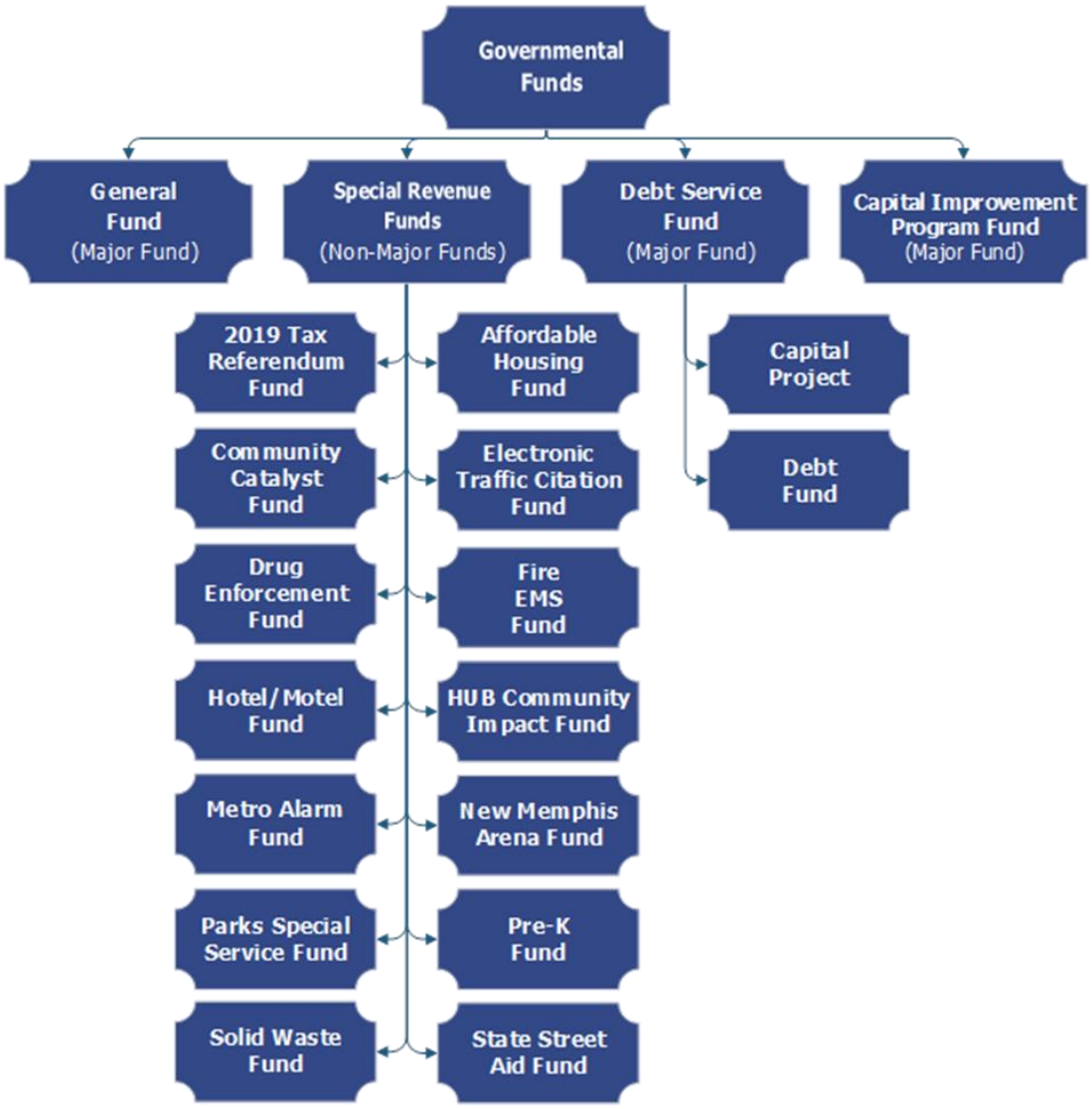
GOVERNMENTAL FUNDS

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

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

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

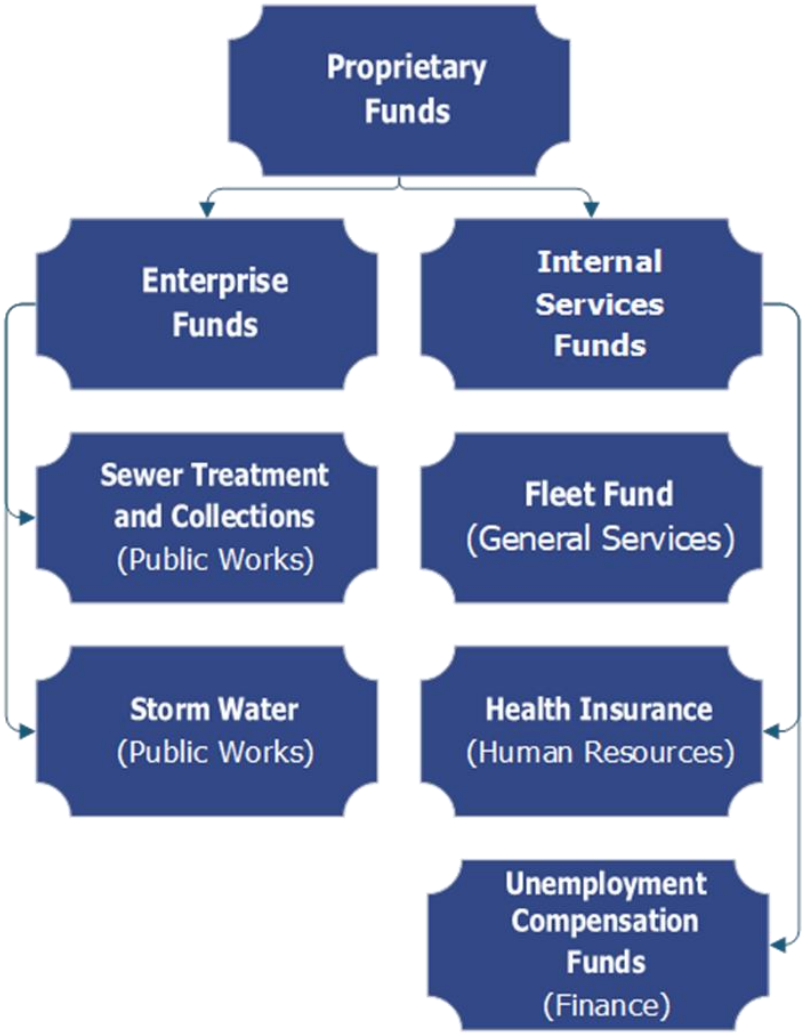
The Capital Improvement Program Fund has its own Budget Cycle. A separate appropriation is established after the CIP Budget is finalized.



PROPRIETARY FUNDS

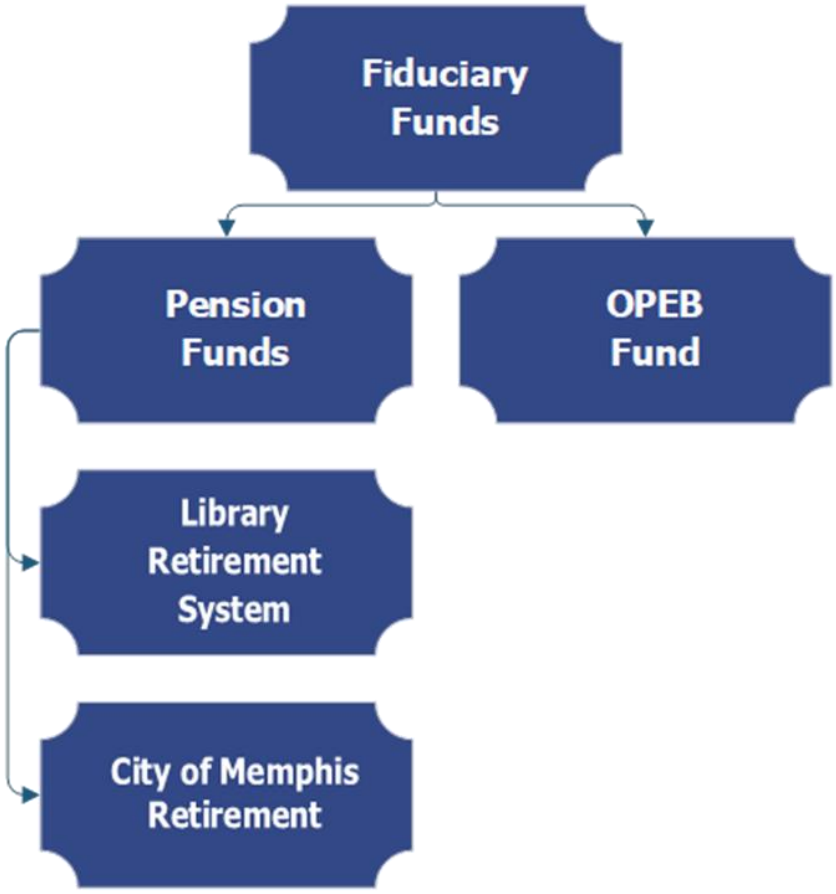
Enterprise Funds are self-supporting, in that each fund derives its revenue from charges and associated user fees.

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



FIDUCIARY FUNDS

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



BUDGET OVERVIEW

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

Overview

The Fiscal Year 2026 (FY26) Budgets, across all funds, incorporate a balanced approach to service delivery and expense control based on expected revenues that reflect the current economic environment.

The Economic Impact on Budget Planning

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

Performance Accountability Plans

The City's mission is to improve the quality of life for all Memphians, every day. In support of this mission, Mayor Young has championed the improvement of core City services and a commitment to transparency and trust as part of his operating philosophy for City Government. Prioritizing the values of Innovation, Accountability, Collaboration, and Service supports this philosophy. The Office of Performance Management has the responsibility of providing performance transparency to the Citizens of Memphis by managing the City's performance review process as well as the public-facing and internal MEM Facts performance dashboards. The Office of Performance Management works to provide the public and City staff with easy access to the information they need and new management accountability tools for both operational and fiscal management.

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

Performance Management In Memphis



PERFORMANCE MANAGEMENT IN MEMPHIS

Throughout this document – not including the Divisions of City Council, City Court Clerk, and City Judges - we identify each General Fund Division's key performance indicators (KPIs) and goals to measure effectiveness. These KPIs represent a selection of the indicators that we use to monitor organizational performance. The highest priority indicators are reviewed monthly by senior management to track the City's progress and identify areas that need further attention to reach our goals.

General Fund Discussion

The FY26 Adopted Budget for expenditures is $25.2M greater than the FY25 Adopted Budget. The FY26 General Fund Budget was balanced at $887.8M. The FY26 Adopted Budget required increases in personnel expenditures, which included healthcare costs. The FY26 Adopted Budget included a 3% increase for public safety and general employees.

Revenues

The FY26 Adopted Budgeted revenue, without the use of fund balance, is $887.8M compared to the FY25 Adopted Budget, which was $860.6M. The category for Use of Money and Property increased by a total of $6.4M for FY26. In addition, revenues for the Charges for Services category increased by $3M.

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

For FY26, the use of contribution from the fund balance was down approximately $2M. The FY26 General Fund revenue budget is about 2.8**%** above the FY25 Adopted Budget. For FY26, just as in the previous three fiscal years, budgeted revenues included income from a local Sales Tax Referendum. The Sales Tax Referendum funding is revenue generated from the action, approved by the voters, to increase the local sales tax to restore certain benefits to public safety employees. These benefits are considered necessary for the recruitment and retention of safety personnel. Local taxes grew from $570.6M in FY25 to $574.3M in FY26, an increase of $3.6M.

A summary of the major revenue variances from the FY26 Adopted Budget is shown below:

Revenues

Fund Type	FY2025 Adopted	FY2026 Adopted	Inc./(Dec.)
General Fund	862,592,277	887,797,396	25,205,119

Notable FY25 to FY26 Budget Revenue Changes *in Millions*

- In Lieu Of Taxes-MLGW 9.5
- Ad Valorem Tax - Current 6.6
- oper Tfr In - Capital Projects Fund 6.5
- Ambulance Service 5.5
- Interest on Investments 4.5
- FEMA Reimbursement 2.0
- Net Income/Investors 1.9
- State Sales Tax 1.0
- Outside Revenue 0.6
- International Airport 0.5
- Beer Sales Tax (2.0)
- Use of Fund Balance (2.0)
- Miscellaneous Auctions (1.8)
- Wrecker & Storage Charges (1.4)

Expenditures

Funding in the FY26 Adopted Budget included pay increases for all full-time employees. This action is reflected in the increase of full-time salaries from $467.3M in FY25 to $490.2M in FY26. There are also increases in expenditures that are critically required to deliver quality services to the citizens of Memphis, or outside the administration's control.

A summary of the major expenditure variances from the FY26 Adopted Budget is shown below:

Expenditures

Fund Type	FY2025 Adopted	FY2026 Adopted	Inc./(Dec.)
General Fund	862,592,277	887,797,397	25,205,120

Notable FY25 to FY26 Budget Expense Changes *in Millions*

- Full-Time Salaries 22.8
- Expense Recovery - M & S 5.0
- Lawsuits 3.9
- Pension ADC Funding 2.8
- Memphis Museums Inc Management Fee 2.7
- Shelby County Assessor 2.6
- Misc Professional Services 1.9
- Pension 1.4
- Memphis Zoological Society Management Fee 1.2
- Claims 1.0
- City Shop Fuel 0.7
- Payment To Sub grantees 0.7
- Memphis Brooks Museum Management Fee 0.6
- Proposed ISL (3.5)
- Overtime (3.5)
- Misc Services and Charges (2.1)

Debt Service Fund

The Debt Service Fund provides for the accumulation of resources for the payment of general long-term debt principal, interest, and related costs. This fund uses approximately 26.5% of the property tax rate and 7% of the local sales tax rate. The Debt Service Fund is budgeted to use approximately $20M dollars of its restricted and committed fund balances. (See the Debt Service Fund Schedule section).

Special Revenue Funds

Special Revenue Funds provide budgets for specific revenue sources that are restricted to expenditures for specific purposes. There are 12 Special Revenue Funds with spending represented in the FY26 budget. The largest Special Revenue Fund is Solid Waste (SW). Other special revenue funds and their Budgeted FY26 expenditure changes from the FY25 Budget are identified later in this book. (See the Special Revenue Funds Schedule section of the book).

Enterprise Funds

Enterprise Funds account for the acquisition, operation and maintenance of the City's Sewer and Storm Water facilities. The Sewer Fund and the Storm Water Fund are the City's Enterprise Funds. The Sewer Fund expenses for FY26 are budgeted to increase by 5.2% over the FY25 Budget. The expenses for various services and charges are the main drivers of the increase. The Storm Water Fund expenses have increased by 4.0%. The Storm Water Fund will produce a positive contribution to its fund balance for future initiatives. (See the Enterprise Fund Schedule section of the book).

Internal Service Funds

Internal Service Funds (ISF) are used to budget for the costs of goods or services provided to other City Divisions. The ISF revenues are generated from Divisions using their services. Healthcare, Unemployment and Fleet represent the internal service funds in the FY26 Budget.

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

The Fleet Fund is continually striving to become more efficient in the provision of repair services to other Divisions and managing gas prices with timed purchases at lower market costs. The Unemployment Fund has a healthy and accumulating fund balance. Expenditures remain flat compared to the FY26 adopted Budget. (See the Internal Service Fund Schedule section of the book).

Fiduciary Funds

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

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

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

FY25-FY26 Economic Outlook

Summary

Economic activity has remained unchanged since our previous report. Employment levels were unchanged, and wage growth has been modest. Prices continued to increase moderately, and most representatives expecting higher non-labor costs due to tariffs indicated they would pass the costs along to customers. Representatives expressed a high degree of uncertainty and concerns that tariffs would result in further cost increases. Heavy rains and storms have resulted in planting and construction delays and lower traffic for some recreational businesses. The outlook remains slightly pessimistic, with signs of continued deterioration.

Employment has remained unchanged since our previous report. Most representatives indicated their staffing plans had not changed since the start of the year. Wage growth has been modest, and most representatives have not expressed concerns about wage pressures.

Prices have increased moderately since our previous report; however, businesses expect costs to increase due to tariffs and are looking for ways to reduce the impact on their profits. Most representatives are expecting non-labor costs to increase next quarter and reported that they would pass along the costs to customers within three months.

Consumer spending reports were mixed. Recreation and hospitality representatives reported, on net, a slight increase in activity. Retail sales have declined slightly, especially for discretionary items.

Manufacturing activity has slightly decreased since our previous report. Manufacturers across the District reported that new orders had slightly decreased.

Activity in the non-financial services sector has been mixed. Transportation and logistics representatives reported a slight increase in activity, particularly in international activity, while domestic activity has slowed slightly. Activity in the professional services sector has been mixed.

Residential real estate activity has remained unchanged since our previous report. Active listings have increased relative to a year ago, but sales continue to fall behind prior years. Representatives reported that low inventory levels, uncertainty, and interest rates were the main factors impacting sales. Commercial real estate activity has been mixed. A contractor reported that customers were trying to complete their projects sooner out of fear of higher costs, while others reported that new projects were not starting due to uncertainty and high costs.

Banking activity has remained unchanged since our previous report. Loan demand has slightly increased, but by less than was expected as of the previous quarter.

Agricultural conditions have remained unchanged since our previous report. Wet soil conditions continue to delay planting in some areas. Despite these delays, overall acres planted remain consistent with prior years. Representatives noted that continued delays accessing fields will result in a shift in planting away from corn and toward soybeans. Representatives expressed uncertainty over the cost and availability of feed ingredients and chemicals sourced outside the U.S. Demand for credit remains elevated; however, obtaining loans at affordable rates remains a top concern.

https://www.stlouisfed.org/ research/regional-economy.

Local Conditions

Labor Markets

The Greater Memphis region experienced flat non-farm employment across industries year over year in May 2025. Trade, transportation, and utilities had the largest decrease in employment with a reduction of 1,400 jobs. Government had the largest increase in employment adding 1,400 jobs.

Memphis Area Employment (number in thousands)	May 2025	Change from May 2024 to May 2025	
		Number	Percent
Total nonfarm	659.6	0.1	0
Mining, logging, and construction	24.5	-0.8	-3.2
Manufacturing	39.8	-1.1	-2.7
Trade, transportation, and utilities	191.1	-1.4	-0.7
Information	5.2	-0.1	-1.9
Financial activities	29.7	0	0
Professional and business services	89.2	0.4	0.5
Education and health services	101	0.9	0.9
Leisure and hospitality	64.3	0.4	0.6
Other services	28.5	0.4	1.4
Government	86.3	1.4	1.6
Source: U.S. BLS, Curent Employment Statistics			

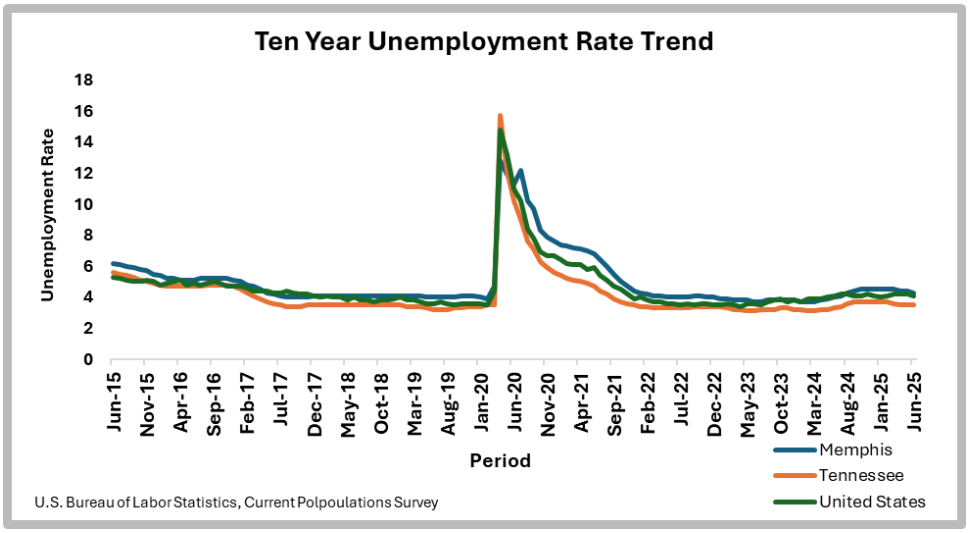
Memphis Area Economic Summary (PDF)

The Greater Memphis area has a diverse workforce with the majority of the jobs in trade, transportation, and utilities. There has been an increase in the number of total people employed in the Greater Memphis area of 5,169 since May 2024. The total number of people employed in May 2025 was 605,837 compared to 600,668 in May 2024.



Memphis Labor Force

The seasonal adjustment unemployment rate for the Memphis MSA in June 2024 was 4.6% and June 2025 was 4.9%. The seasonal adjustment unemployment rate for the state of Tennessee in June 2024 was 3.0% and June 2025 was 3.5%. The United States seasonal adjustment unemployment rate in June 2024 was 4.3% and June 2025 was 4.1%.

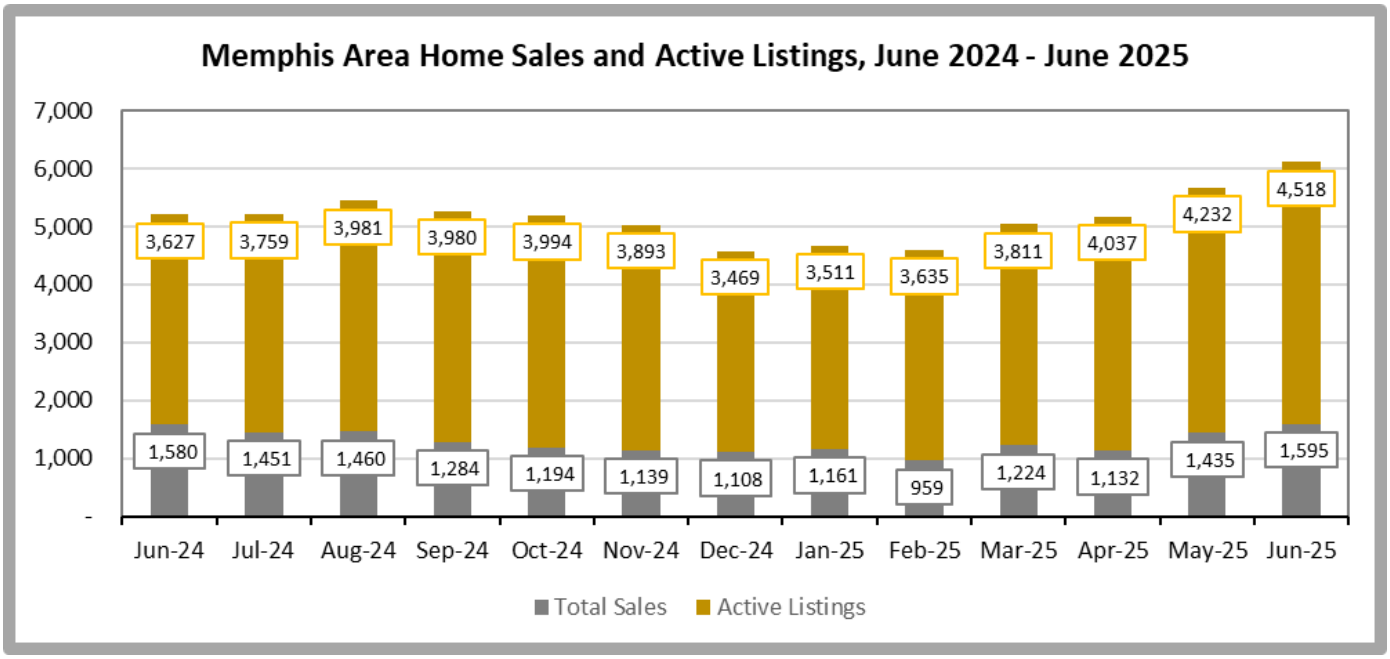


Memphis, TN-MS-AR Metropolitan Statistical Area

Tennessee

United States

Memphis-area home sales for June increased 0.9 percent from a year ago, with 1,595 total sales recorded in the Memphis Area Association of REALTORS® MAARdata property records database. Sales were up 11.1 percent from May, when there were 1,435 total sales. The average sales price from June-to-June increased 0.4 percent, to $298,396. Inventory increased 6.8 percent, with 4,518 units listed for sale.



Source: Memphis Area Association of Realtors

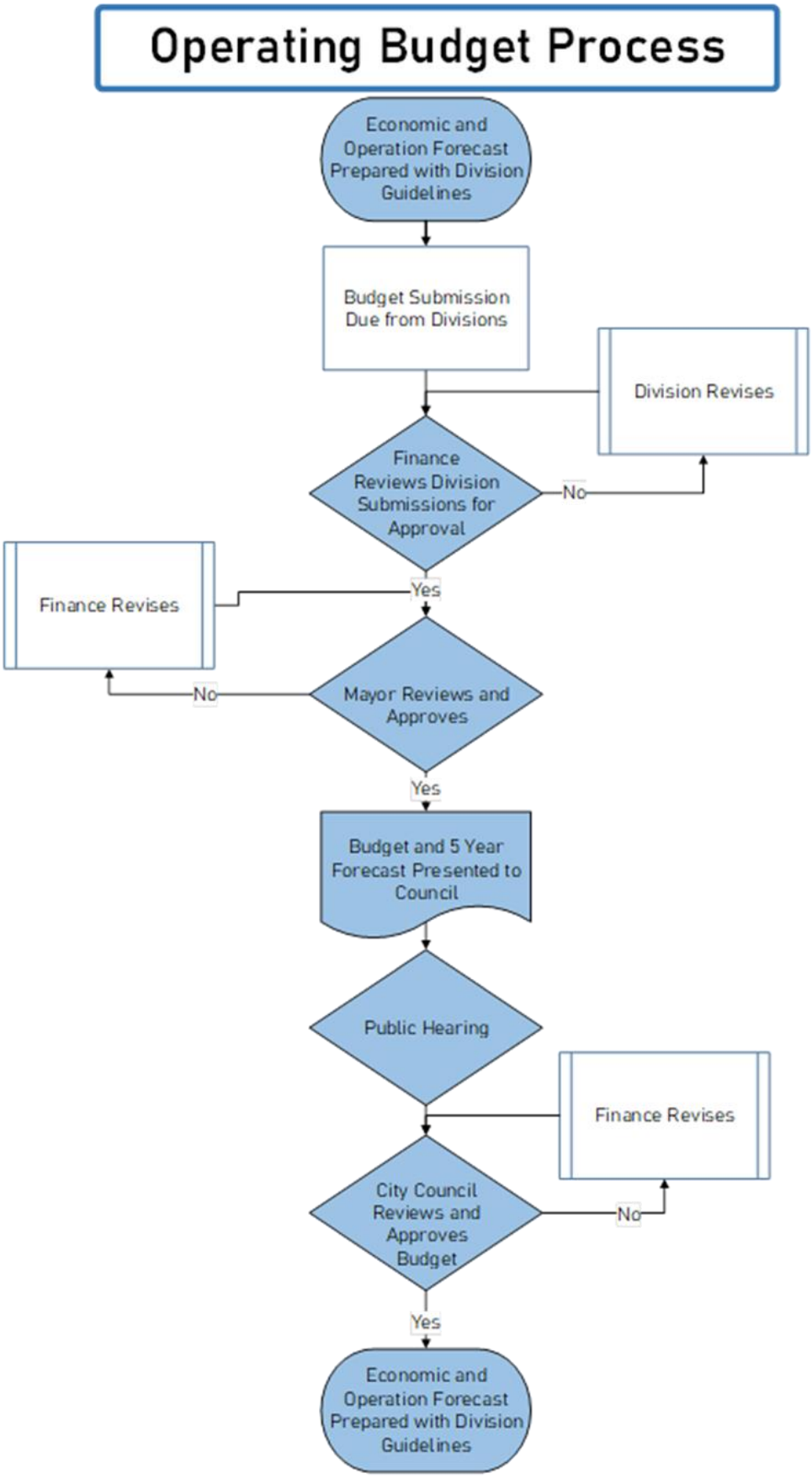
Memphis Area Association of REALTORS

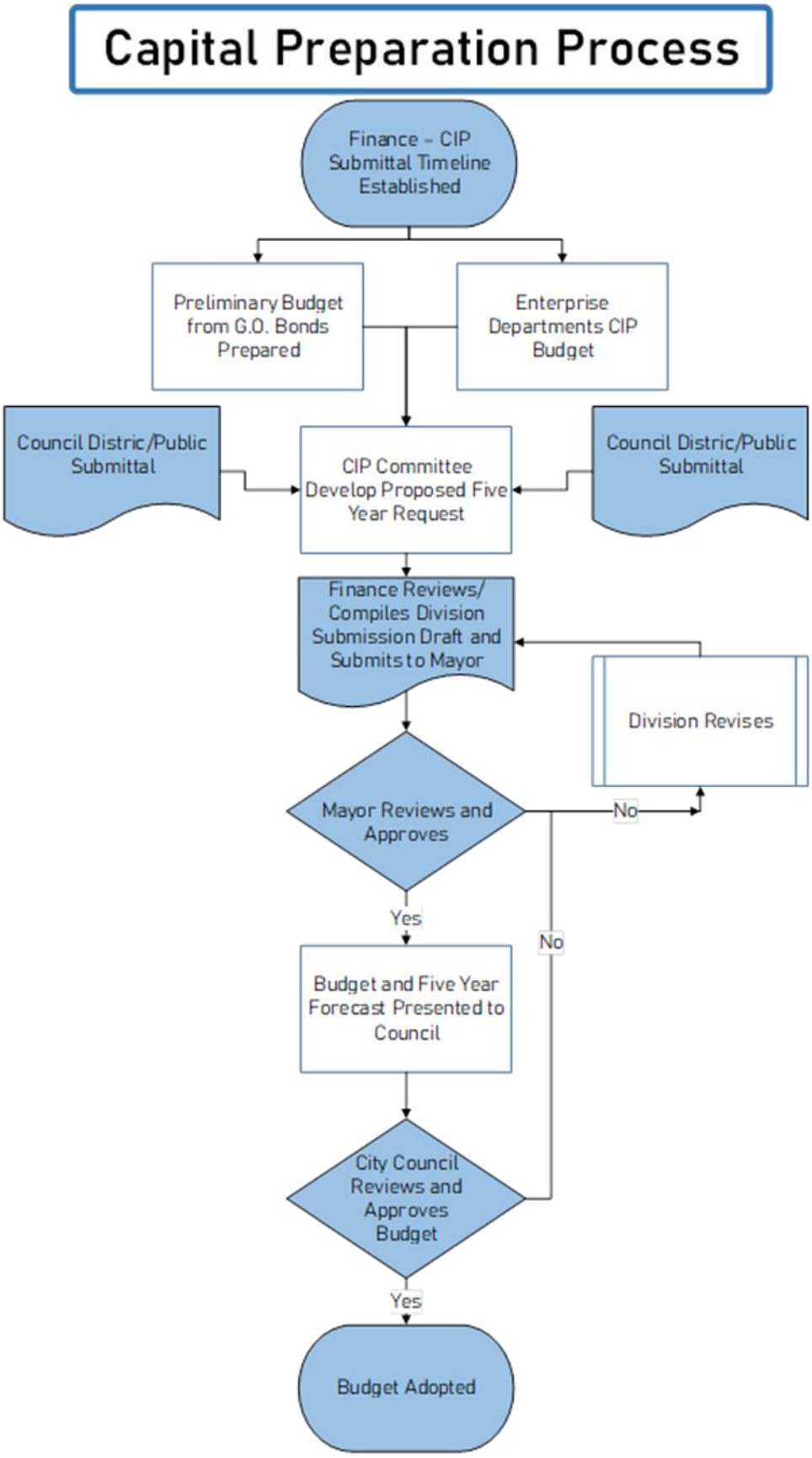
Budget Development Process

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

The Operating Budget is approved annually. The planning and development process begins in November for the following fiscal year. The information is analyzed, and Divisions are consulted with respect to noticeable budget variances. Administrative reviews are held with each Division to further understand their budget requests and align them with the City's priorities. After finalizing any necessary revisions, the Proposed Operating Budget is submitted to the Mayor for final review and approval. The Mayor presents his Administration's Budget to the City Council (the Council) in April. The Council conducts hearings to review the Budget. With the Council's revisions and approval, the process is completed prior to the end of the current fiscal year. Funding approvals are limited to one fiscal year.

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


Operating Budget Process
Economic and Operation Forecast Prepared with Division Guidelines
Budget Submission Due from Divisions
Division Revises
Finance Reviews Division Submissions for Approval
No
Finance Revises
Yes
No
Mayor Reviews and Approves
Yes
Budget and 5 Year Forecast Presented to Council
Public Hearing
Finance Revises
City Council Reviews and Approves Budget
No
Yes
Economic and Operation Forecast Prepared with Division Guidelines


Capital Preparation Process
Finance – CIP Submittal Timeline Established
Preliminary Budget from G.O. Bonds Prepared
Enterprise Departments CIP Budget
Council Distric/Public Submittal
CIP Committee Develop Proposed Five Year Request
Council Distric/Public Submittal
Finance Reviews/ Compiles Division Submission Draft and Submits to Mayor
Division Revises
Mayor Reviews and Approves
No
Yes
No
Budget and Five Year Forecast Presented to Council
City Council Reviews and Approves Budget
Yes
Budget Adopted

FY26 Budget Calendar

July – August

- Preparation of final documents for the new fiscal year's budgets is completed. This includes the Adopted, Operating, and CIP Budget Book.
- Budget planning for the next year's Budget.

September

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

October

- Current year 1st Quarter Actuals reviewed and reported.

November

- Finance submits 1st Quarter Operating results of the new Budget to the City Council.
- Overview of the next year's Budget priorities given to Division Chiefs and Directors.

December – January

- Revenue projections are updated for the 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 are provided for the Divisions.
- CIP Budget training and initiation dates are provided for the Divisions.

February – March

- Operating Budget/CIP Administrative hearings with Divisions.
- Operating Budget/CIP review with the Mayor.
- Final recommendations made and Budget documents prepared.

April

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

May

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

June

- Final Adopted Budgets are approved by the City Council.
- Ordinances and resolutions associated with the Operating and CIP Budgets are finalized.
- Submission of Budget documents to the State Comptroller's Office.

Budgeting and Appropriations Revision Process

The financial plans of the City are included in the annual Operating and Capital Budgets. These Budgets project all receipts and disbursements and frame the level of governmental services that can be provided at the approved funding levels.

Operating Budget

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

Each Division provides services through smaller units known as “program levels.” The adopted Budget ordinance appropriates spending and provides for budgetary control at program levels. Program budgets cannot be exceeded without the approval of the City Council. Strict budgetary compliance is maintained by an automated accounting system to assure effective fiscal management and accountability. All requests for purchases or payments are checked by the Budgetary control system to ensure that funds are available. Purchase Orders and contracts are encumbered prior to their release to vendors. Those Purchase Orders and contracts that exceed appropriated amounts cannot be executed until additional appropriations are made available, either by transfer of existing appropriations or by a resolution granting additional appropriations by Council. The system controls are maintained at the program level and are basically established within Personnel, Operations and Maintenance, and Capital categories.

Changes to the Operating Budget

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

Intra-Category Line-Item Transfers

Intra-category line-item transfers, called administrative transfers, are used to transfer budgeted funds within the same category. Administrative transfers are necessary when transferring small amounts of funds within a legal level (program). The Request for Transfer of Budget Appropriation Intra-Category Line item transfer must be completed in full including a justification of the transfer. The explanation should address why surplus funds are available and why funds are needed. This form must be signed by the Division Director and forwarded to the Budget Office for approval.

Inter-Category Line-Item Transfers

Inter-category line-item transfers are used to transfer funds from one legal level (program) to another or between categories. Inter-Category transfers are used to transfer budgeted funds from one expenditure to another if the transfer is within the same legal level (program) and does not exceed $100,000 between categories or a cumulative total of $250,000 for the year. For the personnel category, only one $150,000 inter-category transfer can be made. Inter-category transfers exceeding the cumulative amount of $150,000 or transfers between divisions must be approved by the City Council. The Council transfer form is very similar to the administrative form. Since the changes require the approval of the City Council, each transfer must be accompanied by a resolution amending the current operating budget.

Budget Resolution Review Process – Operating Resolutions

A resolution is a document asking the City Council to amend the Appropriation Budget Ordinance or Capital Improvement Budget. A resolution is written in two sections: the “WHEREAS” section and the “RESOLVED” section. The WHEREAS section explains why the change is necessary, what the funds will be used for, and identifies the source of funding. The RESOLVED section includes the statements that change the Budget Ordinance.

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

- What is the purpose of the change?
- Why is the change necessary?
- What will the funds be used for?
- What is the source of funding?

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

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

Routing and Handling of Transfers

Administrative Transfers and Appropriations

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

Council Transfers and Appropriations

The Budget resolution package (Council Agenda Check-Off Sheet, original resolution, red line forms including appropriate signatures from the Division Director) should be forwarded to the Budget Office two weeks before the Council Committee meets. The documents are forwarded as follows:

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

Council’s approval of the resolution gives the legal authority to amend the fiscal year’s Budget. Resolutions may be returned to the originating Division/Bureau for corrections at any time during the process. The need for accuracy in the completion of all appropriate forms and recognition of time constraints is crucial in processing transfers. The Budget Office may be contacted for further assistance and information.

Capital Improvement Budget

The policy outlined herein is effective as of July 1, 2025.

The Capital Budget and Capital Improvement Program (CIP) are prepared annually to present the capital expenditures planned for each of the next five fiscal years. The total costs of each project and the sources of funding (local, state, federal and private) required to finance each project are estimated. The Capital Improvement Program is prepared after a rigorous review and evaluation of all proposed projects by the Administration. Building Design and Construction reviews the scope of all requests involving construction or major renovations to City-owned structures. Debt Management studies the fiscal feasibility of the projects submitted for future funding needs. The single-year Capital Improvement Plan allocates the capital expenditure to be made in the current budget year. The Capital Budget must be in full conformity with that part of the Capital Improvement Program applicable to the fiscal year which it covers.

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

Any CIP project allocation that remains unappropriated after a two calendar-year span shall be forfeited unless an extension is explicitly requested by the respective division. Funding must subsequently be appropriated within a 60-day window after the extension is requested.

Any CIP project appropriation that remains unspent after a three calendar-year span shall be forfeited unless an extension is explicitly requested by the respective division. Appropriations must be fully expended within 6 months from the date of the extension.

Any unutilized allocations and appropriations in the current fiscal year are subject to administrative transfer into a single capital reserve (per division) at the sole discretion of the Chief Financial Officer. The comprehensive total of funding allotted to a divisional capital reserve is not to exceed a $5 million dollar threshold at any given point. The capital reserve will provide supplemental funding for active projects that encounter shortfalls and new Council-approved projects. Any funding utilized from the capital reserve must be done via Council Transfer. Coverline funding is restricted to emergency expenditures and usage must be approved via Administrative Transfer.

Changes to the CIP Budget Transferring Allocations & Appropriations

Once the CIP budget has been adopted by the City Council, the data is loaded into the City's Accounting System. During the life of the project, it may be necessary to provide additional allocations or transfer funds to aid in the completion of the project. Two methods are used to transfer or establish allocation and/or appropriations.

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

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

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

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

Changes to the Capital Budget (exceeding the prescribed administrative levels) must be conducted though the resolution process. Resolutions may be returned to the originating division/bureau for corrections at any time during the process. The need for accuracy in the completion of all appropriate forms and recognition of time constraints is crucial in processing transfers. The Budget Office may be contacted for further assistance and information.

Budget Resolution Review Process – Capital Improvement Plan

Resolutions

A resolution is a document asking the City Council to amend the Appropriation Budget Ordinance or Capital Improvement Budget. A resolution is written in two sections: the "WHEREAS" section and the "RESOLVED" section. The WHEREAS section explains why the change is necessary, how the funding will be utilized, why funding is available, and the origin of the funding. The RESOLVED section includes the statements that change the Budget Ordinance.

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

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

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

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

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

- Administrative Transfers and Appropriations.
- Division Directors
- Budget Office
- Finance Administration
- Council Transfers and Appropriations.

The Budget resolution package (Council Agenda Check-Off Sheet, original resolution, red line forms including appropriate signatures from the Division Director) should be forwarded to the Budget Office two weeks before the Council Committee meets. The documents are forwarded as follows:

- Chief Financial Officer (CFO).
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- Council Committee reviews monetary transfers and makes recommendations to the full Council.
- The resolutions are then placed on the Council agenda for consideration by the full Council on the following Tuesday.

Council's approval of the resolution gives the legal authority to amend the fiscal year's Budget. Resolutions may be returned to the originating division/bureau for corrections at any time during the process. The need for accuracy in the completion of all appropriate forms and recognition of time constraints is crucial in processing transfers. The Budget Office may be contacted for further assistance and information.

Fiscal Policy

Policies for Fiscal Control

- **Basis of Budgeting.** The City Budget is in accordance with the Municipal Budget Law of the State of Tennessee. This law requires a cash-based budget, and the budget must be balanced. The Budget for the respective funds in this document is presented on a cash basis.
- **Balanced Budget.** It is the fiscal policy of the City to adopt a balanced budget. In accordance with State law, a balanced Budget requires that the beginning Unassigned Fund Balances plus estimated revenues must be greater than or equal to appropriations. If necessary, budgets can be balanced with revenues from the fund balance. However, the fund balance must remain positive and the use of fund balance for future budgets should not be recurring.
- **Financial Management.** The City will manage and account for its Operating and Capital Budgets in accordance with principles and standards set forth by the Governmental Accounting Standards Board (GASB) and Generally Accepted Accounting Principles (GAAP).
- **Accounting Method.** The City will maintain its accounting records for general governmental operations on a modified accrual basis, with revenues recorded when available and measurable and expenditures recorded when services or goods are received and the liabilities incurred. The City's actual expenditures, compared to the budget, are on a "modified accrual plus encumbrances" basis, which treats encumbrances as actual expenditures at the time the funds are encumbered. Accounting records for proprietary fund types and similar trust funds are maintained on an accrual basis, with all revenues recorded when earned and expenses recorded at the time liabilities are incurred, without regard to receipt of payment of cash. For governmental-type funds, revenues and expenditures are also monitored internally on a "Budgetary" basis to ensure compliance with legal limitations.
- **Internal Accounting Controls.** The City will develop and manage its accounting system to provide reasonable assurance regarding: (1) the safeguarding of assets against loss from unauthorized use or disposition; and (2) the reliability of financial records for preparing financial statements and maintaining accountability for assets. "Reasonable assurance" recognizes that (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the evaluation of costs and benefits requires estimates and judgments by management.
- **Audits.** The City will ensure the conduct of a timely, effective, and periodic audit coverage of all financial records and actions of the City, its officials, and employees in compliance with local, State, and Federal law.
- **Fund Balance.** The City strives to maintain a General Fund balance of 10% of expenditures as a standing fiscal policy.

Policies for Revenue and Program Funding

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

Policies for Expenditures and Allocation of Costs

- **Contents of Budgets.** The City will include in the Operating Budget all programs and facilities not specifically, eligible for inclusion in the Capital Improvement Program.
- **Expenditure Growth.** The City will budget expenditures for necessary and essential public purposes only, holding expenditure growth to levels consistent with realistic prospects for the community's ability to pay, both in the upcoming fiscal year and in the ensuing years as well.

- **Allocation of Costs.** The City will balance the financial burden of programs and facilities as fairly as possible between the general taxpayers and those who benefit directly, recognizing the common good that flows from many public expenditures, the inability of some citizens to pay the full costs of certain benefits, and the difficulty of measuring the relationship between public costs and public or private benefits in some services.
- **Expenditure Reduction.** The City will seek expenditure reductions whenever possible through efficiencies and through the reduction or elimination of programs, policies, and practices which have outlived their usefulness.
- **Public Investment in Infrastructure.** The City will, within available funds, plan and budget for those facilities and infrastructure necessary for a healthy economy and for support of public programs determined to be necessary for the quality of life desired by its citizens.
- **Procurement.** The City will make purchases, directly or indirectly, through a competitive process except when an alternative method of procurement is specifically authorized by law.

Policies for Debt Management

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

Policies for Governmental Management

- **Productivity.** The City will measure and seek to increase the productivity of City Programs in terms of the quantity and quality of services relative to resources expended, through program evaluation, employee training and incentives, and other strategies.
- **Risk Management.** The City will control its exposure to financial loss through a combination of commercial and self-insurance; will self-insure against all but the highest cost risks; and will aggressively control its future shares among agencies through loss history.
- **Employee Compensation.** The City will seek to provide equitable pay among comparable jobs and City agencies and between employees in collective bargaining units and those outside of such units and will seek to contain the growth of compensation costs through organizational efficiencies and productivity within the workforce.
- **Pension Funds.** The City will, through judicious management and diversified investment, assure the security of the assets of the Employees Retirement System towards its solvency and regular benefits for future as well as present retirees and will continue to evaluate the accrued liability and adjust the funding rate when necessary.
- **Surplus Property.** The City will maximize the residual value of land parcels or buildings declared in excess of current public needs through efforts at public reuse, lease to appropriate private organizations, or sale toward returning them to the tax base of the City. Depositions of goods that have become obsolete, unusable, or surplus to the needs of the City will be made through bid, auction or other lawful method to the purchaser offering the highest price except under circumstances specified by law.
- **Resource Management.** The City will seek continued improvement in its budgetary and financial management capacity to achieve the best possible decisions on resource allocation and the most effective use of budgeted resources.

Governmental Accounting

Overview

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

1. The absence of a profit motive, except for governmental enterprises, such as utilities
2. A legal emphasis which involves restrictions both in raising and spending revenues
3. An emphasis of accountability or stewardship of resources entrusted to public officials
4. The recording of the Budget in some funds
5. The use of modified accrual accounting in some funds. The City does not currently utilize permanent or private purpose Trust Funds.

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

Fund Accounting

There are three principles that deal specifically with fund accounting. These principles cover:

1. Definition of a fund
2. Types of funds
3. Number of funds.

A fund is defined by the Governmental Accounting Standards Board (GASB) as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities and balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. The City of Memphis report funds that are classified into three general types: Governmental, Proprietary, and Fiduciary.

Budgets and Impact Upon the Accounting System

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

1. An annual Budget(s) should be adopted for every government unit
2. The accounting system should provide the basis for appropriate Budgetary control
3. A common terminology and classification should be used consistently throughout the Budget, the accounts, and the financial reports of each fund.

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

In order to prevent the overspending of an item in the appropriations Budget, an additional Budgetary account is maintained during the year. The account is called "Encumbrances." When goods or services are ordered, appropriations are encumbered. The "Encumbrances" account does not represent expenditures; it is a Budgetary account which represents the estimated cost of goods or services which have yet to be received. In effect, the recording of encumbrances represents the recording of executory contracts, which is essential to prevent overspending of an appropriation. Encumbrances of governmental funds outstanding at year end can be reappropriated as deemed appropriate by the Comptroller during the subsequent fiscal year.

Financial Statements for State and Local Governments

The City of Memphis prepares an Annual Comprehensive Financial Report (ACFR) that includes Basic Financial Statements, Required Supplementary Information, Combining and Individual Fund Statements and Schedules, Supplementary Schedules, Single Audit, Statistical Section and the Management Discussion and Analysis (MD&A) as prescribed by GASB. Accrual basis accounting is recognition of revenues in the accounting period the revenues are earned and expenses in the accounting period the expenses are incurred. In addition, revenues and expenses have to be measurable in order to be reported. All the Funds that use accrual accounting (except the Trust Funds) are non-expendable, i.e., an objective of each of the funds is to maintain capital. The modified accrual basis of accounting on the other hand, recognizes: 1) Revenues in the accounting period in which they are both measurable and available to finance expenditures made during the current fiscal period. 2) Expenditures in the accounting period in which the liabilities are both measured and incurred.

The modified accrual basis is used in the following funds:

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

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

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

Special Revenue Funds account for earmarked revenue. The earmarked revenue is then used to finance various authorized expenditures. Many federal and state grants are reported in Special Revenue Funds.

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

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

Proprietary Funds and Fiduciary Funds

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

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

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

They are usually established for public utilities, and transit systems, etc.

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

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

Fund Balance

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

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

The City uses the classifications that have been developed by GASB and described in GASB Statement No. 54. Statement 54 is intended to improve the usefulness of information provided to financial report users about fund balance by providing clearer and more structured fund balance classifications, and by clarifying the definitions of existing governmental fund types. GASB developed Statement 54 to address the diversity of practice and the resulting lack of consistency that had evolved in fund balance reporting across governments. To reduce confusion, Statement 54 establish a hierarchy of fund balance classifications based primarily on the extent to which government is bound to observe spending constraints imposed upon how resources in governmental funds may be used. Statement 54 distinguishes fund balance between amounts that are considered completely "non-spendable" such as fund balance associated with inventories, and other "spendable" amounts that are classified based on the relative strength of the constraints that control the purposes for which specific amounts can be spent. Beginning with the most binding constraints, fund balance amounts are reported in the following classifications.

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

Glossary

Abatement: A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

Accounting System: The total structure of records and procedures that identify record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

Accrued Interest: The amount of interest that has accumulated on the debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

ACFR: Annual Comprehensive Financial Report - A detailed report of an organization's financial activities and performance over the fiscal year.

Amortization: The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

Appropriation: A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

Arbitrage: As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

Assessed Valuation: A value assigned to real estate or other property by a government as the basis for levying taxes.

Assets: Items owned by an organization that have economic value, such as cash, investments, property, and equipment.

Audit: An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the fiscal performance of a community.

Audit Report: Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

Available Funds: Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other one-time costs.

Balance Sheet: A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

Betterments (Special Assessments): Whenever a specific area of a community receives benefit from a public improvement (e.g., water, sewer, sidewalk, etc.), special property taxes may be assessed to reimburse the governmental entity for all or part of the costs it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full or the property owner may request that the assessors apportion the betterment over 20 years. Over the life of the betterment, one year's

apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

Bond: A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

Bond and Interest Record: (Bond Register) – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

Bonds Authorized and Unissued: Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by the community's legislative body to be removed from community's books.

Bond Issue: Generally, the sale of a certain number of bonds at one time by a governmental unit.

Bond Rating (Municipal): A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

Budget: A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Performance Budget, Program Budget)

Capital Assets: All real and tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful live extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Assets)

Capital Budget: An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Assets, Fixed Assets)

Cash: Currency, coin, checks, postal and express money orders and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

Cash Flow: The movement of money into or out of an organization, showing its liquidity and ability to meet financial obligations.

Cash Management: The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short- term borrowing and investment of idle cash.

Certificate of Deposit (CD): A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

Classification of Real Property: Assessors are required to classify all real property according to use into one of four classes: residential, open space, commercial, and industrial. Having classified its real properties, local officials are permitted to

determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners.

Collective Bargaining: The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union, regarding wages, hours and working conditions.

Compliance: Adherence to relevant laws, regulations, and internal policies governing financial reporting and operations.

Consumer Price Index: The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

Cost-Benefit Analysis: A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

Debt Burden: The amount of debt carried by an issuer is usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

Debt Service: The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

Encumbrance: A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

Enterprise Funds: An enterprise fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of the total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery — direct, indirect, and capital costs — are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

Equalized Valuations (EQVs): The determination of the full and fair cash value of all property in the community that is subject to local taxation.

Equity: The residual interest in the assets of an organization after deducting liabilities, representing the owners' stake in the business.

Estimated Receipts: A term that typically refers to anticipated local revenues, often based on the previous year's receipts and represents funding sources necessary to support a community's annual budget. (See Local Receipts)

Exemptions: A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

Expenditure: An outlay of money made by municipalities to provide the programs and services within their approved budget.

Fiduciary Funds: Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefits) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

Financial Statements: Reports summarizing an organization's financial activities and position, including the balance sheet, income statement, and cash flow statement.

Fiscal Year: The 12-month period for which an organization plans the use of its funds, typically not the same as the calendar year.

Fixed Assets: Long-lived assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

Fixed Costs: Costs that are legally or contractually mandated, such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

Float: The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

Full Faith and Credit: A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

Fund: An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund Accounting: Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

GAAP: Generally Accepted Accounting Principles - Standard accounting principles, standards, and procedures that companies use to compile their financial statements.

GASB 34: A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria for the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, roads, sewers, etc. It also requires the presentation of a narrative statement of the government's financial performance, trends and prospects for the future.

GASB 45: This is another Governmental Accounting Standards Board major pronouncement that each public entity accounts for and reports other post-employment benefits in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

General Fund: The fund used to account for most financial resources and activities governed by the normal appropriation process.

General Obligation Bonds: Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

Governing Body: A board, committee, commission, or other executive or policymaking body of a municipality or school district.

Indirect Cost: Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

Internal Controls: Policies and procedures implemented by an organization to ensure the reliability of financial reporting and compliance with laws and regulations, aiming to prevent fraud and errors.

Interest: Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

Interest Rate: The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

Investments: Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

Liabilities: Debts or obligations owed by an organization, including loans, accounts payable, and accrued expenses.

Line Item Budget: A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

Local Aid: Revenue allocated by the state or counties to municipalities and school districts.

Maturity Date: The date that the principal of a bond becomes due and payable in full.

Municipal(s): (As used in the bond trade). "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

Net Income: The difference between an organization's revenues and expenses, representing its profit or loss for a specific period.

Note: A short-term loan, typically with a maturity date of a year or less.

Objects of Expenditures: A classification of expenditures that is used for coding any department disbursement, such as “personal services,” “expenses,” or “capital outlay.”

Official Statement: A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

Operating Budget: A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

Overlapping Debt: A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

Performance Budget: A budget that stresses output both in terms of economy and efficiency.

Principal: The face amount of a bond, exclusive of accrued interest.

Program: A combination of activities to accomplish an end.

Program Budget: A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

Proprietary Funds: Funds used to record the financial transactions of governmental entities when they engage in activities that are intended to recover the cost of providing goods or services to the general public on a user-fee basis.

Purchased Services: The cost of services that are provided by a vendor.

Refunding of Debt: Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.

Reserve Fund: An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures.

Revaluation: The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

Revenues: Inflows of resources or other enhancements of assets of an organization, usually from sales of goods or services.

Revenue Anticipation Note (RAN): A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

Revenue Bond: A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

Revolving Fund: Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

Sale of Real Estate Fund: A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure.

Stabilization Fund: A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose.

Surplus Revenue: The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

Tax Rate: The amount of property tax stated in terms of a unit of the municipal tax base; for example, $14.80 per $1,000 of assessed valuation of taxable real and personal property.

Tax Title Foreclosure: The procedure initiated by a municipality to obtain legal title to real property already in tax title and on which property taxes are overdue.

Trust Fund: In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by the community's legislative body. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

Uncollected Funds: Recently deposited checks included in an account's balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be

loaned or used as part of the bank's reserves and they are not available for disbursement.)

Undesignated Fund Balance: Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.

Unreserved Fund Balance (Surplus Revenue Account): The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

Valuation (100 percent): The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.

Budget Ordinance

ORDINANCE NO. 5944
AN ORDINANCE OF THE CITY OF MEMPHIS, TENNESSEE
ADOPTING THE ANNUAL BUDGET AND TAX RATE
FOR THE FISCAL YEAR BEGINNING JULY 1, 2025 AND ENDING JUNE 30, 2026

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

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

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

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

SECTION 1

That the legislative body projects anticipated revenues for all sources and appropriates planned expenditures for each Fund, Division, or other agency of the municipality, herein presented together with the actual annual receipts and expenditures of the last preceding fiscal year and the estimated annual expenditures for the current fiscal year, and from those revenues and unexpended and unencumbered funds as follows for the fiscal year 2026, and including the projected ending balances for the budget year, the actual ending balances for the most recent ended fiscal year and the estimated ending balances for the current fiscal years:

General Fund			
	Actual 2024	Estimated Actual FY2025	Budget FY2026
Revenue			
Donations	$ -	$ -	$ 20,000
Local Taxes	506,086,974	571,701,925	574,288,407
State Taxes	82,251,107	83,390,323	80,325,000
Licenses and Permits	12,772,621	17,681,000	27,791,000
Fines and Forfeitures	11,146,482	12,125,733	11,507,000
Charges for Services	48,971,850	51,507,005	55,002,911
Use of Money and Property	20,808,341	17,027,258	15,555,000
Federal Grants	6,691,453	8,343,572	7,428,000
Intergovernmental Revenues	5,368,289	5,860,542	6,158,005
Other Revenues	33,352,727	4,810,347	2,404,074
Transfers In	96,549,026	108,423,952	107,318,000
Contributed from Fund Balance	-	-	-
Total Revenue	**$ 823,998,870**	**$ 880,871,657**	**$ 887,797,397**
Expenditures			
Personnel Services	$ 589,120,458	$ 614,005,289	$ 639,242,861
Materials and Supplies	164,036,459	195,597,034	177,861,167
Capital Outlay	739,513	1,582,107	988,301
Grants and Subsidies	95,797,000	78,773,358	71,118,474
Inventory	682,503	789,341	752,500
Expense Recovery	(20,434,873)	(21,035,300)	(21,035,300)
Investment Fees	149,567	149,652	149,652
Service Charges	3,296,491	3,388,020	8,311,205
Transfers Out	7,996,000	6,596,000	5,746,000
Depreciation - Purchased	1,500	-	-
Misc Expense	1,330,995	35,557	-
Contributed to Fund Balance	-	-	-
Total Expenditures	**$ 842,715,613**	**$ 879,881,058**	**$ 883,134,860**
Net Revenue	**$ (18,716,743)**	**$ 990,599**	**$ 4,662,537**

Special Revenue Funds:

Drug Enforcement Fund	Actual 2024	Estimated Actual FY2025	Budget FY2026
Revenue			
Fines and Forfeitures	$ 1,115,227	$ 1,440,695	$ 2,842,700
Federal Grants	30,092	27,870	50,000
Other Revenues	6,822	12,768	-
Contributed from Fund Balance	-	-	-
Total Revenue	**$ 1,152,141**	**$ 1,481,333**	**$ 2,892,700**
Expenditures			
Personnel Services	$ 456,252	$ 400,000	$ 820,000
Materials and Supplies	1,173,170	1,221,766	1,933,700
Capital Outlay	261,199	468,805	495,000
Total Expenditures	**$ 1,890,621**	**$ 2,090,571**	**$ 3,248,700**
Net Revenue	**$ (738,480)**	**$ (609,238)**	**$ (356,000)**

Hotel/Motel Tax Fund	Actual 2024	Estimated Actual FY2025	Budget FY2026
Revenue			
Local Taxes	$ 17,590,452	$ 16,597,000	$ 14,590,000
Contributed from Restricted Fund Balance	-	-	-
Total Revenue	**$ 17,590,452**	**$ 16,597,000**	**$ 14,590,000**
Expenditures			
Grants and Subsidies	$ 11,141,899	$ 10,740,510	$ 10,740,510
Transfers Out	6,633,050	6,633,050	6,633,050
Contributed to Fund Balance	-	-	-
Total Expenditures	**$ 17,774,949**	**$ 17,373,560**	**$ 17,373,560**
Net Revenue	**$ (184,497)**	**$ (776,560)**	**$ (2,783,560)**

Special Revenue Funds (cont.)

Metro Alarm Fund	Actual 2024	Estimated Actual FY2025	Budget FY2026
Revenue			
Licenses and Permits	$ 2,207,910	$ 2,151,525	$ 2,040,000
Other Revenue	160	400	10,000
Contributed from Fund Balance	-	-	-
Total Revenue	**$ 2,208,070**	**$ 2,151,925**	**$ 2,050,000**
Expenditures			
Personnel Services	$ 319,185	$ 404,324	$ 473,396
Materials and Supplies	154,632	304,499	272,500
Transfers Out	1,625,000	1,625,000	1,325,000
Miscellaneous Expense	-	500	-
Total Expenditures	**$ 2,098,817**	**$ 2,334,323**	**$ 2,070,896**
Net Revenue	**$ 109,253**	**$ (182,398)**	**$ (20,896)**

New Memphis Arena Fund	Actual 2024	Estimated Actual FY2025	Budget FY2026
Revenue			
Local Taxes	$ 2,500,000	$ 2,500,000	$ 2,500,000
Transfer In	1,975,000	1,975,000	1,975,000
Total Revenue	**$ 4,475,000**	**$4,475,000**	**$4,475,000**
Expenditures			
Grants and Subsidies	$ 4,475,000	$ 4,475,000	$ 4,475,000
Total Expenditures	**$ 4,475,000**	**$ 4,475,000**	**$ 4,475,000**
Net Revenue	**$ -**	**$ -**	**$ -**

Special Revenue Funds (cont.)

Pre-K Fund	Actual 2024	Estimated Actual FY2025	Budget FY2026
Revenue			
Local Taxes	$ 5,433	$ -	$ -
Transfer In	7,000,000	7,000,000	7,000,000
Total Revenue	**$ 7,005,433**	**$ 7,000,000**	**$ 7,000,000**
Expenditures			
Grants and Subsidies	$ 7,000,000	$ 7,000,000	$ 7,000,000
Total Expenditures	**$ 7,000,000**	**$ 7,000,000**	**$ 7,000,000**
Net Revenue	**$ 5,433**	**$ -**	**$ -**

Sales Tax Referendum	Actual 2024	Estimated Actual FY2025	Budget FY2026
Revenue			
Local Taxes	$ 76,057,693	$ 75,000,000	$ 75,000,000
Contributed from Fund Balance	-	-	-
Total Revenue	**$ 76,057,693**	**$ 75,000,000**	**$ 75,000,000**
Expenditures			
Personnel Services	$ -	$ 11,999,037	$ 15,433,321
Materials and Supplies	1,921,293	-	-
Project Cost	20,239,218	2,709,833	-
Transfers Out	85,938,607	77,465,500	78,297,125
Contributed to Fund Balance	-	-	-
Total Expenditures	**$ 108,099,118**	**$ 92,174,370**	**$ 93,730,446**
Net Revenue	**$ (32,041,425)**	**$ (17,174,370)**	**$ (18,730,446)**

Special Revenue (cont.)

Solid Waste Management Fund			
	Actual 2024	Estimated Actual FY2025	Budget FY2026
Revenue			
Investment in General Fixed Assets	$ -	$ -	$ -
Local Taxes	33,989	100,000	100,000
Charges for Services	77,728,437	109,432,643	104,413,569
Use of Money and Property	-	53,000	53,000
Other Revenues	14,448	25,084	25,084
Proceeds from Loan	(25)	-	-
Employee Contributions	(175)	-	-
Contributed from Fund Balance	-	-	-
Total Revenue	**$ 77,776,674**	**$ 109,610,727**	**$ 104,591,653**
Expenditures			
Personnel Services	$ 31,620,796	$ 48,432,224	$ 44,027,933
Materials and Supplies	13,608,861	15,050,354	20,403,010
Capital Outlay	1,334,417	2,153,495	2,981,149
Service Charges	30,142,900	34,025,068	34,534,998
Transfers Out	3,394,298	2,512,903	2,968,519
Contributed to Fund Balance	-	-	-
Total Expenditures	**$ 80,101,272**	**$ 102,174,044**	**$ 104,915,609**
Net Revenue	**$ (2,324,598)**	**$ 7,436,683**	**$ (323,956)**

Special Revenue Funds (cont.)

State Street Aid Fund	Actual 2024	Estimated Actual FY2025	Budget FY2026
Revenue			
State Taxes	$ 22,203,173	$ 22,350,000	$ 22,350,000
Total Revenue	**$ 22,203,173**	**$ 22,350,000**	**$ 22,350,000**
Expenditures			
Materials and Supplies	$ 20,434,873	$ 20,581,700	$ 20,581,700
Transfers Out	1,768,300	1,768,300	1,768,300
Total Expenditures	**$ 22,203,173**	**$ 22,350,000**	**$ 22,350,000**
Net Revenue	**$ -**	**$ -**	**$ -**

FIRE EMS	2024	Actual FY2025	FY2026
Revenue			
Federal Grants	$ 4,356,828	$ 5,605,886	$ 6,422,100
Other Revenues	144,000	24,256	-
Contributed From Unassigned Fund	-	-	-
Total Revenue	**$ 4,500,828**	**$ 5,630,142**	**$ 6,422,100**
Expenditures			
Materials and Supplies	$ 1,579,097	$ 1,566,364	$ 1,610,183
Capital Outlay	2,172,878	3,577,403	4,811,917
Redemption of Serial Bonds and Notes	-	192,286	395,281
Interest	-	38,572	66,435
Total Expenditures	**$ 3,751,975**	**$ 5,374,625**	**$ 6,883,816**
Net Revenue	**$ 748,853**	**$ 255,517**	**$ (461,716)**

Special Revenue Funds (cont.)

Transit and Mobility Fund			
	2024 Actual	FY2025	FY2026
Revenue			
Local Taxes	$ 2,320,463	$ 4,250,000	$ 4,250,000
Total Revenue	**$ 2,320,463**	**$ 4,250,000**	**$ 4,250,000**
Expenditures			
Grants and Subsidies	$ -	$ 4,250,000	$ 4,250,000
Total Expenditures	**$ -**	**$ 4,250,000**	**$ 4,250,000**
Net Revenue	**$ 2,320,463**	**$ -**	**$ -**

Park Special Service Fund			
	2024 Actual	FY2025	FY2026
Revenue			
Local Taxes	$ 195,602	$ 180,219	$ 120,000
Use of Money and Property	-	40,000	40,000
Total Revenue	**$ 195,602**	**$ 220,219**	**$ 160,000**
Expenditures			
Transfers Out	$ 1,855,000	$ -	$ -
Contributed to Fund Balance	-	-	-
Total Expenditures	**$ 1,855,000**	**$ -**	**$ -**
Net Revenue	**$ (1,659,398)**	**$ 220,219**	**$ 160,000**

Special Revenue Funds (cont.)

Affordable Housing Fund			
	2024	Actual FY2025	FY2026
Revenue			
Local Taxes	$ 303	$ -	$ -
Other Revenues	2,226	-	-
Transfers In	5,000,000	3,600,000	2,650,000
Total Revenue	**$ 5,002,529**	**$ 3,600,000**	**$ 2,650,000**
Expenditures			
Grants and Subsidies	$ 447,963	$ 3,803,655	$ 2,650,000
Total Expenditures	**$ 447,963**	**$ 3,803,655**	**$ 2,650,000**
Net Revenue	**$ 4,554,566**	**$ (203,655)**	**$ -**

Special Revenue Funds (cont.)

Debt Service Fund			
	Actual 2024	Estimated Actual FY2025	Budget FY2026
Revenue			
Ad Valorem Tax - Current	$ 118,985,592	$ 119,000,000	$ 119,000,000
Ad Valorem Tax Prior	3,961,051	3,100,000	3,100,000
PILOT's	1,898,115	2,201,839	2,201,839
Local Sales Tax	11,971,026	12,000,000	12,000,000
Tourism Development Zone Local Sales	2,869,063	2,484,631	2,500,000
Tourism Development Zone State Sales	16,157,503	17,897,301	18,000,000
Use of Money and Property	8,664,758	9,120,952	8,420,000
Federal Grants	606,479	1,627,966	1,463,887
Other Revenues	1,628,979	1,711,997	1,720,000
Oper Tfr In - General Fund	-	184,848	-
Oper Tfr In - State Street Aid	1,768,300	1,768,300	1,768,300
Oper Tfr In - Solid Waste Fund	2,644,298	1,762,903	2,218,519
Oper Tfr In - Misc Grants Fund	192,246	192,071	191,746
Oper Tfr In - Hotel/Motel Fund	6,633,050	6,633,050	6,633,050
Proceeds from Refunded Debt	-	93,363,556	-
Bond Sale Proceeds	-	151,167,089	-
Dividend and Interest on Investment	1,176,304	168,284	167,000
Contribution from Committed Fund Balance	-	-	
Contributed From Restricted	-	-	1,275,000
Total Revenue	**$ 179,156,764**	**$ 424,384,787**	**$ 180,659,341**
Expenditures			
Miscellaneous Expense	$ 18,272	$ 26,010	$ 20,000
Misc Professional Services	734,706	645,000	645,000
Bank Charges	392,763	600,000	600,000
Investment Fees	-	4,000	4,000
Bond Issues Costs	103,639	1,748,024	-
Redemption of Serial Bonds and Notes	113,903,651	118,821,562	130,500,391
Interest	68,970,766	66,970,923	68,028,964
Service Charges	50,375	54,919	54,925
Transfers Out	-	2,324,354	-
Retirement of Refunded Debt	-	242,776,345	-
Retirement of Refunded Debt	-	-	-
Misc Expense - Prior Year Expense	157,592	-	-
Contribution to Restricted Fund Balance	-	-	-
Total Expenditures	**$ 184,331,764**	**$ 433,971,137**	**$ 199,853,280**
Net Revenue	**$ (5,175,000)**	**$ (9,586,350)**	**$ (19,193,939)**

Enterprise Funds:

Sewer Fund			
	Actual 2024	Estimated Actual FY2025	Budget FY2026
Revenue			
Fines and Forfeitures	$ 1,887,472	$ 1,001,000	$ 1,376,769
Charges for Services	159,270,551	144,662,450	161,481,998
Use of Money and Property	-	600,000	600,000
Federal Grants	3,396,544	26,924,402	-
State Grants	2,399,248	5,269,590	-
Other Revenues	1,736,951	116,482	68,000
Dividend and Interest on Investment	2,051,486	-	-
Gain (Loss) on Investments	(174,773)	-	-
Contributed from Fund Balance	-	-	-
Capital Contributions	503,370	-	-
Total Revenue	**$ 171,070,849**	**$ 178,573,924**	**$ 163,526,767**
Expenditures			
Personnel Services	$ 24,760,625	$ 30,151,957	$ 33,193,926
Materials and Supplies	75,381,263	$91,075,204	$85,488,370
Pension Expense	916,002	-	-
Capital Outlay	1,364,482	$10,707,512	$11,862,000
Investment Fees	3,560	-	-
Project Costs	-	$13,870,249	-
Interest	2,323,282	10,787,384	$13,668,469
Service Charges	2,900	5,000	-
Transfers Out	11,990,513	$12,033,813	$12,927,258
Depreciation on Own Funds	16,292,552	$15,237,776	$15,240,200
Misc Expense	6,284,510	-	-
Total Expenditures	**$ 139,319,689**	**$ 183,868,895**	**$ 172,380,223**
Net Revenue	**$ 31,751,160**	**$ (5,294,971)**	**$ (8,853,456)**

Enterprise Funds (cont.)

Storm Water Fund	Actual 2024	Estimated Actual FY2025	Budget FY2026
Revenue			
Fines and Forfeitures	$ 14,873	$ 35,000	$ 35,000
Charges for Services	37,083,651	37,000,000	37,100,000
Use of Money and Property	-	-	-
Other Revenues	948,000	-	-
Dividend and Interest on Investment	1,170,837	-	-
Gain (Loss) on Investments	(81,714)	-	-
Gain (Loss) on Sale of Assets	167,411	-	-
Total Revenue	**$ 39,303,058**	**$ 37,035,000**	**$ 37,135,000**
Expenditures			
Personnel Services	$ 12,280,070	$ 8,802,435	$ 14,506,205
Materials and Supplies	7,356,078	13,609,763	12,943,338
Pension Expense	539,000	-	-
Capital Outlay	558,171	3,806,683	3,281,748
Grants and Subsidies	125,000	480,000	430,000
Investment Fees	6,590	-	-
Project Costs	-	7,436,718	-
Bond Issue Costs	-	137,500	-
Interest	514,789	1,748,757	1,882,751
Service Charges	-	-	140,000
Transfers Out	106,000	106,000	106,000
Depreciation on Own Funds	2,896,754	2,395,340	2,416,340
Contributed to Fund Balance	-	-	-
Total Expenditures	**$ 24,382,452**	**$ 38,523,196**	**$ 35,706,382**
Net Revenue	**$ 14,920,606**	**$ (1,488,196)**	**$ 1,428,618**

Internal Service Funds:

Fleet Fund	Actual 2024	Estimated Actual FY2025	Budget FY2026
Revenue			
Charges for Services	$ 34,319,158	$ 37,982,082	$ 37,291,463
Total Revenue	**$ 34,319,158**	**$ 37,982,082**	**$ 37,291,463**
Expenditures			
Materials and Supplies	$ 16,725,675	$ 19,353,738	$ 19,416,127
Capital Outlay	303,625	575,000	250,000
Inventory	16,726,927	18,764,918	18,244,000
Depreciation on Own Funds	-	-	96,100
Contributed to Fund Balance	-	-	-
Total Expenditures	**$ 33,756,227**	**$ 38,693,656**	**$ 38,006,227**
Net Revenue	**$ 562,931**	**$ (711,574)**	**$ (714,764)**

Healthcare Fund	Actual 2024	Estimated Actual FY2025	Budget FY2026
Revenue			
Other Revenues	$ 77,499,321	$ 79,703,638	$ 86,847,000
Transfers In	2,334,000	949,000	1,216,000
Employee Contributions	12,994,391	14,442,798	14,534,000
Total Revenue	**$ 92,827,712**	**$ 95,095,436**	**$ 102,597,000**
Expenditures			
Personnel Services	$ 7,291,228	$ 8,129,456	$ 6,784,727
Materials and Supplies	7,090,909	10,632,551	15,265,449
Grants and Subsidies	149,338	150,000	150,000
Claims Incurred	71,144,203	78,132,744	85,472,000
Federal Tax	13,708	45,000	51,000
Contributed to Fund Balance	-	-	-
Total Expenditures	**$ 85,689,386**	**$ 97,089,751**	**$ 107,723,176**
Net Revenue	**$ 7,138,326**	**$ (1,994,315)**	**$ (5,126,176)**

Internal Service Funds (cont.)

Unemployment Fund			
	Actual 2024	Estimated Actual FY2025	Budget FY2026
Revenue			
Employer Contributions	$ 504,240	$ 515,920	$ 643,120
Total Revenue	**$ 504,240**	**$ 515,920**	**$ 643,120**
Expenditures			
Claims Incurred	$ 126,114	$ 218,781	$ 200,000
Contributed to Fund Balance	-	-	-
Total Expenditures	**$ 126,114**	**$ 218,781**	**$ 200,000**
Net Revenue	**$ 378,126**	**$ 297,139**	**$ 443,120**

Fiduciary Funds:

Other Post-Employment Benefits Fund			
	Actual 2024	Estimated Actual FY2025	Budget FY2026
Revenue			
Other Revenues	$ 21,110,269	$ 24,172,078	$ 21,864,000
Transfers In	9,172,000	10,058,000	9,087,000
Dividend and Interest on Investment	107,648	72,228	-
Employee Contributions	3,923,146	4,378,058	4,553,000
Gain (Loss) on Investments	468,791	329,179	-
Gain (Loss) on Sale of Assets	1,548	(656)	-
Total Revenue	**$ 34,783,402**	**$ 39,008,887**	**$ 35,504,000**
Expenditures			
Personnel Services	$ 6,924,088	$ 7,409,841	$ 7,973,890
Materials and Supplies	957,700	1,202,827	1,336,829
Grants and Subsidies	759,616	750,000	750,000
Claims Incurred	17,634,113	19,683,046	22,299,000
Investment Fees	1,002	1,080	-
Federal Tax	5,875	15,169	9,000
Contributed to Fund Balance	-	-	-
Total Expenditures	**$ 26,282,394**	**$ 29,061,963**	**$ 32,368,719**
Net Revenue	**$ 8,501,008**	**$ 9,946,924**	**$ 3,135,281**

Fiduciary Funds (cont.):

Library Retirement System Fund			
	Actual 2024	Estimated Actual FY2025	Budget FY2026
Revenue			
Transfers In	$ 471,000	$ 471,000	$ 471,000
Dividend and Interest on Investment	1,494,616	1,165,867	1,165,867
Employee Contributions	98,063	73,190	73,190
Employer Contributions	98,063	73,190	73,190
Gain (Loss) on Investments	4,275,086	1,093,724	1,093,724
Gain (Loss) on Sale of Assets	(24,870)	88,580	88,580
Contributed from Fund Balance	-	-	-
Total Revenue	**$ 6,411,958**	**$ 2,965,551**	**$ 2,965,551**
Expenditures			
Materials and Supplies	$ -	$ 50,000	$ 50,000
Investment Fees	41,682	20,623	20,623
Pension Benefits	4,545,529	4,255,963	4,255,963
Misc Expense	60,550	-	-
Total Expenditures	**$ 4,647,761**	**$ 4,326,586**	**$ 4,326,586**
Net Revenue	**$ 1,764,197**	**$ (1,361,035)**	**$ (1,361,035)**

All monies subject to appropriation by all Funds and Division shall be deposited with the City Treasurer for the use of the City of Memphis and all monies so received shall be considered appropriated regardless of the foregoing estimates by items until the appropriations have been filled.

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

The Fiscal Year 2026 Adopted Budget contains funding for 13 paid holidays for City of Memphis Employees. Those paid holidays are: New Year's Day, Martin Luther King Day, Martin Luther King Memorial Day, Good Friday, Memorial Day, Juneteenth, Independence Day, Labor Day, Veterans Day, Thanksgiving Day, Day After Thanksgiving, Christmas Eve, and Christmas Day.

Where work is done or materials furnished by one Division and/or Service Center for another Division and/or Service Center, the City Comptroller is directed to charge the appropriation of the Division or Service Center receiving and to credit the appropriation of the Division or Service enter furnishing such labor materials with the proper cost thereof, which said charge is accepted by the Division or Service Center receiving the same.

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

SECTION 2

At the end of the fiscal year 2025, the Legislative body estimates fund balances as follows:

General Fund	$ 169,611,000
Drug Enforcement Fund	8,456,000
Hotel/Motel Tax Fund	3,156,000
Affordable Housing Fund	4,825,000
Metro Alarm Fund	2,887,000
New Memphis Arena Fund*	-
MATA Transit	5,614,000
Fire EMS	4,905,000
Pre-K Fund	10,633,000
Sales Tax Referendum Fund	26,200,000
Solid Waste Management Fund	11,514,000
State Street Aid Fund**	-
Parks Special Services Fund	2,415,000
Life Insurance Fund	23,434,000
Debt Service Fund	58,689,000
Sewer Fund	575,904,000
Storm Water Fund	173,734,000
Fleet Fund	6,847,000
Healthcare Fund	30,769,000
Unemployment Fund	2,196,000
Other Post-Employment Benefits	29,441,000
Library Retirement System Fund	51,795,000

*Fund allocated to Debt Service for Bond Payment

**Funds allocated to General Fund at Year End

SECTION 3

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

City of Memphis Operating Budget Debt Service Payment Data

Fiscal Year 2026

DEBT SERVICE FUND:

Type of Debt/Loan Name and Description	Original Issuance Amount	Authorized & Unissued	Total Principal Outstanding at June 30	Budgeted Annual Debt Service		
				Principal	Interest	Total
Bonds						
CCRFC Economic Development Bond (100 N Main - City of Memphis Project) Series 2024B	$ 15,205,000	$ -	$ 13,465,000	$ 2,495,000	$ 468,751	$ 2,963,751
CCRFC Economic Development Bond (Convention Center Hotel Project) Series 2024A	25,665,000	-	23,410,000	2,965,000	884,033	3,849,033
General Improvement Refunding Bonds, Series 2024B	85,290,000	-	82,545,000	9,935,000	4,037,625	13,972,625
General Improvement Bonds, Series 2024A	135,345,000	-	135,345,000	7,125,000	6,678,250	13,803,250
General Improvement Refunding Bonds, Series 2022A	138,010,000	-	138,010,000	3,280,000	6,818,500	10,098,500
General Improvement Refunding Bonds, 2022	167,555,000	-	167,555,000	1,225,000	5,192,274	6,417,274
NMA PBA Local Gov't Public Improv. Bonds (City of Memphis Project), Series 2021	163,772,126	-	163,772,126	-	-	-
EDGE Economic Development Bonds (City of Memphis Project), Series 2021A	19,140,000	-	19,140,000	-	796,650	796,650
EDGE Economic Development Bonds (City of Memphis Project) Series 2021B (Federally Taxable)	5,115,000	-	3,105,000	1,020,000	47,570	1,067,570
EDGE Revenue Bonds (Liberty Park Project) Series 2021 (Federally Taxable)	69,635,000	-	67,460,000	1,680,000	1,789,471	3,469,471
General Improvement Refunding Bonds, Series 2021	165,680,000	-	153,790,000	6,130,000	6,736,600	12,866,600
General Improvement Bonds, Series 2020A	24,470,000	-	16,120,000	2,360,000	747,000	3,107,000
General Improvement & Refunding Bonds, Series 2020	214,675,000	-	118,545,000	3,845,000	4,907,500	8,752,500
General Improvement Bonds, Series 2018	309,255,000	-	266,160,000	7,625,000	10,639,470	18,264,470
General Improvement Bonds, Series 2016	69,885,000	-	48,995,000	-	1,606,431	1,606,431
General Improvement Refunding Bonds, Series, 2015A	76,820,000	-	52,905,000	52,905,000	2,645,250	55,550,250
General Improvement Refunding Bonds, Series 2014B	208,230,000	-	2,690,000	2,690,000	84,063	2,774,063
General Improvement Bonds, Series 2010F (RZEDB)	11,160,000	-	11,160,000	-	674,287	674,287
General Improvement Bonds, Series 2010C (Direct Pay BABs)	62,550,000	-	39,365,000	4,315,000	2,130,169	6,445,169
General Improvement Bonds, Series 2010B (Direct Pay BABs)	39,950,000	-	24,045,000	4,455,000	1,438,238	5,893,238

SECTION 3 (cont.)

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

City of Memphis Operating Budget Debt Service Payment Data

Fiscal Year 2026

Type of Debt/Loan Name and Description	Original Issuance Amount	Authorized &Unissued	Total Principal Outstanding at June 30	Budgeted Annual Debt Service Principal	Interest	Total
EDGE Revenue Refunding Bond, Series 2022 (Electrolux Project)	28,935,000	-	11,780,000	922,500	353,531	1,276,031
TDZ Revenue Refunding Bonds, Series 2017B	87,725,000	-	80,665,000	11,820,000	3,737,750	15,557,750
Sports Facility Revenue Bonds, Series 2014A (Stadium Project)	17,925,000	-	7,190,000	1,590,000	320,750	1,910,750
Sports Facility Revenue Bonds, Series 2014B (Stadium Project) (Taxable)	5,720,000	-	1,660,000	320,000	82,502	402,502
Loan Agreement:						
TMBF Loan (Solid Waste)	6,800,000	-	5,490,000	695,000	219,600	914,600
Notes:						
Commercial Paper	100,000,000	50,000,000	100,000,000		4,791,667	4,791,667
Leases:						
Solid Waste Lease, 2024	5,859,349	-	5,323,990	1,102,890	201,029	1,303,919
Total	$ 2,260,371,475	$ 50,000,000	$ 1,759,691,116	$ 130,500,390	$ 68,028,961	$ 198,529,352

EMS Fund:

Type of Debt/Loan Name and Description	Original Issuance Amount	Authorized &Unissued	Total Principal Outstanding at June 30	Budgeted Annual Debt Service Principal	Interest	Total
Leases:						
Fire Services Lease 2024	$ 2,090,620	$ -	$ 1,898,334	$ 395,281	$ 66,435	461,716
Total	$ 2,090,620	$ -	$ 1,898,334	$ 395,281	$ 66,435	$ 461,716

Stormwater Fund:

Type of Debt/Loan Name and Description	Original Issuance Amount	Authorized &Unissued	Total Principal Outstanding at June 30	Budgeted Annual Debt Service Principal	Interest	Total
Bonds:						
Storm Water System Revenue Bonds, Series 2019	$ 35,830,000	$ -	$ 31,740,000	$ 945,000	$ 1,563,375	$ 2,508,375
Loan Agreement:						
WIFIA Loan	10,275,781	-	963,426	-	319,376	319,376
Total	$ 46,105,781	$ -	$ 32,703,426	$ 945,000	$ 1,882,751	$ 2,827,751

SECTION 3 (cont.)

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

City of Memphis Operating Budget Debt Service Payment Data

Fiscal Year 2026

Sewer Fund:

Type of Debt/Loan Name and Description	Original Issuance Amount	Authorized &Unissued	Total Principal Outstanding at June 30	Principal	Interest	Total
Bonds						
Sanitary Sewerage System Revenue Bonds, Series 2025	$ 65,705,000	$ -	$ 65,705,000	$ 1,380,000	$ 3,268,000	$ 4,648,000.00
Sanitary Sewerage System Revenue and Revenue Refunding Bonds, Series 2020B	123,535,000	-	104,105,000	$ 3,475,000	5,118,375	8,593,375
Sanitary Sewerage System Revenue and Revenue Refunding Bonds, Series 2018	69,480,000	-	52,060,000	3,825,000	2,187,325	6,012,325
Loan Agreements						
WIFIA Loan	$ 110,640,335	$ 45,359,665	$ 110,640,335	$ -	$ 1,623,165	$ 1,623,165
State Revolving Fund Loan - SRF 13-311	$ 100,000,000	$ -	$ 75,213,436	$ 4,869,636	$ 605,772	$ 5,475,408
State Revolving Fund Loan - SRF 13-309	11,601,993	-	7,646,597	577,632	61,272	638,904
State Revolving Fund Loan- SRF 06-195	3,988,541	-	1,863,233	209,952	45,780	255,732
State Revolving Fund Loan- SRF 15-355	25,000,000	-	19,996,570	1,200,636	161,400	1,362,036
State Revolving Fund Loan- SRF 18-409	11,000,000	-	8,706,291	532,380	75,312	607,692
State Revolving Fund Loan- SRF 19-421	6,500,000	-	5,127,256	306,420	63,828	370,248
State Revolving Fund Loan- SRF 19-434	48,000,000	-	44,554,398	2,310,600	239,232	2,549,832
State Revolving Fund Loan- SRF 21-451	14,999,482	-	13,826,330	714,972	93,144	808,116
Notes						
State Revolving Fund Loan- CGB22 SRF 24-471	$ -	$ 39,636,000	$ -	$ -	$ 125,863	$ 125,863
Total	$ 590,450,351	$ 84,995,665	$ 509,444,446	$ 19,402,228	$ 13,668,469	$ 33,070,697
Total Outstanding Debt	$ 2,899,018,226	$ 134,995,665	$ 2,303,737,322	$ 151,242,899	$ 83,646,616	$ 234,889,515

SECTION 4

The Capital Improvement Plan (CIP) Budget for Fiscal Year 2026 (Beginning July 1, 2025) is as follows:

City of Memphis Divisions (GO Bonds)	CIP Budget FY2026
City Engineering	$ 3,760,000
Convention Center	-
Executive	750,000
Fire Services	5,036,080
General Services	21,550,000
HCD	8,650,000
Information Technology	7,500,000
Libraries	2,500,000
MATA	1,325,000
Memphis Parks	6,550,000
MRPP	250,000
Police Services	14,852,400
Public Works	24,650,000
G.O. Bonds Total	$ 97,373,480
Enterprise Funds (Various Funding Sources)	
Sewer Fund	$ 67,500,000
Storm Water Fund	45,580,000
Enterprise Total	$ 113,080,000
TOTAL FY25 CIP Budget	$ 210,453,480

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

The Chief Financial Officer of the City of Memphis is authorized to bring forward into the 2026 fiscal year all unappropriated allocations for incomplete or ongoing projects, or projects that have not begun and are necessary to be carried forward from the fiscal year 2025 Capital Budget as carried forward dollars. It is the intent of the Council and the Administration to affect a material reduction in future capital expenditures where possible; and to achieve this goal all prior years G. O. Bond unappropriated allocations that have not been approved to carry forward in the fiscal year 2025 Capital Improvement Budget shall be unallocated and removed from the Capital Improvement Program.

Provisions have been made that upon completion or deletion of any authorized project, all unused allocations or unencumbered appropriations on projects completed in fiscal year 2026, the funding will be returned to its source by the Chief Financial Officer and/or made available for transfer or reallocation, subject to further appropriation and allocation of said funds by the Council.

The City Council of Memphis approves that the fiscal years 2026-2030 Capital Improvement Program be, and the same is hereby approved and adopted as the City's Official Statement of Intent to construct needed public improvements subject to annual review and modification, and the Capital Acquisition Budget is hereby approved and adopted as needed replacements for vehicles and equipment. Funds approved in the planning category: capital acquisition purchases, street maintenance, asphalt/paving/resurfacing, information technology contracts, sidewalks, ADA ramps, bridge repairs, and traffic devices are considered approved, allocated, and appropriated as set forth in the fiscal year 2026 budget upon approval, the welfare of the City requiring it.

The General Obligation Bond Capital Improvement Program funding for fiscal year 2026 is $97,373,480. The Enterprise Funds Capital Improvement Program funding for fiscal year 2026 is $113,080,000. The Fiscal Year 2026 General Obligation Bond CIP Budget and the Fiscal Year 2026 Enterprise Funds CIP Budget are attached here to detail the construction projects and capital maintenance and is made a part of this Budget Ordinance.

The fiscal year 2026 allocations to the Capital Improvement Program be and are hereby adopted as the fiscal year 2026 Capital Construction Budget and funds are appropriated for architectural/engineering services and for land options, if necessary. The Administration shall use the following procedures in moving forward with Capital Construction projects:

The Administration shall present to the appropriate Council Committee the schematic design of the project(s) as defined by the standard Architectural and Engineering Agreement used by the City of Memphis, at an architectural or engineering expense not to exceed 20% of the contracted professional fee amount. Projects designed "in-house" or gratuitously must also go through the process. Council approval in the next following regular session of the Council is then required before the continuation of any such project.

After such Council approval, the Administration will proceed with final plan preparation, final land acquisition and take bids for the project. Council shall be informed as to the time limitation designated in the professional contract. The Administration will return to the Council for approval of funds for construction expenditures.

Projects with prior year's allocations in any stage of design on the date of the 2026 budget adoption that have not followed the procedure outlined above, must be returned to the Council for approval prior to going to bid. Projects with prior years' allocation, which are not yet in the design process on the date of the adoption of the 2026 CIP budget, and have been allowed for carry-forward, or are funded by funds other than G. O. Bonds, must follow the same procedure outlined above for all prior approved projects.

Upon the completion/bond release of any authorized project, any unencumbered balance on projects completed in fiscal year 2026 will be returned to its source of funding, and/or made available for transfer or reallocation, subject to further allocation and appropriation of said funds by the Council.

The Chief Financial Officer is hereby authorized to un-allocate and eliminate all prior year allocations that have not been carried forward in the fiscal year 2026 Capital Construction Budget. After construction funds have been appropriated by the Council, the Chief Finance Officer is no longer authorized to approve the transfer of unencumbered funds between categories within each project or between multiple projects, but must return to the Council for approval of such action.

Projects which subsequently require appropriations of more than the total project amount approved in the fiscal year 2026 Capital Construction Budget and the Capital Acquisition Budget are subject to further Council approval.

Any land, building or facility under the jurisdiction of the City of Memphis or which has ever been funded or partially funded by the City of Memphis cannot be demolished, sold, given to, or leased to any non-municipal entity without the authorization of the City Council. The authorization does not apply to routine short-term rental. Without authorization from the City Council, no assets may be received by the City.

This Budget Ordinance appropriates an amount of up to $10,000,000 for the acquisition of vehicles and equipment as set forth in the fiscal year 2026 allocation of the Capital Acquisition Budget.

SECTION 5

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

SECTION 6

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

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

SECTION 7

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

The Chief Financial Officer shall provide quarterly progress reports by the end of the month next following the end of each calendar quarter and, as requested after the presentation of the annual budget by the Mayor, which reports shall compare actual General Fund Revenues by Line Item, General Expenditures by Legal Level and CIP at Project Level with the allocable budgeted amounts for those items.

SECTION 8

There is hereby levied a property tax of $2.58081 per $100 of assessed value of each species of taxable property within the corporate limits of the City of Memphis, Tennessee, subject to the taxing power of Memphis to be apportioned as hereinafter set forth in this Budget Ordinance.

The taxes levied in this Budget Ordinance shall be due and payable to the City of Memphis City Treasurer from and after the last publication of a notice of the adoption of the Budget Ordinance. Said publication shall be made by the Council of the City of Memphis for two consecutive days in a newspaper published in the City of Memphis after the final passage of the Ordinance and shall fix a day to be determined upon receipt of official certification of the 2025 assessment of which the tax books shall be opened for the payment of taxes. All taxes levied shall be delinquent if unpaid on September 1, 2025, as provided by Sections 36-3 of the Code of Ordinances, City of Memphis, Tennessee.

Taxes levied in this Ordinance when collected shall be apportioned in the fiscal year 2025 as follows:

For the General Fund $1.88964 on each $100 of assessed valuation.

For the Capital Pay-Go (additional funding for capital acquisitions consistent with debt policy), $0.00669 on each $100 of assessed valuation.

For the Debt Service of the City of Memphis, including interest and principal payments, sinking fund contributions, and interest and principal on temporary borrowing, $0.68448 on each $100 of assessed valuation.

SECTION 9

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

SECTION 10

All unencumbered balances of appropriations remaining at the end of the fiscal year shall lapse and revert to the respective fund balances. Any surplus shall become and be designated unappropriated revenue, except those as designated otherwise, and be subject to lawful appropriation by the City Council. Encumbered appropriations shall be carried forward into the next fiscal year from the current year's budget in furtherance of improvements or for any corporate purpose which will not be completed within such current fiscal year. Such amounts are not appropriated for the use of the Division receiving the same, but shall be carried as a memorandum of collections and earnings for the specified Fund, except for those funds specifically designated as assigned or committed.

SECTION 11

The City Council expressly declares that each section, subsection, paragraph and provision of this ordinance is severable, and that should any portion of this ordinance be held unconstitutional or invalid, the same shall not affect the remainder of this ordinance, but such unconstitutional or invalid portion be repealed, and the remainder of this Ordinance shall continue in full force and effect.

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

SECTION 12

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

In accordance with TCS §6-56-210, if, for any reason, a budget ordinance is not adopted prior to the beginning of the next succeeding fiscal year, the appropriations from the previous fiscal year's adopted budget ordinance shall become the appropriation for the new fiscal year until the adoption of the new fiscal year budget ordinance is approved, provided sufficient revenues are being collected to support the continuing appropriations.

Ordinance No. 5944

Detailed Financial Plan

General Fund Revenues by line item:

ACCOUNT NAME	Actual 2024	Estimated Actual FY2025	Budget FY2026
Donations	$ -	$ -	$ 20,000
Investment in General Fixed	**$ -**	**$ -**	**$ 20,000**
Ad Valorem Tax - Current	$ 258,795,783	$330,252,492	$333,200,000
Ad Valorem Tax Prior	8,632,921	7,740,000	7,000,000
Special Assessment Tax	859,923	755,000	710,000
Property Taxes Interest & Penalty	6,239,323	6,500,000	6,500,000
PILOT's	4,134,222	5,000,000	5,000,000
State Apportionment TVA	7,955,730	7,800,000	7,800,000
Local Sales Tax	159,043,626	156,600,000	156,600,000
Tourism Development Zone	1,138,393	-	-
Beer Sales Tax	13,985,689	13,000,000	13,500,000
Alcoholic Beverage Inspection	7,949,505	8,000,000	8,000,000
Mixed Drink Tax	10,554,715	10,000,000	10,000,000
Gross Rec Business Tax	15,894,614	13,000,000	13,000,000
Excise Tax	2,505,828	2,500,000	2,500,000
Franchise Tax - Telephone	629,560	770,000	770,000
Cable TV Franchise Fees	3,147,913	4,200,000	4,200,000
Fiber Optic Franchise Fees	1,596,182	2,618,433	2,542,407
Misc Franchise Tax	873,246	756,000	756,000
Interest, Penalties & Commission	206,739	200,000	200,000
Business Tax Fees	1,617,466	1,500,000	1,500,000
Misc Tax Recoveries	275,956	240,000	240,000
MLGW Pipeline	49,639	270,000	270,000
Local Taxes	**$ 506,086,973**	**$ 571,701,925**	**$ 574,288,407**
Sports Betting	$ 1,177,352	$ 1,141,302	$ 1,000,000
State Income Tax	15,095	15,095	15,000
Local Occupancy Tax	143,270	165,460	150,000
State Sales Tax	77,853,030	78,858,280	76,000,000
Telecommunication Sales Tax	1,160,877	1,150,186	1,100,000
State Shared Beer Tax	279,033	300,000	300,000
Alcoholic Beverage Tax	461,029	475,000	475,000
Spec Petroleum Product Tax	1,161,422	1,285,000	1,285,000
State Taxes	**$ 82,251,108**	**$ 83,390,323**	**$ 80,325,000**

General Fund Revenues by line item *(continued)*

ACCOUNT NAME	Actual 2024	Estimated Actual FY2025	Budget FY2026
Auto Registration Fee	$ 11,684,858	$ 16,500,000	$ 26,600,000
Dog License	208,072	245,000	245,000
County Dog License Fee	58,971	130,000	130,000
Liquor By Ounce License	279,756	275,000	275,000
Taxi Drivers License	8,457	9,000	9,000
Gaming Pub Amus Permit Fee	9,574	12,000	12,000
Wrecker Permit Fee	22,433	17,000	17,000
Misc Permits	292,235	260,000	275,000
Beer Application	47,321	48,000	48,000
Beer Permit Privilege Tax	137,690	150,000	145,000
Sidewalk Permit Fees	23,255	35,000	35,000
Licenses and Permits	**$ 12,772,622**	**$ 17,681,000**	**$ 27,791,000**
Court Fees	$ 3,798,176	$ 3,700,000	$ 3,700,000
Court Costs	3,232,702	3,223,420	3,250,000
Fines & Forfeitures	3,707,115	4,670,914	4,030,000
Seizures	6,000	5,000	5,000
Beer Board Fines	85,441	74,400	70,000
Arrest Fees	100,360	100,000	100,000
DUI BAC Fees	-	2,000	2,000
Sex Offender Registry Fees	77,200	70,000	70,000
Library Fines & Fees	129,486	130,000	130,000
Vacant Property Registration Fee	10,000	150,000	150,000
Fines and Forfeitures	**$ 11,146,480**	**$ 12,125,734**	**$ 11,507,000**
Subdivision Plan Inspection Fee	$ 666,653	$ 550,000	$ 550,000
Subdivision Development Fees	5,048	-	-
MLGW Fees	2,509,075	2,000,000	2,000,000
Parking	613,397	654,074	675,554
Senior Citizen's Meals	114,404	90,473	90,000
Concessions	2,642,702	598,662	699,115
Golf Car Fees	1,441,515	1,734,181	2,123,099
Pro Shop Sales	294,038	347,349	390,000
Green Fees	2,196,504	3,224,103	3,408,928
Softball	31,690	48,039	50,000
Ball field Permit	56,449	82,323	75,000
Class Fees	41,760	42,476	40,000
Driving Range Fees	1,342	182,561	330,000
Banquet Hall Rental Fees	-	-	25,000
Parking Meters	477,218	450,000	500,000
Ambulance Service	31,217,241	34,301,820	36,500,000

General Fund Revenues by line item *(continued)*

ACCOUNT NAME	Actual 2024	Estimated Actual FY2025	Budget FY2026
Rental Fees	1,872,191	1,183,941	1,222,750
MLG&W Rent	2,538	2,400	2,400
Rent Of Land	218,194	219,054	207,792
Parking Lots	217,665	-	-
Easements & Encroachments	111,501	75,000	75,000
Tax Sales Attorney Fees	489,952	592,390	595,000
Street Cut Inspection Fee	168,280	500,000	500,000
Traffic Signals	204,644	200,000	200,000
Signs-Loading Zones	792,171	500,000	500,000
Arc Lights	3,907	4,000	4,000
Wrecker & Storage Charges	401,158	-	-
Shelter Fees	137,382	350,000	350,000
Police Special Events	477,381	500,000	500,000
Outside Revenue	631,141	474,159	789,273
Tow Fees	158,343	-	-
Smart Fiber Initiative	776,368	2,600,000	2,600,000
Charges for Services	**$ 48,971,852**	**$ 51,507,005**	**$ 55,002,911**
Interest on Investments	$ 18,494,463	$ 14,678,348	$ 13,500,000
Net Income/Investors	2,260,694	2,293,910	2,000,000
State Litigation Tax Commission	53,184	55,000	55,000
Use of Money and Property	**$ 20,808,341**	**$ 17,027,258**	**$ 15,555,000**
Federal Grants - Others	$ 698,646	$ 250,000	$ 228,000
FEMA Reimbursement	5,992,808	8,093,572	7,200,000
Federal Grants	**$ 6,691,454**	**$ 8,343,572**	**$ 7,428,000**
International Airport	$ 5,368,289	$ 5,860,542	$ 6,158,005
Intergovernmental Revenues	**$ 5,368,289**	**$ 5,860,542**	**$ 6,158,005**

General Fund Revenues by line

ACCOUNT NAME	Actual 2024	Estimated Actual FY2025	Budget FY2026
Miscellaneous Auctions	$ 2,076,373	$ 250,000	$ 250,000
Sale Of Capital Assets	36,588	5,894	-
Local Shared Revenue	1,434,793	657,025	555,041
Peachtree Recovery Services	29,612	150,000	150,000
Property Insurance Recoveries	10,571	-	100,000
Rezoning Ordinance Publication	2,075	5,000	5,000
Sale Of Reports	41,220	100,000	100,000
Center City Commission	46,843	-	-
City of Bartlett	1,585,552	-	-
Utility Warranty Program	241,262	155,000	155,000
Miscellaneous Income	1,632,384	586,853	338,801
Subdivision Sidewalk Fees	39,450	100,000	100,000
Court Reimbursement	92	-	-
Unclaimed Property	-	708,704	-
Fire - Misc Collections	43,968	14,556	30,000
Cash Overage/Shortage	14,352	1,026	-
Donated Revenue	186,789	4,550	24,500
Coca - Cola Sponsorship	797,836	14,500	24,857
Insurance Refund	-	1,134	-
Vendor Rebates	148,936	20,000	20,000
Grant Revenue - Library	46,486	-	-
FNMA Service Fees	277	875	875
Subrogation Claims	661,169	569,261	25,000
Miscellaneous Revenue	3,617,082	1,229,255	525,000
Recovery of Prior Year Expenses	20,657,166	236,715	-
Mow to Own Program	1,850	-	-
Other Revenues	**$ 33,352,726**	**$ 4,810,348**	**$ 2,404,074**
Pper Tfr In - Capital Projects Fund	$ 1,500,000	$ 6,500,000	$ 6,500,000
In Lieu Of Taxes-MLGW	52,677,513	59,855,953	60,000,000
In Lieu Of Taxes-Sewer	10,253,513	10,000,000	10,000,000
Oper Tfr In - Solid Waste Fund	750,000	750,000	750,000
OperTfr in - Sales Tax	27,900,000	26,900,000	26,900,000
Oper Tfr In - Sewer Operating/CIP	1,737,000	1,737,000	1,737,000
Oper Tfr In - Metro Alarm	1,625,000	1,624,999	1,325,000
Oper Tfr In - Storm Water	106,000	106,000	106,000
Oper Tfr In Affordable Housing	-	950,000	-
Transfers In	**$ 96,549,026**	**$ 108,423,952**	**$ 107,318,000**
Contributed From Assigned Fund	$ -	$ -	$ -
Contributed From Unassigned	-	-	-
Contributed from Fund	**$ -**	**$ -**	**$ -**
Total Revenue	**$ 823,998,871**	**$ 880,871,659**	**$ 887,797,397**

General Fund Expenditures by Division Legal Level

DIVISION	Budget FY2026
EXECUTIVE	
Mayor's Office	$ 2,679,954
Chief Administrative Office	1,410,151
Auditing	1,145,970
311 Call Center	594,699
Office of Youth Services and	4,680,031
Intergovernmental Affairs	985,856
CLERB	271,174
Memphis Animal Services	6,165,613
Community Affairs	2,052,155
Communications	2,427,710
Office of Performance Mgmt.	718,725
Memphis Public Service Corp.	-
Group Violence Intervention	1,155,258
Executive Total	**$ 24,287,296**
FINANCE	
Administration	$ 1,349,122
Financial Accounting	3,715,363
Purchasing	1,570,647
Budget	676,656
Debt Management	461,579
City Treasurer	2,824,822
Financial & Strategic Planning	545,924
Office of Contract Compliance	2,161,422
Office of Comprehensive	2,820,420
Finance Total	**$ 16,125,955**
FIRE	
Administration	$ 7,764,208
Apparatus Maintenance	8,907,612
Logistical Services	3,927,357
Training & Sort	4,105,276
Communications	11,018,090
Prevention	7,002,961
Firefighting	125,183,800
Emergency Medical Services	65,703,495
Airport Services	6,158,004
Fire Services Total	**$239,770,803**
POLICE	
Executive Administration	$ 35,205,459
Support Services	45,646,984
Uniform Patrol/Precincts	166,446,101
Investigative Services	34,640,021
Special Operations	23,132,512
Police Services Total	**$305,071,077**

General Fund Expenditures by Division Legal Level *(continued)*

DIVISION	Budget FY2026
MEMPHIS PARKS	
Administration	$ 3,334,094
Planning & Development	610,447
Parks Operations	8,727,046
Park Facilities	277,007
Zoo	3,402,852
Memphis Botanic Gardens	540,878
Sports Centers	1,666,207
Recreation Centers	12,354,348
Support Service Golf	8,204,719
Sports Services	4,507,758
Managed Properties	7,977,587
Memphis ParksTotal	**$ 51,602,943**
PUBLIC WORKS	
Administration	$ 933,159
Street Maintenance	13,065,884
Public Works Total	**$ 13,999,043**
HUMAN RESOURCES	
Administration	$ 445,249
Talent Management	4,385,950
Total Rewards	2,700,546
HR Compliance	1,533,745
HR Operations	399,930
HR Analytics & Performance	578,143
Human Resources Total	**$ 10,043,563**
GENERAL SERVICES	
Administration	$ 2,667,859
Property Maintenance	22,371,073
Real Estate	646,238
Fleet Management	2,351,092
General Services Total	**$ 28,036,262**
HOUSING & COMMUNITY	
Housing - Code Enforcement	$ 2,645,351
Housing Community	1,433,851
Economic Development	576,911
Community Initiatives	1,637,007
Housing & Community	**$ 6,293,120**
CITY ATTORNEY	
City Attorney	$ 31,636,450
City Attorney Total	**$ 31,636,450**
ENGINEERING	
Planning Design &	$ 3,138,528
Signs & Markings	3,405,568
Signal Maintenance	3,638,562
Prevailing Wages	215,600
Smart Fiber Initiative	1,392,037
Engineering Total	**$ 11,790,295**

General Fund Expenditures by Division Legal Level *(continued)*

DIVISION	Budget FY2026
COMMUNITY ENHANCEMENT	
Community Enhancement	$ 15,962,329
Community Enhancement	**$ 15,962,329**
LIBRARY	
Library	$ 26,144,616
Library Total	**$ 26,144,616**
INFORMATION SYSTEMS	
Information Systems Admin	$ 18,119,588
Information Systems Operations	9,508,198
Information Systems Total	**$ 27,627,786**
CITY COUNCIL	
City Council	$ 3,620,382
City Council Total	**$ 3,620,382**
CITY COURT JUDGES	
City Court	$ 966,641
City Court Judges Total	**$ 966,641**
CITY COURT CLERK	
City Court Clerk	$ 4,794,274
Red Light Camera	3,208,656
City Court Clerk Total	**$ 8,002,930**
GRANTS & AGENCIES	
Plan & Develop Grants &	$ 1,000,000
Aging Commission of the Mid-	144,000
Shelby County Assessor	2,601,617
Community Initiatives Grants for	2,600,000
LeMoyne-Owen College	400,000
Blight Authority of Memphis	400,000
Memphis & Shelby County Film	225,000
Family Safety Center of Memphis	-
Black Business Association	300,000
Kindred Place	110,000
MLGW Citizen's Assistance Grant	1,000,000
Shelby County School Mixed	5,000,000
Shelby County School Settlement	1,333,335
Renasant Convention Center	1,320,850
Innovate Memphis	300,000
MATA	30,670,000
Urban Art	150,000
Pensioners Insurance	15,073,569
Public Safety Initiatives	1,000,000
Expense Recovery (State Street	(6,750,000)
Affordable Housing Trust Fund	2,650,000
New Memphis Arena Fund	1,975,000
Oper Tfr Out - HUB Community	650,000
Grants & Agencies Total	**$ 62,153,371**
Total FY2026 Expenditures by Legal Level Budget	**$ 883,134,862**
Unallocated	4,662,535
Total FY2026 Expenditures	**$ 887,797,397**

CIP at Project Level

	Budget FY2026
G.O. Bonds:	
Engineering	
EN01067 HSIP Coverline	$ 150,000
EN24200 Traffic Calming Devices Coverline	1,700,000
EN24400 Traffic Safety Development Coverline	250,000
EN24100 Traffic Signals Coverline	1,260,000
EN24300 Urban Arts Installation Coverline	400,000
Engineering Total	**$ 3,760,000**
Executive	
GA-TBD Capital Reserve - Animal Shelter	$ 500,000
GA-TBD Levitt Shell Improvements	250,000
Executive Total	**$ 750,000**
Fire Services	
FS25003 Chester Anderson Training Center	$ 2,500,000
FS02032 EMA Sirens	136,080
FS24100 Fire Station Improvement Coverline	1,100,000
FS04012 Personal Protective Equipment	1,300,000
Fire Services Total	**$ 5,036,080**
General Services	
GS24300 Convention Center Coverline	$ 250,000
GS20170 170 Main (MPD building)	300,000
GS22202 City Hall Improvements	2,500,000
GS01049 Coke Facility	1,200,000
GS022-TBD Fleet Capital Acquisition Purchases	10,000,000
GS-Transfer Gender Separation	1,400,000
GS24100 Major Modifications Coverline	5,900,000
General Services Total	**$ 21,550,000**
HCD	
CD01107 Fairgrounds Redev	$ 300,000
CD01106 Liberty Park Phase 2	500,000
CC23105 Peachtree Senior Development	600,000
CD01104 Southwest Twin	7,250,000
HCD Total	**$ 8,650,000**
Information Technology	
IT01002 Cyber Security Infrastructure Upgrades	$ 500,000
IT01001 Desktop & Applications Infrastructure	500,000
IT01008 Downtown Command Center	1,300,000
IT01004 Implementation Modernization	2,000,000
IT01003 Operational Infrastructure Enhancements	1,000,000
New Request Smart City Project	2,000,000
IT01006 Technology Improvement Coverline	200,000
Information Technology Total	**$ 7,500,000**
Library	
LI01000 Library Improvement	$ 2,000,000
New Request Parkway Village Library	500,000
Library Total	**$ 2,500,000**
MATA	
New Operations/Maintenance Facility	$ 1,200,000
Service Vehicles	125,000
MATA Total	**$ 1,325,000**

CIP at Project Level *(continued)*

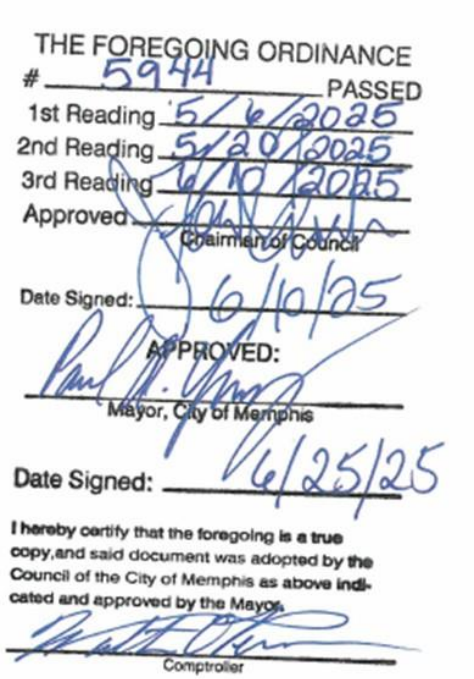
	Budget FY2026
Memphis Parks	
PK-TBD PK TBD - Audubon Splash Pad	$ 1,200,000
PK24107 Audubon Golf Course Clubhouse	500,000
PK24106 Brooks Museum	1,500,000
New Request Capital Reserve - Memphis Parks	500,000
PK24100 Park Improvements Coverline	500,000
PK03004 Tennis Major Maintenance	500,000
PK07127 Wolf River Greenway - Phase 6	1,500,000
PK09002 Zoo Major Maintenance	250,000
PK-TBD Rock 'n' Soul Museum Location Planning	100,000
Memphis Parks Total	**$ 6,550,000**
Memphis River Parks	
GA07002 MRPP Coverline	$ 250,000
Memphis River Parks	**$ 250,000**
Police Services	
PD04031 Axon Enterprise Solution	$ 11,000,000
PD02016 New Mount Moriah Station	1,500,000
New Request Safety Equipment	1,352,400
PD03010 Take-Home Car Program	1,000,000
Police Services Total	**$ 14,852,400**
Public Works	
PW24300 ADA Curb Ramp Coverline	$ 1,000,000
PW24100 Asphalt Paving Coverline	16,000,000
PW24400 Bridge Repair Coverline	800,000
PW01179 Holmes - Malone to Lamar	2,000,000
PW01087 Holmes Road - Horn lake to RR	4,000,000
PW24200 Sidewalks Coverline	500,000
PW-TBD STBG Repaving	350,000
Public Works Total	**$ 24,650,000**
G.O. Bonds Total	**$ 97,373,480**
Enterprise Funds	
Storm Water Fund	
ST02001 Design Coverline	$ 13,230,000
ST03205 Drainage Coverline	31,000,000
ST03211 Curb & Gutter Misc Locations	500,000
ST03214 Flood Mitigation Coverline	350,000
ST03216 Storm Water Bridge Repair Coverline	500,000
Storm Water CIP Fund	**$ 45,580,000**

CIP at Project Level *(continued)*

	Budget
Sewer Fund	
SW02011 Covered Anaerobic Lagoon	$ 4,000,000
SW02033 South Plant Expansion	12,000,000
SW04009 Stiles Plant Modification	5,000,000
SW04011 Stiles WWTF Biosolids Upgrades	5,000,000
SW05001 Sewer Assessment and Rehab	20,000,000
SW24100 Misc. Subdivisions Outfalls Coverline	2,500,000
SW24200 Rehab Existing System Coverline	17,000,000
SW24300 Service Unsewered Coverline	2,000,000
Sewer CIP Total	**$ 67,500,000**
Enterprise Total	**$113,080,000**
Total CIP Budget FY2026	**$210,453,480**

Capital Acquisition Detail

Description	**Quantity**	**Per Unit Projected Cost**	**Total Project Cost**
Police			
Marked Vehicles/midnight blue(Interceptor)	30	$ 64,000	$ 1,920,000
Marked 4 cyl Vehicles - White	10	30,000	300,000
Unmarked Street Appearance Vehicles-(Interceptor) Black	10	60,500	605,000
Marked Vehicles-(Interceptor) BLUE	4	64,000	256,000
Marked Harley Davidson Motorcycles	10	43,000	430,000
Full size SUV Black/ (SSV 250)Black	10	56,000	560,000
Unmarked Vehicles- 4 cyl, Grey, Silver, Tan Etc	10	32,000	320,000
Marked Pursuit SUV (Interceptor)white	5	64,000	320,000
Unmarked Vehicles- 4 cyl, Grey, Silver, Tan Etc	10	26,000	260,000
Sub Total Police	**99**		**$ 4,971,000**
Fire			
Fire Engine(s) Priority 1	1	$ 1,162,347	$ 1,162,347
Aerial Ladder Truck Priority	2	1,702,010	3,404,020
Brush Trucks	1	207,439	207,439
Rehab Truck	2	112,159	224,318
Sub Total Fire	**6**		**$ 4,998,124**
Original FY26 Capital Acquisition			$ 9,969,124
City Council Added Amount (TBD)			
Total FY2026 Capital Acquisition			**$ 9,969,124**



THE FOREGOING ORDINANCE
5944 PASSED
1st Reading 5/6/2025
2nd Reading 5/20/2025
3rd Reading 6/10/2025
Approved
Chairman of Council
Date Signed: 6/10/25
APPROVED:
Mayor, City of Memphis
Date Signed: 6/25/25
I hereby certify that the foregoing is a true copy, and said document was adopted by the Council of the City of Memphis as above indicated and approved by the Mayor.
Comptroller

Authorized Complement Discussion

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

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

Executive

The complement increased by One (1) position(s):

- 1 Data Engineer

Finance

The complement increased by Two (2) position(s):

- 1 Financial Analyst
- 1 Financial Analyst - CIP

Engineering

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

- 1 901 Database Coordinator and Land Development Policy/Procedures Supervisor
- 2 Intelligent Transportation System (ITS) Technician

Authorized Complement Summary

Category	FY24 Adopted	FY25 Adopted	FY26 Adopted
General Fund			
City Attorney	57	59	59
City Council	31	31	32
City Court Clerk	58	58	58
City Court Judges	5	5	5
City Engineering	129	133	136
Community Enhancement	0	0	185
Executive	136	144	142
Finance	113	114	116
Fire Services	1,773	1,860	1,860
General Services	302	302	302
Housing and Community Dev.	63	70	70
Human Resources	49	48	48
Information Technology	80	76	76
Libraries	298	285	285
Parks and Neighborhoods	245	270	271
Police Services	3,127	3,098	3,098
Public Works	271	271	114
General Fund Total	**6,737**	**6,824**	**6,857**
Other Funds			
Special Revenue Funds			
Metro Alarm Fund	6	6	6
Solid Waste Fund	515	648	628
Special Revenue Funds Total	**521**	**654**	**634**
Enterprise Funds			
Sewer Fund	338	351	367
Storm Water Fund	195	195	198
Enterprise Funds Total	**533**	**546**	**565**
Fiduciary Fund			
OPEB Fund	3	4	4
Fiduciary Fund Total	**3**	**4**	**4**
Internal Service Fund			
Healthcare Fund	11	11	11
Internal Service Fund Total	**11**	**11**	**11**
Other Funds Total	**1,068**	**1,215**	**1,214**
All Funds Total	**7,805**	**8,039**	**8,071**

Funds Summary Overview

Budget Summary All Funds

The financial data presented in this section presents the revenue and expenditure summaries of all City of Memphis funds. These funds represent all appropriated funds, major and non-major, in addition, to the General Fund. The forecaster and budget fund balances for each fund and for the collective funds are also shown in the section. Please note, the Transit and Mobility Fund and the Affordable Housing Fund are included for FY2026, but were not included in FY2025.

Summary

The City of Memphis is projecting $1.69B of revenue in FY2026, which represents a -6% decrease over the prior year. Budgeted expenditures are projected to decrease by -2.8%, or $1.79B to $1.74B in FY2026.

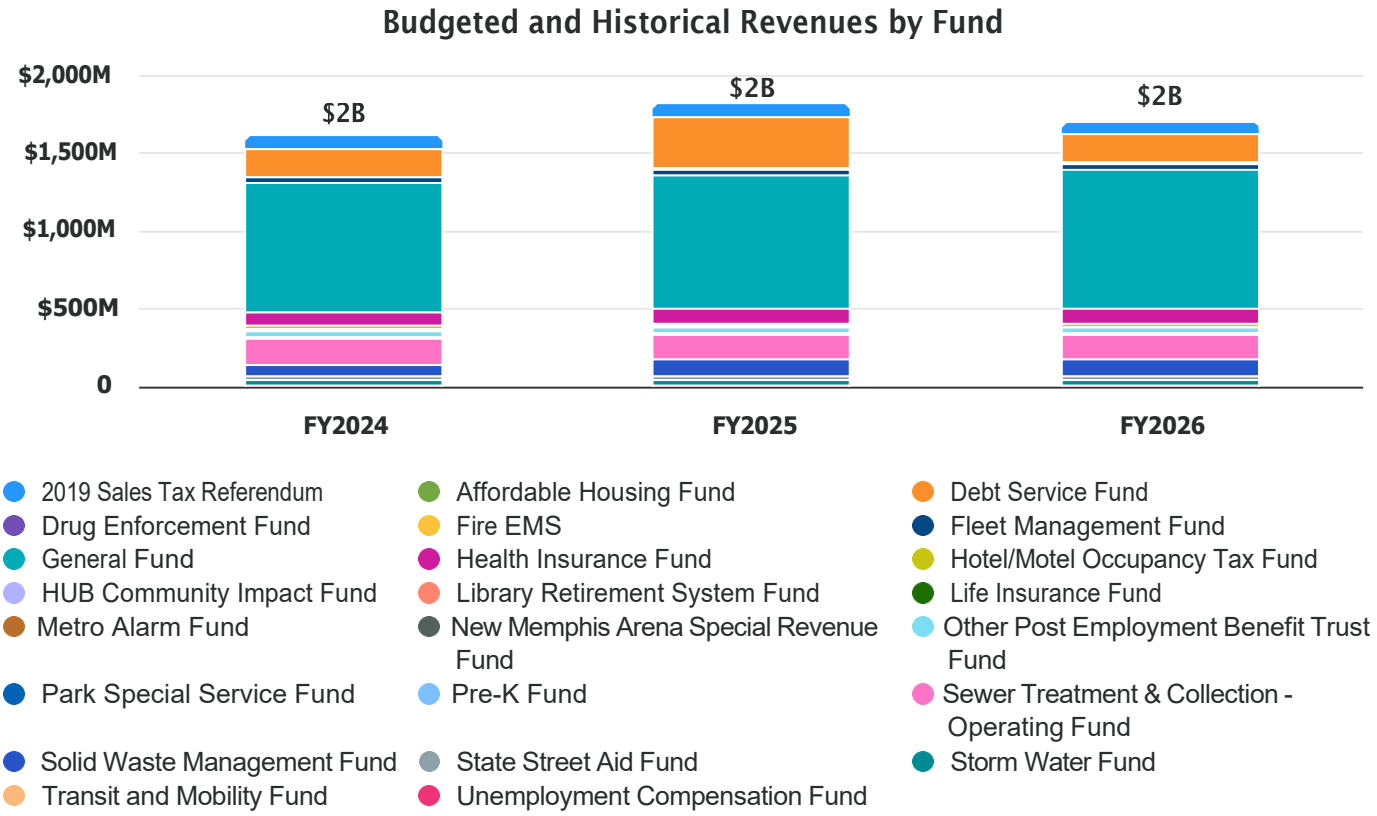
Budget Summary All Funds Comprehensive Summary

Budget Summary All Funds Comprehensive Summary

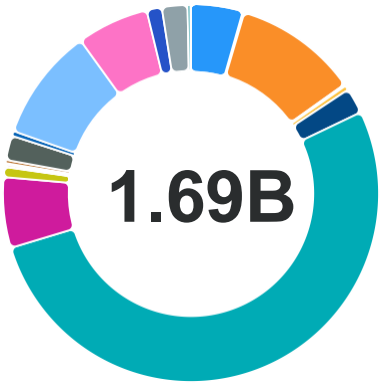
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$1,208,121,009	$1,220,030,683	$1,220,030,683	$1,199,905,649
Revenues				
Transfers In	$134,288,920	$126,577,323	$143,568,124	$141,178,615
Local Taxes	$744,475,754	$811,316,324	$809,115,614	$809,650,246
State Taxes	$120,611,784	$119,670,000	$123,637,624	$120,675,000
Licenses and Permits	$14,980,532	$29,841,000	$19,832,525	$29,831,000
Fines and and Forfeitures	$14,164,054	$16,165,699	$14,602,428	$15,761,468
Charges for Services	$357,373,647	$396,474,843	$380,584,181	$395,289,941
Use of Money and Property	$29,473,099	$14,658,100	$26,841,210	$24,668,000
Federal Grants	$15,081,396	$11,576,598	$42,529,695	$15,363,987
Intergovernmental Revenues	$5,368,289	$5,625,380	$5,860,542	$6,158,005
Gain (Loss) on Investments	$4,487,391	-	$1,422,903	$1,093,724
Other Revenues	$136,440,654	$108,371,485	$110,577,049	$112,958,158
Proceeds from Bond Issue	-	$150,800,000	$151,167,089	-
Employer Contributions	$602,303	$624,400	$589,110	$716,310
Dividend and Interest on Investment	$6,000,891	-	$1,406,379	$1,332,867
Employee Contributions	$17,015,425	$18,229,000	$18,894,046	$19,160,190
Proceeds from Refunded Debt	-	-	$93,363,556	-
Gain (Loss) on Sale of Assets	$144,090	-	$87,924	$88,580
Capital Contributions	$503,370	-	-	-
State Grants	$2,399,248	-	$5,269,590	-
Proceeds from Loan	-$25	-	-	-
DUI Auction Proceeds	$3,250	-	-	-
Total Revenues	$1,603,414,070	$1,809,930,152	$1,949,349,589	$1,693,926,091
Expenditures				
Personnel Services	$672,748,702	$738,623,364	$729,734,563	$762,456,261
Materials and Supplies	$311,565,752	$337,309,066	$371,516,808	$358,427,372
Depreciation on Own Funds	$19,190,806	$17,763,240	$17,633,116	$17,752,640

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Capital Outlay	$6,734,284	$21,782,929	$22,871,006	$24,670,115
Redemption of Serial Bonds and Notes	$113,903,651	$114,486,562	$119,013,848	$117,544,838
Retirement of Refunded Debt	-	$150,000,000	$242,776,345	-
Expense Recovery	-$20,434,873	-$21,035,300	-$21,035,300	-$21,035,300
Inventory	$17,409,430	$19,389,101	$19,554,258	$18,996,500
Transfers Out	$121,306,768	$108,740,566	$111,064,920	$109,771,252
Service Charges	$30,393,666	$31,520,439	$34,374,007	$40,406,978
Bond Issue Costs	$103,639	$800,000	$1,885,524	-
Claims Incurred	$88,904,430	$91,709,000	$98,034,571	$107,971,000
Federal Tax	$19,583	$52,000	$60,169	$60,000
Investment Fees	$202,402	$153,652	$175,356	$174,276
Grants and Subsidies	$123,605,366	$102,772,316	$114,071,523	$104,848,134
Interest	$71,808,837	$83,666,069	$79,545,636	$83,646,618
Misc Expense	$7,773,096	$10,000	$36,057	-
Pension Benefits	$4,545,529	$4,000,000	$4,255,963	$4,255,963
Pension Expense	$1,455,002	-	-	-
Project Costs	$20,239,218	-	$23,906,252	-
Other Post Employment Benefits	$24,000	-	-	-
Payments Principal	-	-	-	$13,350,834
Others	$5,106	-	-	-
Total Expenditures	$1,591,504,395	$1,801,743,003	$1,969,474,623	$1,743,297,481
Total Revenues Less Expenditures	$11,909,675	$8,187,149	-$20,125,033	-$49,371,390
Ending Fund Balance	$1,220,030,684	$1,228,217,832	$1,199,905,650	$1,150,534,259

Revenues by Fund



FY26 Revenues by Fund



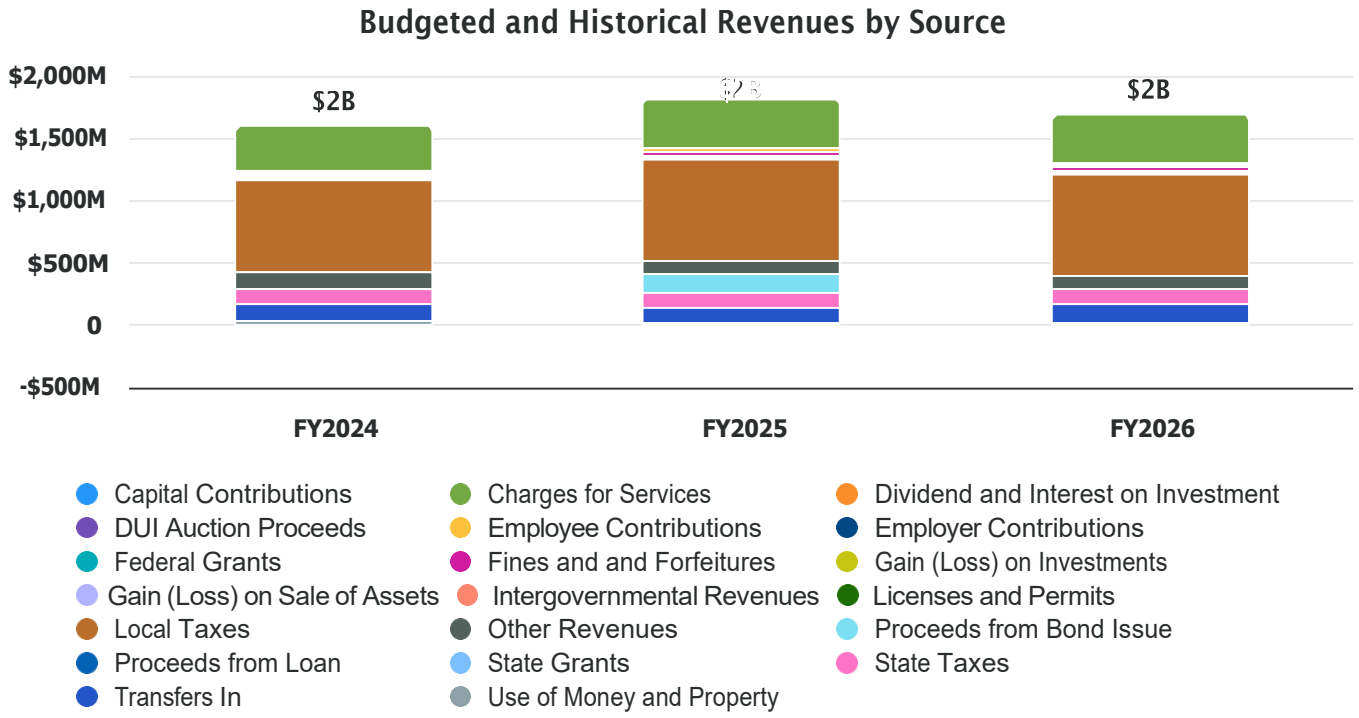
2019 Sales Tax Referendum	$75,000,000	4.43%
Affordable Housing Fund	$2,650,000	0.16%
Debt Service Fund	$179,384,340	10.59%
Drug Enforcement Fund	$2,892,700	0.17%
Fire EMS	$6,422,100	0.38%
Fleet Management Fund	$37,291,463	2.20%
General Fund	$887,797,396	52.41%
Health Insurance Fund	$102,597,000	6.06%
Hotel/Motel Occupancy Tax Fund	$14,590,000	0.86%
HUB Community Impact Fund	$650,000	0.04%
Library Retirement System Fund	$2,965,551	0.18%
Metro Alarm Fund	$2,050,000	0.12%
New Memphis Arena Special Revenue Fund	$4,475,000	0.26%
Other Post Employment Benefit Trust Fund	$35,504,000	2.10%
Park Special Service Fund	$160,000	0.01%
Pre-K Fund	$7,000,000	0.41%
Sewer Treatment & Collection - Operating Fund	$163,526,767	9.65%
Solid Waste Management Fund	$104,591,653	6.17%
State Street Aid Fund	$22,350,000	1.32%
Storm Water Fund	$37,135,000	2.19%
Transit and Mobility Fund	$4,250,000	0.25%
Unemployment Compensation Fund	$643,120	0.04%

Revenues by Fund

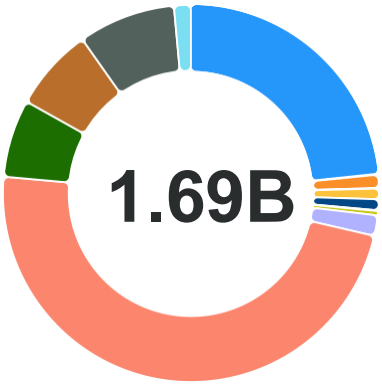
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
General Fund	$823,998,870	$860,617,277	$880,871,658	$887,797,396
Park Special Service Fund	$195,602	$160,000	$220,219	$160,000
Life Insurance Fund	-	$520,000	-	-
State Street Aid Fund	$22,203,173	$23,110,000	$22,350,000	$22,350,000
Solid Waste Management Fund	$77,776,673	$109,610,727	$109,610,727	$104,591,653
Hotel/Motel Occupancy Tax Fund	$17,590,452	$15,750,000	$16,597,000	$14,590,000

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
New Memphis Arena Special Revenue Fund	$4,475,000	$4,475,000	$4,475,000	$4,475,000
2019 Sales Tax Referendum	$76,057,693	$75,000,000	$75,000,000	$75,000,000
Pre-K Fund	$7,005,433	$7,000,000	$7,000,000	$7,000,000
Affordable Housing Fund	$5,002,530	$3,600,000	$3,600,000	$2,650,000
HUB Community Impact Fund	$550,000	$550,000	$550,000	$650,000
Transit and Mobility Fund	$2,320,463	$4,250,000	$4,250,000	$4,250,000
Debt Service Fund	$179,156,764	$329,385,342	$424,384,787	$179,384,340
Sewer Treatment & Collection - Operating Fund	$171,070,848	$162,181,450	$178,573,924	$163,526,767
Metro Alarm Fund	$2,208,070	$2,050,000	$2,151,925	$2,050,000
Health Insurance Fund	$92,827,712	$94,421,000	$95,095,436	$102,597,000
Storm Water Fund	$39,303,059	$37,035,000	$37,035,000	$37,135,000
Unemployment Compensation Fund	$504,240	$624,400	$515,920	$643,120
Fleet Management Fund	$34,319,158	$37,614,907	$37,982,082	$37,291,463
Library Retirement System Fund	$6,411,958	$471,000	$2,965,551	$2,965,551
Other Post Employment Benefit Trust Fund	$34,783,403	$35,174,000	$39,008,887	$35,504,000
Drug Enforcement Fund	$1,152,142	$2,892,700	$1,481,332	$2,892,700
Fire EMS	$4,500,828	$3,437,350	$5,630,142	$6,422,100
Total Revenues	$1,603,414,070	$1,809,930,152	$1,949,349,589	$1,693,926,091

Revenues by Source



FY26 Revenues by Source



Charges for Services	$395,289,941	23.34%
Dividend and Interest on Investment	$1,332,867	0.08%
Employee Contributions	$19,160,190	1.13%
Employer Contributions	$716,310	0.04%
Federal Grants	$15,363,987	0.91%
Fines and and Forfeitures	$15,761,468	0.93%
Gain (Loss) on Investments	$1,093,724	0.06%
Gain (Loss) on Sale of Assets	$88,580	0.01%
Intergovernmental Revenues	$6,158,005	0.36%
Licenses and Permits	$29,831,000	1.76%
Local Taxes	$809,650,246	47.80%
Other Revenues	$112,958,158	6.67%
State Taxes	$120,675,000	7.12%
Transfers In	$141,178,615	8.33%
Use of Money and Property	$24,668,000	1.46%

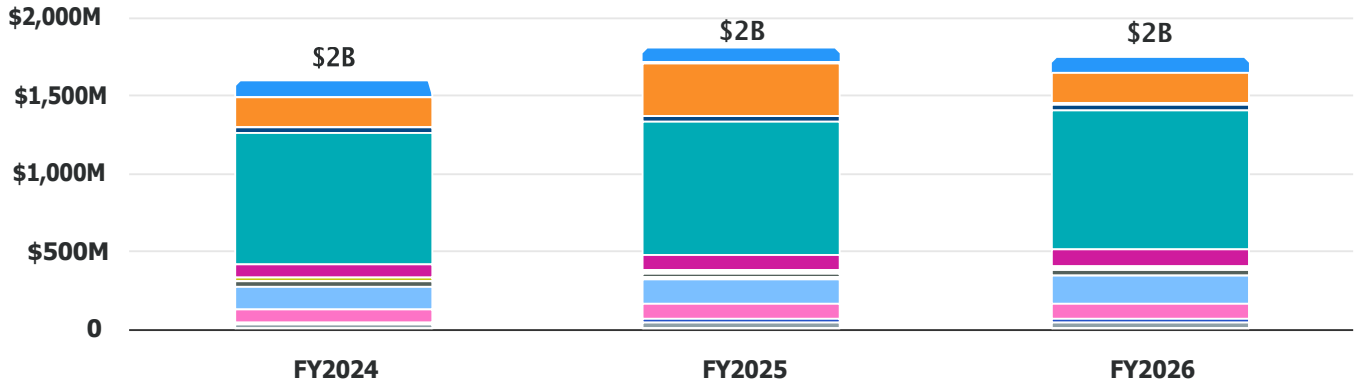
Revenues by Source

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Transfers In	$134,288,920	$126,577,323	$143,568,124	$141,178,615
Local Taxes	$744,475,754	$811,316,324	$809,115,614	$809,650,246
State Taxes	$120,611,784	$119,670,000	$123,637,624	$120,675,000
Licenses and Permits	$14,980,532	$29,841,000	$19,832,525	$29,831,000
Fines and and Forfeitures	$14,164,054	$16,165,699	$14,602,428	$15,761,468
Charges for Services	$357,373,647	$396,474,843	$380,584,181	$395,289,941
Use of Money and Property	$29,473,099	$14,658,100	$26,841,210	$24,668,000
Federal Grants	$15,081,396	$11,576,598	$42,529,695	$15,363,987
Intergovernmental Revenues	$5,368,289	$5,625,380	$5,860,542	$6,158,005
Gain (Loss) on Investments	$4,487,391	-	$1,422,903	$1,093,724
Other Revenues	$136,440,654	$108,371,485	$110,577,049	$112,958,158
Proceeds from Bond Issue	-	$150,800,000	$151,167,089	-
Employer Contributions	$602,303	$624,400	$589,110	$716,310
Dividend and Interest on Investment	$6,000,891	-	$1,406,379	$1,332,867
Employee Contributions	$17,015,425	$18,229,000	$18,894,046	$19,160,190
Proceeds from Refunded Debt	-	-	$93,363,556	-
Gain (Loss) on Sale of Assets	$144,090	-	$87,924	$88,580
Capital Contributions	$503,370	-	-	-

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
State Grants	$2,399,248	-	$5,269,590	-
Proceeds from Loan	-$25	-	-	-
DUI Auction Proceeds	$3,250	-	-	-
Total Revenues	$1,603,414,070	$1,809,930,152	$1,949,349,589	$1,693,926,091

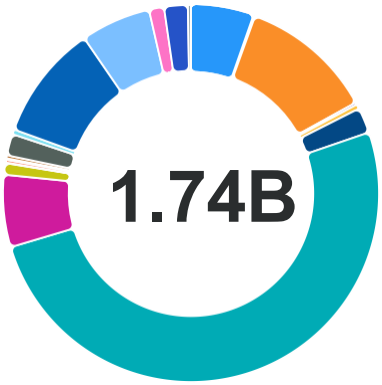
Expenditures by Fund

Budgeted and Historical Expenditures by Fund



- 2019 Sales Tax Referendum
- Affordable Housing Fund
- Debt Service Fund
- Drug Enforcement Fund
- Fire EMS
- Fleet Management Fund
- General Fund
- Health Insurance Fund
- Hotel/Motel Occupancy Tax Fund
- HUB Community Impact Fund
- Library Retirement System Fund
- Metro Alarm Fund
- New Memphis Arena Special Revenue Fund
- Other Post Employment Benefit Trust Fund
- Park Special Service Fund
- Pre-K Fund
- Sewer Treatment & Collection - Operating Fund
- Solid Waste Management Fund
- State Street Aid Fund
- Storm Water Fund
- Transit and Mobility Fund
- Unemployment Compensation Fund

FY26 Expenditures by Fund



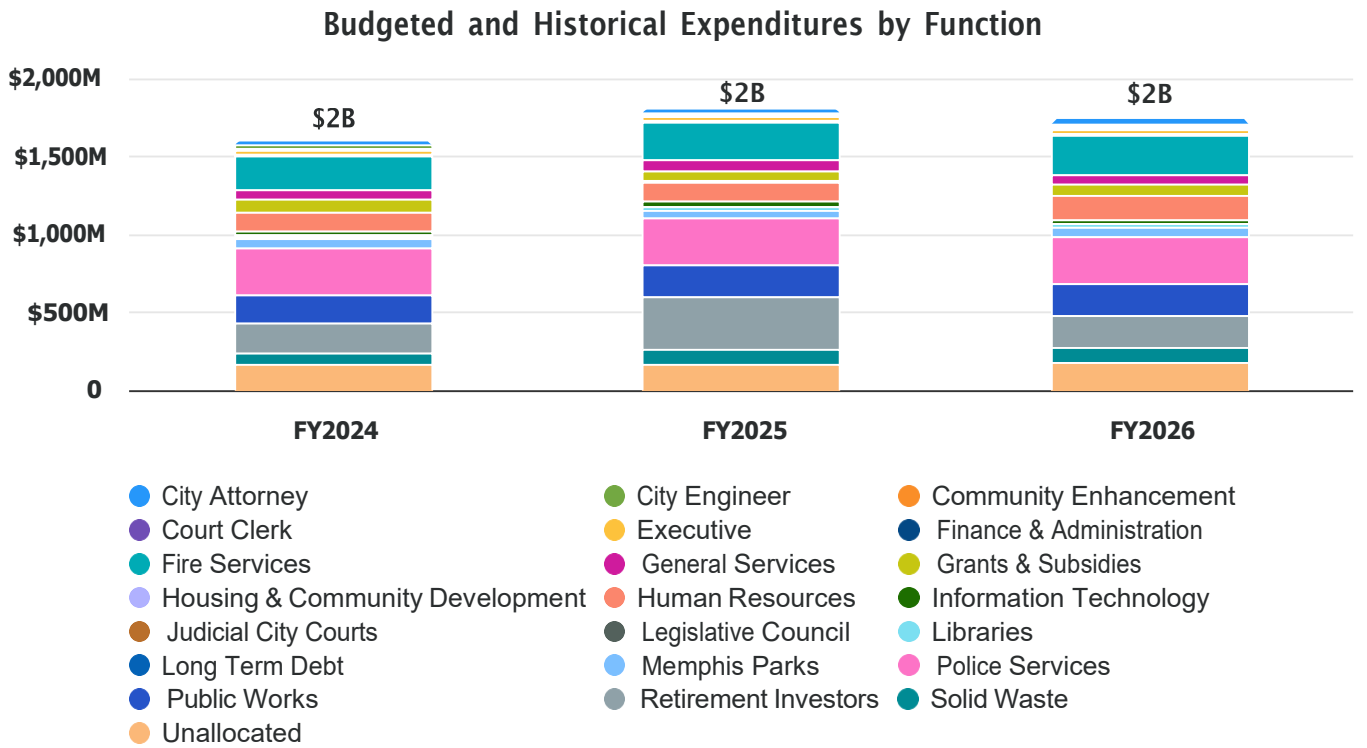
2019 Sales Tax Referendum	$93,730,446	5.38%
Affordable Housing Fund	$2,650,000	0.15%
Debt Service Fund	$199,853,279	11.46%
Drug Enforcement Fund	$3,248,700	0.19%
Fire EMS	$6,883,816	0.39%
Fleet Management Fund	$38,006,227	2.18%
General Fund	$883,134,861	50.66%
Health Insurance Fund	$107,723,175	6.18%
Hotel/Motel Occupancy Tax Fund	$17,373,560	1.00%
HUB Community Impact Fund	$650,000	0.04%
Library Retirement System Fund	$4,326,586	0.25%
Metro Alarm Fund	$2,070,896	0.12%
New Memphis Arena Special Revenue Fund	$4,475,000	0.26%
Other Post Employment Benefit Trust Fund	$32,368,719	1.86%
Pre-K Fund	$7,000,000	0.40%
Sewer Treatment & Collection - Operating Fund	$172,380,224	9.89%
Solid Waste Management Fund	$104,915,610	6.02%
State Street Aid Fund	$22,350,000	1.28%
Storm Water Fund	$35,706,382	2.05%
Transit and Mobility Fund	$4,250,000	0.24%
Unemployment Compensation Fund	$200,000	0.01%

Expenditures by Fund

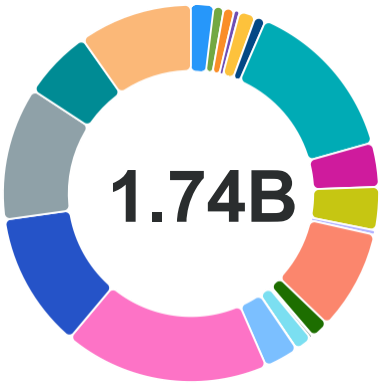
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
General Fund	$842,715,613	$852,422,600	$879,881,057	$883,134,861
Park Special Service Fund	$1,855,000	-	-	-
State Street Aid Fund	$22,203,173	$23,110,000	$22,350,000	$22,350,000
Solid Waste Management Fund	$80,101,272	$96,702,526	$102,174,044	$104,915,610
Hotel/Motel Occupancy Tax Fund	$17,774,949	$15,533,050	$17,373,560	$17,373,560
New Memphis Arena Special Revenue Fund	$4,475,000	$4,475,000	$4,475,000	$4,475,000

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
2019 Sales Tax Referendum	$108,099,118	$89,464,537	$92,174,370	$93,730,446
Pre-K Fund	$7,000,000	$7,000,000	$7,000,000	$7,000,000
Affordable Housing Fund	$447,963	$3,600,000	$3,803,655	$2,650,000
HUB Community Impact Fund	$550,000	$550,965	$550,000	$650,000
Transit and Mobility Fund	-	$4,250,000	$4,250,000	$4,250,000
Debt Service Fund	$184,331,764	$337,740,415	$433,971,137	$199,853,279
Sewer Treatment & Collection - Operating Fund	$139,324,795	$163,621,912	$183,868,896	$172,380,224
Metro Alarm Fund	$2,098,817	$2,442,982	$2,334,323	$2,070,896
Health Insurance Fund	$85,689,386	$89,457,563	$97,089,751	$107,723,175
Storm Water Fund	$24,382,452	$34,066,034	$38,412,648	$35,706,382
Unemployment Compensation Fund	$126,114	$200,000	$218,781	$200,000
Fleet Management Fund	$33,756,227	$37,504,228	$38,693,655	$38,006,227
Library Retirement System Fund	$4,647,762	$4,050,000	$4,326,586	$4,326,586
Other Post Employment Benefit Trust Fund	$26,282,395	$28,440,499	$29,061,963	$32,368,719
Drug Enforcement Fund	$1,890,621	$3,210,692	$2,090,571	$3,248,700
Fire EMS	$3,751,975	$3,900,000	$5,374,625	$6,883,816
Total Expenditures	$1,591,504,395	$1,801,743,003	$1,969,474,623	$1,743,297,481

Expenditures by Function



FY26 Expenditures by Function



City Attorney	$33,707,346	1.93%
City Engineer	$15,323,532	0.88%
Community Enhancement	$15,962,329	0.92%
Court Clerk	$8,002,930	0.46%
Executive	$24,287,295	1.39%
Finance & Administration	$16,125,955	0.93%
Fire Services	$246,654,620	14.15%
General Services	$66,042,489	3.79%
Grants & Subsidies	$64,653,371	3.71%
Housing & Community Development	$6,293,120	0.36%
Human Resources	$150,075,457	8.61%
Information Technology	$27,627,786	1.58%
Judicial City Courts	$966,641	0.06%
Legislative Council	$3,620,382	0.21%
Libraries	$26,144,616	1.50%
Long Term Debt	$200,000	0.01%
Memphis Parks	$51,602,943	2.96%
Police Services	$308,319,778	17.69%
Public Works	$203,001,191	11.64%
Retirement Investors	$199,403,790	11.44%
Solid Waste	$104,915,610	6.02%
Unallocated	$170,366,300	9.77%

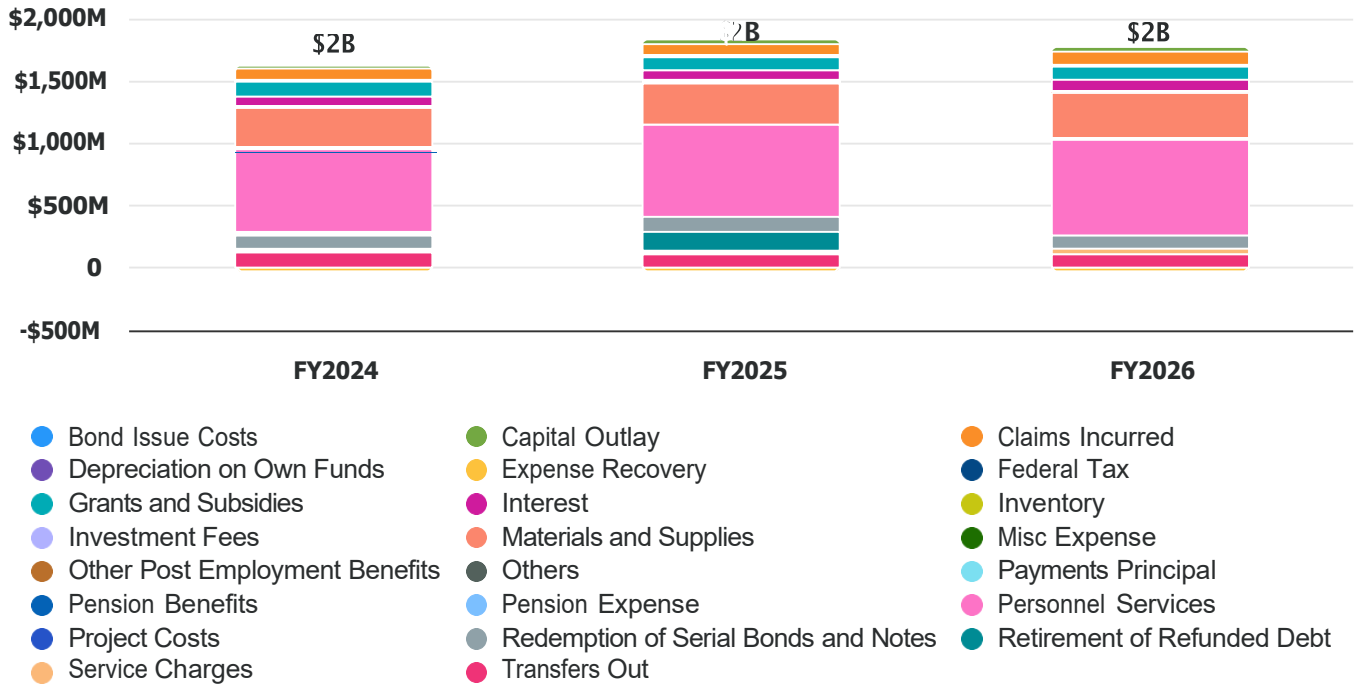
Expenditures by Function

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Retirement Investors	$183,910,441	$337,270,415	$433,521,649	$199,403,790
Long Term Debt	$126,114	$200,000	$218,781	$200,000
Executive	$22,389,292	$23,781,701	$24,518,041	$24,287,295
Finance & Administration	$12,505,666	$15,862,716	$13,484,218	$16,125,955
Fire Services	$216,650,127	$243,539,049	$234,249,649	$246,654,620
Police Services	$305,396,471	$303,847,626	$313,549,675	$308,319,778
Memphis Parks	$53,332,046	$47,297,960	$48,992,631	$51,602,943
Solid Waste	$80,096,441	$96,702,526	$102,174,044	$104,915,610
Public Works	$182,699,277	$201,298,543	$235,423,660	$203,001,191
Human Resources	$121,281,097	$127,951,099	$136,434,147	$150,075,457
General Services	$62,899,063	$64,955,000	$70,277,368	$66,042,489

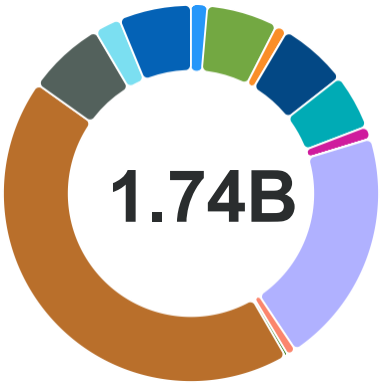
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Housing & Community Development	$4,407,206	$6,165,685	$6,235,014	$6,293,120
Grants & Subsidies	$85,419,441	$65,726,249	$76,639,634	$64,653,371
City Attorney	$21,186,020	$24,429,359	$24,555,888	$33,707,346
City Engineer	$24,831,991	$15,206,627	$19,907,810	$15,323,532
Information Technology	$23,250,229	$27,743,642	$27,661,985	$27,627,786
Libraries	$22,504,072	$24,977,210	$25,081,750	$26,144,616
Legislative Council	$3,368,889	$3,410,101	$3,785,721	$3,620,382
Judicial City Courts	$790,113	$955,684	$895,684	$966,641
Court Clerk	$5,729,746	$7,830,119	$7,588,779	$8,002,930
Unallocated	$158,730,653	$162,591,693	$164,278,496	$170,366,300
Community Enhancement	-	-	-	$15,962,329
Total Expenditures	$1,591,504,395	$1,801,743,003	$1,969,474,623	$1,743,297,481

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



FY26 Expenditures by Expense Type



Capital Outlay	$24,670,115	1.42%
Claims Incurred	$107,971,000	6.19%
Depreciation on Own Funds	$17,752,640	1.02%
Expense Recovery	-$21,035,300	-1.21%
Federal Tax	$60,000	0.00%
Grants and Subsidies	$104,848,134	6.01%
Interest	$83,646,618	4.80%
Inventory	$18,996,500	1.09%
Investment Fees	$174,276	0.01%
Materials and Supplies	$358,427,372	20.56%
Payments Principal	$13,350,834	0.77%
Pension Benefits	$4,255,963	0.24%
Personnel Services	$762,456,261	43.74%
Redemption of Serial Bonds and Notes	$117,544,838	6.74%
Service Charges	$40,406,978	2.32%
Transfers Out	$109,771,252	6.30%

Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services	$672,748,702	$738,623,364	$729,734,563	$762,456,261
Materials and Supplies	$311,565,752	$337,309,066	$371,516,808	$358,427,372
Depreciation on Own Funds	$19,190,806	$17,763,240	$17,633,116	$17,752,640
Capital Outlay	$6,734,284	$21,782,929	$22,871,006	$24,670,115
Redemption of Serial Bonds and Notes	$113,903,651	$114,486,562	$119,013,848	$117,544,838
Retirement of Refunded Debt	-	$150,000,000	$242,776,345	-
Expense Recovery	-$20,434,873	-$21,035,300	-$21,035,300	-$21,035,300
Inventory	$17,409,430	$19,389,101	$19,554,258	$18,996,500
Transfers Out	$121,306,768	$108,740,566	$111,064,920	$109,771,252
Service Charges	$30,393,666	$31,520,439	$34,374,007	$40,406,978
Bond Issue Costs	$103,639	$800,000	$1,885,524	-
Claims Incurred	$88,904,430	$91,709,000	$98,034,571	$107,971,000
Federal Tax	$19,583	$52,000	$60,169	$60,000
Investment Fees	$202,402	$153,652	$175,356	$174,276
Grants and Subsidies	$123,605,366	$102,772,316	$114,071,523	$104,848,134
Interest	$71,808,837	$83,666,069	$79,545,636	$83,646,618
Misc Expense	$7,773,096	$10,000	$36,057	-

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Pension Benefits	$4,545,529	$4,000,000	$4,255,963	$4,255,963
Pension Expense	$1,455,002	-	-	-
Project Costs	$20,239,218	-	$23,906,252	-
Other Post Employment Benefits	$24,000	-	-	-
Payments Principal	-	-	-	$13,350,834
Others	$5,106	-	-	-
Total Expenditures	$1,591,504,395	$1,801,743,003	$1,969,474,623	$1,743,297,481

General Fund Summary

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

Summary

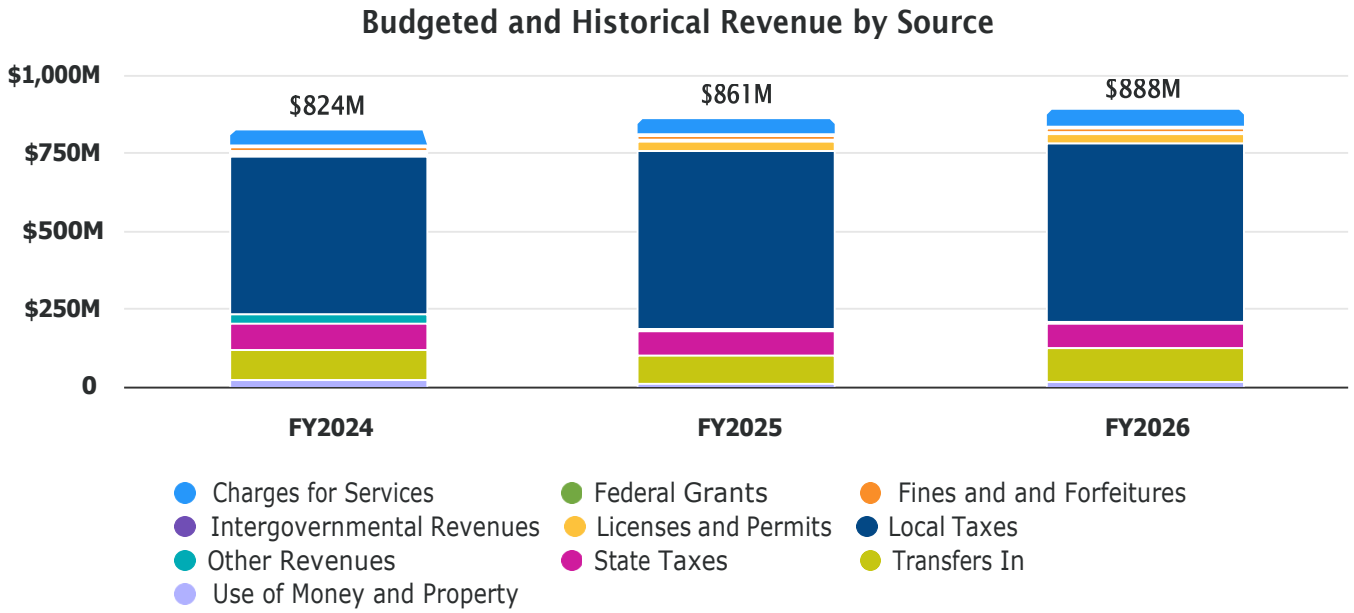
The City of Memphis is projecting $887.8M of revenue in FY2026, which represents a 3.2% increase over the prior year. Budgeted expenditures are projected to increase by 3.6% or from $852.4M to $883.1M in FY2026.

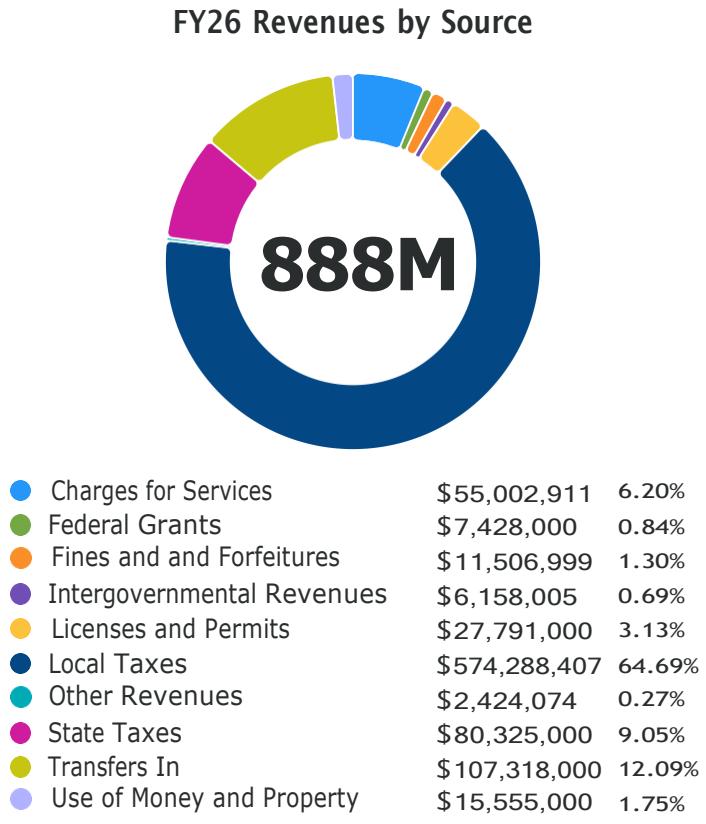
General Fund Comprehensive Summary

Comprehensive Fund Summary

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$187,336,883	$168,620,140	$168,620,140	$169,610,739
Revenues				
Transfers In	$96,549,026	$91,617,999	$108,423,952	$107,318,000
Local Taxes	$506,086,974	$570,694,485	$571,701,925	$574,288,407
State Taxes	$82,251,107	$79,260,000	$83,390,323	$80,325,000
Licenses and Permits	$12,772,621	$27,801,000	$17,681,000	$27,791,000
Fines and and Forfeitures	$11,146,482	$12,286,999	$12,125,733	$11,506,999
Charges for Services	$48,971,850	$51,914,843	$51,507,005	$55,002,911
Use of Money and Property	$20,808,341	$9,175,000	$17,027,258	$15,555,000
Federal Grants	$6,691,453	$6,450,000	$8,343,572	$7,428,000
Intergovernmental Revenues	$5,368,289	$5,625,380	$5,860,542	$6,158,005
Other Revenues	$33,352,727	$5,791,570	$4,810,347	$2,424,074
Total Revenues	$823,998,870	$860,617,277	$880,871,658	$887,797,396
Expenditures				
Personnel Services	$589,120,458	$624,166,121	$614,005,288	$639,242,862
Materials and Supplies	$164,036,459	$167,930,808	$195,597,034	$177,861,167
Depreciation on Own Funds	$1,500	-	-	-
Capital Outlay	$739,513	$988,301	$1,582,107	$988,301
Expense Recovery	-$20,434,873	-$21,035,300	-$21,035,300	-$21,035,300
Inventory	$682,503	$664,101	$789,341	$752,500
Transfers Out	$7,996,000	$6,596,000	$6,596,000	$5,746,000
Service Charges	$197,491	$296,566	$289,020	$5,677,055
Investment Fees	$149,567	$149,652	$149,652	$149,652
Grants and Subsidies	$98,896,000	$72,666,351	$81,872,358	$73,752,624
Misc Expense	$1,330,995	-	$35,557	-
Total Expenditures	$842,715,613	$852,422,600	$879,881,057	$883,134,861
Total Revenues Less Expenditures	-$18,716,743	$8,194,677	$990,601	$4,662,535
Ending Fund Balance	$168,620,140	$176,814,817	$169,610,741	$174,273,274

Revenues by Source



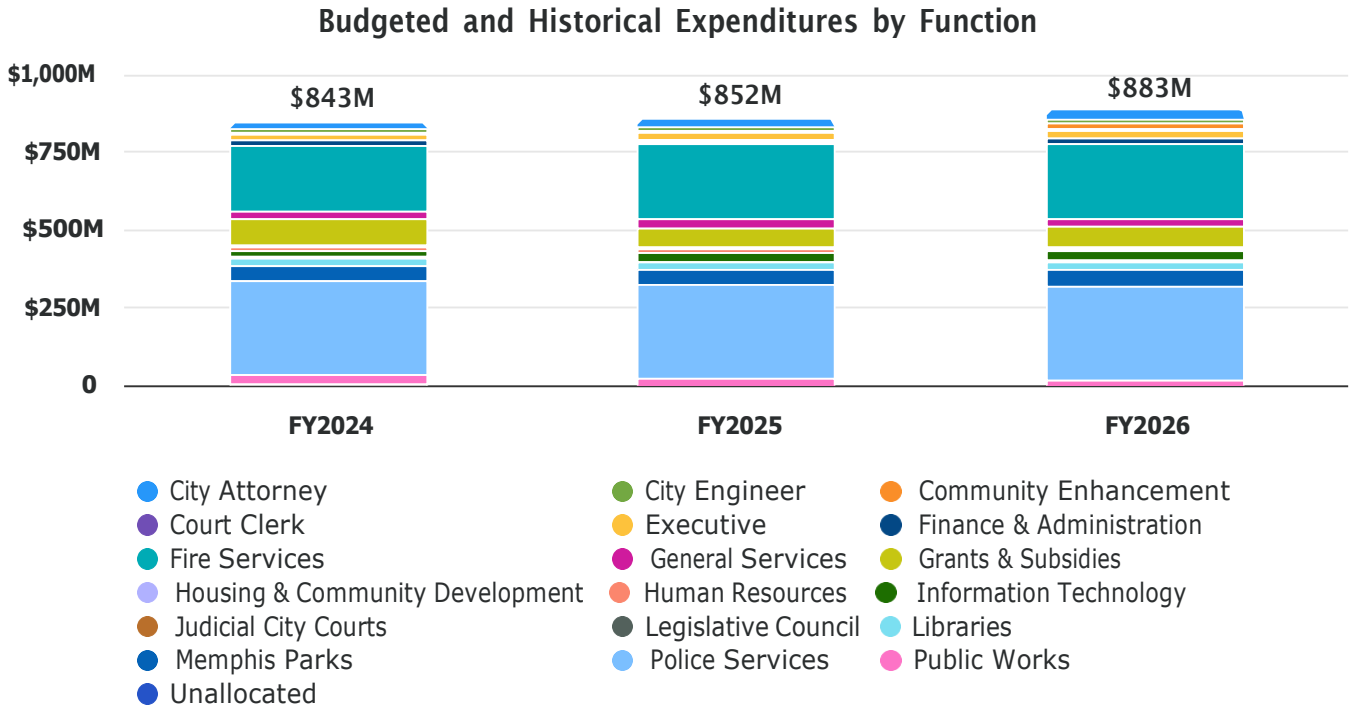


Revenues by Source

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Transfers In	$96,549,026	$91,617,999	$108,423,952	$107,318,000
Local Taxes	$506,086,974	$570,694,485	$571,701,925	$574,288,407
State Taxes	$82,251,107	$79,260,000	$83,390,323	$80,325,000
Licenses and Permits	$12,772,621	$27,801,000	$17,681,000	$27,791,000

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Fines and and Forfeitures	$11,146,482	$12,286,999	$12,125,733	$11,506,999
Charges for Services	$48,971,850	$51,914,843	$51,507,005	$55,002,911
Use of Money and Property	$20,808,341	$9,175,000	$17,027,258	$15,555,000
Federal Grants	$6,691,453	$6,450,000	$8,343,572	$7,428,000
Intergovernmental Revenues	$5,368,289	$5,625,380	$5,860,542	$6,158,005
Other Revenues	$33,352,727	$5,791,570	$4,810,347	$2,424,074
Total Revenues	$823,998,870	$860,617,277	$880,871,658	$887,797,396

Expenditures by Function



FY26 Expenditures by Function



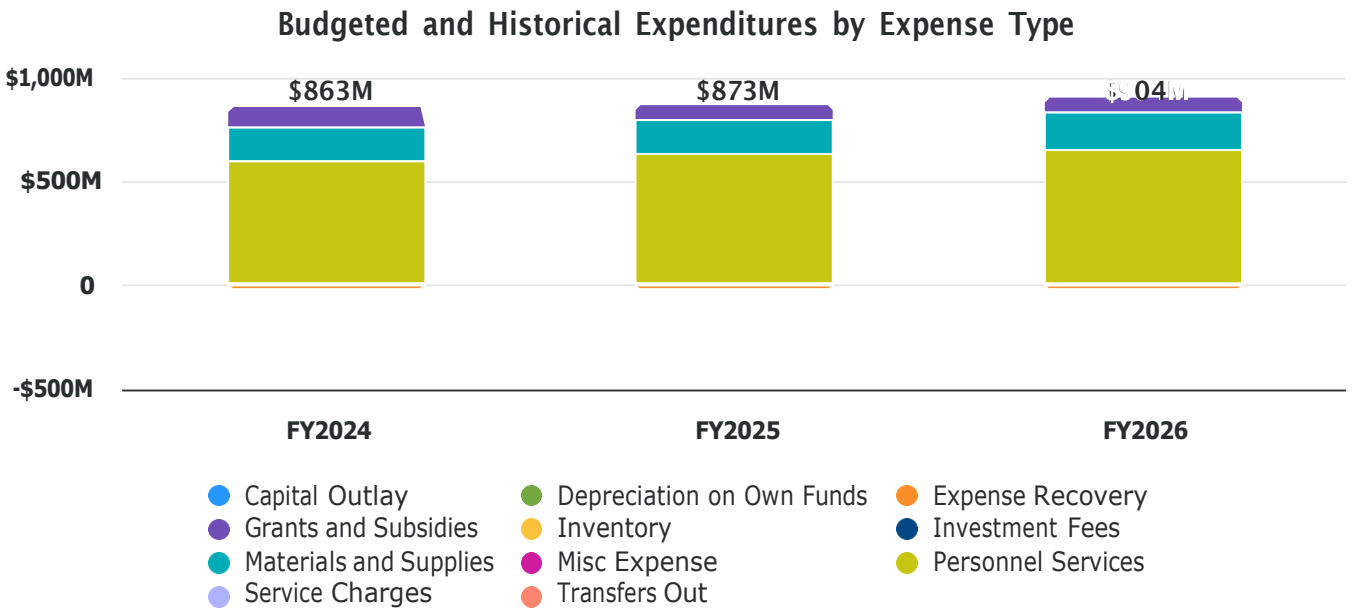
City Attorney	$31,636,450	3.58%
City Engineer	$11,790,295	1.34%
Community Enhancement	$15,962,329	1.81%
Court Clerk	$8,002,930	0.91%
Executive	$24,287,295	2.75%
Finance & Administration	$16,125,955	1.83%
Fire Services	$239,770,804	27.15%
General Services	$28,036,262	3.17%
Grants & Subsidies	$62,153,371	7.04%
Housing & Community Development	$6,293,120	0.71%
Human Resources	$10,043,563	1.14%
Information Technology	$27,627,786	3.13%
Judicial City Courts	$966,641	0.11%
Legislative Council	$3,620,382	0.41%
Libraries	$26,144,616	2.96%
Memphis Parks	$51,602,943	5.84%
Police Services	$305,071,078	34.54%
Public Works	$13,999,043	1.59%

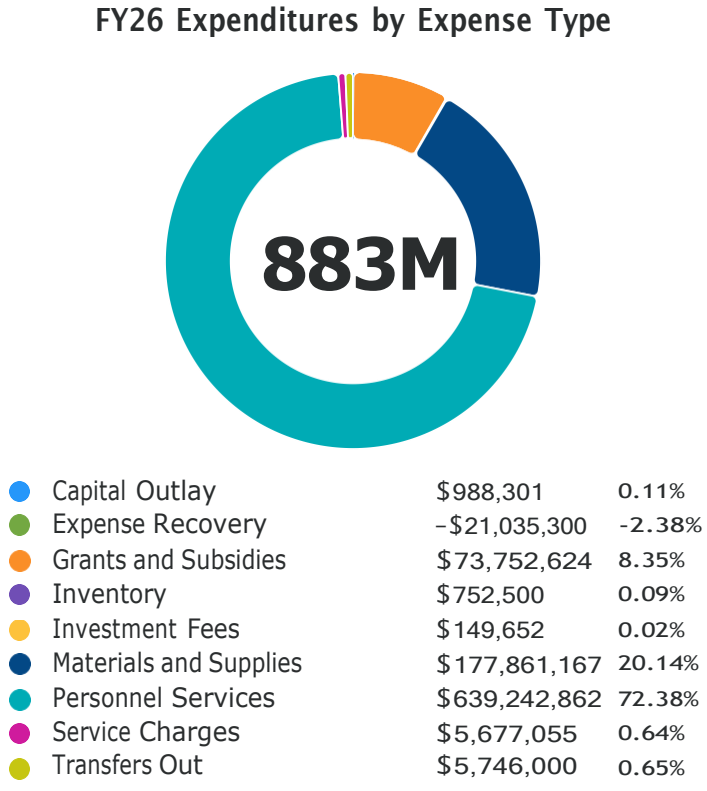
Expenditures by Function

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Executive	$22,389,292	$23,781,701	$24,518,041	$24,287,295
Finance & Administration	$12,505,666	$15,862,716	$13,484,218	$16,125,955
Fire Services	$212,366,586	$239,639,049	$228,596,639	$239,770,804
Police Services	$303,505,851	$300,636,934	$311,459,103	$305,071,078
Memphis Parks	$49,911,557	$47,297,960	$48,875,982	$51,602,943
Public Works	$25,066,238	$19,658,936	$28,835,064	$13,999,043
Human Resources	$9,475,626	$10,105,037	$10,344,166	$10,043,563
General Services	$28,347,214	$27,450,772	$31,564,520	$28,036,262
Housing & Community Development	$4,407,206	$6,165,685	$6,235,014	$6,293,120
Grants & Subsidies	$82,919,441	$63,226,249	$74,139,634	$62,153,371
City Attorney	$19,087,203	$21,986,377	$22,221,566	$31,636,450
City Engineer	$11,959,127	$11,694,430	$14,593,190	$11,790,295
Information Technology	$23,250,229	$27,743,642	$27,661,985	$27,627,786
Libraries	$22,504,072	$24,977,210	$25,081,750	$26,144,616
Legislative Council	$3,368,889	$3,410,101	$3,785,721	$3,620,382

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Judicial City Courts	$790,113	$955,684	$895,684	$966,641
Court Clerk	$5,729,746	$7,830,119	$7,588,779	$8,002,930
Unallocated	$5,131,559	-	-	-
Community Enhancement	-	-	-	$15,962,329
Total Expenditures	$842,715,613	$852,422,600	$879,881,057	$883,134,861

Expenditures by Expense Type





Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services	$589,120,458	$624,166,121	$614,005,288	$639,242,862
Materials and Supplies	$164,036,459	$167,930,808	$195,597,034	$177,861,167
Depreciation on Own Funds	$1,500	-	-	-
Capital Outlay	$739,513	$988,301	$1,582,107	$988,301
Expense Recovery	-$20,434,873	-$21,035,300	-$21,035,300	-$21,035,300
Inventory	$682,503	$664,101	$789,341	$752,500
Transfers Out	$7,996,000	$6,596,000	$6,596,000	$5,746,000
Service Charges	$197,491	$296,566	$289,020	$5,677,055
Investment Fees	$149,567	$149,652	$149,652	$149,652
Grants and Subsidies	$98,896,000	$72,666,351	$81,872,358	$73,752,624
Misc Expense	$1,330,995	-	$35,557	-
Total Expenditures	$842,715,613	$852,422,600	$879,881,057	$883,134,861

Debt Service Fund

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.

Debt Service Fund

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

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

The size of the City's Commercial Paper Program is $150 million which, if fully utilized, would represent approximately 10% of outstanding general obligation debt. Such a percentage falls within generally accepted guidelines for variable rate or short-term debt exposure.

Moody's Investors Service, Inc., S&P Global Ratings and Fitch Ratings, Inc. have assigned ratings of "Aa2", "AA" and "AA", respectively, to the City's general obligation bonds. The rating from Fitch Ratings, Inc. applies to outstanding general obligation bonds issued prior to June 2010. Such ratings express only the views of the rating agencies. An explanation of the signiicance of such ratings may be obtained from the rating agencies furnishing the ratings. There is no assurance that either or all such ratings will be maintained for any given period of time or that it will not be revised or withdrawn entirely by the rating agencies if, in the judgment of the respective rating agency, circumstances so warrant.

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

Summary

Excluding revenue and expenditures related to the refunding of existing debt, the City of Memphis projects $179.4 million of revenue for the Debt Service Fund in FY2026-a 0.4% increase over the prior year-and $199.9 million in expenditures, reflecting a 6.9% year-over-year increase.

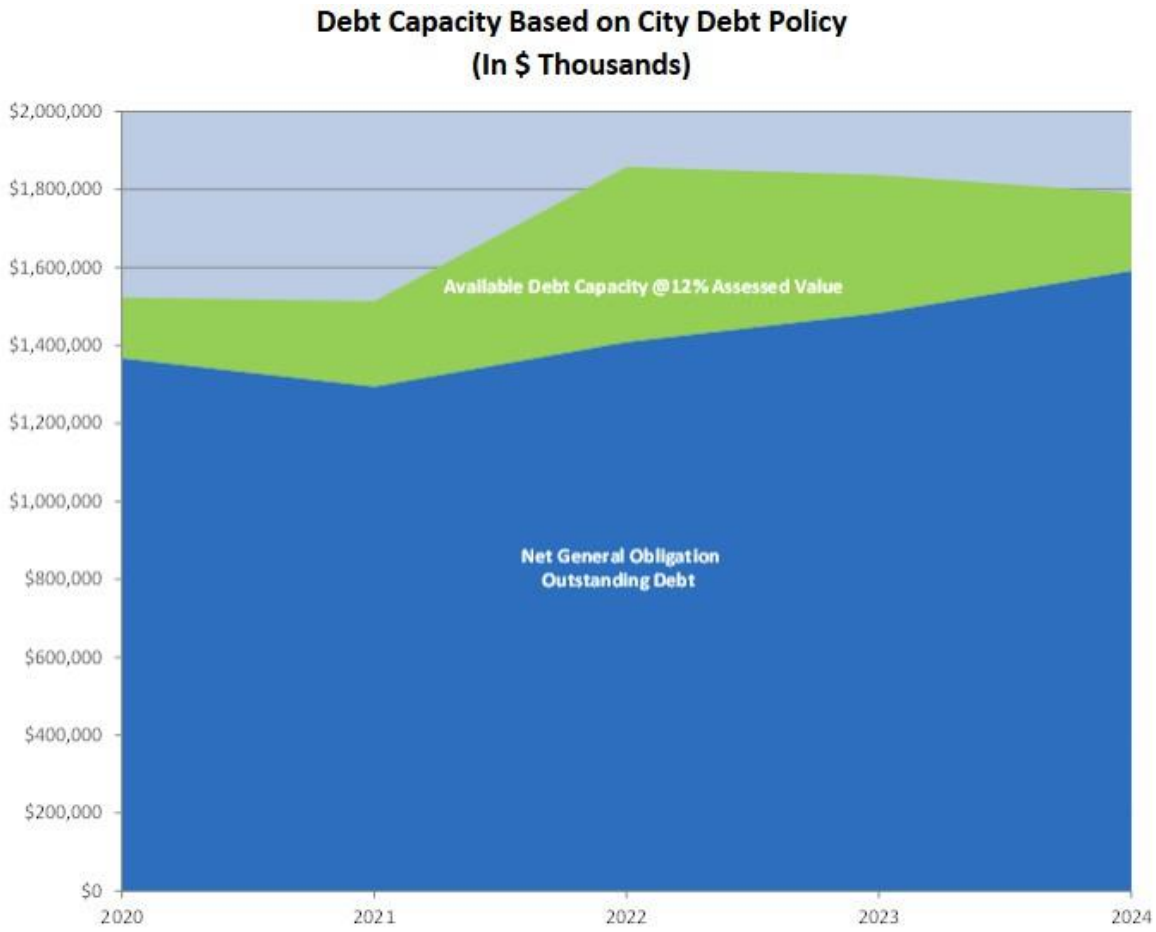
Debt Service Fund Comprehensive Summary

Comprehensive Fund Summary

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$70,119,922	$64,944,921	$64,944,921	$55,358,571
Revenues				
Transfers In	$11,237,894	$10,356,324	$10,541,172	$10,811,615
Local Taxes	$139,684,846	$142,901,839	$138,786,470	$138,801,839
State Taxes	$16,157,503	$17,300,000	$17,897,301	$18,000,000
Use of Money and Property	$8,664,758	$4,420,100	$9,120,952	$8,420,000
Federal Grants	$606,479	$1,639,248	$1,627,966	$1,463,887
Other Revenues	$1,628,979	$1,967,832	$1,711,997	$1,719,999
Proceeds from Bond Issue	-	$150,800,000	$151,167,089	-
Dividend and Interest on Investment	$1,176,304	-	$168,284	$167,000
Proceeds from Refunded Debt	-	-	$93,363,556	-
Total Revenues	$179,156,764	$329,385,342	$424,384,787	$179,384,340
Expenditures				
Materials and Supplies	$1,145,741	$1,245,000	$1,271,010	$1,265,000
Redemption of Serial Bonds and Notes	$113,903,651	$114,486,562	$118,821,562	$117,345,391
Retirement of Refunded Debt	-	$150,000,000	$242,776,345	-
Transfers Out	-	-	$2,324,354	-
Service Charges	$50,375	$74,925	$54,919	$54,925
Bond Issue Costs	$103,639	$800,000	$1,748,024	-
Investment Fees	-	$4,000	$4,000	$4,000
Interest	$68,970,766	$71,129,928	$66,970,923	$68,028,963
Misc Expense	$157,592	-	-	-
Payments Principal	-	-	-	$13,155,000
Total Expenditures	$184,331,764	$337,740,415	$433,971,137	$199,853,279
Total Revenues Less Expenditures	-$5,175,001	-$8,355,073	-$9,586,351	-$20,468,938
Ending Fund Balance	$64,944,921	$56,589,848	$55,358,570	$34,889,633

Debt Services Fund Overview

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



	2020	2021	2022	2023	2024
Maximum Debt @ 12% - City Policy	$1,523,305	$1,513,645	$1,857,825	$1,837,475	$ 1,790,780
Less: Total Net Debt Outstanding[(1)]	1,367,735	1,294,434	1,408,773	1,483,252	1,591,639
Excess Debt Capacity	$ 155,570	$ 219,211	$ 449,052	$ 354,223	$ 199,141

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

Source: 2024 Annual Comprehensive Financial Report

Debt Ratio Trends

The following table and graphs present the City's ratios of general obligation debt (which includes the City's general obligation bonds, bond anticipation notes and commercial paper) to appraised and assessed values and debt per capita for Fiscal Years 2020 through 2024.

Debt Ratio Trends

LAST FIVE FISCAL YEARS

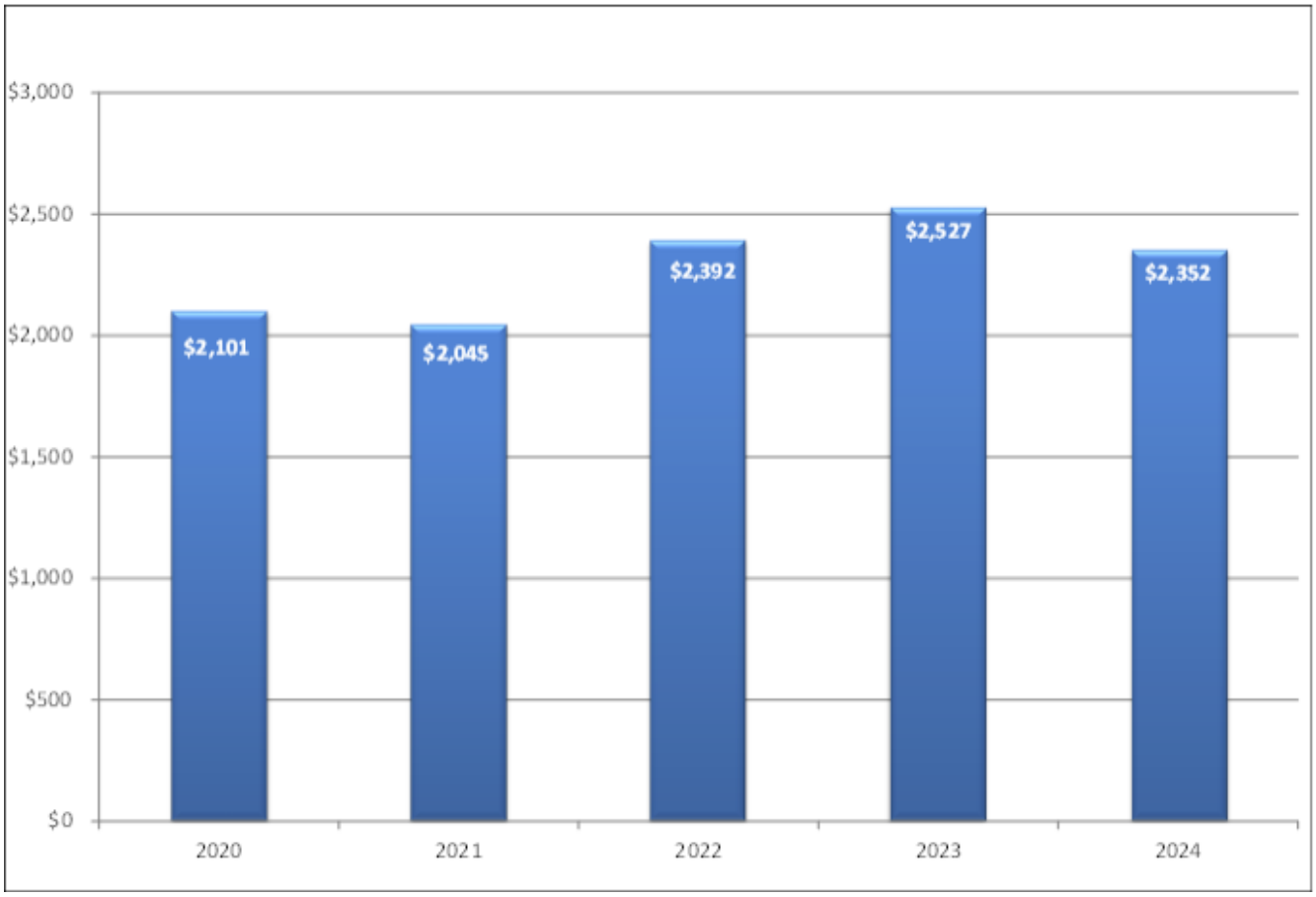
	2020	2021	2022	2023	2024
Estimated Population	651,073	633,104	628,127	621,056	618,639
Appraised Value of Property[1]	$ 40,073,124	$ 39,895,317	$ 49,085,642	$ 48,692,226	$ 47,702,623
Assessed Value Valuation of Property[1]	12,694,209	12,613,711	15,481,874	15,312,293	14,923,164
General Obligation Bonds	$ 1,300,115	$ 1,237,565	$ 1,427,952	$ 1,483,252	$ 1,393,795
Net Bond Premiums	67,620	56,869	74,601	85,977	61,384
Net G.O. Debt	$ 1,367,735	$ 1,294,434	$ 1,502,553	$ 1,569,229	$ 1,455,179
Debt per Capita					
Net G. O. Debt per Capita	2,101	2,045	2,392	2,527	2,352
Debt to Appraised Value					
Net G. O. Debt to Appraised Value	3.41%	3.24%	3.06%	3.22%	3.05%
Debt to Assessed Value					
Net G. O. Debt to Assessed Value	10.77%	10.26%	9.71%	10.25%	9.75%

(1) In thousands of dollars.

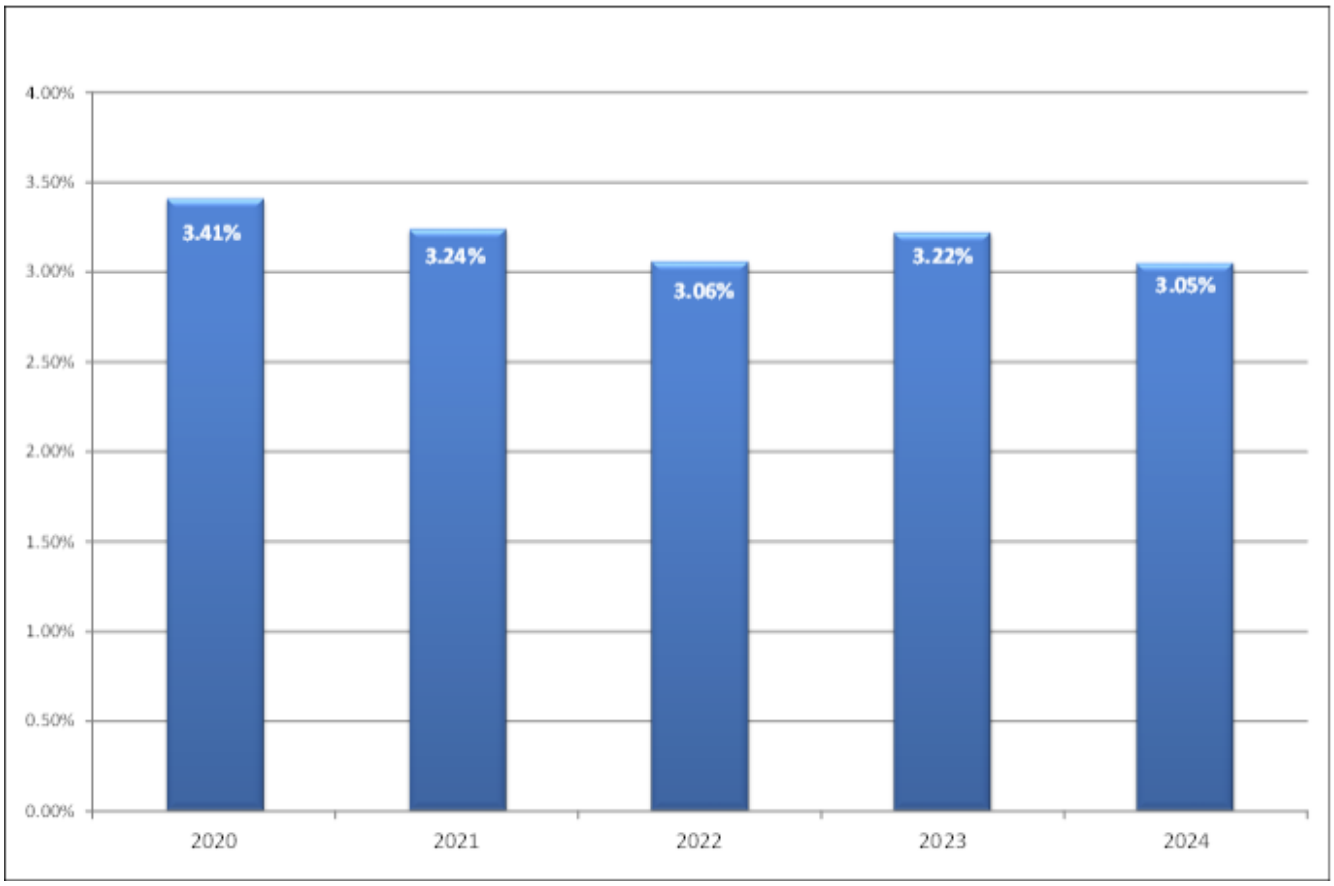
Source: 2024 Annual Comprehensive Financial Report

Net G.O. Debt

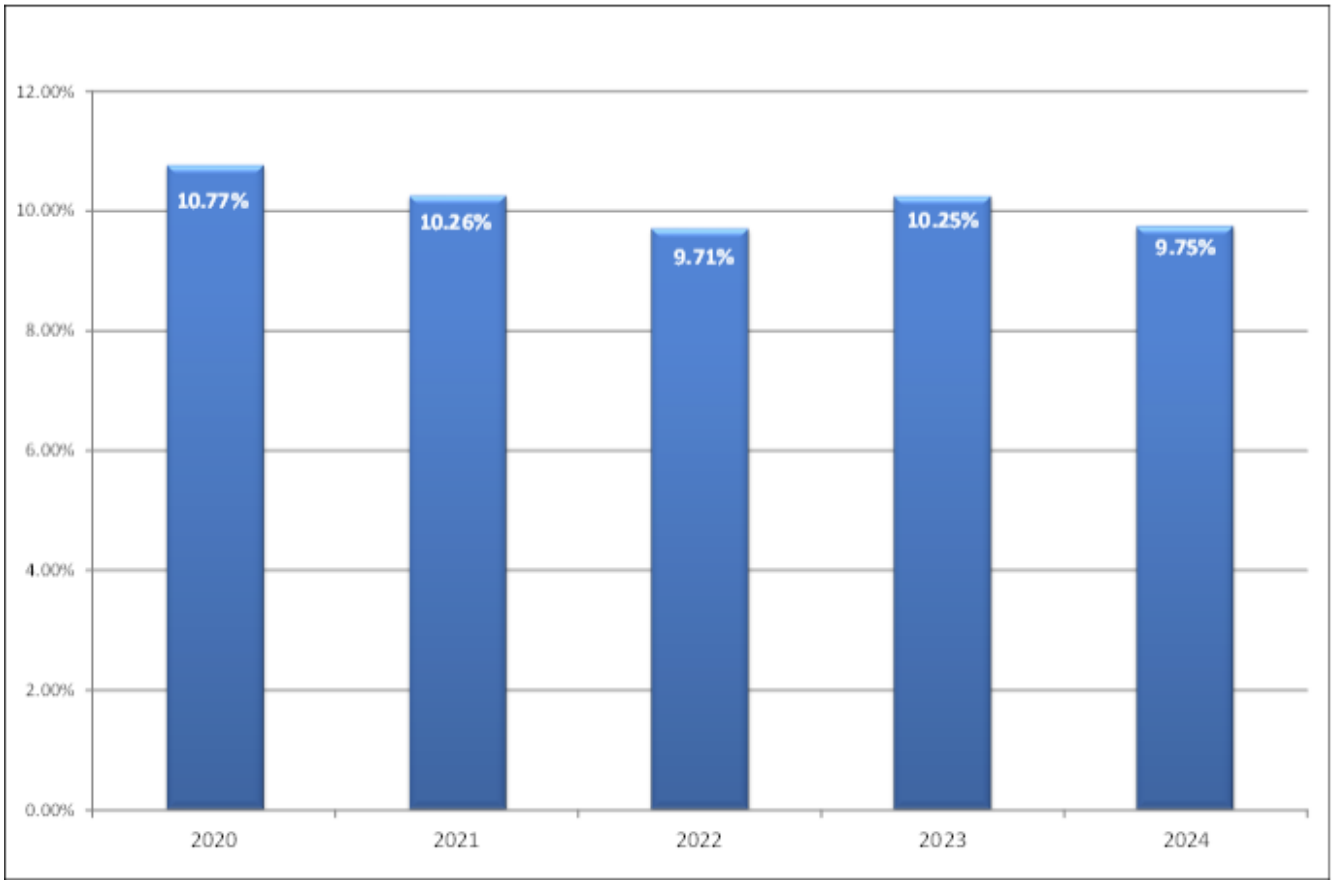
NET G.O. DEBT PER CAPITA



NET G.O. DEBT TO APPRAISED VALUE



NET G.O. DEBT TO ASSESSED VALUE



OUTSTANDING DEBT OBLIGATION SERVICED FROM THE DEBT SERVICE FUND

GENERAL OBLIGATION BONDS
AS OF JUNE 30, 2025
(UNAUDITED)

General Obligation Bonds		Amount Outstanding	Final Maturity
$85,290,000 General Improvement Refunding Bonds, Series 2024B	$	82,545,000	4/1/2045
$150,000,000 General Improvement Bonds, Series 2024A		135,345,000	4/1/2044
$138,010,000 General Improvement Bonds, Series 2022A		138,010,000	10/1/2047
$167,555,000 General Improvement Refunding Bonds, 2022 (Federally Taxable Convertible to Tax Exempt)		167,555,000	4/1/2040
$165,680,000 General Improvement Refunding Bonds, Series 2021		153,790,000	5/1/2046
$163,772,126 NMAPBA Local Government Public Improvement Bonds (City of Memphis Project), Series		163,772,126	4/1/2046
$24,470,000 General Improvement Bonds, Series 2020A		16,120,000	12/1/2030
$214,675,000 General Improvement & Refunding Bonds, Series 2020		118,545,000	5/1/2045
$309,255,000 General Improvement Bonds, Series 2018		266,160,000	6/1/2048
$69,885,000 General Improvement Bonds, Series 2016		48,995,000	5/1/2041
$76,820,000 General Improvement Refunding Bonds, Series, 2015A		52,905,000	4/1/2026
$208,230,000 General Improvement Refunding Bonds, Series 2014B		2,690,000	4/1/2026
$11,160,000 General Improvement Bonds, Series 2010F (RZEDB)		11,160,000	7/1/2034
$62,550,000 General Improvement Bonds, Series 2010C (Direct Pay BABs)		39,365,000	7/1/2032
$39,950,000 General Improvement Bonds, Series 2010B (Direct Pay BABs)		24,045,000	5/1/2030
Total	**$**	**1,421,002,126**	

Other General Obligation Indebtedness		Outstanding	
Commercial Paper	$	100,000,000	
$6,800,000 Clarksville Public Building Authority (TMBF Loan Solid Waste) Series 2023		5,490,000	6/1/2032
	$	**105,490,000**	

Total General Obligation Debt	**$**	**1,526,492,126**	

APPROPRIATION OBLIGATIONS BONDS

OUTSTANDING DEBT OBLIGATIONS SERVICED FROM THE DEBT SERVICE FUND
AS OF JUNE 30, 2025
(UNAUDITED)

Appropriation Obligations Debt		Outstanding	Final Maturity
$5,859,349 Solid Waste Lease 2024	$	5,323,990	12/31/2029
$15,205,000 CCRFC Economic Development Bond (100 N Main - City of Memphis Project) Series 2024B		13,465,000	10/1/2029
$25,665,000 CCRFC Economic Development Bond (Convention Center Hotel Project) Series 2024A		23,410,000	10/1/2031
$28,935,000 EDGE Revenue Refunding Bond, Series 2022 (Electrolux Project) [1]		11,780,000	4/1/2036
$19,140,000 Economic Development Bonds (City of Memphis Project) Series 2021A		19,140,000	4/1/2046
$5,115,000 Economic Development Bonds (City of Memphis Project) Series 2021B (Federally Taxable)		3,105,000	4/1/2028
Total	**$**	**76,223,990**	

[1] The obligation of the City and the County to support the payment of debt service on the EDGE Revenue Refunding Bond, Series 2022 is apportioned on an equal basis (i.e. 50% by the City and 50% by the County). Such amount represents the City's portion.

SPECIAL REVENUE BONDS

OUTSTANDING DEBT OBLIGATIONS SERVICED FROM THE DEBT SERVICE FUND
AS OF JUNE 30, 2025
(UNAUDITED)

Special Revenue Debt		Outstanding	Final Maturity
$69,635,000 EDGE Revenue Bonds (Liberty Park Project) Series 2021 (Federally Taxable)	$	67,460,000	12/1/2051
$87,725,000 TDZ Revenue Refunding Bonds, Series 2017B		80,665,000	11/1/2030
$17,925,000 Sports Facility Revenue Bonds, Series 2014A (Stadium Project)		7,190,000	2/1/2029
$5,720,000 Sports Facility Revenue Bonds, Series 2014B (Stadium Project) (Federally Taxable)		1,660,000	2/1/2030
Total	**$**	**156,975,000**	

GENERAL OBLIGATION BONDS DEBT SERVICE SCHEDULE

AS OF JUNE 30, 2025
(UNAUDITED)

Period Ending	Principal	Interest	Debt Service	Percentage Retired
6/30/2026	$ 105,890,000	$ 54,335,657	$ 160,225,657	
6/30/2027	61,356,547	52,909,299	114,265,846	
6/30/2028	63,620,523	50,112,661	113,733,184	
6/30/2029	65,991,070	47,188,839	113,179,909	
6/30/2030	68,489,044	44,144,230	112,633,274	26%
6/30/2031	65,549,446	41,106,190	106,655,636	
6/30/2032	64,755,712	38,328,603	103,084,315	
6/30/2033	66,409,534	36,209,919	102,619,453	
6/30/2034	67,786,850	34,124,535	101,911,385	
6/30/2035	69,459,624	31,943,376	101,403,000	49%
6/30/2036	65,291,498	29,912,332	95,203,830	
6/30/2037	62,258,770	27,983,020	90,241,790	
6/30/2038	63,722,266	26,162,255	89,884,521	
6/30/2039	65,342,314	24,190,634	89,532,948	
6/30/2040	67,019,500	22,143,716	89,163,216	72%
6/30/2041	67,782,262	19,992,519	87,774,781	
6/30/2042	65,641,808	17,531,417	83,173,225	
6/30/2043	66,953,110	15,103,390	82,056,500	
6/30/2044	65,636,772	12,607,803	78,244,575	
6/30/2045	48,427,676	10,142,074	58,569,750	94%
6/30/2046	36,467,800	8,502,675	44,970,475	
6/30/2047	23,060,000	1,843,950	24,903,950	
6/30/2048	24,090,000	815,850	24,905,850	100%
Total	$ 1,421,002,126	$ 647,334,944	$ 2,068,337,070	

GENERAL OBLIGATION DEBT SERVICE

The following table presents general obligation debt service as a percentage of general fund expenditures for Fiscal Years 2021 through 2025.

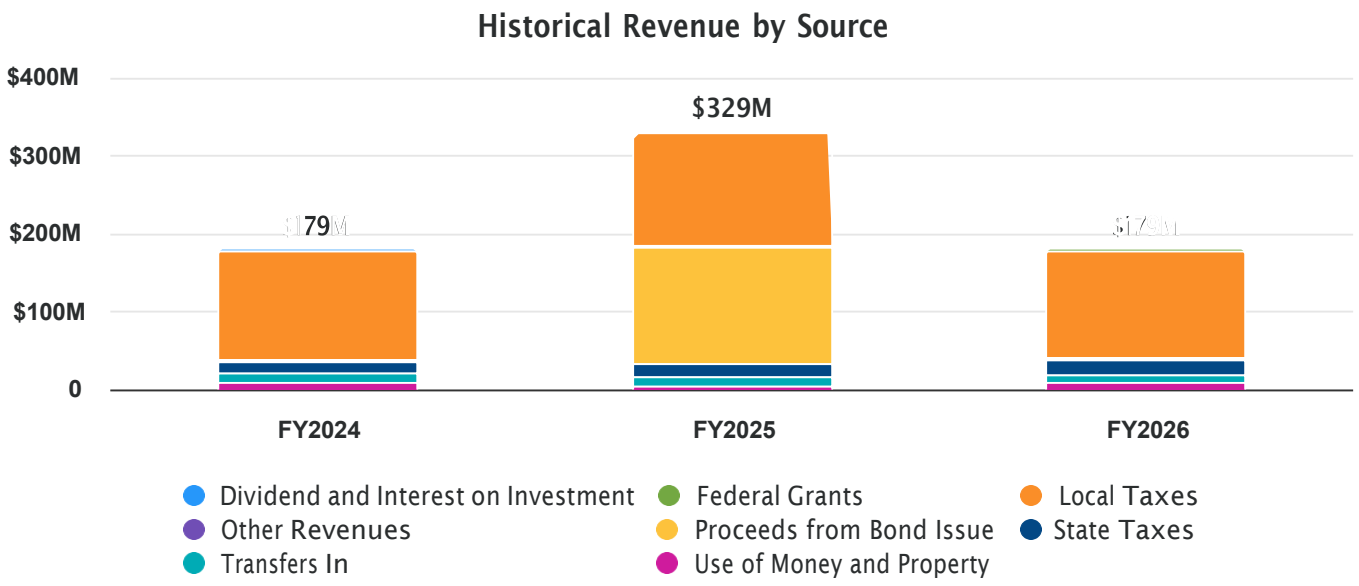
	2021	2022	2023	2024	2025
General Fund Expenditures and Other Uses[1]	$ 754,430	$ 751,238	$ 771,245	$ 865,216	$ 866,251
G.O. Debt Service [2]	136,551	133,120	138,290	147,071	142,185
Total G.F Expenditures and G.O. Debt Service	$ 890,981	$ 884,358	$ 909,535	$1,012,287	$1,008,436
G.O. Debt Service as of Percentage of the Sum of G.F. Expenditures and G.O. Debt Service	15.33%	15.05%	15.20%	14.53%	14.10%

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

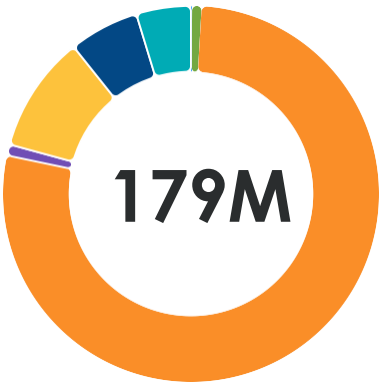
(2) Includes Debt Service on General Obligation Bonds and Interest on General Obligation Commercial Paper. Interest on General Obligation Bonds is net of subsidy payments for the General Improvement Bonds, Series 2010B (Direct Build America Bonds), General Improvement Bonds, Series 2010C (Direct Payment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

Source: City of Memphis, Tennessee.

Revenues by Source



FY26 Revenues by Revenue Source

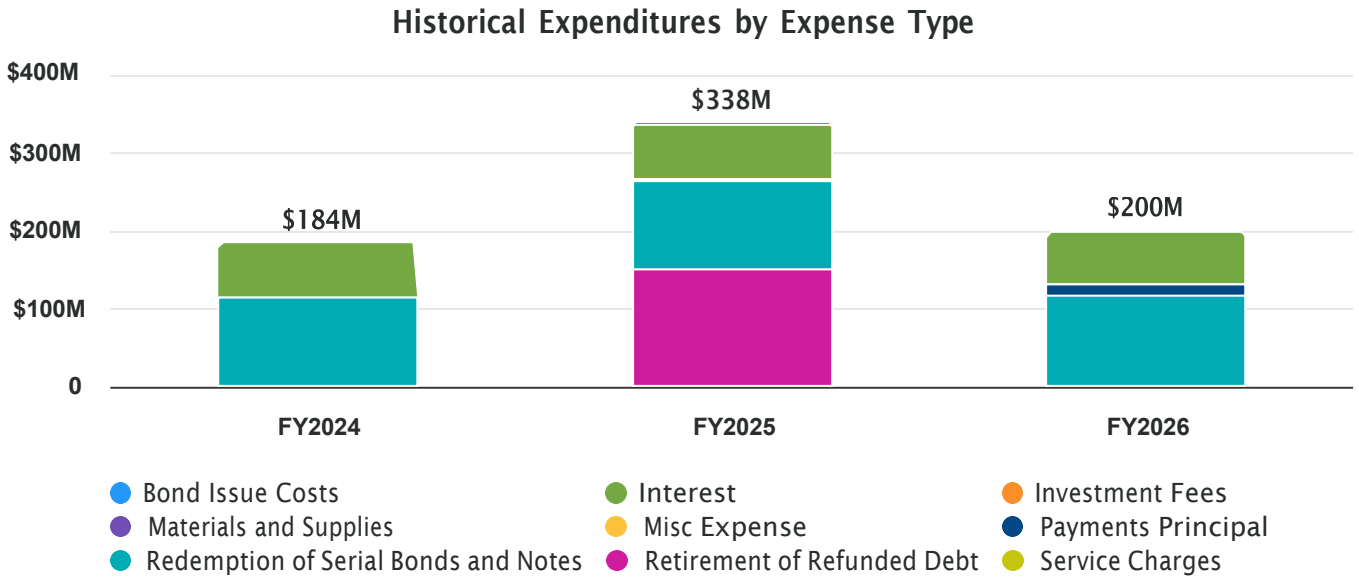


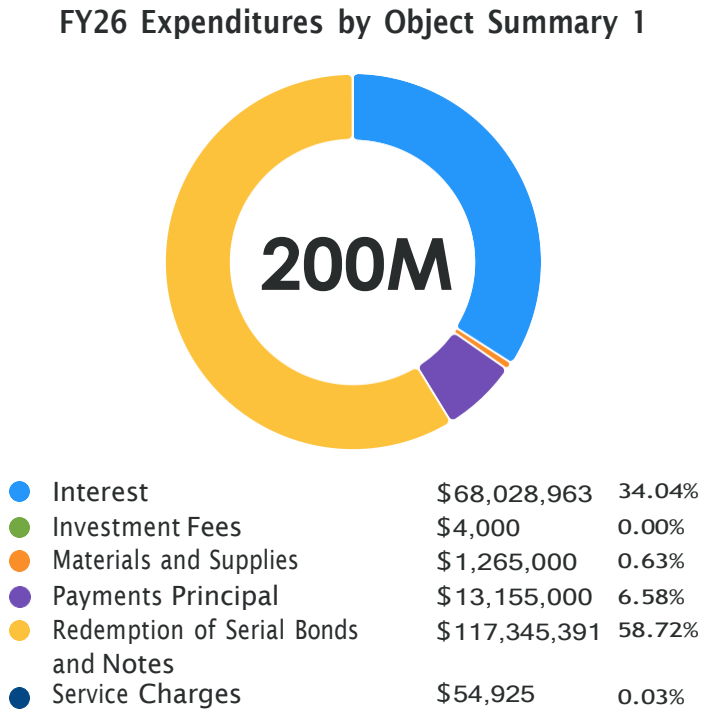
Dividend and Interest on Investment	$167,000	0.09%
Federal Grants	$1,463,887	0.82%
Local Taxes	$138,801,839	77.38%
Other Revenues	$1,719,999	0.96%
State Taxes	$18,000,000	10.03%
Transfers In	$10,811,615	6.03%
Use of Money and Property	$8,420,000	4.69%

Revenues by Source

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Transfers In	$11,237,894	$10,356,324	$10,541,172	$10,811,615
Local Taxes	$139,684,846	$142,901,839	$138,786,470	$138,801,839
State Taxes	$16,157,503	$17,300,000	$17,897,301	$18,000,000
Use of Money and Property	$8,664,758	$4,420,100	$9,120,952	$8,420,000
Federal Grants	$606,479	$1,639,248	$1,627,966	$1,463,887
Other Revenues	$1,628,979	$1,967,832	$1,711,997	$1,719,999
Proceeds from Bond Issue	-	$150,800,000	$151,167,089	-
Dividend and Interest on Investment	$1,176,304	-	$168,284	$167,000
Proceeds from Refunded Debt	-	-	$93,363,556	-
Total Revenues	$179,156,764	$329,385,342	$424,384,787	$179,384,340

Expenditures by Expense Type





Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Materials and Supplies	$1,145,741	$1,245,000	$1,271,010	$1,265,000
Redemption of Serial Bonds and Notes	$113,903,651	$114,486,562	$118,821,562	$117,345,391
Retirement of Refunded Debt	-	$150,000,000	$242,776,345	-
Transfers Out	-	-	$2,324,354	-
Service Charges	$50,375	$74,925	$54,919	$54,925
Bond Issue Costs	$103,639	$800,000	$1,748,024	-
Investment Fees	-	$4,000	$4,000	$4,000

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Interest	$68,970,766	$71,129,928	$66,970,923	$68,028,963
Misc Expense	$157,592	-	-	-
Payments Principal	-	-	-	$13,155,000
Total Expenditures	$184,331,764	$337,740,415	$433,971,137	$199,853,279

Special Revenue Fund Summary

Special Revenue Funds provide budgets for specific revenue sources that are restricted to expenditures for specific purposes. There are 14 Special Revenue Funds with spending represented in the FY26 budget. The largest Special Revenue Fund is Solid Waste (SW). Other special revenue funds and their Budgeted FY26 expenditure changes from the FY25 Budget are identified later in this book. (See the Special Revenue Funds Schedule section of book) Please note, the Transit and Mobility Fund and the Affordable Housing Fund are included for FY2026, but were not included in FY2025.

Summary

The City of Memphis is projecting $247.1M of revenue in FY2026, which represents a 1% increase over the prior year. Budgeted expenditures are projected to increase by 9.4% or $246.4M to $269.6M in FY2026.

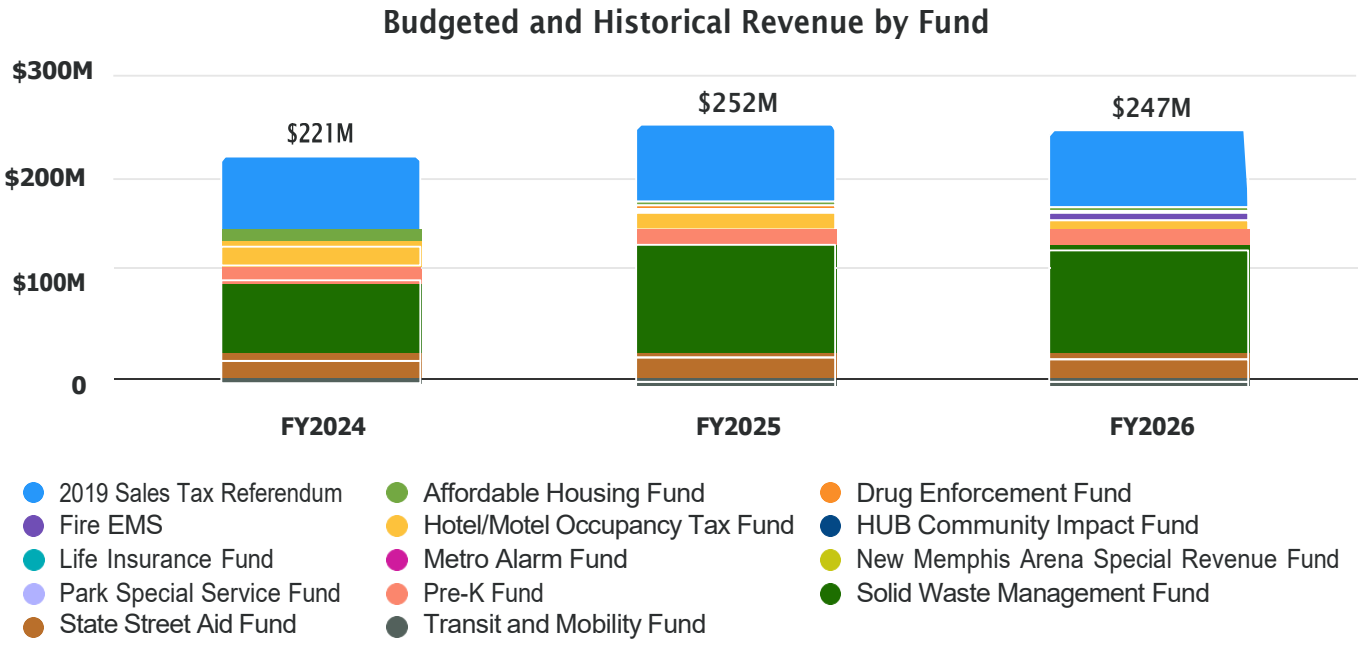
Special Revenue Fund Comprehensive Summary

Comprehensive Fund Summary

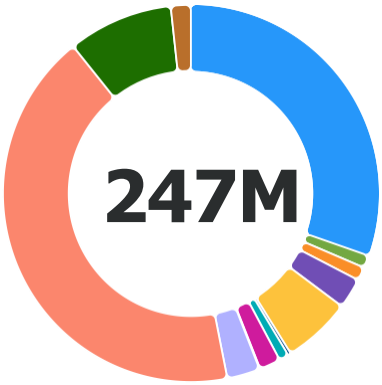
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$144,384,661	$115,174,831	$115,174,831	$104,141,029
Revenues				
Transfers In	$14,525,000	$13,125,000	$13,125,000	$12,275,000
Local Taxes	$98,703,935	$97,720,000	$98,627,219	$96,560,000
State Taxes	$22,203,173	$23,110,000	$22,350,000	$22,350,000
Licenses and Permits	$2,207,910	$2,040,000	$2,151,525	$2,040,000
Fines and and Forfeitures	$1,115,227	$2,842,700	$1,440,695	$2,842,700
Charges for Services	$77,728,437	$109,432,643	$109,432,643	$104,413,569
Use of Money and Property	-	$463,000	$93,000	$93,000
Federal Grants	$4,386,920	$3,487,350	$5,633,756	$6,472,100
Other Revenues	$164,407	$185,084	$62,508	$35,084
Employee Contributions	-$175	-	-	-
Proceeds from Loan	-$25	-	-	-
DUI Auction Proceeds	$3,250	-	-	-
Total Revenues	$221,038,058	$252,405,777	$252,916,345	$247,081,453
Expenditures				
Personnel Services	$32,396,233	$57,353,667	$61,235,585	$60,754,651
Materials and Supplies	$38,871,927	$41,897,925	$38,724,682	$44,801,093
Capital Outlay	$3,768,493	$5,048,495	$6,199,704	$8,288,066
Redemption of Serial Bonds and Notes	-	-	$192,286	$199,447
Transfers Out	$101,214,255	$90,004,753	$90,004,753	$90,991,994
Service Charges	$30,142,900	$31,148,948	$34,025,068	$34,534,998
Grants and Subsidies	$23,614,862	$28,775,965	$30,819,165	$29,765,510
Interest	-	-	$38,572	$66,435
Misc Expense	-	$10,000	$500	-
Project Costs	$20,239,218	-	$2,709,833	-
Payments Principal	-	-	-	$195,834
Total Expenditures	$250,247,887	$254,239,752	$263,950,149	$269,598,028

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Total Revenues Less Expenditures	-$29,209,829	-$1,833,975	-$11,033,804	-$22,516,575
Ending Fund Balance	$115,174,832	$113,340,856	$104,141,027	$81,624,454

Revenues by Fund



FY26 Revenues by Fund

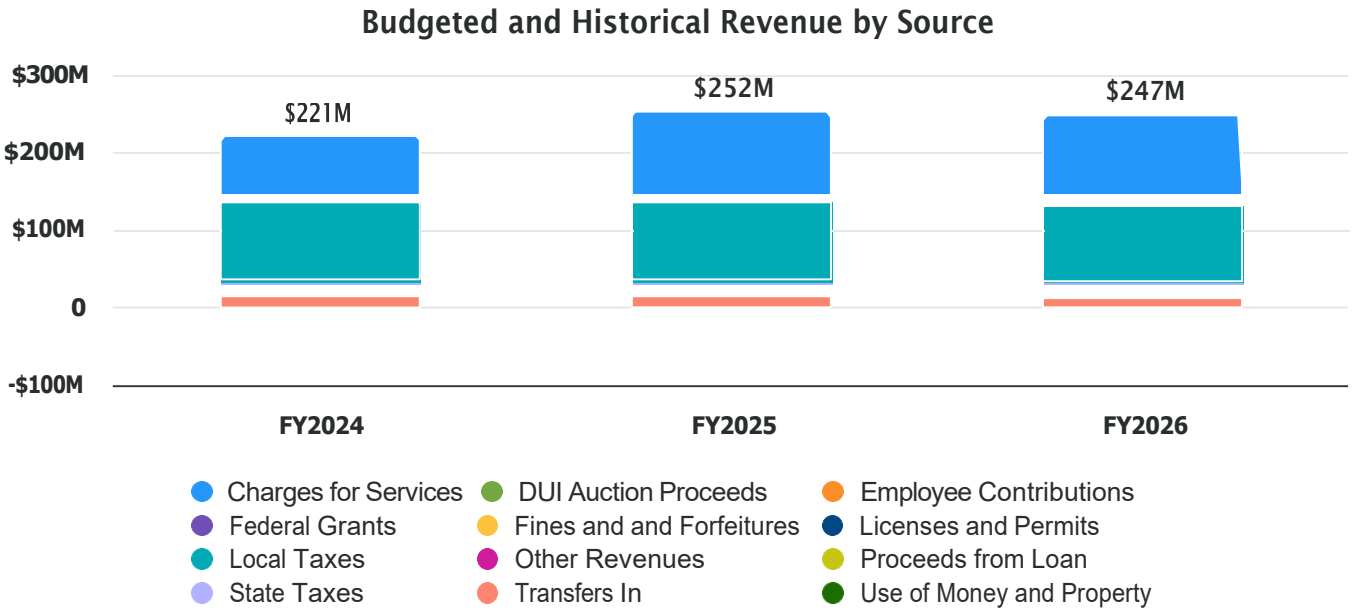


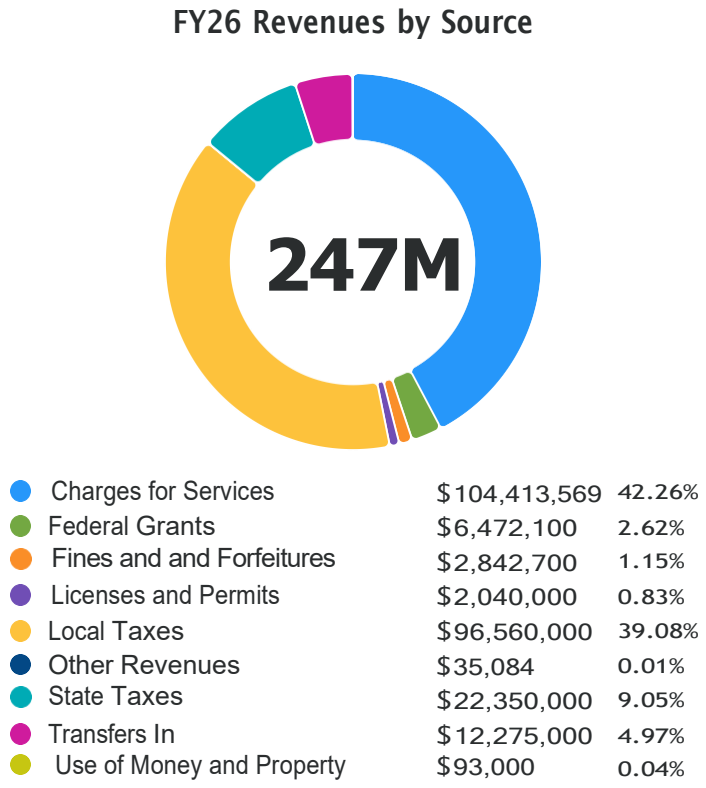
2019 Sales Tax Referendum	$75,000,000	30.35%
Affordable Housing Fund	$2,650,000	1.07%
Drug Enforcement Fund	$2,892,700	1.17%
Fire EMS	$6,422,100	2.60%
Hotel/Motel Occupancy Tax Fund	$14,590,000	5.90%
HUB Community Impact Fund	$650,000	0.26%
Metro Alarm Fund	$2,050,000	0.83%
New Memphis Arena Special Revenue Fund	$4,475,000	1.81%
Park Special Service Fund	$160,000	0.06%
Pre-K Fund	$7,000,000	2.83%
Solid Waste Management Fund	$104,591,653	42.33%
State Street Aid Fund	$22,350,000	9.05%
Transit and Mobility Fund	$4,250,000	1.72%

Revenues by Fund

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Park Special Service Fund	$195,602	$160,000	$220,219	$160,000
Life Insurance Fund	-	$520,000	-	-
State Street Aid Fund	$22,203,173	$23,110,000	$22,350,000	$22,350,000
Solid Waste Management Fund	$77,776,673	$109,610,727	$109,610,727	$104,591,653
Hotel/Motel Occupancy Tax Fund	$17,590,452	$15,750,000	$16,597,000	$14,590,000
New Memphis Arena Special Revenue Fund	$4,475,000	$4,475,000	$4,475,000	$4,475,000
2019 Sales Tax Referendum	$76,057,693	$75,000,000	$75,000,000	$75,000,000
Pre-K Fund	$7,005,433	$7,000,000	$7,000,000	$7,000,000
Affordable Housing Fund	$5,002,530	$3,600,000	$3,600,000	$2,650,000
HUB Community Impact Fund	$550,000	$550,000	$550,000	$650,000
Transit and Mobility Fund	$2,320,463	$4,250,000	$4,250,000	$4,250,000
Metro Alarm Fund	$2,208,070	$2,050,000	$2,151,925	$2,050,000
Drug Enforcement Fund	$1,152,142	$2,892,700	$1,481,332	$2,892,700
Fire EMS	$4,500,828	$3,437,350	$5,630,142	$6,422,100
Total Revenues	$221,038,058	$252,405,777	$252,916,345	$247,081,453

Revenues by Source



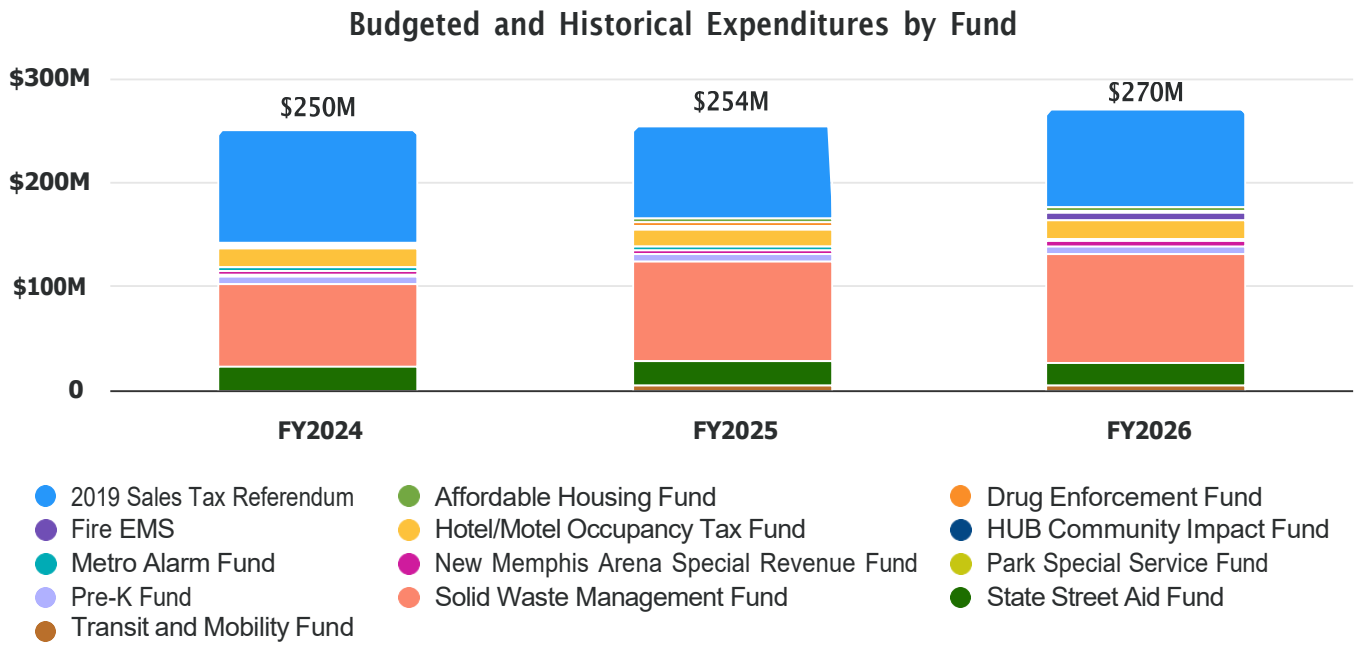


Revenues by Source

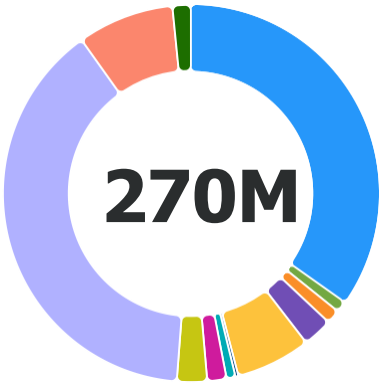
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Transfers In	$14,525,000	$13,125,000	$13,125,000	$12,275,000
Local Taxes	$98,703,935	$97,720,000	$98,627,219	$96,560,000
State Taxes	$22,203,173	$23,110,000	$22,350,000	$22,350,000
Licenses and Permits	$2,207,910	$2,040,000	$2,151,525	$2,040,000
Fines and and Forfeitures	$1,115,227	$2,842,700	$1,440,695	$2,842,700

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Charges for Services	$77,728,437	$109,432,643	$109,432,643	$104,413,569
Use of Money and Property	-	$463,000	$93,000	$93,000
Federal Grants	$4,386,920	$3,487,350	$5,633,756	$6,472,100
Other Revenues	$164,407	$185,084	$62,508	$35,084
Employee Contributions	-$175	-	-	-
Proceeds from Loan	-$25	-	-	-
DUI Auction Proceeds	$3,250	-	-	-
Total Revenues	$221,038,058	$252,405,777	$252,916,345	$247,081,453

Expenditures by Fund



FY26 Expenditures by Fund



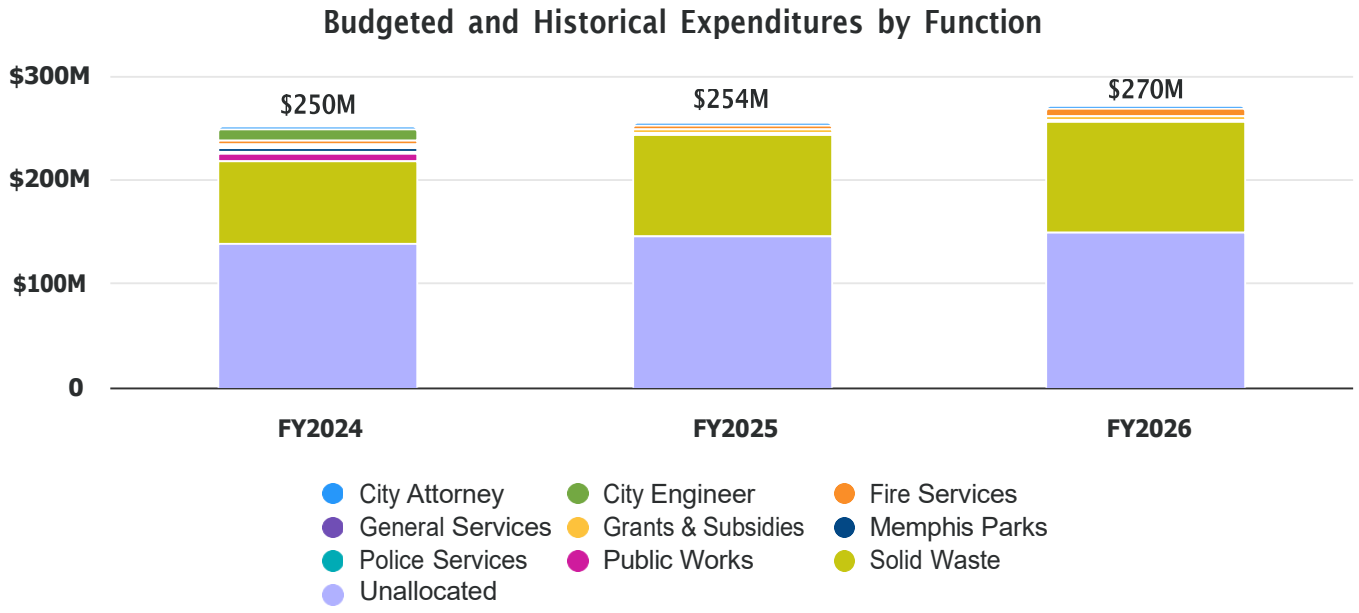
2019 Sales Tax Referendum	$93,730,446	34.77%
Affordable Housing Fund	$2,650,000	0.98%
Drug Enforcement Fund	$3,248,700	1.21%
Fire EMS	$6,883,816	2.55%
Hotel/Motel Occupancy Tax Fund	$17,373,560	6.44%
HUB Community Impact Fund	$650,000	0.24%
Metro Alarm Fund	$2,070,896	0.77%
New Memphis Arena Special Revenue Fund	$4,475,000	1.66%
Pre-K Fund	$7,000,000	2.60%
Solid Waste Management Fund	$104,915,610	38.92%
State Street Aid Fund	$22,350,000	8.29%
Transit and Mobility Fund	$4,250,000	1.58%

Expenditures by Fund

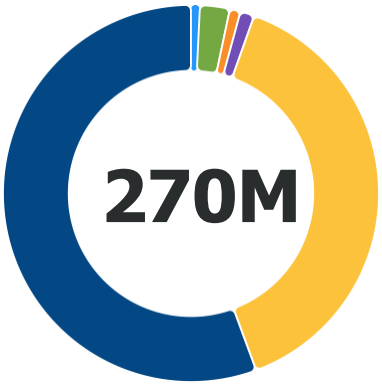
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Park Special Service Fund	$1,855,000	-	-	-
Transfers Out	$1,855,000	-	-	-
State Street Aid Fund	$22,203,173	$23,110,000	$22,350,000	$22,350,000
Materials and Supplies	$20,434,873	$21,341,700	$20,581,700	$20,581,700
Transfers Out	$1,768,300	$1,768,300	$1,768,300	$1,768,300
Solid Waste Management Fund	$80,101,272	$96,702,526	$102,174,044	$104,915,610
Personnel Services	$31,620,796	$44,046,147	$48,432,224	$44,027,934
Materials and Supplies	$13,608,861	$16,841,033	$15,050,354	$20,403,010
Capital Outlay	$1,334,417	$2,153,495	$2,153,495	$2,981,149
Transfers Out	$3,394,298	$2,512,903	$2,512,903	$2,968,519
Service Charges	$30,142,900	$31,148,948	$34,025,068	$34,534,998
Hotel/Motel Occupancy Tax Fund	$17,774,949	$15,533,050	$17,373,560	$17,373,560
Transfers Out	$6,633,050	$6,633,050	$6,633,050	$6,633,050
Grants and Subsidies	$11,141,899	$8,900,000	$10,740,510	$10,740,510
New Memphis Arena Special Revenue Fund	$4,475,000	$4,475,000	$4,475,000	$4,475,000
Grants and Subsidies	$4,475,000	$4,475,000	$4,475,000	$4,475,000
2019 Sales Tax Referendum	$108,099,118	$89,464,537	$92,174,370	$93,730,446
Personnel Services	-	$11,999,037	$11,999,037	$15,433,321
Materials and Supplies	$1,921,293	-	-	-
Transfers Out	$85,938,607	$77,465,500	$77,465,500	$78,297,125

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Project Costs	$20,239,218	-	$2,709,833	-
Pre-K Fund	$7,000,000	$7,000,000	$7,000,000	$7,000,000
Grants and Subsidies	$7,000,000	$7,000,000	$7,000,000	$7,000,000
Affordable Housing Fund	$447,963	$3,600,000	$3,803,655	$2,650,000
Grants and Subsidies	$447,963	$3,600,000	$3,803,655	$2,650,000
HUB Community Impact Fund	$550,000	$550,965	$550,000	$650,000
Grants and Subsidies	$550,000	$550,965	$550,000	$650,000
Transit and Mobility Fund	-	$4,250,000	$4,250,000	$4,250,000
Grants and Subsidies	-	$4,250,000	$4,250,000	$4,250,000
Metro Alarm Fund	$2,098,817	$2,442,982	$2,334,323	$2,070,896
Personnel Services	$319,185	$488,482	$404,324	$473,397
Materials and Supplies	$154,632	$319,500	$304,499	$272,500
Transfers Out	$1,625,000	$1,625,000	$1,625,000	$1,325,000
Misc Expense	-	$10,000	$500	-
Drug Enforcement Fund	$1,890,621	$3,210,692	$2,090,571	$3,248,700
Personnel Services	$456,252	$820,000	$400,000	$820,000
Materials and Supplies	$1,173,170	$1,895,692	$1,221,766	$1,933,700
Capital Outlay	$261,199	$495,000	$468,805	$495,000
Fire EMS	$3,751,975	$3,900,000	$5,374,625	$6,883,816
Materials and Supplies	$1,579,097	$1,500,000	$1,566,364	$1,610,183
Capital Outlay	$2,172,878	$2,400,000	$3,577,403	$4,811,917
Redemption of Serial Bonds and Notes	-	-	$192,286	$199,447
Interest	-	-	$38,572	$66,435
Payments Principal	-	-	-	$195,834
Total Expenditures	$250,247,887	$254,239,752	$263,950,149	$269,598,028

Expenditures by Function



FY26 Expenditures by Function

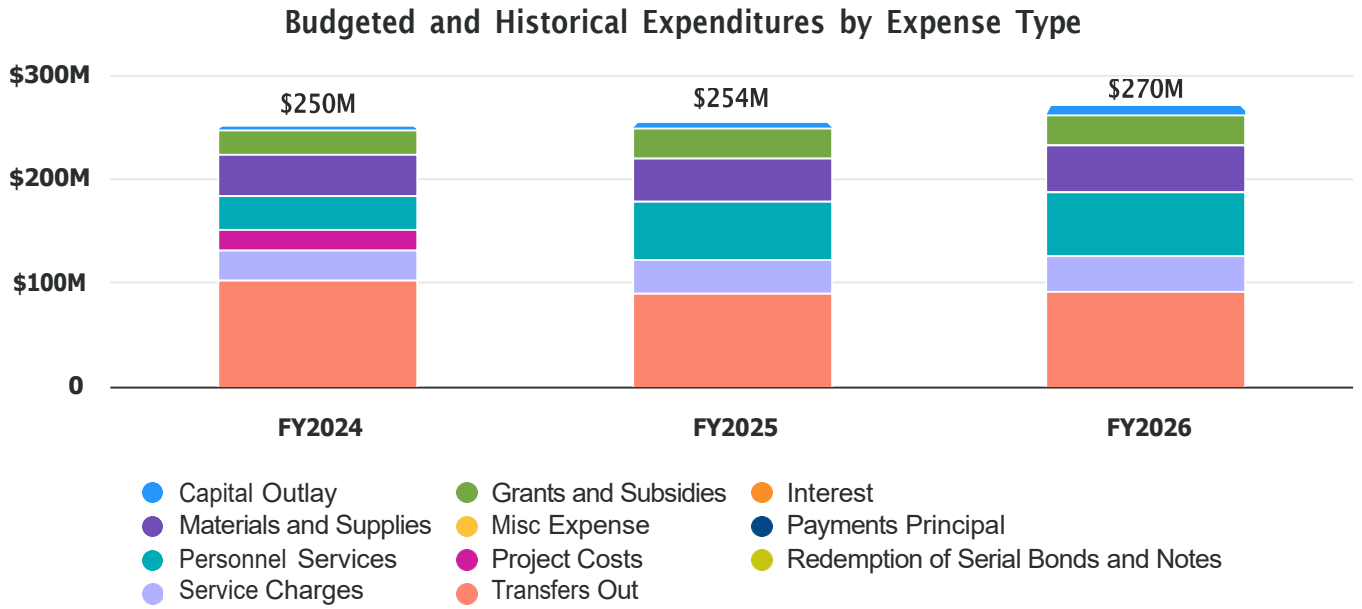


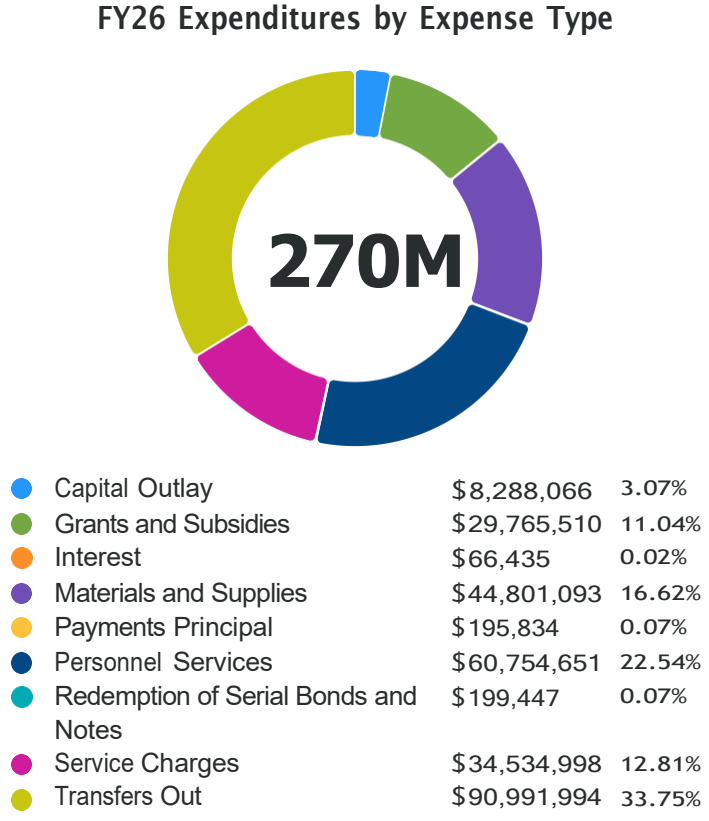
City Attorney	$2,070,896	0.77%
Fire Services	$6,883,816	2.55%
Grants & Subsidies	$2,500,000	0.93%
Police Services	$3,248,700	1.21%
Solid Waste	$104,915,610	38.92%
Unallocated	$149,979,006	55.63%

Expenditures by Function

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Fire Services	$4,283,542	$3,900,000	$5,653,009	$6,883,816
Police Services	$1,890,621	$3,210,692	$2,090,571	$3,248,700
Memphis Parks	$3,420,489	-	$116,649	-
Solid Waste	$80,096,441	$96,702,526	$102,174,044	$104,915,610
Public Works	$6,948,666	-	$1,025,000	-
General Services	$795,623	-	$19,487	-
Grants & Subsidies	$2,500,000	$2,500,000	$2,500,000	$2,500,000
City Attorney	$2,098,817	$2,442,982	$2,334,323	$2,070,896
City Engineer	$10,443,450	-	$1,270,312	-
Unallocated	$137,770,240	$145,483,552	$146,766,752	$149,979,006
Total Expenditures	$250,247,887	$254,239,752	$263,950,149	$269,598,028

Expenditures by Expense Type





Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services	$32,396,233	$57,353,667	$61,235,585	$60,754,651
Materials and Supplies	$38,871,927	$41,897,925	$38,724,682	$44,801,093
Capital Outlay	$3,768,493	$5,048,495	$6,199,704	$8,288,066
Redemption of Serial Bonds and Notes	-	-	$192,286	$199,447

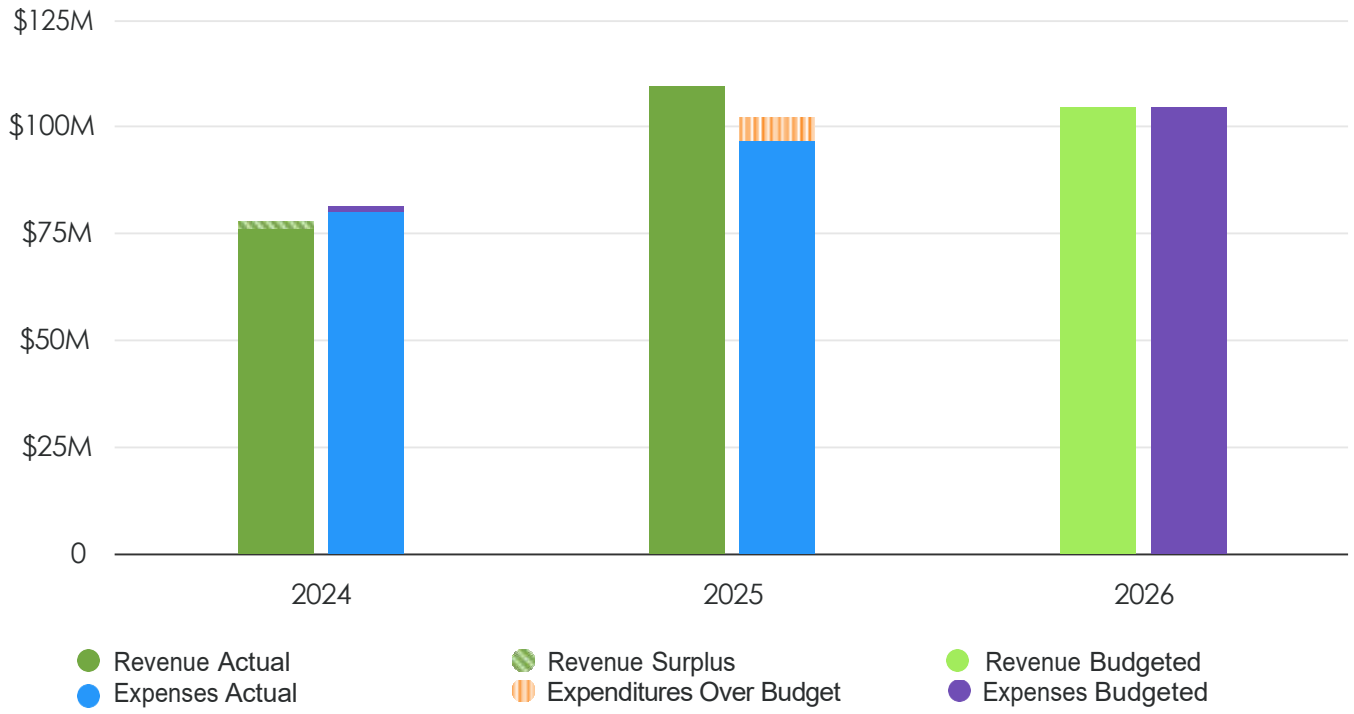
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Transfers Out	$101,214,255	$90,004,753	$90,004,753	$90,991,994
Service Charges	$30,142,900	$31,148,948	$34,025,068	$34,534,998
Grants and Subsidies	$23,614,862	$28,775,965	$30,819,165	$29,765,510
Interest	-	-	$38,572	$66,435
Misc Expense	-	$10,000	$500	-
Project Costs	$20,239,218	-	$2,709,833	-
Payments Principal	-	-	-	$195,834
Total Expenditures	$250,247,887	$254,239,752	$263,950,149	$269,598,028

Solid Waste Management Fund

Summary

The City of Memphis is projecting $104.6M of revenue in FY2026, which represents a -4.6% decrease over the prior year. Budgeted expenditures are projected to increase by 8.5% or $96.7M to $104.9M in FY2026.

Revenues vs Expenditures Summary



Solid Waste Management Fund Comprehensive Summary

Comprehensive Fund Summary

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$6,401,744	$4,077,146	$4,077,146	$11,513,829
Revenues				
Local Taxes	$33,989	$100,000	$100,000	$100,000
Charges for Services	$77,728,437	$109,432,643	$109,432,643	$104,413,569
Use of Money and Property	-	$53,000	$53,000	$53,000
Other Revenues	$14,448	$25,084	$25,084	$25,084
Employee Contributions	-$175	-	-	-
Investment in General Fixed Assets	-	-	-	-
State Grants	-	-	-	-
Proceeds from Loan	-$25	-	-	-
Total Revenues	$77,776,673	$109,610,727	$109,610,727	$104,591,653
Expenditures				
Personnel Services	$31,620,796	$44,046,147	$48,432,224	$44,027,934

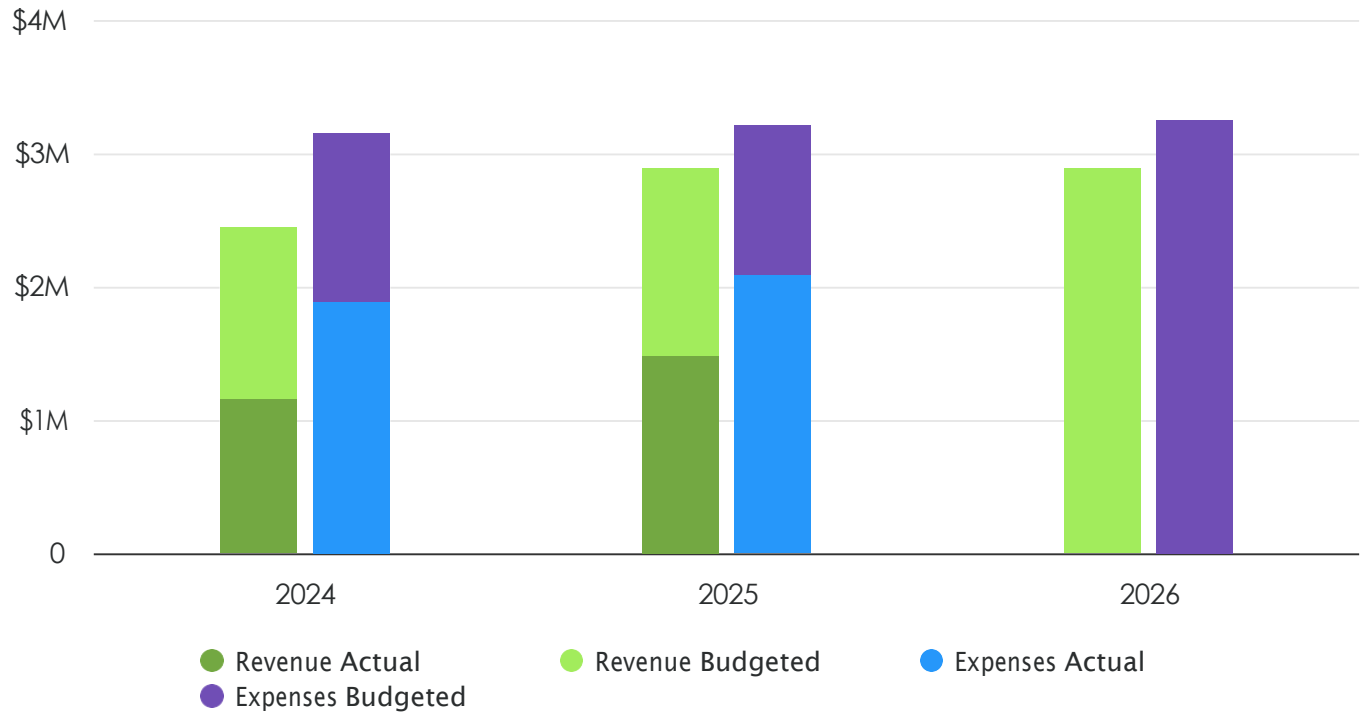
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Materials and Supplies	$13,608,861	$16,841,033	$15,050,354	$20,403,010
Capital Outlay	$1,334,417	$2,153,495	$2,153,495	$2,981,149
Expense Recovery	-	-	-	-
Transfers Out	$3,394,298	$2,512,903	$2,512,903	$2,968,519
Service Charges	$30,142,900	$31,148,948	$34,025,068	$34,534,998
Other Post Employment Benefits	-	-	-	-
Total Expenditures	$80,101,272	$96,702,526	$102,174,044	$104,915,610
Total Revenues Less Expenditures	-$2,324,599	$12,908,201	$7,436,683	-$323,957
Ending Fund Balance	$4,077,145	$16,985,347	$11,513,829	$11,189,872

Drug Enforcement Fund

Summary

The City of Memphis is projecting $2.9M of revenue in FY2026, which represents no increase over the prior year. Budgeted expenditures are projected to increase by 1.2% or $3.21M to $3.25M in FY2026.

Revenues vs Expenditures Summary



Drug Enforcement Fund Comprehensive Summary

Comprehensive Fund Summary

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$9,803,572	$9,065,092	$9,065,092	$8,455,854
Revenues				
Fines and and Forfeitures	$1,115,227	$2,842,700	$1,440,695	$2,842,700
Use of Money and Property	-	-	-	-
Federal Grants	$30,092	$50,000	$27,870	$50,000
Other Revenues	$3,572	-	$12,768	-
DUI Auction Proceeds	$3,250	-	-	-
Total Revenues	$1,152,142	$2,892,700	$1,481,332	$2,892,700
Expenditures				
Personnel Services	$456,252	$820,000	$400,000	$820,000
Materials and Supplies	$1,173,170	$1,895,692	$1,221,766	$1,933,700
Capital Outlay	$261,199	$495,000	$468,805	$495,000
Total Expenditures	$1,890,621	$3,210,692	$2,090,571	$3,248,700

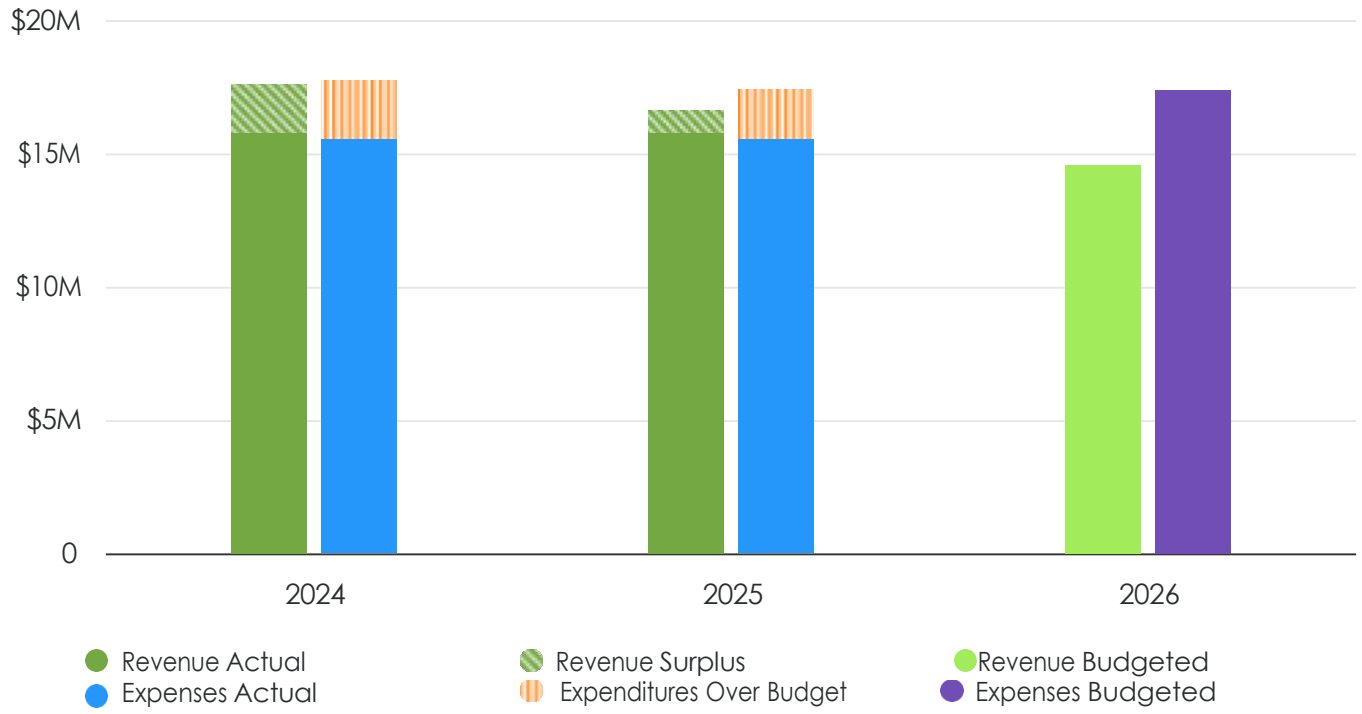
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Total Revenues Less Expenditures	-$738,479	-$317,992	-$609,239	-$356,000
Ending Fund Balance	$9,065,093	$8,747,100	$8,455,853	$8,099,854

Hotel Motel Fund

Summary

The City of Memphis is projecting $14.6M of revenue in FY2026, which represents a -7.4% decrease over the prior year. Budgeted expenditures are projected to increase by 11.6% or $15.5M to $17.4M in FY2026.

Revenues vs Expenditures Summary



Hotel Motel Fund Comprehensive Summary

Comprehensive Fund Summary

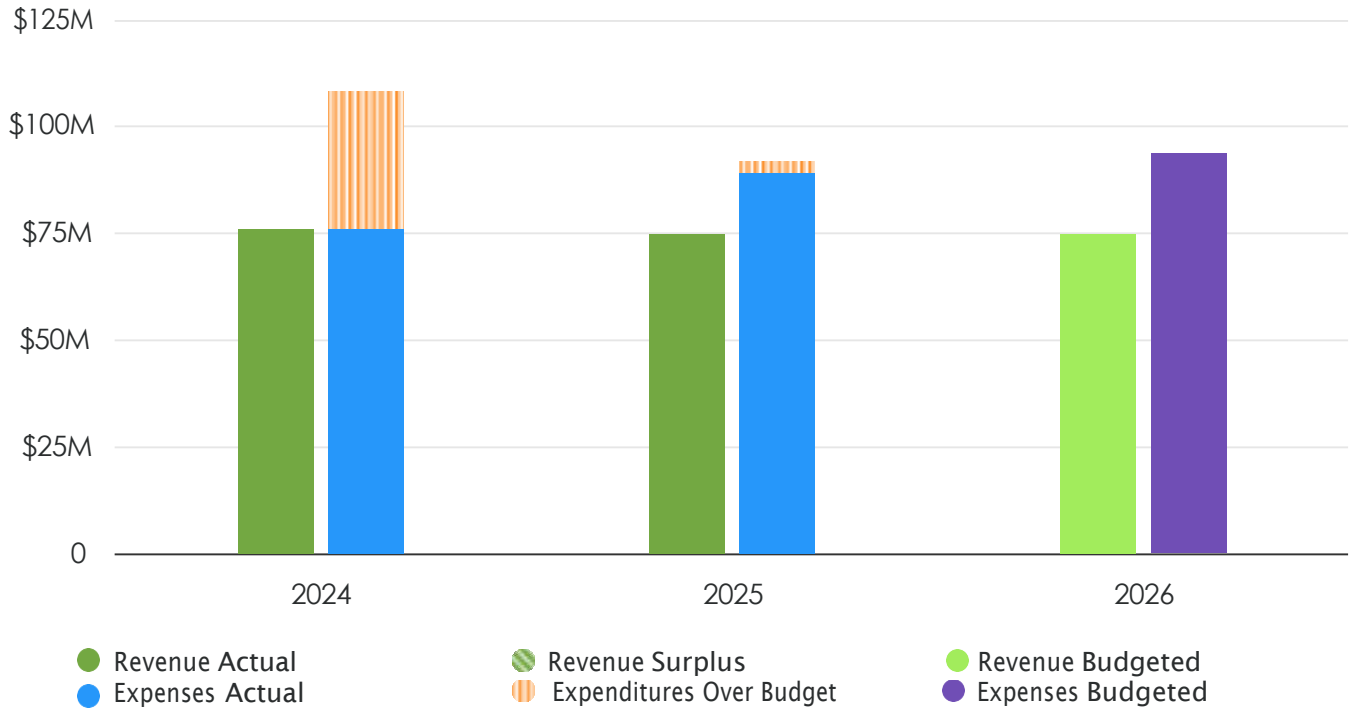
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$4,117,213	$3,932,716	$3,932,716	$3,156,156
Revenues				
Local Taxes	$17,590,452	$15,750,000	$16,597,000	$14,590,000
Total Revenues	$17,590,452	$15,750,000	$16,597,000	$14,590,000
Expenditures				
Transfers Out	$6,633,050	$6,633,050	$6,633,050	$6,633,050
Grants and Subsidies	$11,141,899	$8,900,000	$10,740,510	$10,740,510
Total Expenditures	$17,774,949	$15,533,050	$17,373,560	$17,373,560
Total Revenues Less Expenditures	-$184,497	$216,950	-$776,560	-$2,783,560
Ending Fund Balance	$3,932,716	$4,149,666	$3,156,156	$372,596

2019 Sales Tax Referendum

Summary

The City of Memphis is projecting $75.0M of revenue in FY2026, which represents no increase over the prior year. Budgeted expenditures are projected to increase by 4.8% or $89.5M to $93.7M in FY2026.

Revenues vs Expenditures Summary



2019 Sales Tax Referendum Fund Comprehensive Summary

Comprehensive Fund Summary

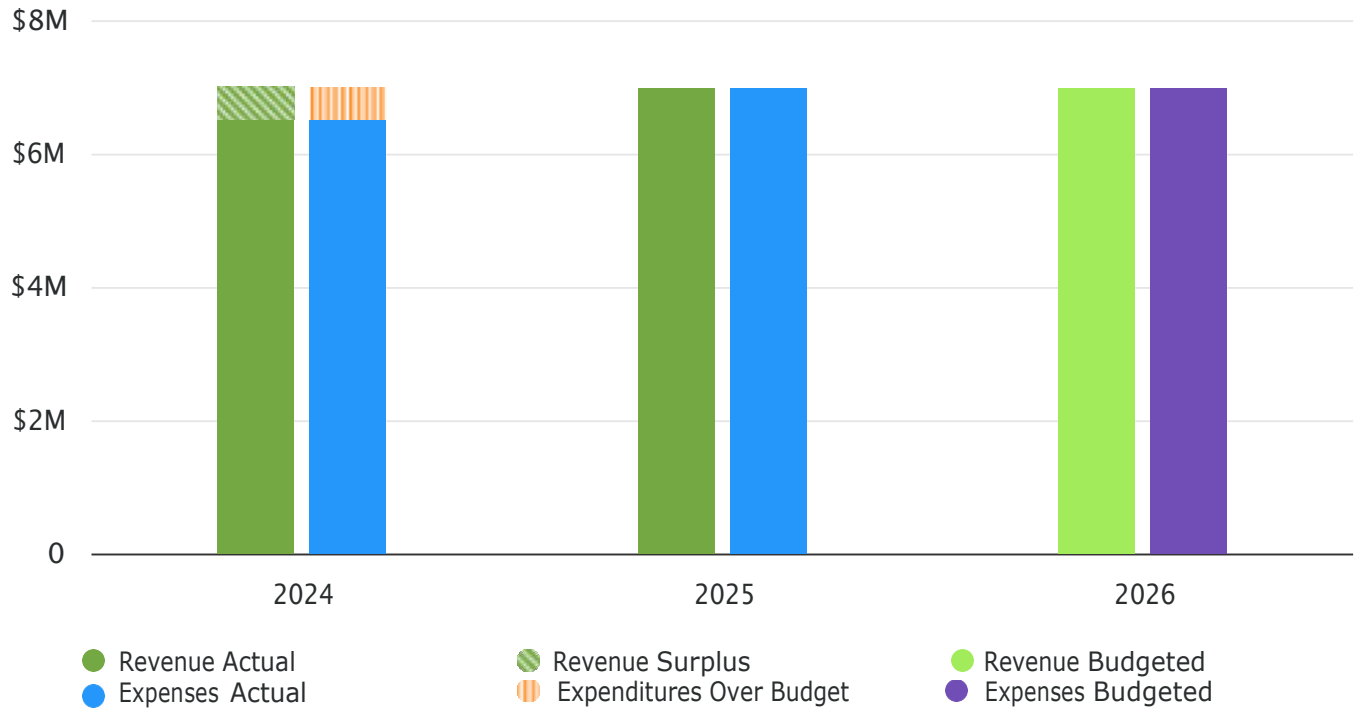
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$75,415,682	$43,374,257	$43,374,257	$26,199,887
Revenues				
Local Taxes	$76,057,693	$75,000,000	$75,000,000	$75,000,000
Total Revenues	$76,057,693	$75,000,000	$75,000,000	$75,000,000
Expenditures				
Personnel Services	-	$11,999,037	$11,999,037	$15,433,321
Materials and Supplies	$1,921,293	-	-	-
Transfers Out	$85,938,607	$77,465,500	$77,465,500	$78,297,125
Project Costs	$20,239,218	-	$2,709,833	-
Total Expenditures	$108,099,118	$89,464,537	$92,174,370	$93,730,446
Total Revenues Less Expenditures	-$32,041,425	-$14,464,537	-$17,174,370	-$18,730,446
Ending Fund Balance	$43,374,257	$28,909,720	$26,199,887	$7,469,441

Pre-K Fund

Summary

The City of Memphis is projecting $7M of revenue in FY2026, which represents no increase over the prior year. Budgeted expenditures are projected to remain stable at $7M in FY2026.

Revenues vs Expenditures Summary



Pre-K Fund Comprehensive Summary

Comprehensive Fund Summary

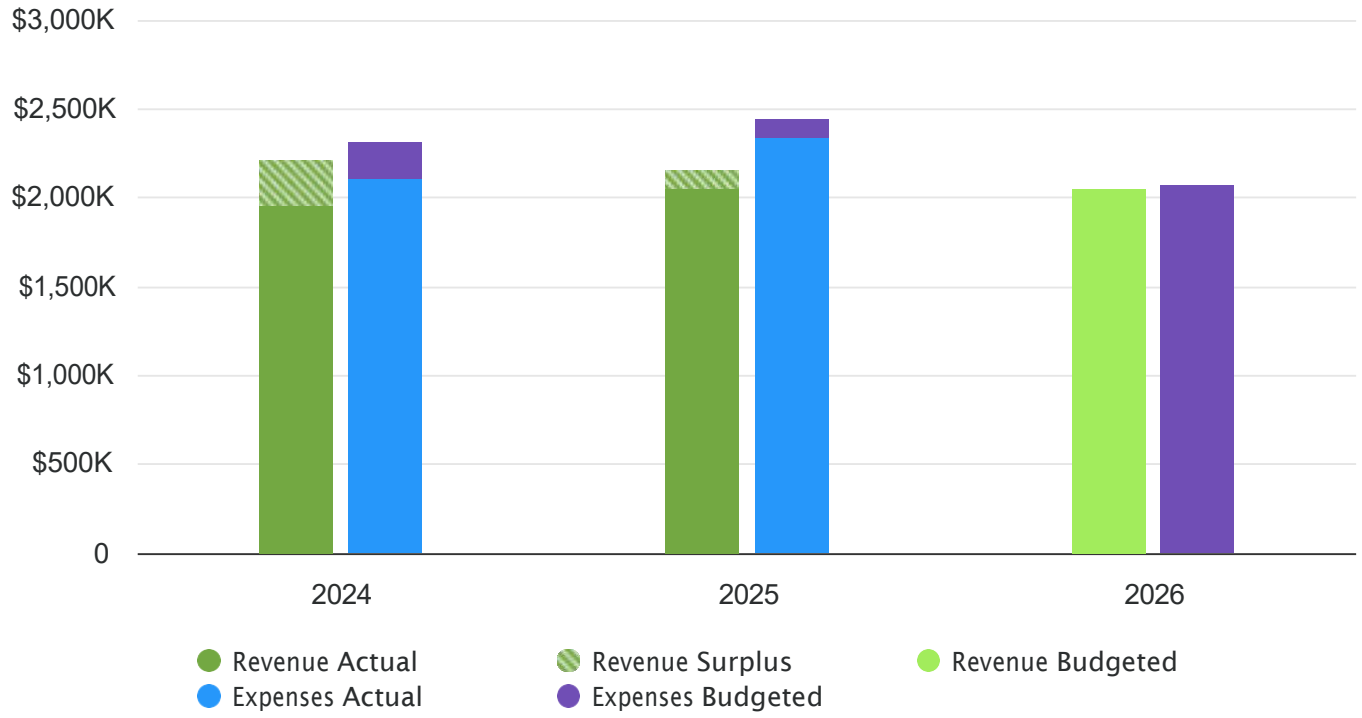
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$10,619,544	$10,624,977	$10,624,977	$10,624,977
Revenues				
Transfers In	$7,000,000	$7,000,000	$7,000,000	$7,000,000
Local Taxes	$5,433	-	-	-
Total Revenues	$7,005,433	$7,000,000	$7,000,000	$7,000,000
Expenditures				
Grants and Subsidies	$7,000,000	$7,000,000	$7,000,000	$7,000,000
Total Expenditures	$7,000,000	$7,000,000	$7,000,000	$7,000,000
Total Revenues Less Expenditures	$5,433	–	–	–
Ending Fund Balance	$10,624,977	$10,624,977	$10,624,977	$10,624,977

Metro Alarm

Summary

The City of Memphis is projecting $2.05M of revenue in FY2026, which represents no increase over the prior year. Budgeted expenditures are projected to decrease by -15.2% or $2.44M to $2.07M in FY2026.

Revenues vs Expenditures Summary



Metro Alarm Fund Comprehensive Summary

Comprehensive Fund Summary

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$2,960,499	$3,069,752	$3,069,752	$2,887,354
Revenues				
Licenses and Permits	$2,207,910	$2,040,000	$2,151,525	$2,040,000
Fines and and Forfeitures	-	-	-	-
Use of Money and Property	-	-	-	-
Other Revenues	$160	$10,000	$400	$10,000
Total Revenues	$2,208,070	$2,050,000	$2,151,925	$2,050,000
Expenditures				
Personnel Services	$319,185	$488,482	$404,324	$473,397
Materials and Supplies	$154,632	$319,500	$304,499	$272,500
Transfers Out	$1,625,000	$1,625,000	$1,625,000	$1,325,000
Misc Expense	-	$10,000	$500	-
Other Post Employment Benefits	-	-	-	-

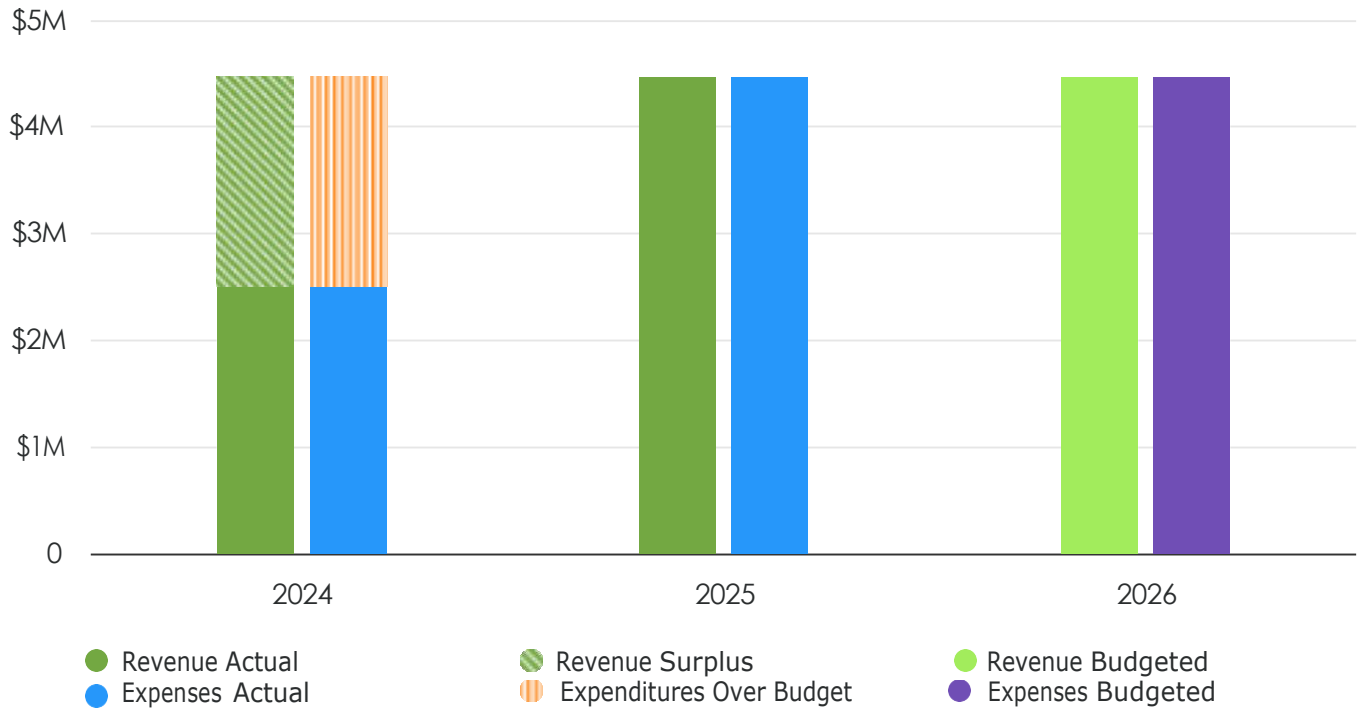
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Total Expenditures	$2,098,817	$2,442,982	$2,334,323	$2,070,896
Total Revenues Less Expenditures	$109,253	-$392,982	-$182,398	-$20,896
Ending Fund Balance	$3,069,752	$2,676,770	$2,887,354	$2,866,458

New Memphis Arena Fund

Summary

The City of Memphis is projecting $4.475M of revenue in FY2026, which represents no increase over the prior year. Budgeted expenditures are projected to remain stable at $4.475M inFY2026.

Revenues vs Expenditures Summary



New Memphis Arena Fund Comprehensive Summary

Comprehensive Fund Summary

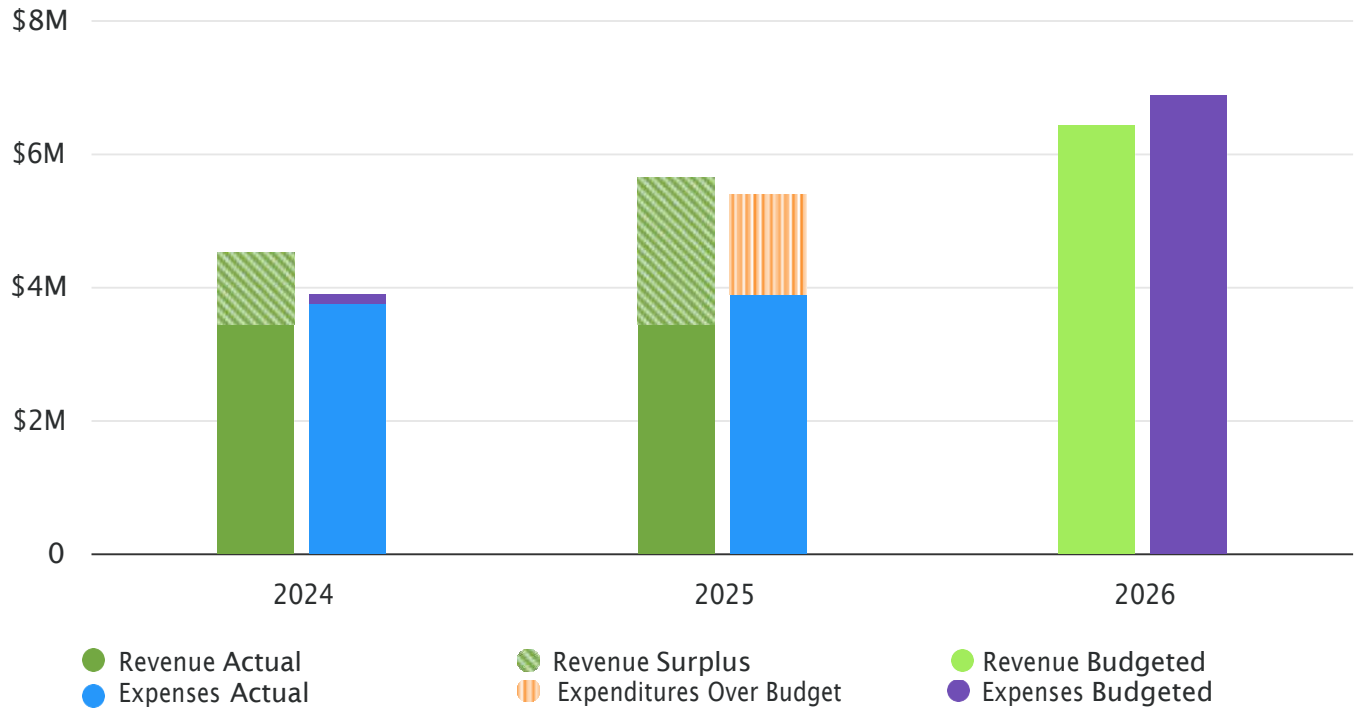
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$110,749	$110,749	$110,749	$110,749
Revenues				
Transfers In	$1,975,000	$1,975,000	$1,975,000	$1,975,000
Local Taxes	$2,500,000	$2,500,000	$2,500,000	$2,500,000
Total Revenues	$4,475,000	$4,475,000	$4,475,000	$4,475,000
Expenditures				
Transfers Out	-	-	-	-
Grants and Subsidies	$4,475,000	$4,475,000	$4,475,000	$4,475,000
Total Expenditures	$4,475,000	$4,475,000	$4,475,000	$4,475,000
Total Revenues Less Expenditures	–	–	–	–
Ending Fund Balance	$110,749	$110,749	$110,749	$110,749

Fire EMS Fund

Summary

The City of Memphis is projecting $6.42M of revenue in FY2026, which represents a 86.8% increase over the prior year. Budgeted expenditures are projected to increase by 76.5% or $3.9M to $6.88M in FY2026.

Revenues vs Expenditures Summary



Fire EMS Fund Comprehensive Summary

Comprehensive Fund Summary

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$3,900,365	$4,649,218	$4,649,218	$4,904,735
Revenues				
Federal Grants	$4,356,828	$3,437,350	$5,605,886	$6,422,100
Other Revenues	$144,000	-	$24,256	-
Total Revenues	$4,500,828	$3,437,350	$5,630,142	$6,422,100
Expenditures				
Materials and Supplies	$1,579,097	$1,500,000	$1,566,364	$1,610,183
Capital Outlay	$2,172,878	$2,400,000	$3,577,403	$4,811,917
Redemption of Serial Bonds and Notes	-	-	$192,286	$199,447
Interest	-	-	$38,572	$66,435
Payments Principal	-	-	-	$195,834
Total Expenditures	$3,751,975	$3,900,000	$5,374,625	$6,883,816
Total Revenues Less Expenditures	$748,853	-$462,650	$255,517	-$461,716

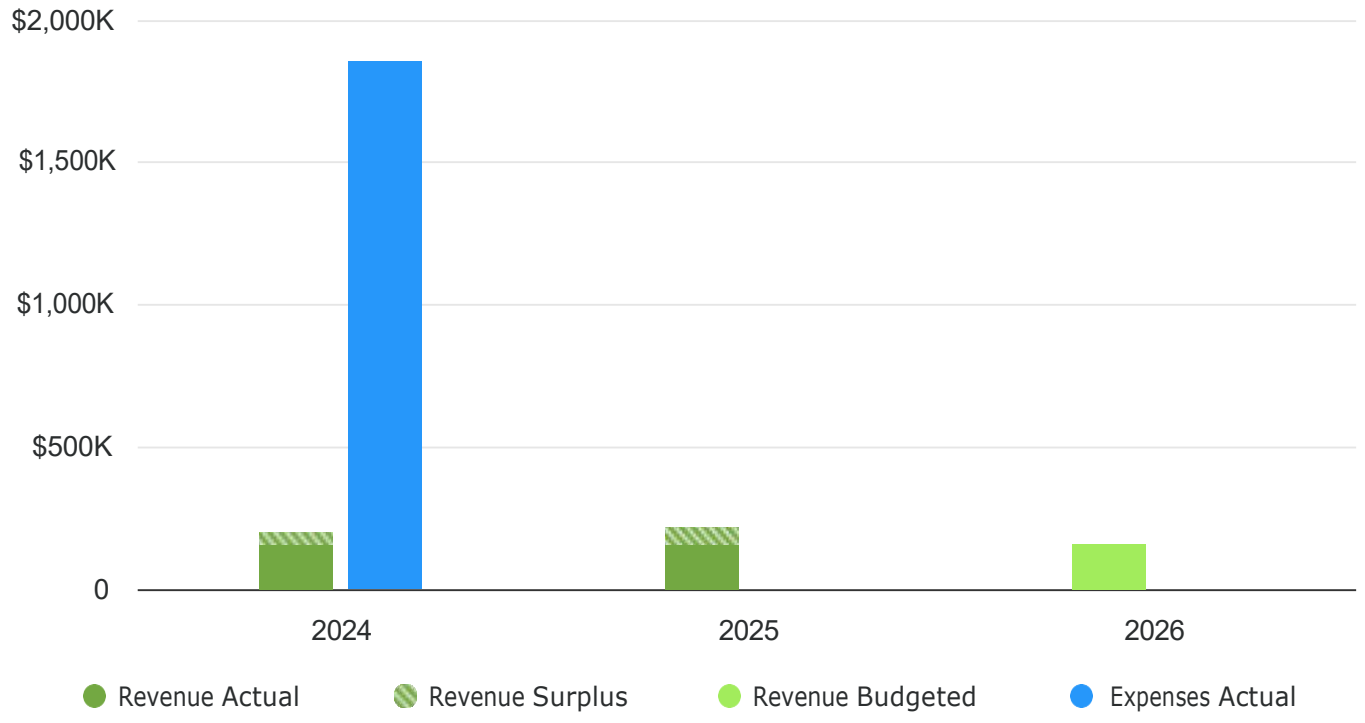
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Ending Fund Balance	$4,649,218	$4,186,568	$4,904,735	$4,443,019

Park Special Service Fund

Summary

The City of Memphis is projecting $160K of revenue in FY2026, which represents no increase over the prior year. Budgeted expenditures are projected to be $160K in FY2026.

Revenues vs Expenditures Summary



Park Special Service Fund Comprehensive Summary

Comprehensive Fund Summary

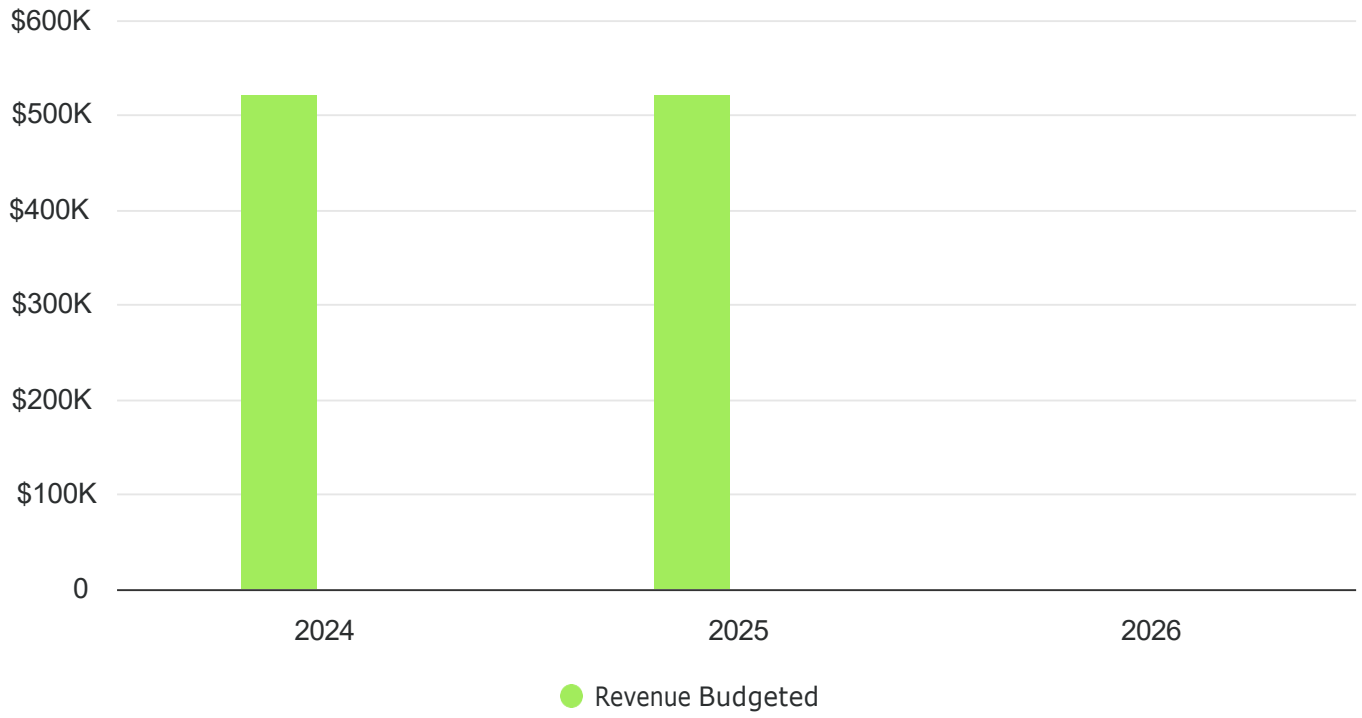
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$3,854,321	$2,194,923	$2,194,923	$2,415,142
Revenues				
Local Taxes	$195,602	$120,000	$180,219	$120,000
Use of Money and Property	-	$40,000	$40,000	$40,000
Total Revenues	$195,602	$160,000	$220,219	$160,000
Expenditures				
Materials and Supplies	-	-	-	-
Transfers Out	$1,855,000	-	-	-
Total Expenditures	$1,855,000	–	–	–
Total Revenues Less Expenditures	-$1,659,398	$160,000	$220,219	$160,000
Ending Fund Balance	$2,194,923	$2,354,923	$2,415,142	$2,575,142

Life Insurance Fund

Summary

The City of Memphis is projecting no revenue or expenses in FY2026, but a projected ending fund balance of $23.4M in FY2026.

Revenues vs Expenditures Summary



Life Insurance Fund Comprehensive Summary

Comprehensive Fund Summary

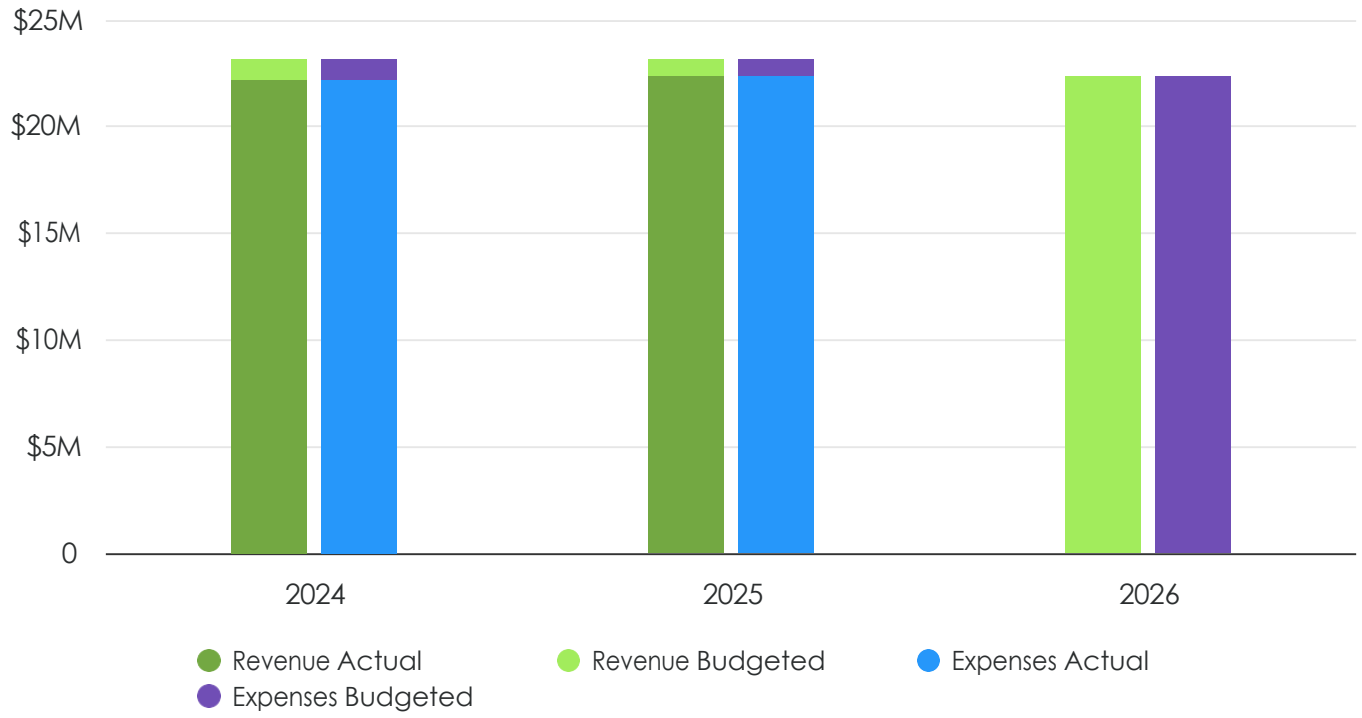
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$23,433,788	$23,433,788	$23,433,788	$23,433,788
Revenues				
Use of Money and Property	-	$370,000	-	-
Other Revenues	-	$150,000	-	-
Total Revenues	–	$520,000	–	–
Expenditures				
Total Expenditures	–	–	–	–
Total Revenues Less Expenditures	–	$520,000	–	–
Ending Fund Balance	$23,433,788	$23,953,788	$23,433,788	$23,433,788

State Street Aid Fund

Summary

The City of Memphis is projecting $22.3M of revenue in FY2026, which represents a -3.3% decrease over the prior year. Budgeted expenditures are projected to decrease by -3.3% or $23.1M to $22.3M in FY2026.

Revenues vs Expenditures Summary



State Street Aid Fund Comprehensive Summary

Comprehensive Fund Summary

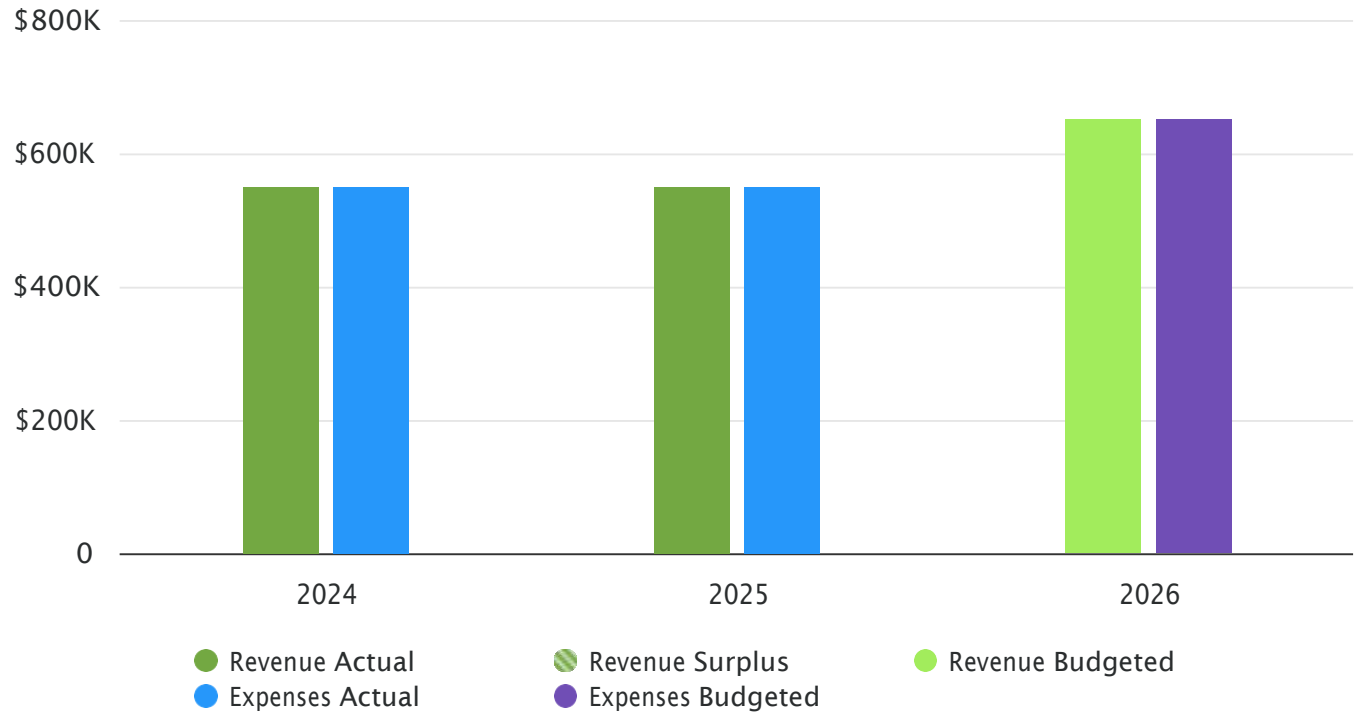
Category	FY 2025 Adopted	FY 2024 Actual	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	–	–	–	–
Revenues				
State Taxes	$23,110,000	$22,203,173	$22,350,000	$22,350,000
Total Revenues	$23,110,000	$22,203,173	$22,350,000	$22,350,000
Expenditures				
Materials and Supplies	$21,341,700	$20,434,873	$20,581,700	$20,581,700
Transfers Out	$1,768,300	$1,768,300	$1,768,300	$1,768,300
Total Expenditures	$23,110,000	$22,203,173	$22,350,000	$22,350,000
Total Revenues Less Expenditures	–	–	–	–
Ending Fund Balance	–	–	–	–

HUB Community Impact Fund

Summary

The City of Memphis is projecting $650K of revenue in FY2026, which represents a 18.2% increase over the prior year. Budgeted expenditures are projected to increase by 18.0% or $550K to $650K in FY2026.

Revenues vs Expenditures Summary



HUB Community Impact Fund Comprehensive Summary

Comprehensive Fund Summary

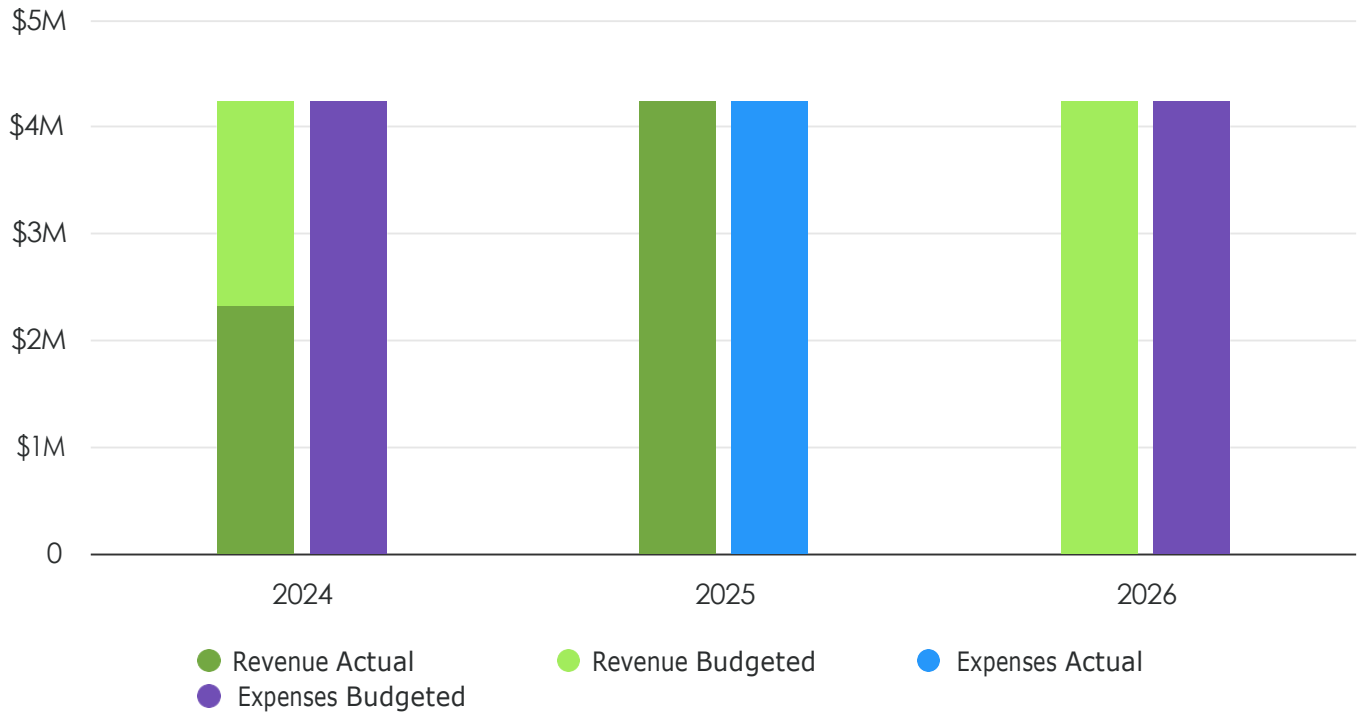
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	–	–	–	–
Revenues				
Transfers In	$550,000	$550,000	$550,000	$650,000
Use of Money and Property	-	-	-	-
Total Revenues	$550,000	$550,000	$550,000	$650,000
Expenditures				
Grants and Subsidies	$550,000	$550,965	$550,000	$650,000
Total Expenditures	$550,000	$550,965	$550,000	$650,000
Total Revenues Less Expenditures	–	-$965	–	–
Ending Fund Balance	–	-$965	–	–

Transit and Mobility Fund

Summary

The City of Memphis is projecting $4.25M of revenue in FY2026, which represents no increase over the prior year. Budgeted expenditures are projected to be $4.25M and no increase from FY2025 to FY2026.

Revenues vs Expenditures Summary



Transit and Mobility Fund Comprehensive Summary

Comprehensive Fund Summary

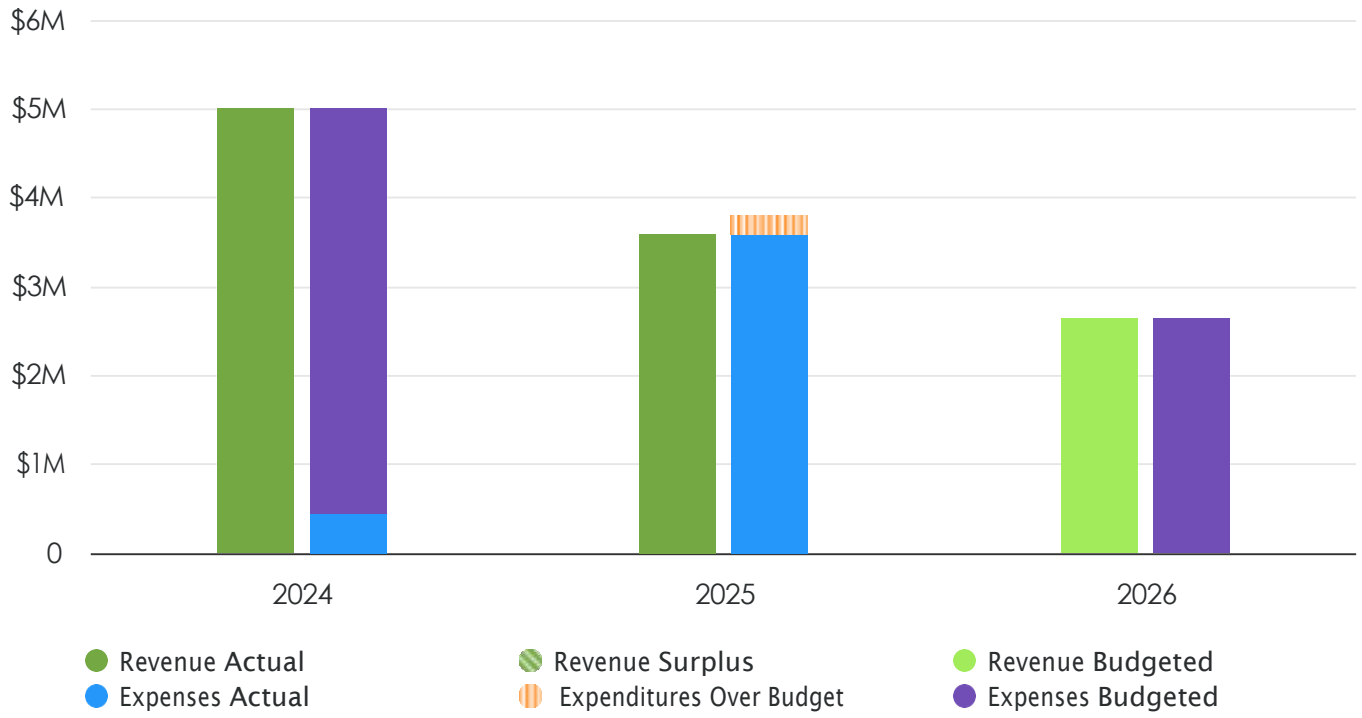
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$3,293,219	$5,613,682	$5,613,682	$5,613,682
Revenues				
Local Taxes	$2,320,463	$4,250,000	$4,250,000	$4,250,000
Total Revenues	$2,320,463	$4,250,000	$4,250,000	$4,250,000
Expenditures				
Materials and Supplies	-	-	-	-
Grants and Subsidies	-	$4,250,000	$4,250,000	$4,250,000
Total Expenditures	–	$4,250,000	$4,250,000	$4,250,000
Total Revenues Less Expenditures	$2,320,463	–	–	–
Ending Fund Balance	$5,613,682	$5,613,682	$5,613,682	$5,613,682

Affordable Housing Fund

Summary

The City of Memphis is projecting $2.65M of revenue in FY2026, which represents a -26.4.% decrease over the prior year. Budgeted expenditures are projected to decrease by -26.4% or $3.60M to $2.65M in FY2026.

Revenues vs Expenditures Summary



Affordable Housing Fund Comprehensive Summary

Comprehensive Fund Summary

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$473,965	$5,028,531	$5,028,531	$4,824,876
Revenues				
Transfers In	$5,000,000	$3,600,000	$3,600,000	$2,650,000
Local Taxes	$303	-	-	-
Other Revenues	$2,226	-	-	-
Total Revenues	$5,002,530	$3,600,000	$3,600,000	$2,650,000
Expenditures				
Grants and Subsidies	$447,963	$3,600,000	$3,803,655	$2,650,000
Total Expenditures	$447,963	$3,600,000	$3,803,655	$2,650,000
Total Revenues Less Expenditures	$4,554,566	–	-$203,655	–
Ending Fund Balance	$5,028,531	$5,028,531	$4,824,876	$4,824,876

Enterprise Funds

Enterprise Funds

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

Sewer Fund

This fund is used to account for the operations and maintenance of the wastewater collection and treatment facilities owned and operated by the City of Memphis. The City of Memphis wastewater system is a combination of 3,193 miles of sewers, 96 lift stations, and 2 large Wastewater Treatment Plants that serve all of Memphis, 5 adjacent municipalities, parts of unincorporated Shelby County, and over 100 significant industrial users. As part of our strategic initiatives, a sewer Master Plan has been developed which will guide the fund in terms of future operations, management, and long-term investments. Other initiatives include the utilization of a program to improve the management of the collection system based upon prioritization of assessed conditions. Memphis continues to rank as having one of the lowest wastewater rates in the nation. The last increase in sewer fees was in FY2020.

Storm Water Fund

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

Summary

The City of Memphis is projecting $200.7M of revenue in FY2026, which represents a 0.7% increase over the prior year. Budgeted expenditures are projected to increase by 5.3% or $197.7M to $208.1M in FY2026.

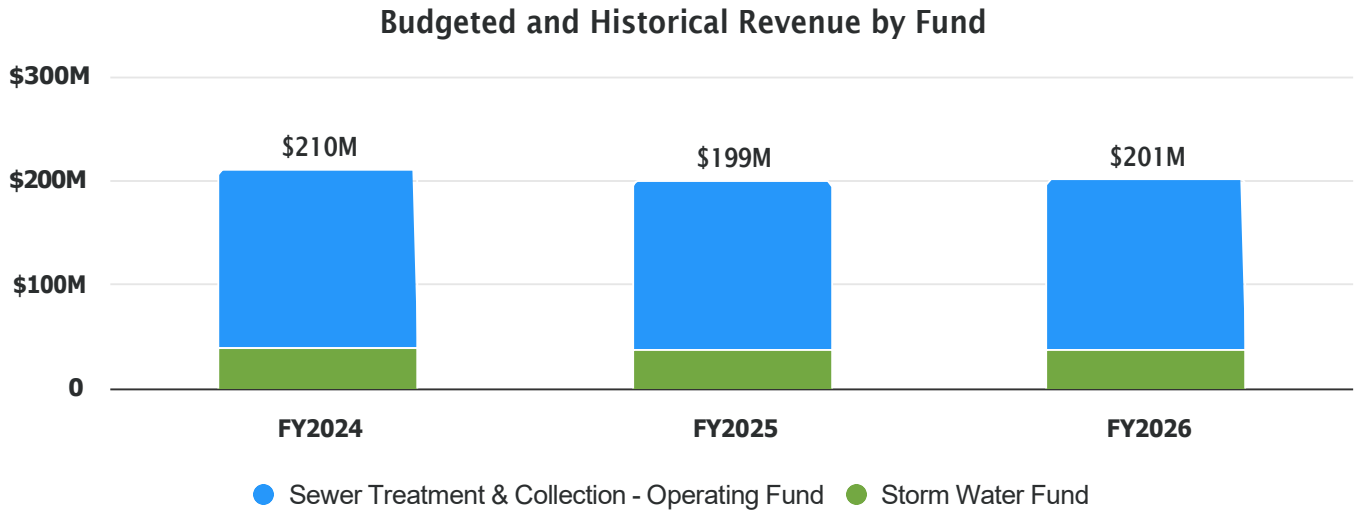
Enterprise Funds Comprehensive Summary

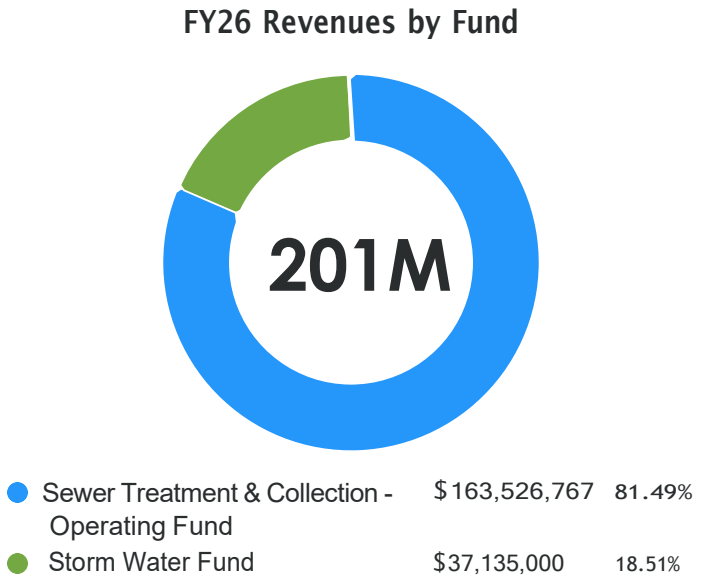
Comprehensive Fund Summary

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$709,754,323	$756,420,983	$756,420,983	$749,748,363
Revenues				
Fines and and Forfeitures	$1,902,345	$1,036,000	$1,036,000	$1,411,769
Charges for Services	$196,354,202	$197,512,450	$181,662,450	$198,581,998

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Use of Money and Property	-	$600,000	$600,000	$600,000
Federal Grants	$3,396,544	-	$26,924,402	-
Gain (Loss) on Investments	-$256,487	-	-	-
Other Revenues	$2,684,951	$68,000	$116,482	$68,000
Dividend and Interest on Investment	$3,222,323	-	-	-
Gain (Loss) on Sale of Assets	$167,411	-	-	-
Capital Contributions	$503,370	-	-	-
State Grants	$2,399,248	-	$5,269,590	-
Total Revenues	$210,373,907	$199,216,450	$215,608,924	$200,661,767
Expenditures				
Personnel Services	$37,016,695	$43,220,342	$38,954,392	$47,700,131
Materials and Supplies	$82,737,341	$96,448,378	$104,684,967	$98,431,708
Depreciation on Own Funds	$19,189,306	$17,667,140	$17,633,116	$17,656,540
Capital Outlay	$1,922,653	$15,246,133	$14,514,195	$15,143,748
Transfers Out	$12,096,513	$12,139,813	$12,139,813	$13,033,258
Service Charges	$2,900	-	$5,000	$140,000
Bond Issue Costs	-	-	$137,500	-
Investment Fees	$10,150	-	-	-
Grants and Subsidies	$125,000	$430,000	$480,000	$430,000
Interest	$2,838,071	$12,536,141	$12,536,141	$15,551,220
Misc Expense	$6,284,510	-	-	-
Pension Expense	$1,455,002	-	-	-
Project Costs	-	-	$21,196,419	-
Other Post Employment Benefits	$24,000	-	-	-
Others	$5,106	-	-	-
Total Expenditures	$163,707,247	$197,687,946	$222,281,543	$208,086,606
Total Revenues Less Expenditures	$46,666,660	$1,528,504	-$6,672,619	-$7,424,839
Ending Fund Balance	$756,420,983	$757,949,487	$749,748,364	$742,323,524

Revenues by Fund

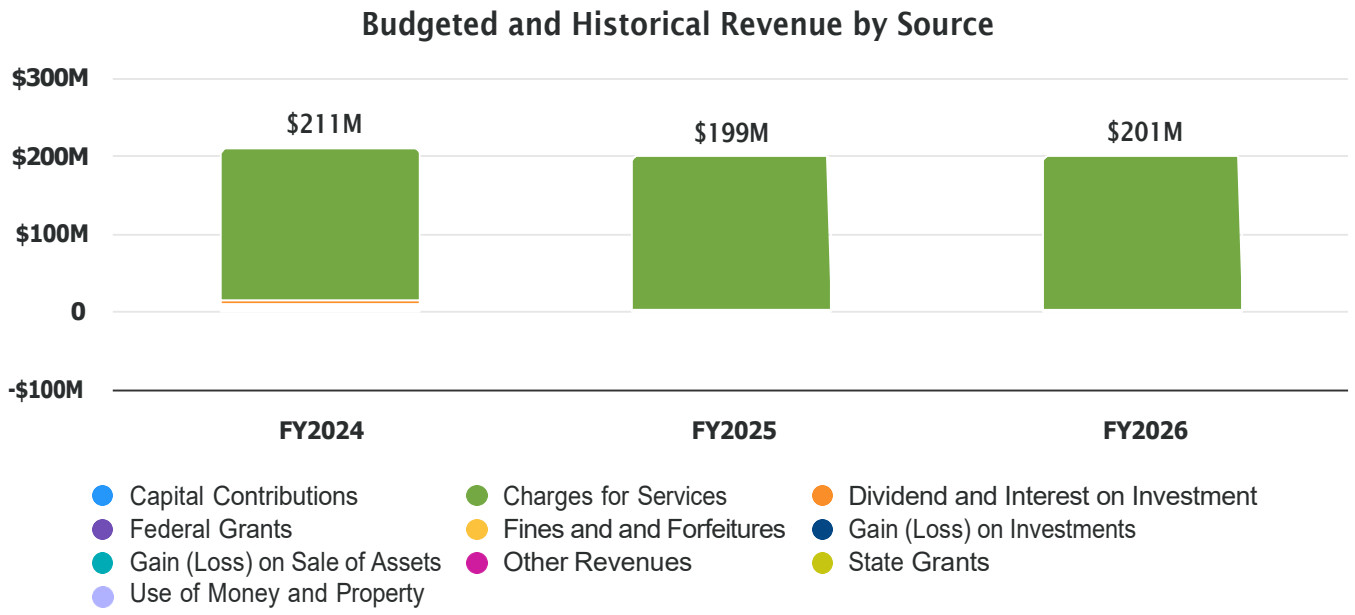




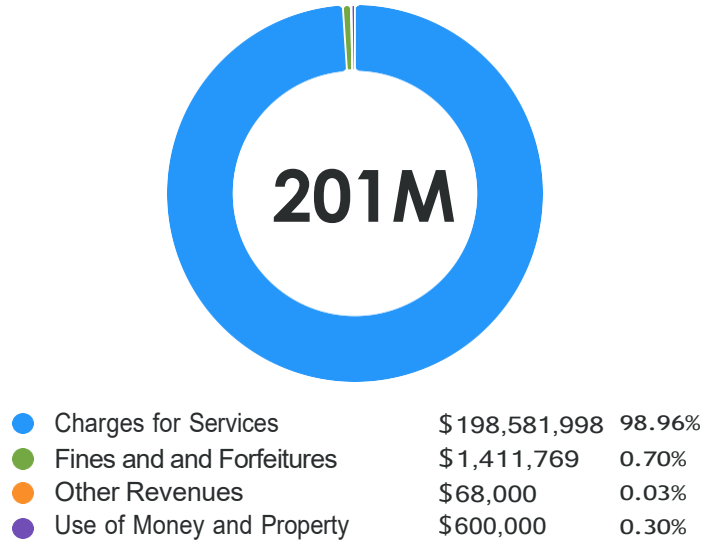
Revenues by Fund

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Sewer Treatment & Collection - Operating Fund	$171,070,848	$162,181,450	$178,573,924	$163,526,767
Storm Water Fund	$39,303,059	$37,035,000	$37,035,000	$37,135,000
Total Revenues	$210,373,907	$199,216,450	$215,608,924	$200,661,767

Revenues by Source



FY26 Revenues by Revenue Source

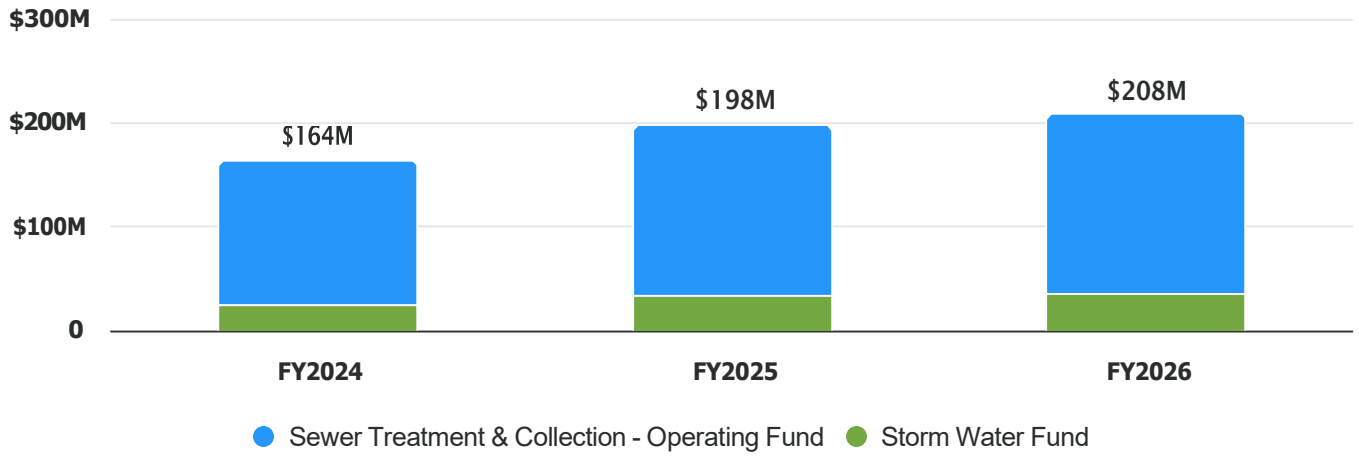


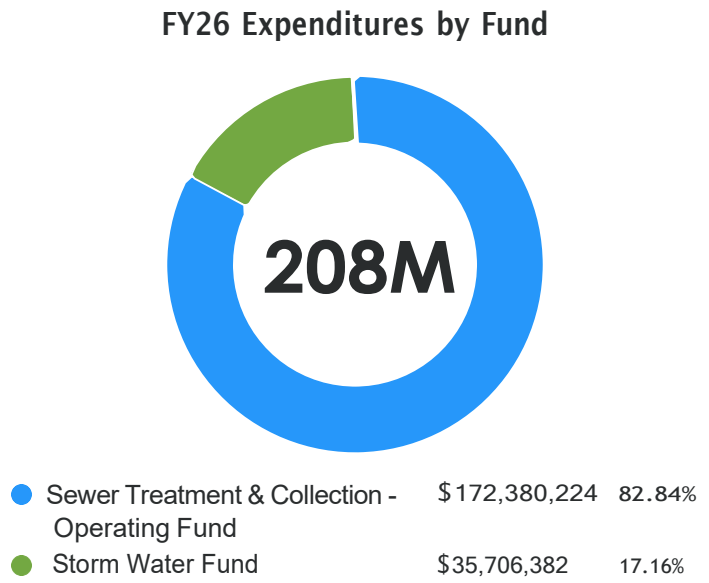
Revenues by Source

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Fines and and Forfeitures	$1,902,345	$1,036,000	$1,036,000	$1,411,769
Charges for Services	$196,354,202	$197,512,450	$181,662,450	$198,581,998
Use of Money and Property	-	$600,000	$600,000	$600,000
Federal Grants	$3,396,544	-	$26,924,402	-
Gain (Loss) on Investments	-$256,487	-	-	-
Other Revenues	$2,684,951	$68,000	$116,482	$68,000
Dividend and Interest on Investment	$3,222,323	-	-	-
Gain (Loss) on Sale of Assets	$167,411	-	-	-
Capital Contributions	$503,370	-	-	-
State Grants	$2,399,248	-	$5,269,590	-
Total Revenues	$210,373,907	$199,216,450	$215,608,924	$200,661,767

Expenditures by Fund

Budgeted and Historical Expenditures by Fund

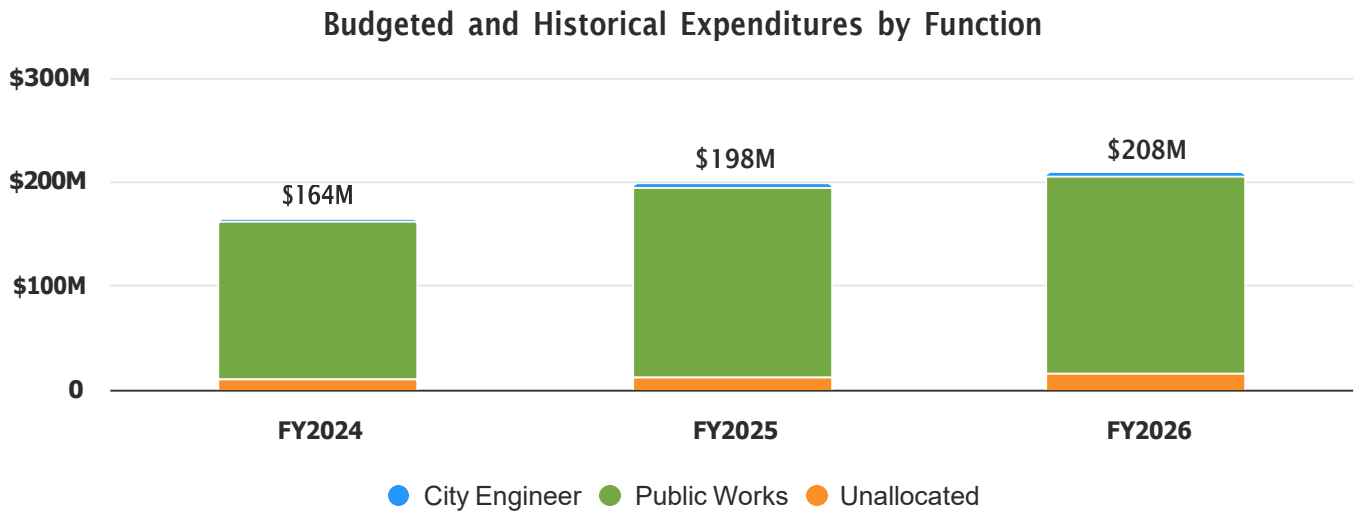




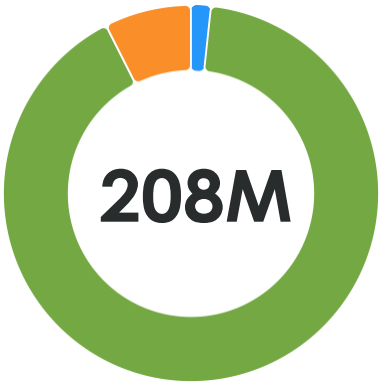
Expenditures by Fund

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Sewer Treatment & Collection - Operating Fund	$139,324,795	$163,621,912	$183,868,896	$172,380,224
Storm Water Fund	$24,382,452	$34,066,034	$38,412,648	$35,706,382
Total Expenditures	$163,707,247	$197,687,946	$222,281,543	$208,086,606

Expenditures by Function



FY26 Expenditures by Function



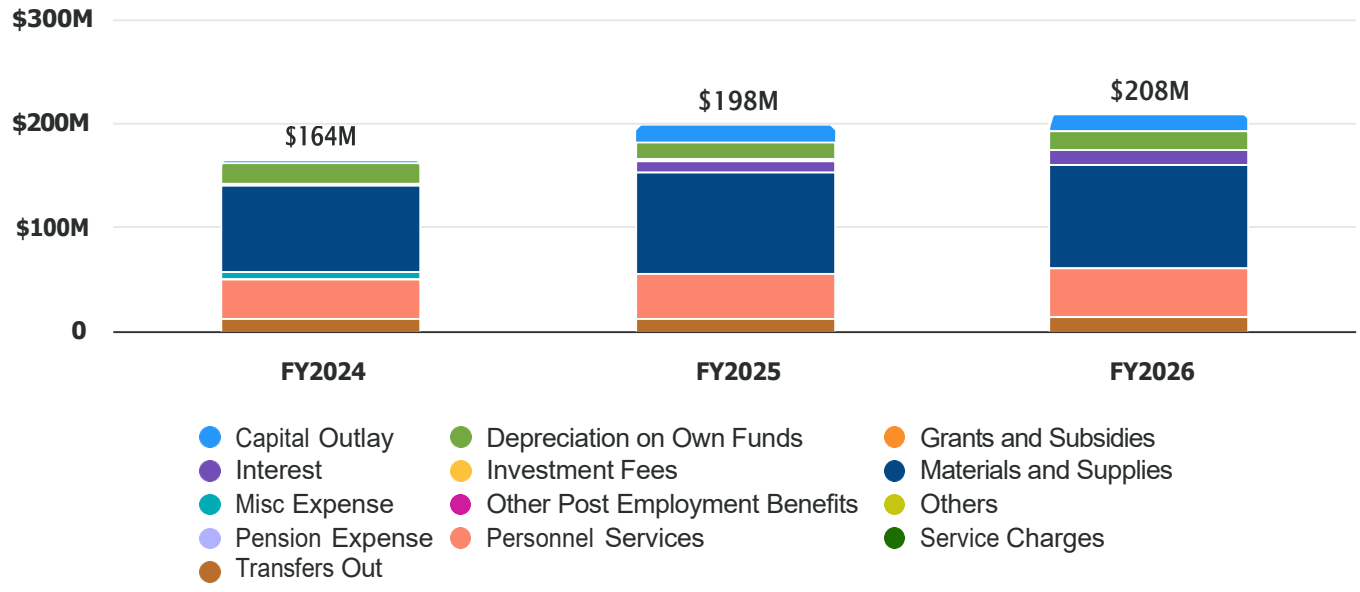
City Engineer	$3,533,237	1.70%
Public Works	$189,002,148	90.83%
Unallocated	$15,551,220	7.47%

Expenditures by Function

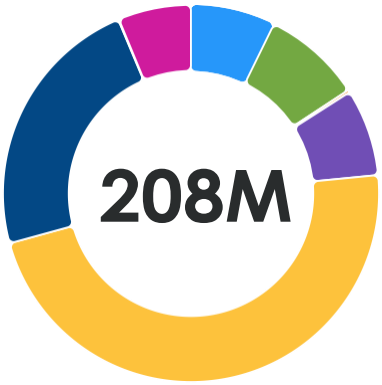
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Public Works	$150,684,374	$181,639,608	$205,563,596	$189,002,148
City Engineer	$2,429,414	$3,512,198	$4,044,307	$3,533,237
Unallocated	$10,593,459	$12,536,141	$12,673,641	$15,551,220
Total Expenditures	$163,707,247	$197,687,946	$222,281,543	$208,086,606

Expenditures by Expense Type

Budgeted and Historical Expenditures by Expense Type



FY26 Expenditures by Expense Type



Capital Outlay	$15,143,748	7.28%
Depreciation on Own Funds	$17,656,540	8.49%
Grants and Subsidies	$430,000	0.21%
Interest	$15,551,220	7.47%
Materials and Supplies	$98,431,708	47.30%
Personnel Services	$47,700,131	22.92%
Service Charges	$140,000	0.07%
Transfers Out	$13,033,258	6.26%

Expenditures by Expense Type

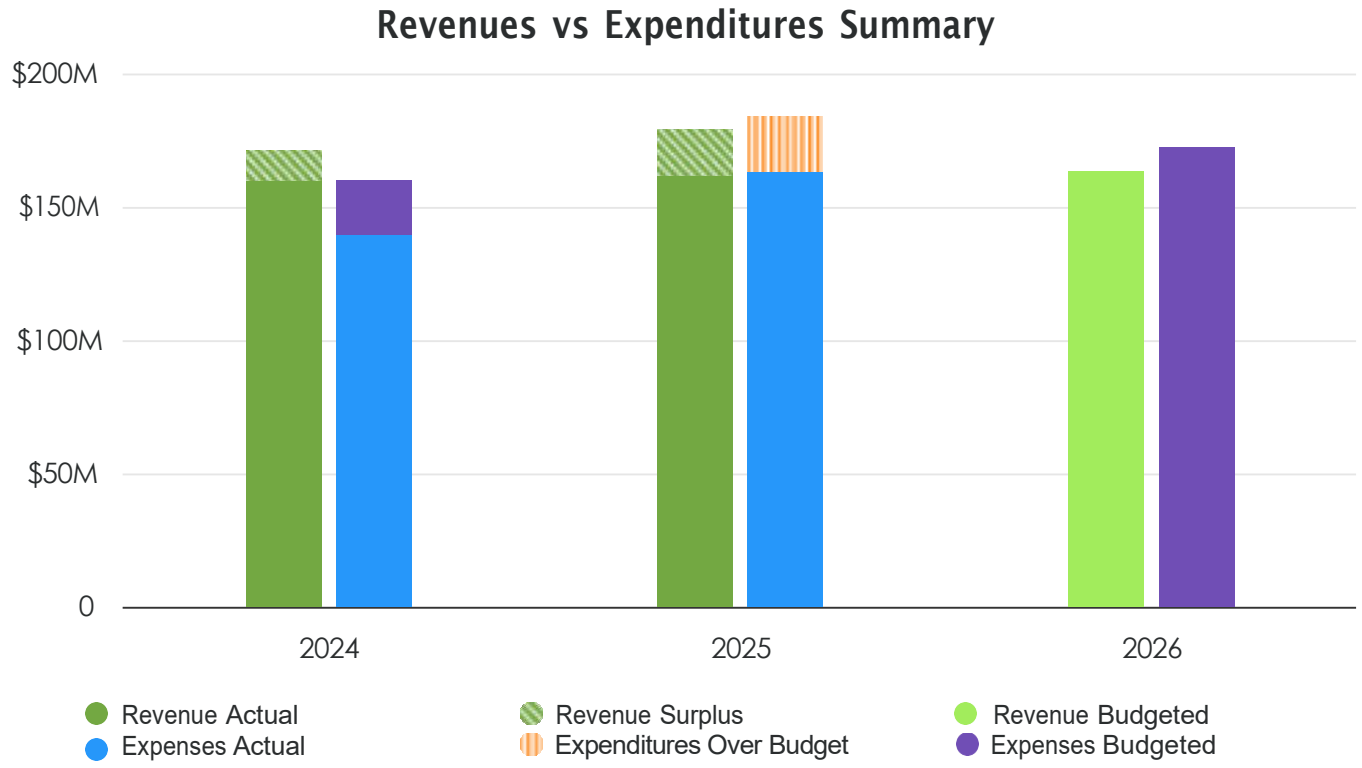
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services	$37,016,695	$43,220,342	$38,954,392	$47,700,131
Materials and Supplies	$82,737,341	$96,448,378	$104,684,967	$98,431,708
Depreciation on Own Funds	$19,189,306	$17,667,140	$17,633,116	$17,656,540
Capital Outlay	$1,922,653	$15,246,133	$14,514,195	$15,143,748
Transfers Out	$12,096,513	$12,139,813	$12,139,813	$13,033,258
Service Charges	$2,900	-	$5,000	$140,000
Bond Issue Costs	-	-	$137,500	-
Investment Fees	$10,150	-	-	-
Grants and Subsidies	$125,000	$430,000	$480,000	$430,000
Interest	$2,838,071	$12,536,141	$12,536,141	$15,551,220
Misc Expense	$6,284,510	-	-	-
Pension Expense	$1,455,002	-	-	-
Project Costs	-	-	$21,196,419	-
Other Post Employment Benefits	$24,000	-	-	-
Others	$5,106	-	-	-
Total Expenditures	$163,707,247	$197,687,946	$222,281,543	$208,086,606

Sewer Treatment & Collection - Operating Fund

This fund is used to account for the operations and maintenance of the wastewater collection and treatment facilities owned and operated by the City of Memphis. The City of Memphis wastewater system is a combination of 3,193 miles of sewers, 96 lift stations, and 2 large Wastewater Treatment Plants that serve all of Memphis, 5 adjacent municipalities, parts of unincorporated Shelby County, and over 100 significant industrial users. As part of our strategic initiatives, a sewer Master Plan has been developed which will guide the fund in terms of future operations, management, and long-term investments. Other initiatives include the utilization of a program to improve the management of the collection system based upon prioritization of assessed conditions. Memphis continues to rank as having one of the lowest wastewater rates in the nation. The last increase in sewer fees was in FY2020.

Summary

The City of Memphis is projecting $163.5M of revenue in FY2026, which represents a 0.83% increase over the prior year. Budgeted expenditures are projected to increase by 5.4% or $163.6 M to $172.4M in FY2026.



Sewer Treatment & Collection - Operating Fund Comprehensive Summary

Comprehensive Fund Summary

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$549,452,885	$581,198,939	$581,198,939	$575,903,968
Revenues				

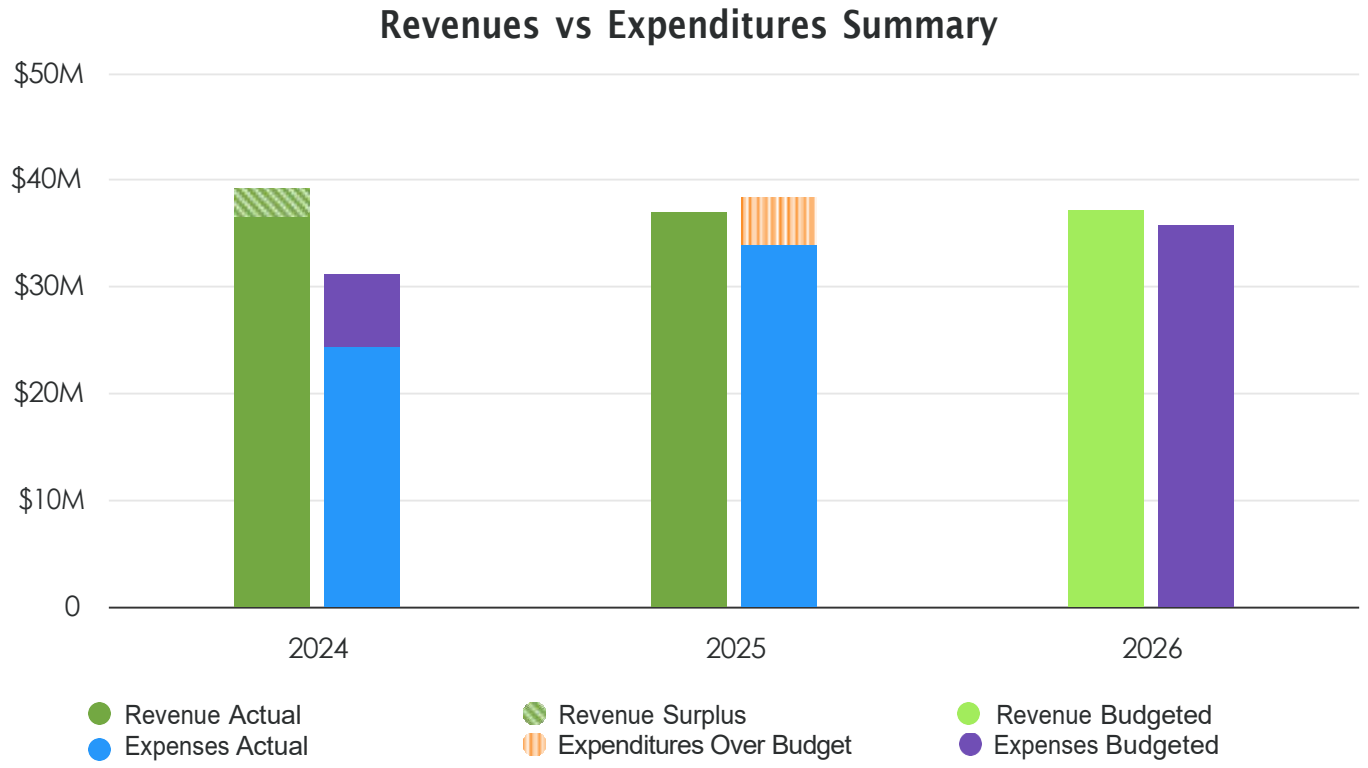
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Fines and and Forfeitures	$1,887,472	$1,001,000	$1,001,000	$1,376,769
Charges for Services	$159,270,551	$160,512,450	$144,662,450	$161,481,998
Use of Money and Property	-	$600,000	$600,000	$600,000
Federal Grants	$3,396,544	-	$26,924,402	-
Gain (Loss) on Investments	-$174,773	-	-	-
Other Revenues	$1,736,951	$68,000	$116,482	$68,000
Dividend and Interest on Investment	$2,051,486	-	-	-
Capital Contributions	$503,370	-	-	-
State Grants	$2,399,248	-	$5,269,590	-
Total Revenues	$171,070,848	$162,181,450	$178,573,924	$163,526,767
Expenditures				
Personnel Services	$24,744,625	$29,582,366	$30,151,957	$33,193,926
Materials and Supplies	$75,381,263	$83,967,549	$91,075,204	$85,488,370
Depreciation on Own Funds	$16,292,552	$15,250,800	$15,237,776	$15,240,200
Capital Outlay	$1,364,482	$12,000,000	$10,707,512	$11,862,000
Transfers Out	$11,990,513	$12,033,813	$12,033,813	$12,927,258
Service Charges	$2,900	-	$5,000	-
Investment Fees	$3,560	-	-	-
Interest	$2,323,282	$10,787,384	$10,787,384	$13,668,469
Misc Expense	$6,284,510	-	-	-
Pension Expense	$916,002	-	-	-
Project Costs	-	-	$13,870,249	-
Other Post Employment Benefits	$16,000	-	-	-
Others	$5,106	-	-	-
Total Expenditures	$139,324,795	$163,621,912	$183,868,896	$172,380,224
Total Revenues Less Expenditures	$31,746,053	-$1,440,462	-$5,294,971	-$8,853,457
Ending Fund Balance	$581,198,938	$579,758,477	$575,903,968	$567,050,511

Storm Water Fund

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

Summary

The City of Memphis is projecting $37.1M of revenue in FY2026, which represents a negligible increase over the prior year. Budgeted expenditures are projected to increase by 4.8% or $34.1M to $35.71M in FY2026.



Storm Water Fund Comprehensive Summary

Comprehensive Fund Summary

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$160,301,438	$175,222,044	$175,222,044	$173,844,395
Revenues				
Fines and and Forfeitures	$14,873	$35,000	$35,000	$35,000
Charges for Services	$37,083,651	$37,000,000	$37,000,000	$37,100,000

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Use of Money and Property	-	-	-	-
Federal Grants	-	-	-	-
Gain (Loss) on Investments	-$81,714	-	-	-
Other Revenues	$948,000	-	-	-
Dividend and Interest on Investment	$1,170,837	-	-	-
Gain (Loss) on Sale of Assets	$167,411	-	-	-
Total Revenues	$39,303,059	$37,035,000	$37,035,000	$37,135,000
Expenditures				
Personnel Services	$12,272,070	$13,637,976	$8,802,435	$14,506,205
Materials and Supplies	$7,356,078	$12,480,829	$13,609,763	$12,943,338
Depreciation on Own Funds	$2,896,754	$2,416,340	$2,395,340	$2,416,340
Capital Outlay	$558,171	$3,246,133	$3,806,683	$3,281,748
Transfers Out	$106,000	$106,000	$106,000	$106,000
Service Charges	-	-	-	$140,000
Bond Issue Costs	-	-	$137,500	-
Investment Fees	$6,590	-	-	-
Grants and Subsidies	$125,000	$430,000	$480,000	$430,000
Interest	$514,789	$1,748,757	$1,748,757	$1,882,751
Pension Expense	$539,000	-	-	-
Project Costs	-	-	$7,326,170	-
Other Post Employment Benefits	$8,000	-	-	-
Total Expenditures	$24,382,452	$34,066,034	$38,412,648	$35,706,382
Total Revenues Less Expenditures	$14,920,607	$2,968,966	-$1,377,648	$1,428,618
Ending Fund Balance	$175,222,045	$178,191,010	$173,844,396	$175,273,013

Internal Services Funds

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

Internal Service Fund

Health Insurance

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

Unemployment

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

Fleet Managment

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

Summary

The City of Memphis is projecting $140.5M of revenue in FY2026, which represents a 5.9% increase over the prior year. Budgeted expenditures are projected to increase by 14.8%, or from $127.2M to $145.9M in FY2026.

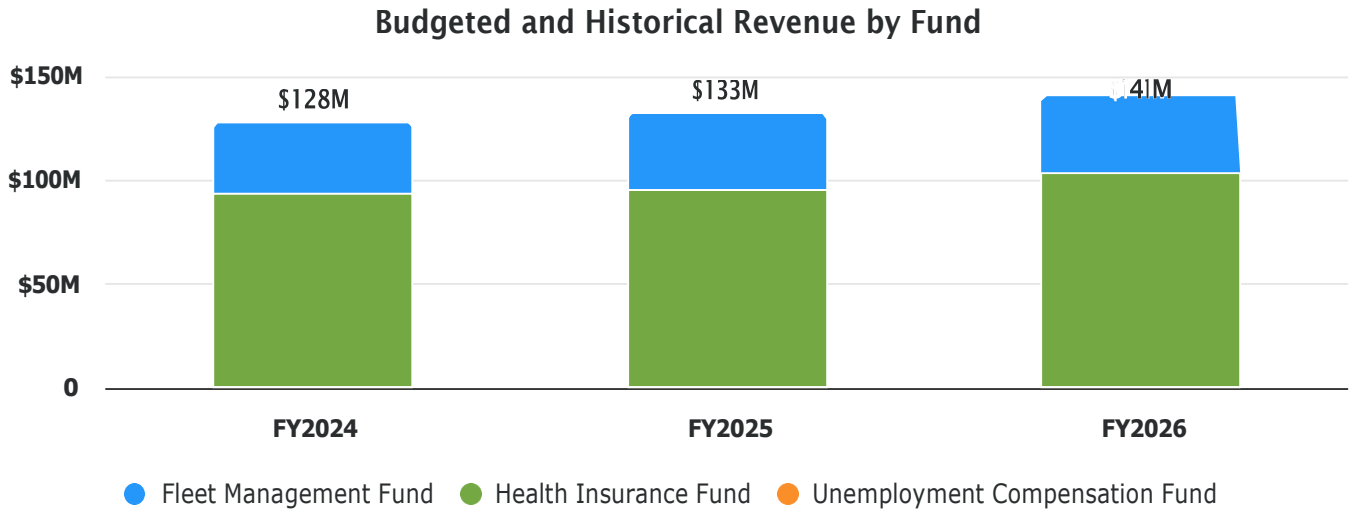
Internal Service Fund Comprehensive Summary

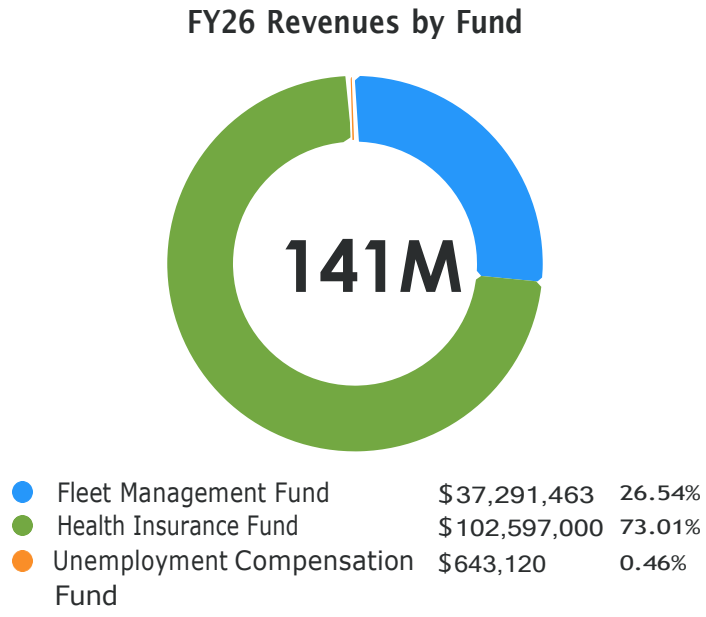
Comprehensive Fund Summary

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$34,140,522	$42,219,905	$42,219,905	$39,811,155
Revenues				
Transfers In	$2,334,000	$949,000	$949,000	$1,216,000
Charges for Services	$34,319,158	$37,614,907	$37,982,082	$37,291,463
Other Revenues	$77,499,321	$79,323,000	$79,703,638	$86,847,000
Employer Contributions	$504,240	$624,400	$515,920	$643,120
Employee Contributions	$12,994,391	$14,149,000	$14,442,798	$14,534,000
Total Revenues	$127,651,110	$132,660,307	$133,593,438	$140,531,583
Expenditures				
Personnel Services	$7,291,228	$6,654,525	$8,129,456	$6,784,727
Materials and Supplies	$23,816,584	$28,606,166	$29,986,289	$34,681,576
Depreciation on Own Funds	-	$96,100	-	$96,100
Capital Outlay	$303,625	$500,000	$575,000	$250,000
Inventory	$16,726,927	$18,725,000	$18,764,918	$18,244,000

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Claims Incurred	$71,270,316	$72,385,000	$78,351,525	$85,672,000
Federal Tax	$13,708	$45,000	$45,000	$51,000
Grants and Subsidies	$149,338	$150,000	$150,000	$150,000
Total Expenditures	$119,571,727	$127,161,791	$136,002,187	$145,929,402
Total Revenues Less Expenditures	$8,079,384	$5,498,516	-$2,408,749	-$5,397,820
Ending Fund Balance	$42,219,906	$47,718,421	$39,811,156	$34,413,335

Revenues by Fund



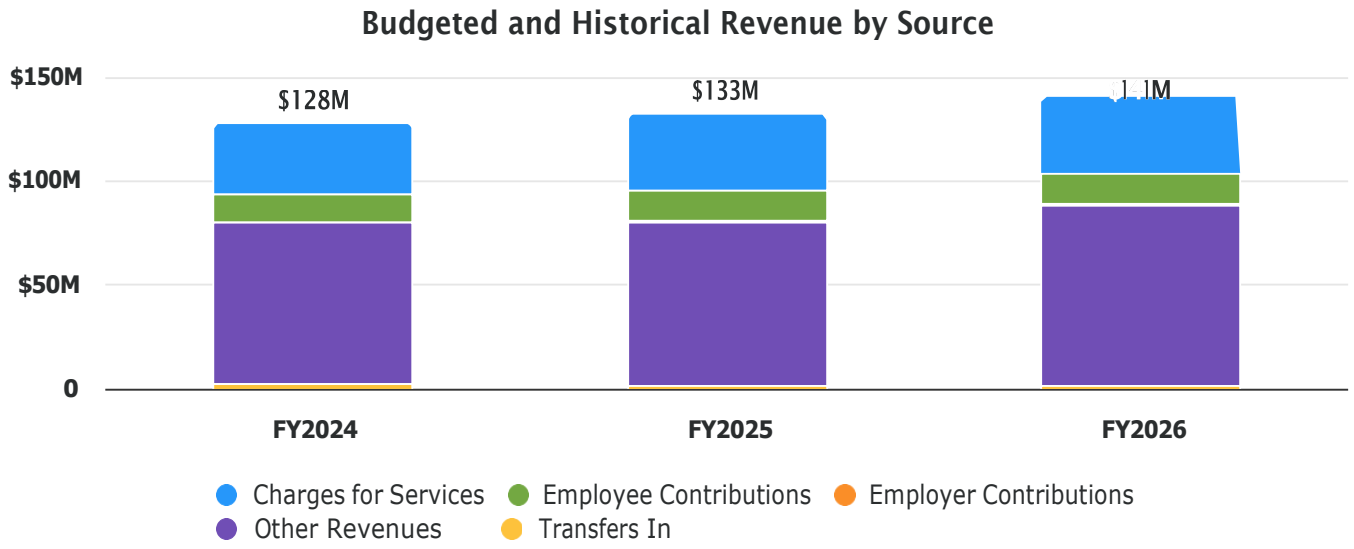


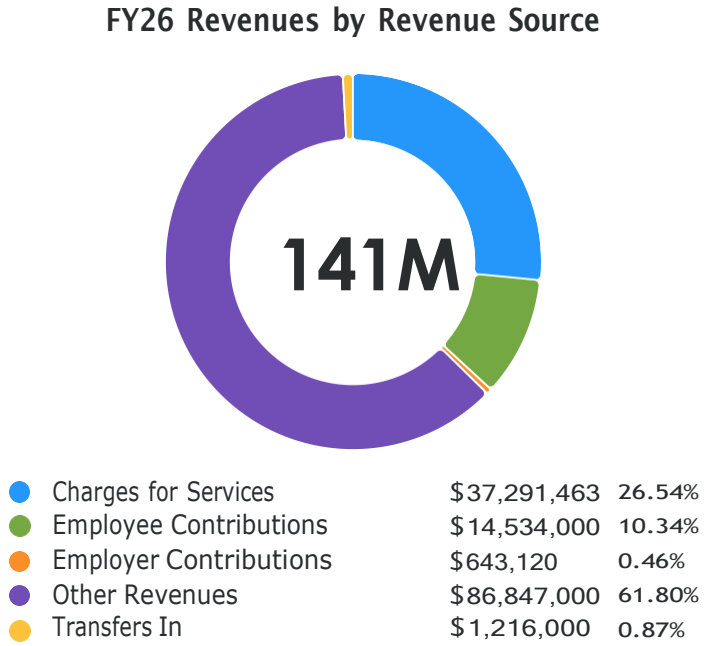
Revenues by Fund

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Health Insurance Fund	$92,827,712	$94,421,000	$95,095,436	$102,597,000
Unemployment Compensation Fund	$504,240	$624,400	$515,920	$643,120

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Fleet Management Fund	$34,319,158	$37,614,907	$37,982,082	$37,291,463
Total Revenues	$127,651,110	$132,660,307	$133,593,438	$140,531,583

Revenues by Source

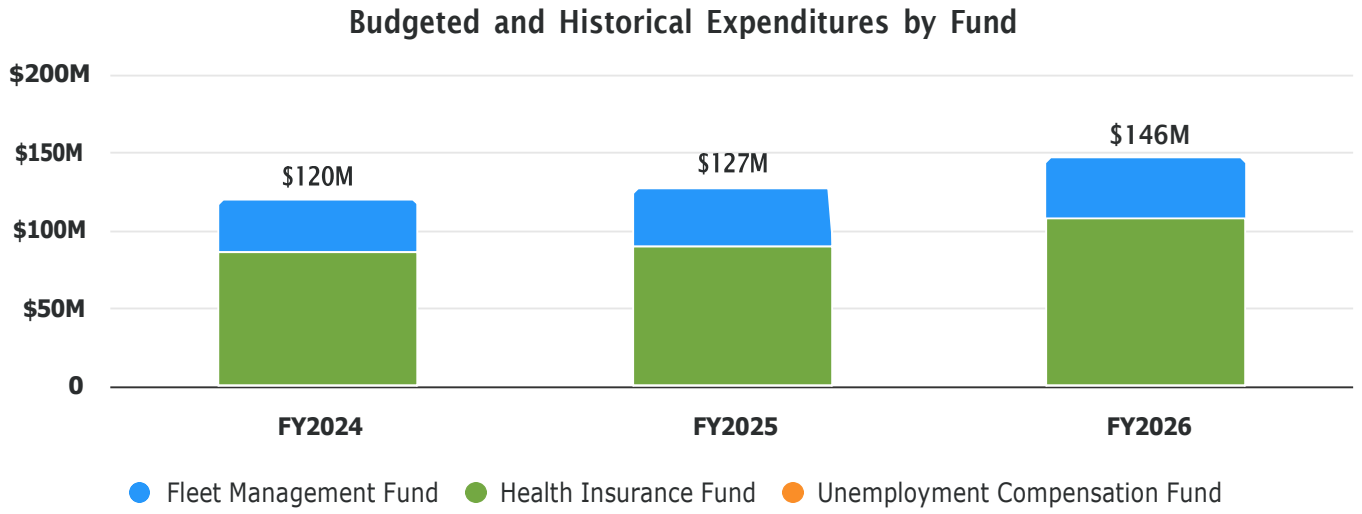


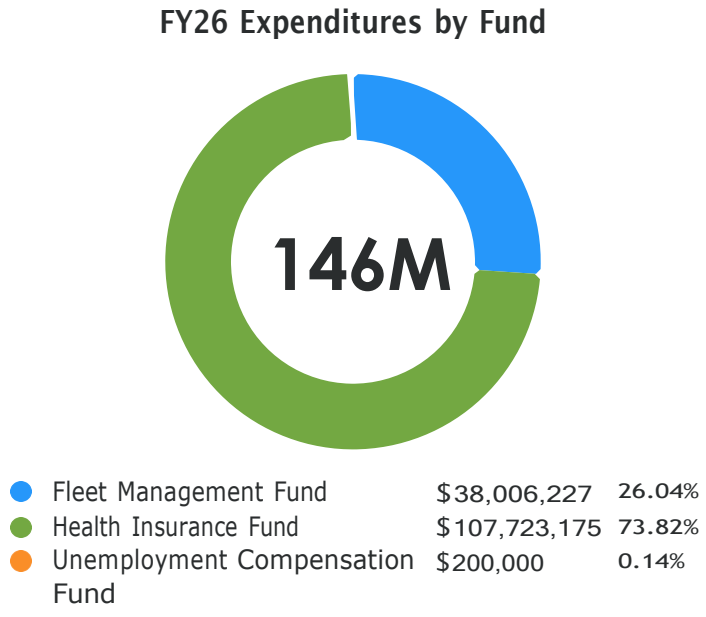


Revenues by Source

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Transfers In	$2,334,000	$949,000	$949,000	$1,216,000
Charges for Services	$34,319,158	$37,614,907	$37,982,082	$37,291,463
Other Revenues	$77,499,321	$79,323,000	$79,703,638	$86,847,000
Employer Contributions	$504,240	$624,400	$515,920	$643,120
Employee Contributions	$12,994,391	$14,149,000	$14,442,798	$14,534,000
Total Revenues	$127,651,110	$132,660,307	$133,593,438	$140,531,583

Expenditures by Fund



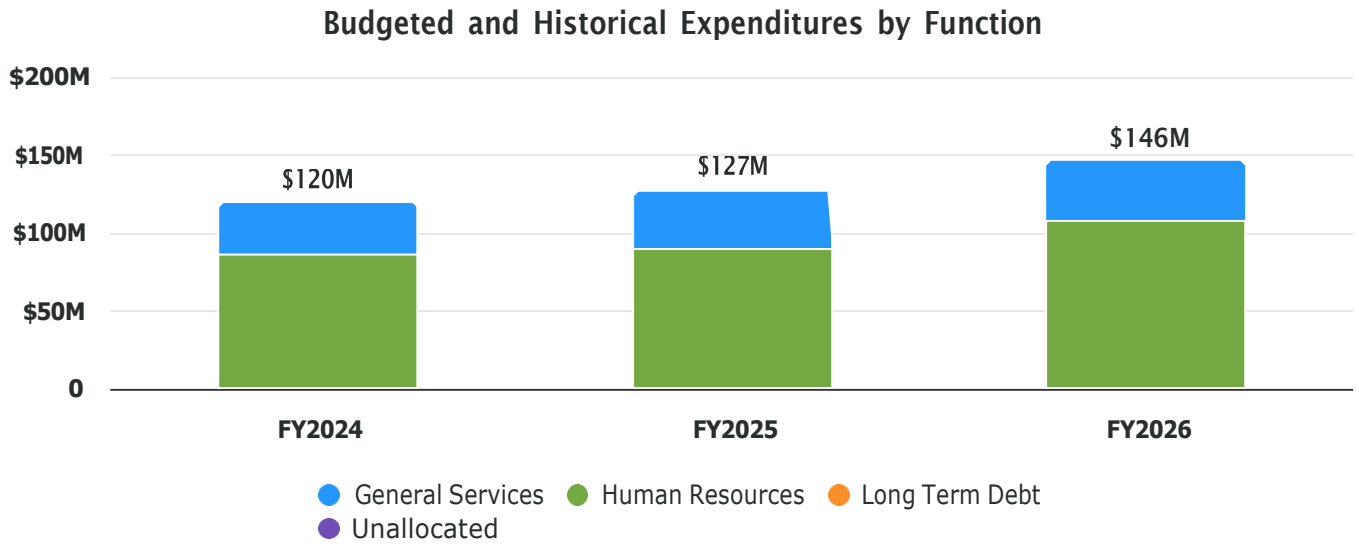


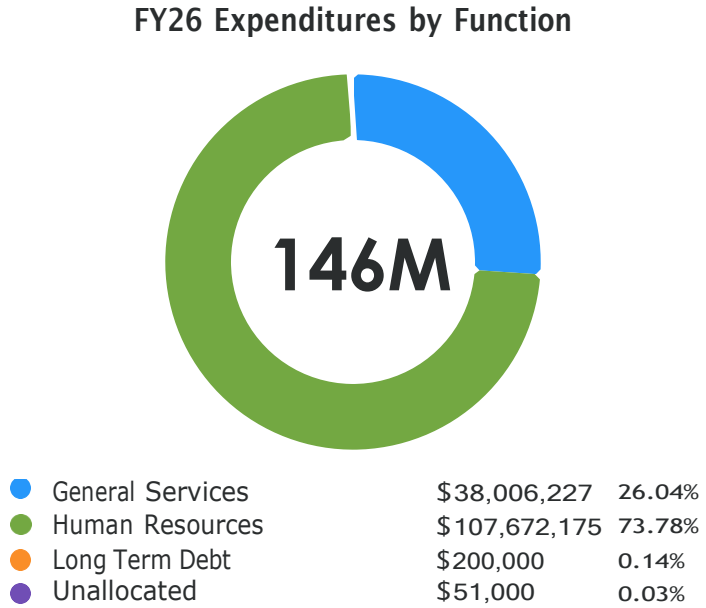
Expenditures by Fund

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Health Insurance Fund	$85,689,386	$89,457,563	$97,089,751	$107,723,175
Unemployment Compensation Fund	$126,114	$200,000	$218,781	$200,000

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Fleet Management Fund	$33,756,227	$37,504,228	$38,693,655	$38,006,227
Total Expenditures	$119,571,727	$127,161,791	$136,002,187	$145,929,402

Expenditures by Function

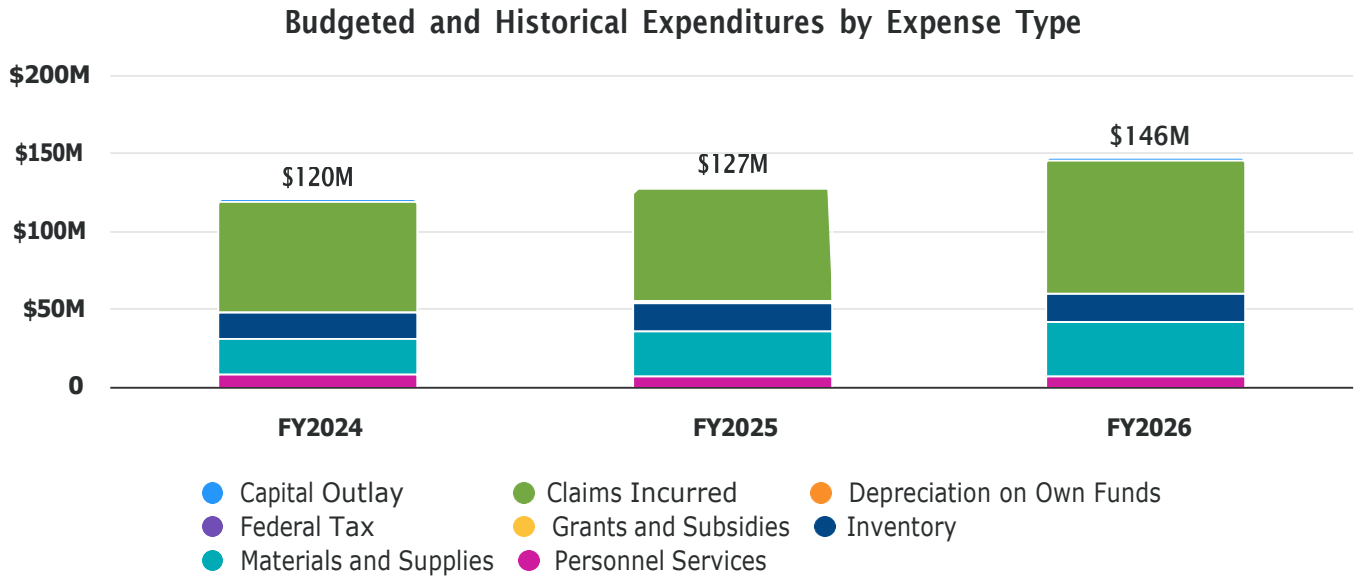


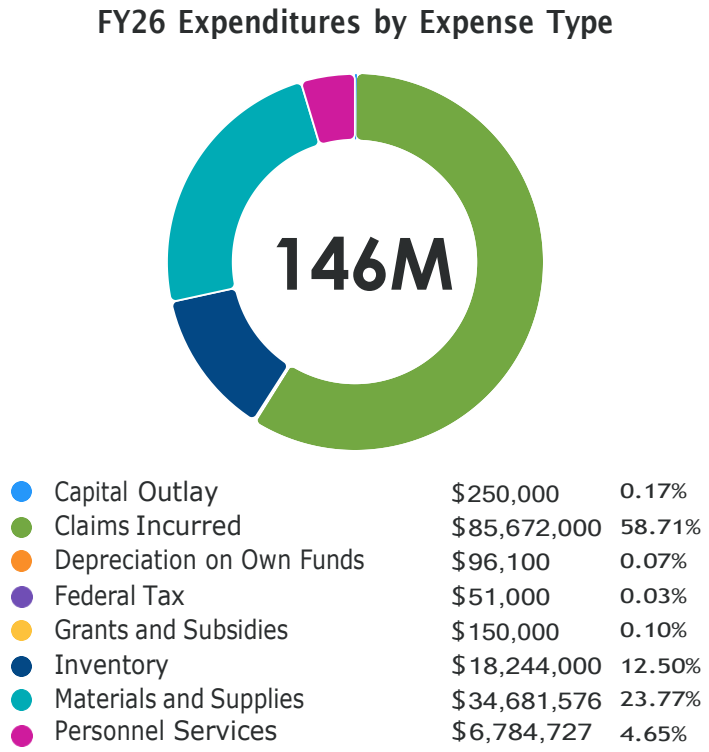


Expenditures by Function

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Long Term Debt	$126,114	$200,000	$218,781	$200,000
Human Resources	$85,598,723	$89,412,563	$97,044,751	$107,672,175
General Services	$33,756,227	$37,504,228	$38,693,360	$38,006,227
Unallocated	$90,663	$45,000	$45,295	$51,000
Total Expenditures	$119,571,727	$127,161,791	$136,002,187	$145,929,402

Expenditures by Expense Type





Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services	$7,291,228	$6,654,525	$8,129,456	$6,784,727
Materials and Supplies	$23,816,584	$28,606,166	$29,986,289	$34,681,576
Depreciation on Own Funds	-	$96,100	-	$96,100
Capital Outlay	$303,625	$500,000	$575,000	$250,000
Inventory	$16,726,927	$18,725,000	$18,764,918	$18,244,000
Claims Incurred	$71,270,316	$72,385,000	$78,351,525	$85,672,000
Federal Tax	$13,708	$45,000	$45,000	$51,000

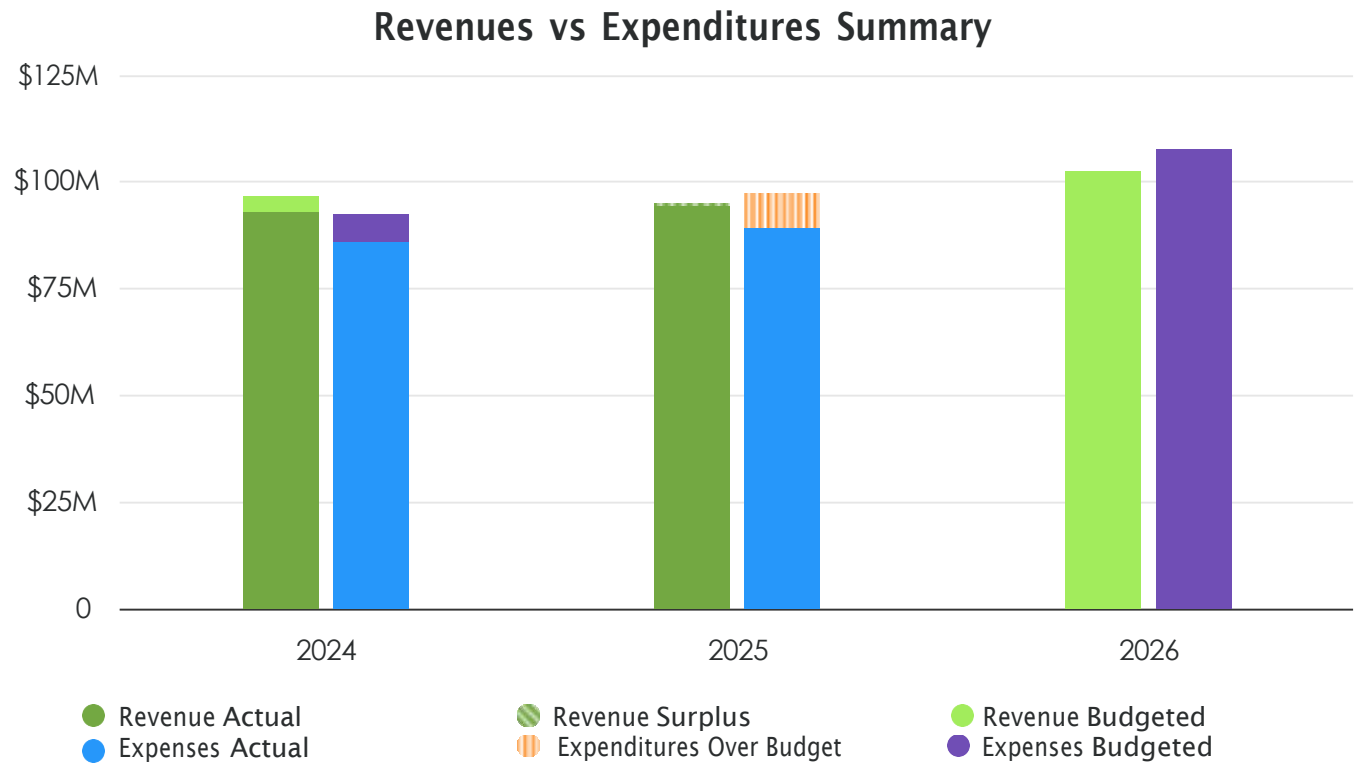
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Grants and Subsidies	$149,338	$150,000	$150,000	$150,000
Total Expenditures	$119,571,727	$127,161,791	$136,002,187	$145,929,402

Health Insurance Fund

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

Summary

The City of Memphis is projecting $102.6M of revenue in FY2026, which represents an 8.7% increase over the prior year. Budgeted expenditures are projected to increase by 20.4%, or from $89.6M to $107.7M in FY2026.



Health Insurance Fund Comprehensive Summary

Comprehensive Fund Summary

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$25,624,927	$32,763,253	$32,763,253	$30,768,938
Revenues				
Transfers In	$2,334,000	$949,000	$949,000	$1,216,000
Other Revenues	$77,499,321	$79,323,000	$79,703,638	$86,847,000
Employee Contributions	$12,994,391	$14,149,000	$14,442,798	$14,534,000
Total Revenues	$92,827,712	$94,421,000	$95,095,436	$102,597,000
Expenditures				
Personnel Services	$7,291,228	$6,654,525	$8,129,456	$6,784,727
Materials and Supplies	$7,090,909	$10,423,039	$10,632,551	$15,265,449

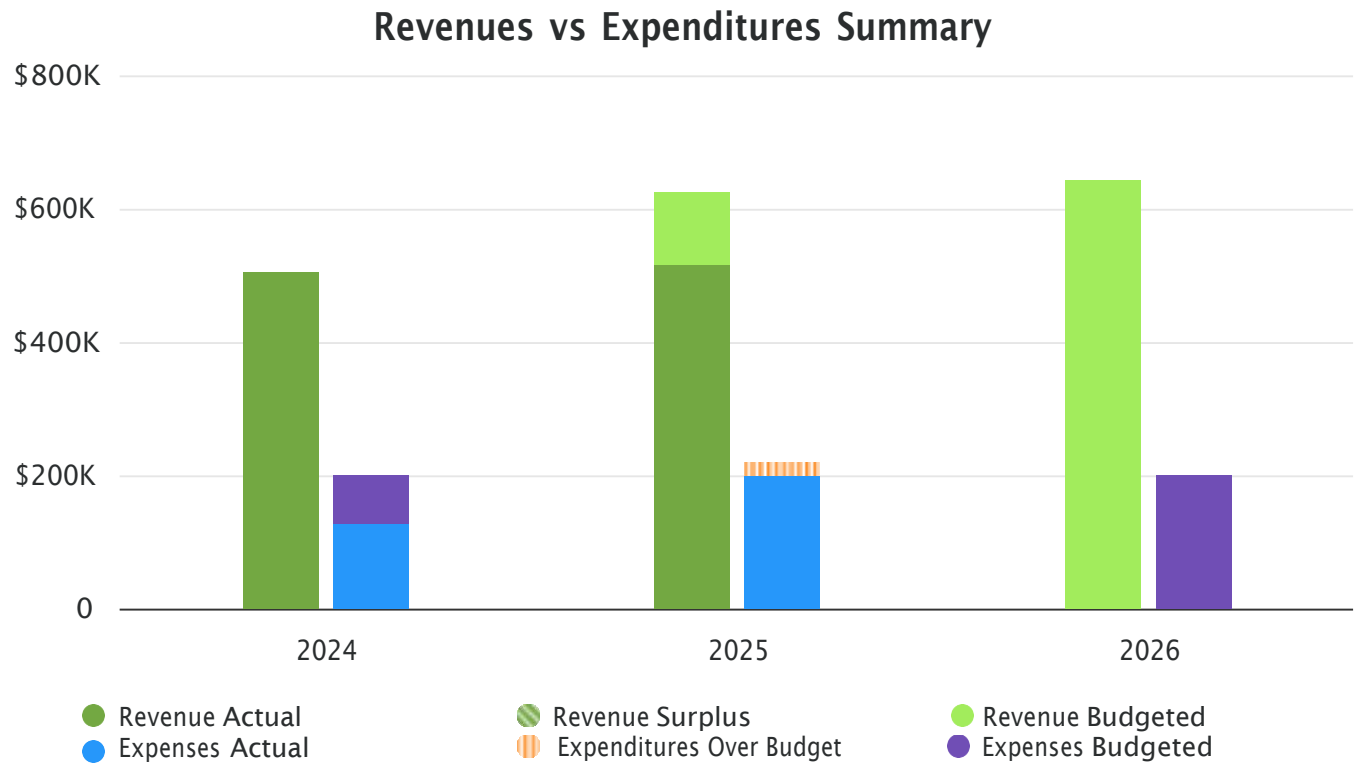
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Capital Outlay	-	-	-	-
Transfers Out	-	-	-	-
Claims Incurred	$71,144,203	$72,185,000	$78,132,744	$85,472,000
Federal Tax	$13,708	$45,000	$45,000	$51,000
Grants and Subsidies	$149,338	$150,000	$150,000	$150,000
Other Post Employment Beneits	-	-	-	-
Total Expenditures	$85,689,386	$89,457,563	$97,089,751	$107,723,175
Total Revenues Less Expenditures	$7,138,326	$4,963,437	-$1,994,315	-$5,126,176
Ending Fund Balance	$32,763,253	$37,726,690	$30,768,938	$25,642,762

Unemployment Compensation Fund

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

Summary

The City of Memphis is projecting $643.1K of revenue in FY2026, which represents a 3.0% increase over the prior year. Budgeted expenditures are projected to remain flat compared to FY2025 at $200K in FY2026.



Unemployment Compensation Fund Comprehensive Summary

Comprehensive Fund Summary

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$1,520,451	$1,898,577	$1,898,577	$2,195,716
Revenues				
Use of Money and Property	-	-	-	-
Employer Contributions	$504,240	$624,400	$515,920	$643,120
Total Revenues	$504,240	$624,400	$515,920	$643,120
Expenditures				
Materials and Supplies	-	-	-	-
Transfers Out	-	-	-	-
Claims Incurred	$126,114	$200,000	$218,781	$200,000

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Total Expenditures	$126,114	$200,000	$218,781	$200,000
Total Revenues Less Expenditures	$378,126	$424,400	$297,139	$443,120
Ending Fund Balance	$1,898,577	$2,322,977	$2,195,716	$2,638,836

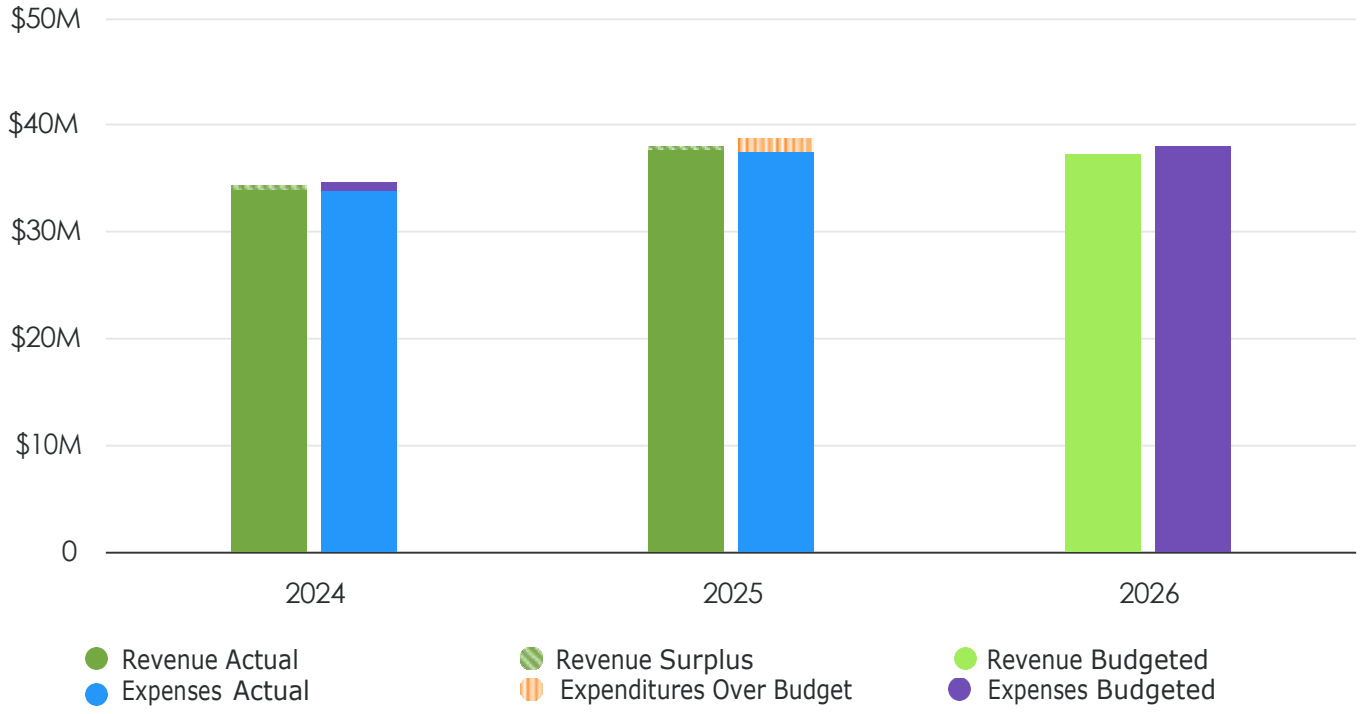
Fleet Management Fund

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

Summary

The City of Memphis is projecting $37.3M of revenue in FY2026, which represents a 0.9% decrease over the prior year. Budgeted expenditures are projected to increase by 1.3%, or from$37.5M to $38.0M in FY2026.

Revenues vs Expenditures Summary



Fleet Management Fund Comprehensive Summary

Comprehensive Fund Summary

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$6,995,144	$7,558,075	$7,558,075	$6,846,501
Revenues				
Charges for Services	$34,319,158	$37,614,907	$37,982,082	$37,291,463
Use of Money and Property	-	-	-	-
Total Revenues	$34,319,158	$37,614,907	$37,982,082	$37,291,463
Expenditures				
Personnel Services	-	-	-	-
Materials and Supplies	$16,725,675	$18,183,128	$19,353,738	$19,416,127
Depreciation on Own Funds	-	$96,100	-	$96,100

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Capital Outlay	$303,625	$500,000	$575,000	$250,000
Inventory	$16,726,927	$18,725,000	$18,764,918	$18,244,000
Transfers Out	-	-	-	-
Total Expenditures	$33,756,227	$37,504,228	$38,693,655	$38,006,227
Total Revenues Less Expenditures	$562,932	$110,679	-$711,573	-$714,764
Ending Fund Balance	$7,558,076	$7,668,754	$6,846,502	$6,131,737

Fiduciary Funds

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

Other Post-Employment Benefits

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

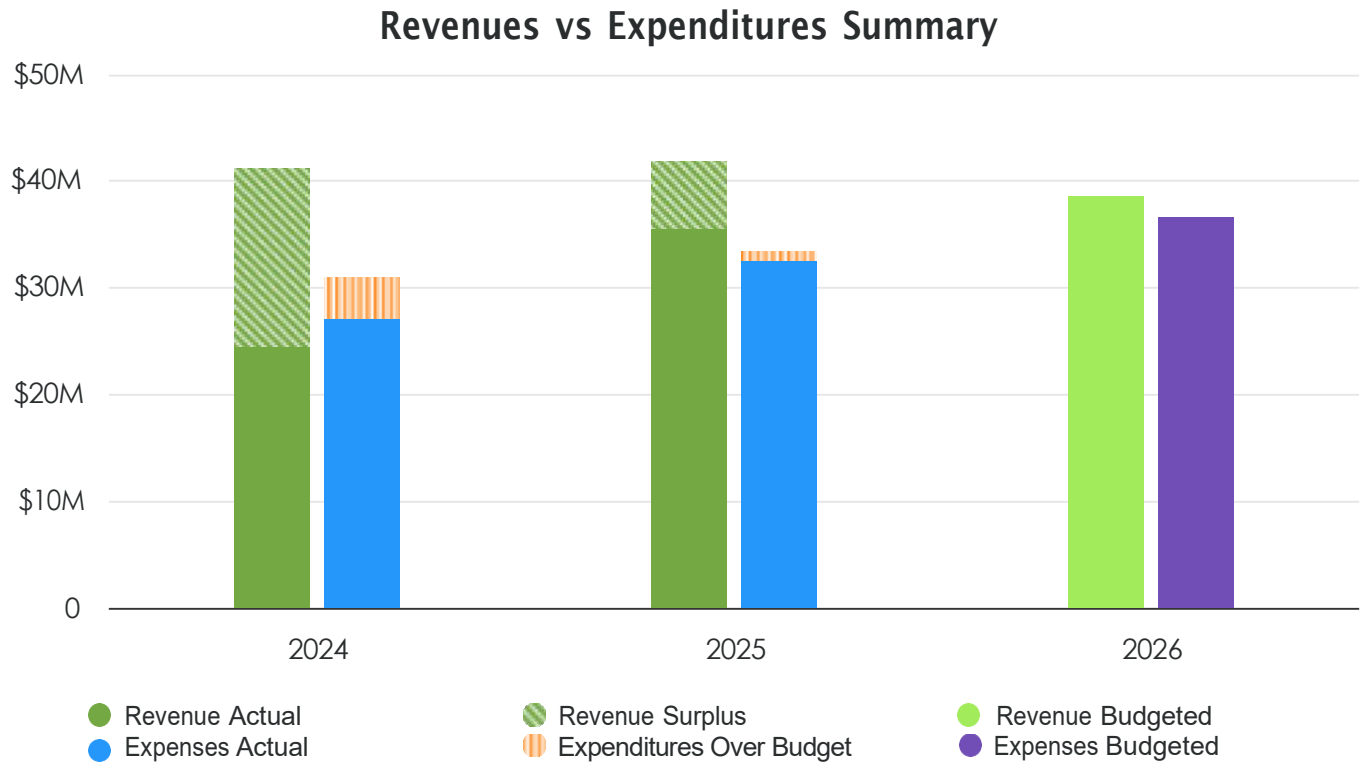
Library Retirement System Fund

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

Fiduciary Funds

Summary

The City of Memphis is projecting $38.5M of revenue in FY2026, which represents a 7.9% increase over the prior year. Budgeted expenditures are projected to increase by 12.9% or $32.5M to $36.7M in FY2026.

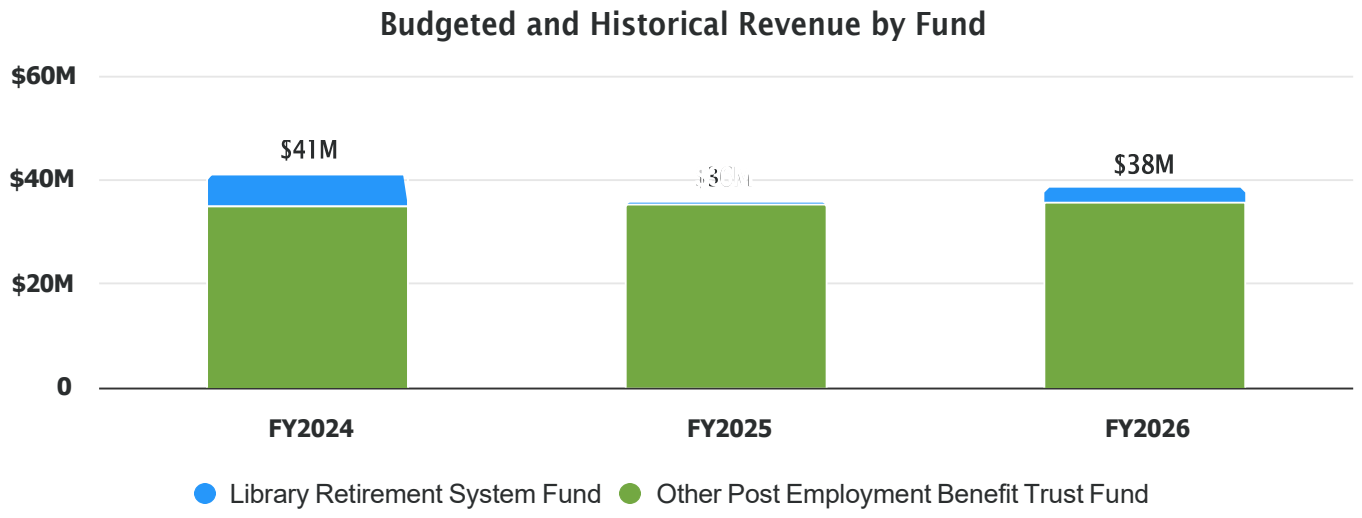


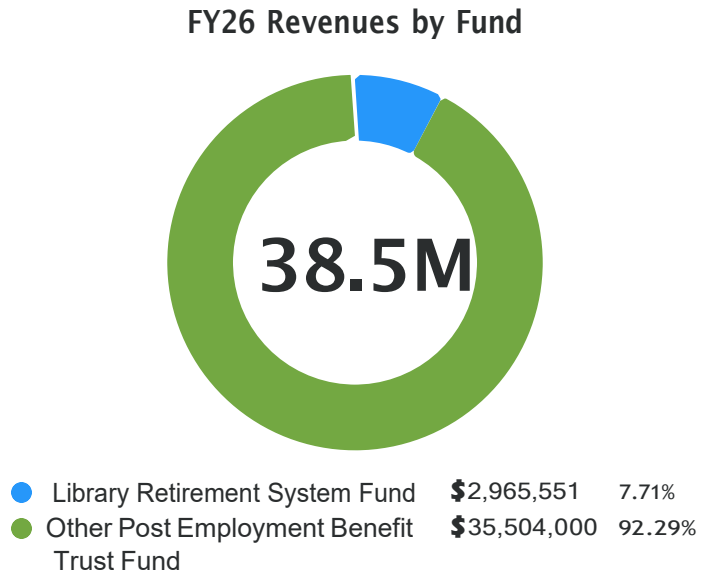
Fiduciary Funds Comprehensive Summary

Comprehensive Fund Summary

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$62,384,698	$72,649,903	$72,649,903	$81,235,792
Revenues				
Transfers In	$9,643,000	$10,529,000	$10,529,000	$9,558,000
Gain (Loss) on Investments	$4,743,878	-	$1,422,903	$1,093,724
Other Revenues	$21,110,269	$21,036,000	$24,172,078	$21,864,000
Employer Contributions	$98,063	-	$73,190	$73,190
Dividend and Interest on Investment	$1,602,264	-	$1,238,095	$1,165,867
Employee Contributions	$4,021,209	$4,080,000	$4,451,248	$4,626,190
Gain (Loss) on Sale of Assets	-$23,322	-	$87,924	$88,580
Total Revenues	$41,195,360	$35,645,000	$41,974,438	$38,469,551
Expenditures				
Personnel Services	$6,924,088	$7,228,710	$7,409,841	$7,973,890
Materials and Supplies	$957,700	$1,180,789	$1,252,827	$1,386,829
Claims Incurred	$17,634,113	$19,324,000	$19,683,046	$22,299,000
Federal Tax	$5,875	$7,000	$15,169	$9,000
Investment Fees	$42,684	-	$21,703	$20,623
Grants and Subsidies	$820,166	$750,000	$750,000	$750,000
Pension Benefits	$4,545,529	$4,000,000	$4,255,963	$4,255,963
Total Expenditures	$30,930,156	$32,490,499	$33,388,549	$36,695,304
Total Revenues Less Expenditures	$10,265,204	$3,154,501	$8,585,889	$1,774,247
Ending Fund Balance	$72,649,902	$75,804,404	$81,235,792	$83,010,039

Revenues by Fund

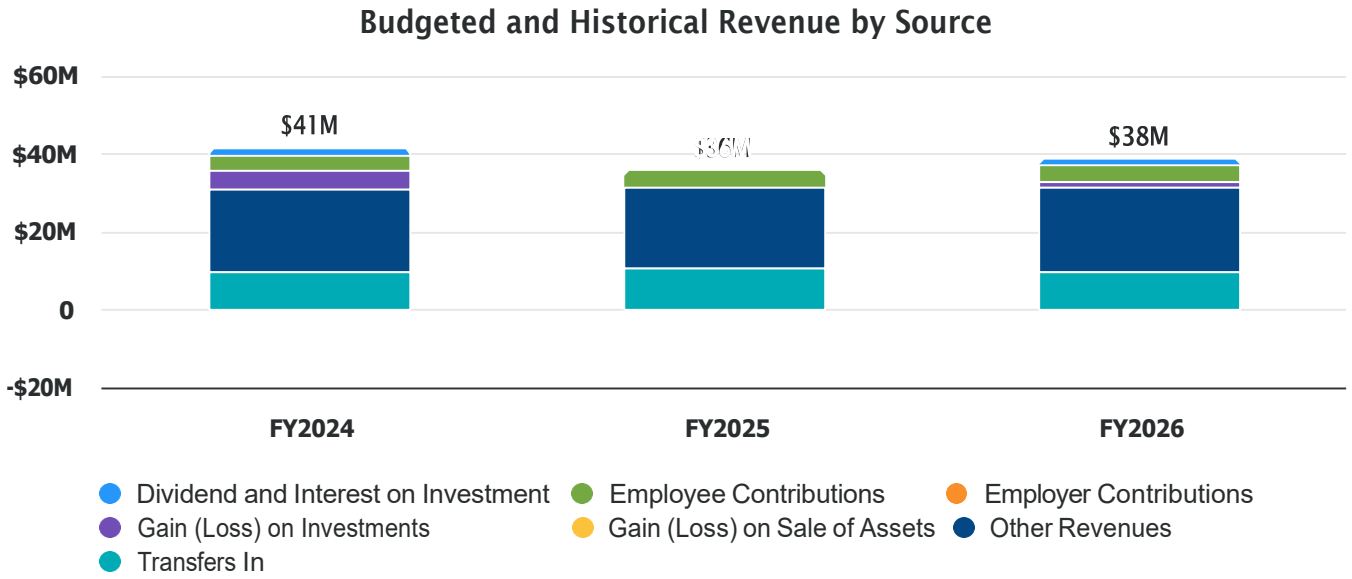




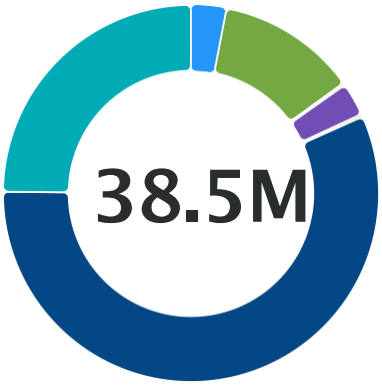
Revenues by Fund

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Library Retirement System Fund	$6,411,958	$471,000	$2,965,551	$2,965,551
Other Post Employment Benefit Trust Fund	$34,783,403	$35,174,000	$39,008,887	$35,504,000
Total Revenues	$41,195,360	$35,645,000	$41,974,438	$38,469,551

Revenues by Source



FY26 Revenues by Source

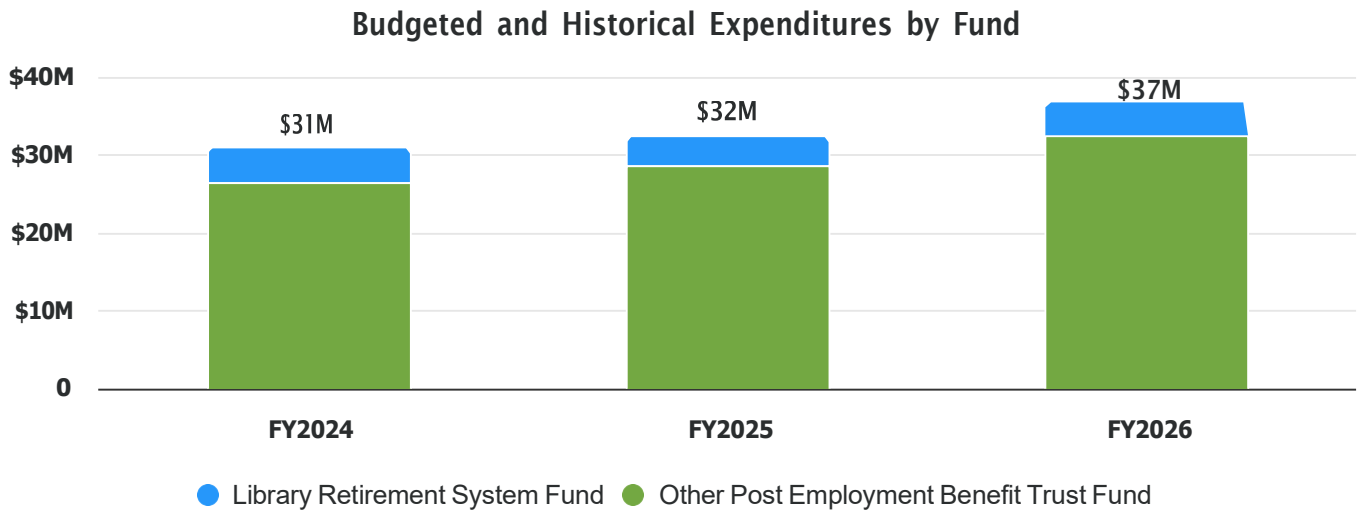


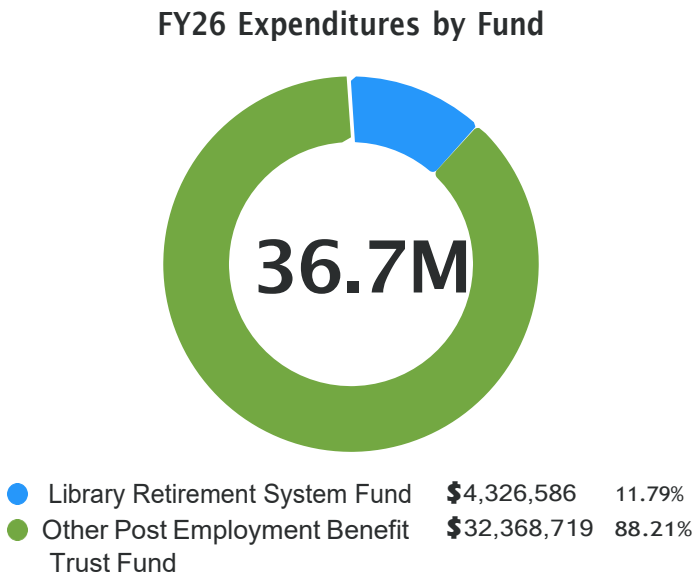
Dividend and Interest on Investment	$1,165,867	3.03%
Employee Contributions	$4,626,190	12.03%
Employer Contributions	$73,190	0.19%
Gain (Loss) on Investments	$1,093,724	2.84%
Gain (Loss) on Sale of Assets	$88,580	0.23%
Other Revenues	$21,864,000	56.83%
Transfers In	$9,558,000	24.85%

Revenues by Source

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Transfers In	$9,643,000	$10,529,000	$10,529,000	$9,558,000
Gain (Loss) on Investments	$4,743,878	-	$1,422,903	$1,093,724
Other Revenues	$21,110,269	$21,036,000	$24,172,078	$21,864,000
Employer Contributions	$98,063	-	$73,190	$73,190
Dividend and Interest on Investment	$1,602,264	-	$1,238,095	$1,165,867
Employee Contributions	$4,021,209	$4,080,000	$4,451,248	$4,626,190
Gain (Loss) on Sale of Assets	-$23,322	-	$87,924	$88,580
Total Revenues	$41,195,360	$35,645,000	$41,974,438	$38,469,551

Expenditures by Fund

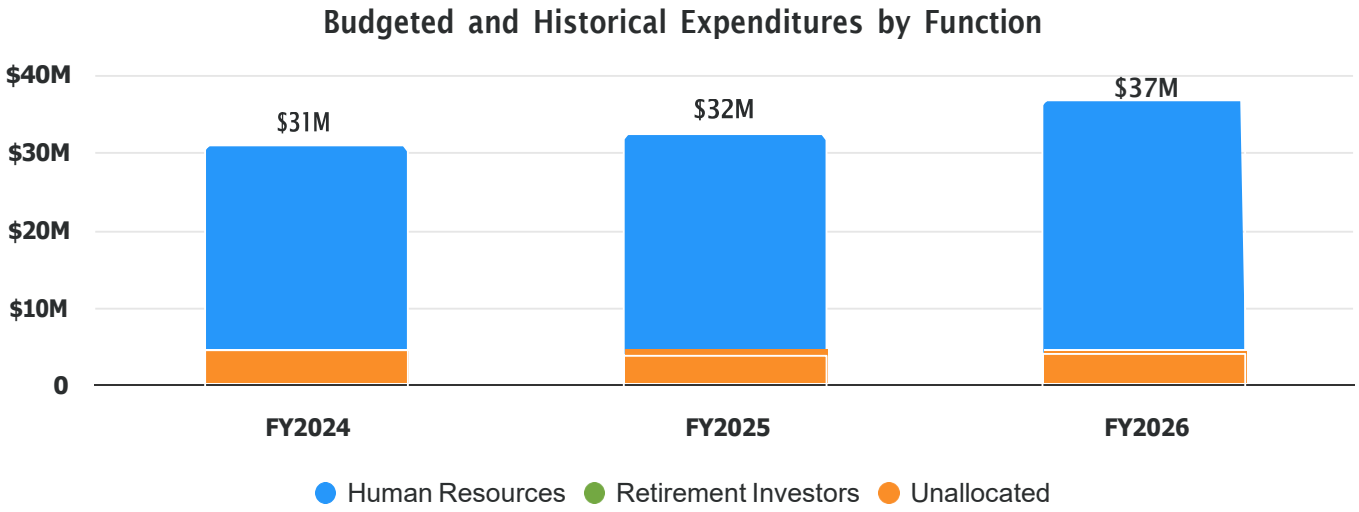


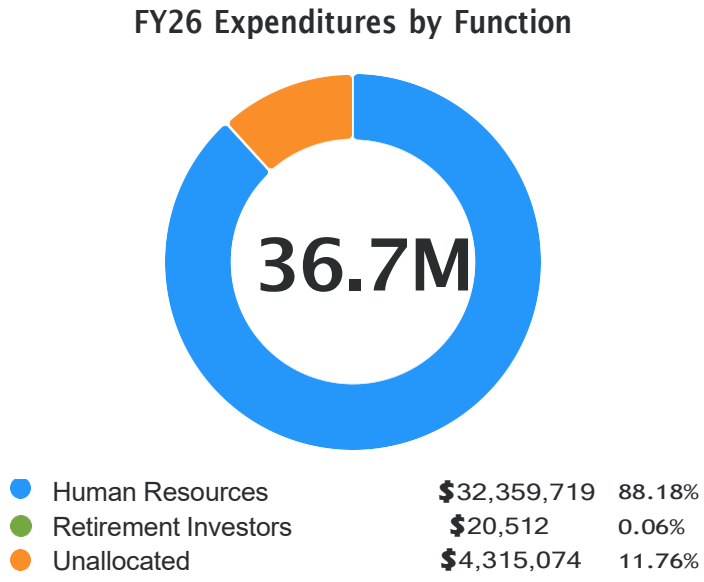


Expenditures by Fund

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Library Retirement System Fund	$4,647,762	$4,050,000	$4,326,586	$4,326,586
Other Post Employment Benefit Trust Fund	$26,282,395	$28,440,499	$29,061,963	$32,368,719
Total Expenditures	$30,930,156	$32,490,499	$33,388,549	$36,695,304

Expenditures by Function

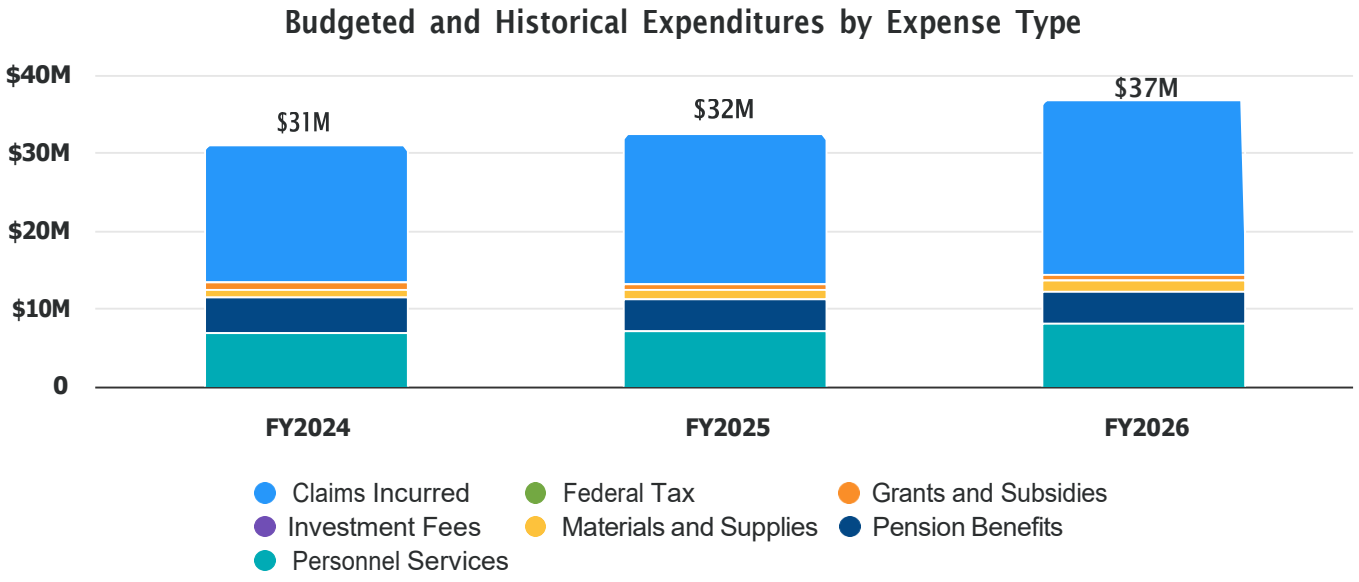


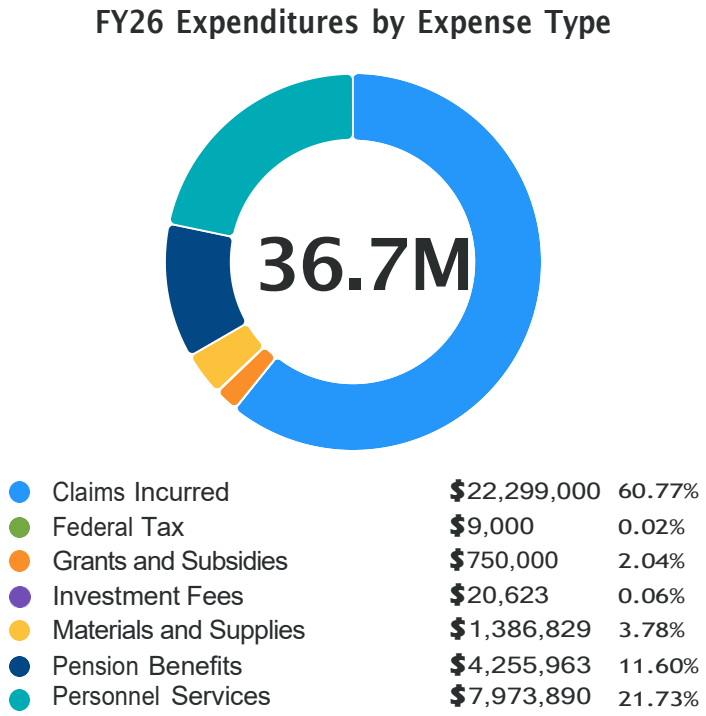


Expenditures by Function

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Retirement Investors	$25,678	-	$20,512	$20,512
Human Resources	$26,206,749	$28,433,499	$29,045,230	$32,359,719
Unallocated	$4,697,729	$4,057,000	$4,322,807	$4,315,074
Total Expenditures	$30,930,156	$32,490,499	$33,388,549	$36,695,304

Expenditures by Expense Type





Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services	$6,924,088	$7,228,710	$7,409,841	$7,973,890
Materials and Supplies	$957,700	$1,180,789	$1,252,827	$1,386,829
Claims Incurred	$17,634,113	$19,324,000	$19,683,046	$22,299,000
Federal Tax	$5,875	$7,000	$15,169	$9,000
Investment Fees	$42,684	-	$21,703	$20,623
Grants and Subsidies	$820,166	$750,000	$750,000	$750,000
Pension Benefits	$4,545,529	$4,000,000	$4,255,963	$4,255,963

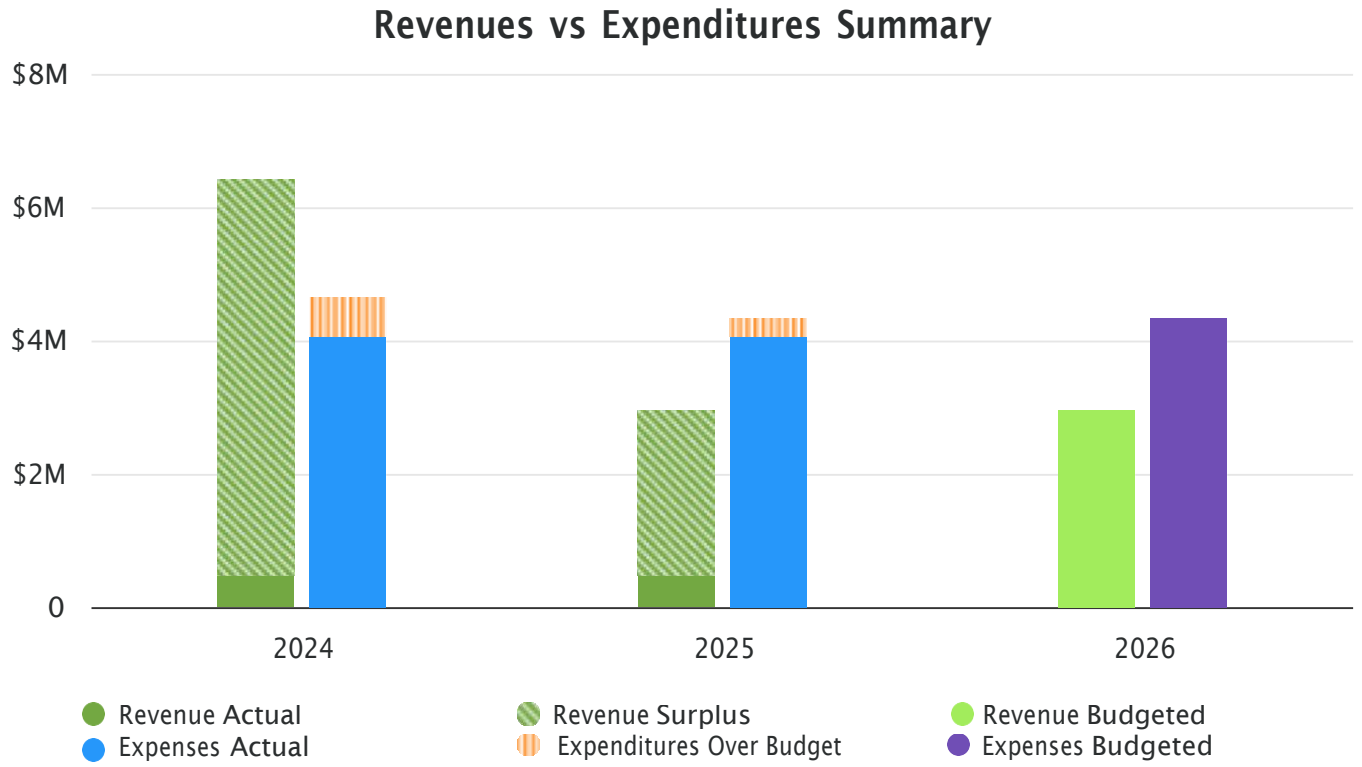
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Total Expenditures	$30,930,156	$32,490,499	$33,388,549	$36,695,304

Library Retirement System Fund

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

Summary

The City of Memphis is projecting $2.97M of revenue in FY2026, which represents a 529.6% increase over the prior year. Budgeted expenditures are projected to increase by 6.8% or $4.05M to $4.33M in FY2026.



Library Retirement System Fund Comprehensive Summary

Comprehensive Fund Summary

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$51,391,705	$53,155,902	$53,155,902	$51,794,867
Revenues				
Transfers In	$471,000	$471,000	$471,000	$471,000
Gain (Loss) on Investments	$4,275,086	-	$1,093,724	$1,093,724
Employer Contributions	$98,063	-	$73,190	$73,190
Dividend and Interest on Investment	$1,494,616	-	$1,165,867	$1,165,867
Employee Contributions	$98,063	-	$73,190	$73,190

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Gain (Loss) on Sale of Assets	-$24,870	-	$88,580	$88,580
Total Revenues	$6,411,958	$471,000	$2,965,551	$2,965,551
Expenditures				
Personnel Services	-	-	-	-
Materials and Supplies	-	$50,000	$50,000	$50,000
Investment Fees	$41,682	-	$20,623	$20,623
Grants and Subsidies	$60,550	-	-	-
Pension Beneits	$4,545,529	$4,000,000	$4,255,963	$4,255,963
Total Expenditures	$4,647,762	$4,050,000	$4,326,586	$4,326,586
Total Revenues Less Expenditures	$1,764,196	-$3,579,000	-$1,361,035	-$1,361,035
Ending Fund Balance	$53,155,901	$49,576,902	$51,794,867	$50,433,832

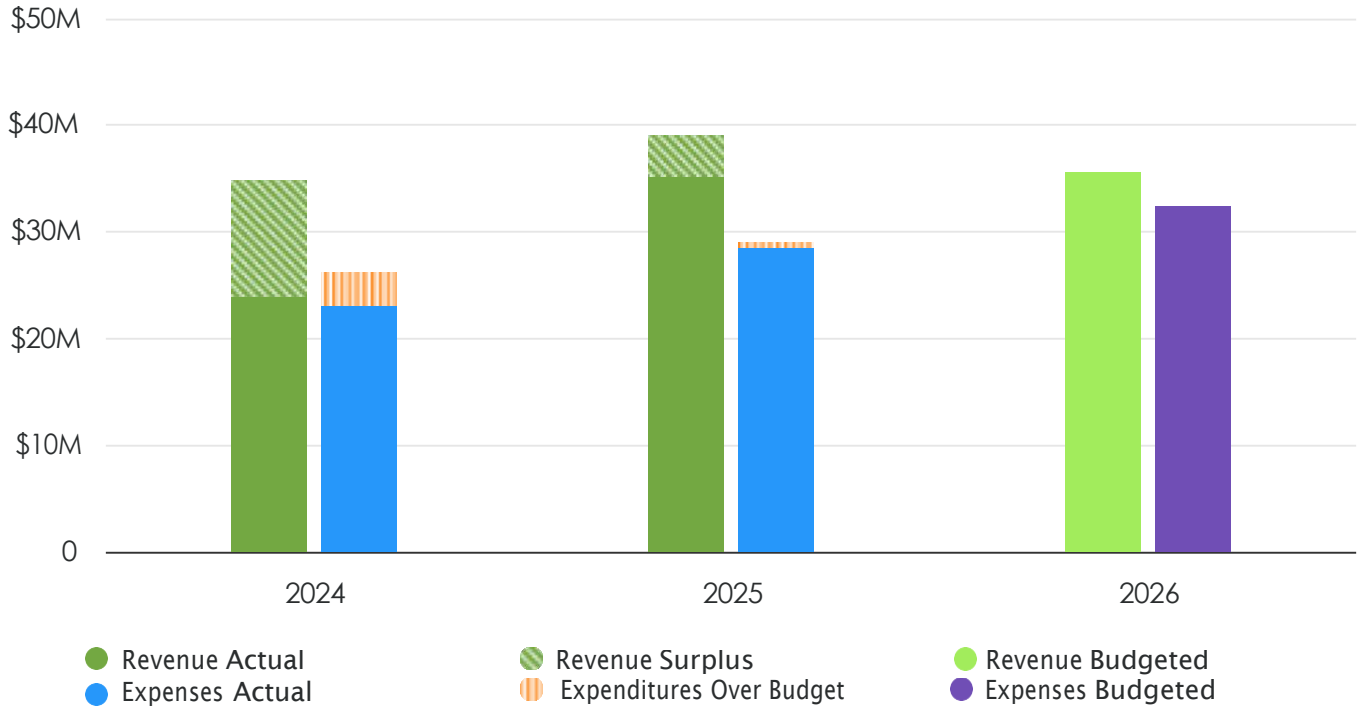
Other Post Employment Benefit Trust Fund

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

Summary

The City of Memphis is projecting $35.5M of revenue in FY2026, which represents a 0.9% increase over the prior year. Budgeted expenditures are projected to increase by 13.8% or $28.4M to $32.4M in FY2026.

Revenues vs Expenditures Summary



Other Post Employment Benefit Trust Fund Comprehensive Summary

Comprehensive Fund Summary

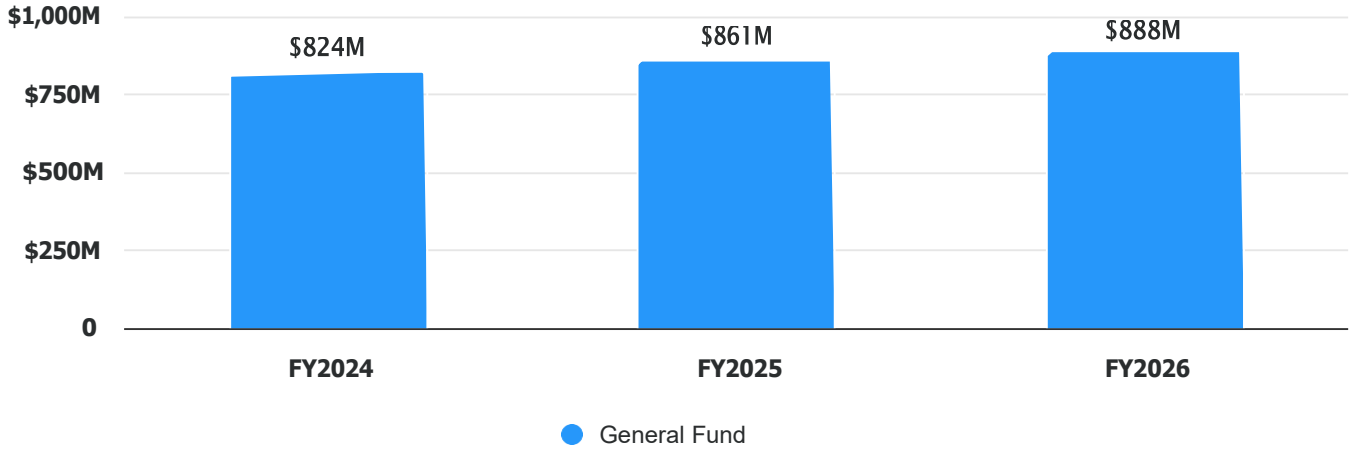
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Beginning Fund Balance	$10,992,993	$19,494,001	$19,494,001	$29,440,925
Revenues				
Transfers In	$9,172,000	$10,058,000	$10,058,000	$9,087,000
Gain (Loss) on Investments	$468,791	-	$329,179	-
Other Revenues	$21,110,269	$21,036,000	$24,172,078	$21,864,000
Dividend and Interest on Investment	$107,648	-	$72,228	-
Employee Contributions	$3,923,146	$4,080,000	$4,378,058	$4,553,000
Gain (Loss) on Sale of Assets	$1,548	-	-$656	-
Total Revenues	$34,783,403	$35,174,000	$39,008,887	$35,504,000
Expenditures				

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services	$6,924,088	$7,228,710	$7,409,841	$7,973,890
Materials and Supplies	$957,700	$1,130,789	$1,202,827	$1,336,829
Capital Outlay	-	-	-	-
Claims Incurred	$17,634,113	$19,324,000	$19,683,046	$22,299,000
Federal Tax	$5,875	$7,000	$15,169	$9,000
Investment Fees	$1,002	-	$1,080	-
Grants and Subsidies	$759,616	$750,000	$750,000	$750,000
Other Post Employment Beneits	-	-	-	-
Total Expenditures	**$**26,282,395	**$**28,440,499	**$**29,061,963	**$**32,368,719
Total Revenues Less Expenditures	**$**8,501,008	**$**6,733,501	**$**9,946,924	**$**3,135,282
Ending Fund Balance	**$**19,494,001	**$**26,227,502	**$**29,440,925	**$**32,576,207

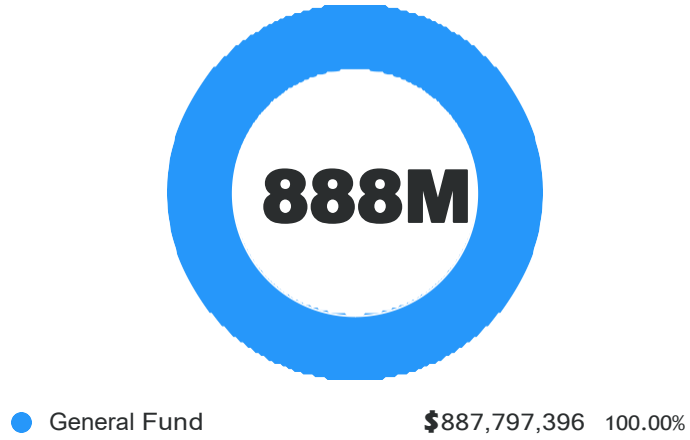
Funding Sources

General Fund Revenue Summary

Revenues by Fund



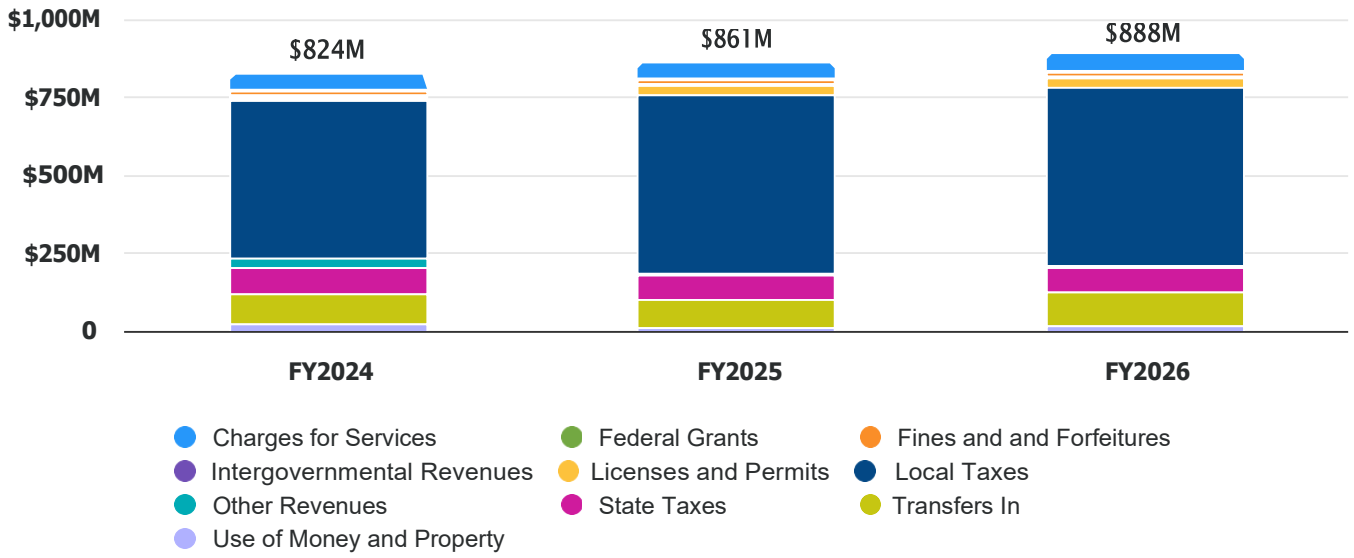
FY26 Revenues by Fund



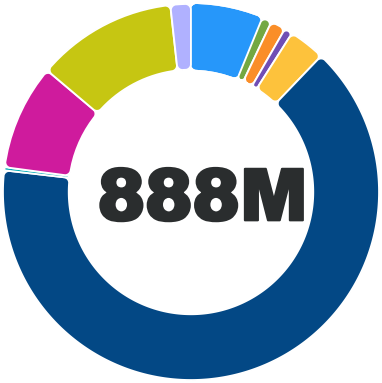
Revenues by Fund

Category	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
General Fund				
Transfers In	$102,118,000	$91,617,999	$108,423,952	$107,318,000
Local Taxes	$508,701,000	$570,694,485	$571,701,925	$574,288,407
State Taxes	$79,260,000	$79,260,000	$83,390,323	$80,325,000
Licenses and Permits	$14,501,000	$27,801,000	$17,681,000	$27,791,000
Fines and and Forfeitures	$12,162,000	$12,286,999	$12,125,733	$11,506,999
Charges for Services	$44,965,124	$51,914,843	$51,507,005	$55,002,911
Use of Money and Property	$6,175,000	$9,175,000	$17,027,258	$15,555,000
Federal Grants	$4,750,000	$6,450,000	$8,343,572	$7,428,000
Intergovernmental Revenues	$4,500,000	$5,625,380	$5,860,542	$6,158,005
Other Revenues	$10,275,876	$5,791,570	$4,810,347	$2,424,074
Total General Fund	$787,408,000	$860,617,277	$880,871,658	$887,797,396
Total Revenues	$787,408,000	$860,617,277	$880,871,658	$887,797,396

Revenues by Source



FY26 Revenues by Revenue Source



Charges for Services	$55,002,911	6.20%
Federal Grants	$7,428,000	0.84%
Fines and and Forfeitures	$11,506,999	1.30%
Intergovernmental Revenues	$6,158,005	0.69%
Licenses and Permits	$27,791,000	3.13%
Local Taxes	$574,288,407	64.69%
Other Revenues	$2,424,074	0.27%
State Taxes	$80,325,000	9.05%
Transfers In	$107,318,000	12.09%
Use of Money and Property	$15,555,000	1.75%

Revenues by Source

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Transfers In				
In Lieu Of Taxes-MLGW	$52,677,513	$50,500,000	$59,855,953	$60,000,000
In Lieu Of Taxes-Sewer	$10,253,513	$10,000,000	$10,000,000	$10,000,000
Oper Tfr In - Solid Waste Fund	$750,000	$750,000	$750,000	$750,000
Oper Tfr In - 2019 Sales Tax Referendum	$27,900,000	$26,900,000	$26,900,000	$26,900,000

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
oper Tfr In - Capital Projects Fund	$1,500,000	-	$6,500,000	$6,500,000
Oper Tfr In - Sewer Operating/CIP	$1,737,000	$1,737,000	$1,737,000	$1,737,000
Oper Tfr In - Metro Alarm	$1,625,000	$1,624,999	$1,624,999	$1,325,000
Oper Tfr In - Storm Water	$106,000	$106,000	$106,000	$106,000
Oper Tfr In - Affordable Housing Fund	-	-	$950,000	-
Total Transfers In	$96,549,026	$91,617,999	$108,423,952	$107,318,000
Local Taxes				
Ad Valorem Tax - Current	$258,795,783	$326,600,000	$330,252,492	$333,200,000
Ad Valorem Tax Prior	$8,632,921	$7,000,000	$7,740,000	$7,000,000
PILOT's	$4,134,222	$5,000,000	$5,000,000	$5,000,000
Property Taxes Interest & Penalty	$6,239,323	$6,500,000	$6,500,000	$6,500,000
Bankruptcy Interest & Penalty	-	$50,000	-	-
Special Assessment Tax	$859,923	$550,000	$755,000	$710,000
Local Sales Tax	$159,043,626	$156,600,000	$156,600,000	$156,600,000
Tourism Development Zone Local Sales	$1,138,393	-	-	-
Alcoholic Beverage Inspection Fee	$7,949,505	$8,000,000	$8,000,000	$8,000,000
Beer Sales Tax	$13,985,689	$15,500,000	$13,000,000	$13,500,000
Gross Rec Business Tax	$15,894,614	$13,000,000	$13,000,000	$13,000,000
Interest, Penalties & Commission	$206,739	$400,000	$200,000	$200,000
Business Tax Fees	$1,617,466	$1,500,000	$1,500,000	$1,500,000
Mixed Drink Tax	$10,554,715	$10,000,000	$10,000,000	$10,000,000
Excise Tax	$2,505,828	$2,500,000	$2,500,000	$2,500,000
State Apportionment TVA	$7,955,730	$7,800,000	$7,800,000	$7,800,000
Franchise Tax - Telephone	$629,560	$1,000,000	$770,000	$770,000
Cable TV Franchise Fees	$3,147,913	$4,200,000	$4,200,000	$4,200,000
Fiber Optic Franchise Fees	$1,596,182	$3,143,485	$2,618,433	$2,542,407
Misc Franchise Tax	$873,246	$756,000	$756,000	$756,000
Misc Tax Recoveries	$275,956	$325,000	$240,000	$240,000
MLGW Pipeline	$49,639	$270,000	$270,000	$270,000
Total Local Taxes	$506,086,974	$570,694,485	$571,701,925	$574,288,407
State Taxes				
State Income Tax	$15,095	-	$15,095	$15,000
State Sales Tax	$77,853,030	$75,000,000	$78,858,280	$76,000,000
Telecommunication Sales Tax	$1,160,877	$1,300,000	$1,150,186	$1,100,000
State Shared Beer Tax	$279,033	$300,000	$300,000	$300,000
Alcoholic BeverageTax	$461,029	$475,000	$475,000	$475,000
Sports Betting	$1,177,352	$800,000	$1,141,302	$1,000,000
Local Occupancy Tax	$143,270	$100,000	$165,460	$150,000
Spec Petroleum Product Tax	$1,161,422	$1,285,000	$1,285,000	$1,285,000
Total State Taxes	$82,251,107	$79,260,000	$83,390,323	$80,325,000
Licenses and Permits				
Liquor By Ounce License	$279,756	$275,000	$275,000	$275,000

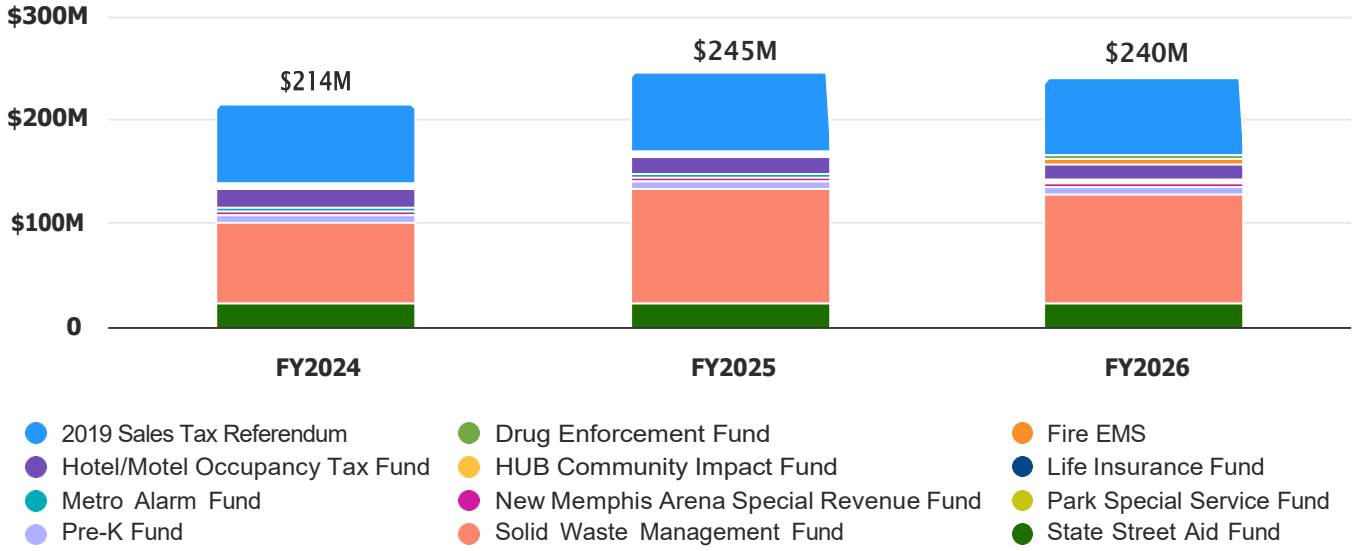
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Taxi Drivers License	$8,457	$9,000	$9,000	$9,000
Gaming Pub Amus Perm Fee	$9,574	$12,000	$12,000	$12,000
Wrecker Permit Fee	$22,433	$17,000	$17,000	$17,000
Misc Permits	$292,235	$285,000	$260,000	$275,000
Beer Application	$47,321	$48,000	$48,000	$48,000
Auto Registration Fee	$11,684,858	$26,600,000	$16,500,000	$26,600,000
Dog License	$208,072	$245,000	$245,000	$245,000
County Dog License Fee	$58,971	$130,000	$130,000	$130,000
Beer Permit Privilege Tax	$137,690	$145,000	$150,000	$145,000
Sidewalk Permit Fees	$23,255	$35,000	$35,000	$35,000
Total Licenses and Permits	$12,772,621	$27,801,000	$17,681,000	$27,791,000
Fines and and Forfeitures				
Court Fees	$3,798,176	$4,000,000	$3,700,000	$3,700,000
Court Costs	$3,232,702	$3,700,000	$3,223,420	$3,250,000
Fines & Forfeitures	$3,707,115	$4,000,000	$4,670,914	$4,030,000
Seizures	$6,000	$25,000	$5,000	$5,000
Beer Board Fines	$85,441	$70,000	$74,400	$70,000
Library Fines & Fees	$129,486	$130,000	$130,000	$130,000
Vacant Property Registration Fee	$10,000	$150,000	$150,000	$150,000
Arrest Fees	$100,360	$100,000	$100,000	$100,000
DUI BAC Fees	-	$2,000	$2,000	$2,000
Sex Offender Registry Fees	$77,200	$110,000	$70,000	$70,000
Total Fines and and Forfeitures	$11,146,482	$12,286,999	$12,125,733	$11,506,999
Charges for Services				
Tax Sales Attorney Fees	$489,952	$725,000	$592,390	$595,000
Subdivision Plan Inspection Fee	$666,653	$550,000	$550,000	$550,000
Street Cut Inspection Fee	$168,280	$500,000	$500,000	$500,000
Traffic Signals	$204,644	$200,000	$200,000	$200,000
Parking Meters	$477,218	$575,000	$450,000	$500,000
Signs-Loading Zones	$792,171	$500,000	$500,000	$500,000
Arc Lights	$3,907	$4,000	$4,000	$4,000
Wrecker & Storage Charges	$401,158	$1,440,525	-	-
Shelter Fees	$137,382	$350,000	$350,000	$350,000
Ambulance Service	$31,217,241	$31,000,000	$34,301,820	$36,500,000
Parking	$613,397	$675,000	$654,074	$675,554
Senior Citizen's Meals	$114,404	$85,000	$90,473	$90,000
Concessions	$2,642,702	$1,582,000	$598,662	$699,115
Golf Cart Fees	$1,441,515	$2,065,000	$1,734,181	$2,123,099
Pro Shop Sales	$294,038	$348,500	$347,348	$390,000
Green Fees	$2,196,504	$3,212,742	$3,224,103	$3,408,928
Softball	$31,690	$50,000	$48,039	$50,000
Ballfield Permit	$56,449	$60,000	$82,323	$75,000
Class Fees	$41,760	$28,500	$42,476	$40,000
Rental Fees	$1,872,191	$1,086,088	$1,183,941	$1,222,750
MLG&W Rent	$2,538	$2,400	$2,400	$2,400
Rent Of Land	$218,194	$207,792	$219,054	$207,792
Subdivision Development Fees	$5,048	-	-	-

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Police Special Events	$477,381	$500,000	$500,000	$500,000
MLGW Fees	$2,509,075	$2,000,000	$2,000,000	$2,000,000
Parking Lots	$217,665	$600,000	-	-
Outside Revenue	$631,141	$142,296	$474,159	$789,273
Tow Fees	$158,343	$750,000	-	-
Easements & Encroachments	$111,501	$75,000	$75,000	$75,000
Smart Fiber Initiative	$776,368	$2,600,000	$2,600,000	$2,600,000
Driving Range Fees	$1,342	-	$182,561	$330,000
Banquet Hall Rental Fees	-	-	-	$25,000
Total Charges for Services	$48,971,850	$51,914,843	$51,507,005	$55,002,911
Use of Money and Property				
Interest on Investments	$18,494,463	$9,000,000	$14,678,348	$13,500,000
Net Income/Investors	$2,260,694	$100,000	$2,293,910	$2,000,000
State Litigation Tax Commission	$53,184	$75,000	$55,000	$55,000
Total Use of Money and Property	$20,808,341	$9,175,000	$17,027,258	$15,555,000
Federal Grants				
Federal Grants	-	$1,000,000	-	-
Federal Grants - Others	$698,646	$250,000	$250,000	$228,000
FEMA Reimbursement	$5,992,808	$5,200,000	$8,093,572	$7,200,000
Total Federal Grants	$6,691,453	$6,450,000	$8,343,572	$7,428,000
Intergovernmental Revenues				
International Airport	$5,368,289	$5,625,380	$5,860,542	$6,158,005
Total Intergovernmental Revenues	$5,368,289	$5,625,380	$5,860,542	$6,158,005
Other Revenues				
Property Insurance Recoveries	$10,571	$100,000	-	$100,000
Peachtree Recovery Services	$29,612	$150,000	$150,000	$150,000
Rezoning Ordinance Publication Fees	$2,075	$5,000	$5,000	$5,000
Sale Of Reports	$41,220	$100,000	$100,000	$100,000
Local Shared Revenue	$1,434,793	$555,000	$657,025	$555,041
City of Bartlett	$1,585,552	-	-	-
Utility Warranty Program	$241,262	$155,000	$155,000	$155,000
Miscellaneous Income	$1,632,384	$395,695	$586,853	$338,801
Subdivision Sidewalk Fees	$39,450	$100,000	$100,000	$100,000
Sewer Fund Cost Allocation	-	$1,075,000	-	-
Miscellaneous Auctions	$2,076,373	$2,025,000	$250,000	$250,000
Court Reimbursement	$92	-	-	-
Fire - Misc Collections	$43,968	$30,000	$14,556	$30,000
Cash Overage/Shortage	$14,352	-	$1,026	-
Sale Of Capital Assets	$36,588	-	$5,894	-
Donated Revenue	$186,789	-	$4,550	$24,500
Corporate Sponsorship	$797,836	-	$14,500	$24,857
Insurance Refund	-	-	$1,134	-
Vendor Rebates	$148,936	$75,000	$20,000	$20,000
FNMA Service Fees	$277	$875	$875	$875
Claims	$661,169	$25,000	$569,261	$25,000

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Miscellaneous Revenue	$3,617,082	$1,000,000	$1,229,255	$525,000
Recovery Of Prior Year Expense	$20,657,166	-	$236,715	-
Mow to Own Program - Program Fees	$1,850	-	-	-
Unclaimed Property	-	-	$708,704	-
Grant Revenue - Library	$46,486	-	-	-
Center City Commission	$46,843	-	-	-
Donations	-	-	-	$20,000
Total Other Revenues	$33,352,727	$5,791,570	$4,810,347	$2,424,074
Total Revenues	$823,998,870	$860,617,277	$880,871,658	$887,797,396

Special Revenue Funds Summary

Revenues by Fund



FY26 Revenues by Fund



2019 Sales Tax Referendum	$75,000,000	31.23%
Drug Enforcement Fund	$2,892,700	1.20%
Fire EMS	$6,422,100	2.67%
Hotel/Motel Occupancy Tax Fund	$14,590,000	6.07%
HUB Community Impact Fund	$650,000	0.27%
Metro Alarm Fund	$2,050,000	0.85%
New Memphis Arena Special Revenue Fund	$4,475,000	1.86%
Park Special Service Fund	$160,000	0.07%
Pre-K Fund	$7,000,000	2.91%
Solid Waste Management Fund	$104,591,653	43.55%
State Street Aid Fund	$22,350,000	9.31%

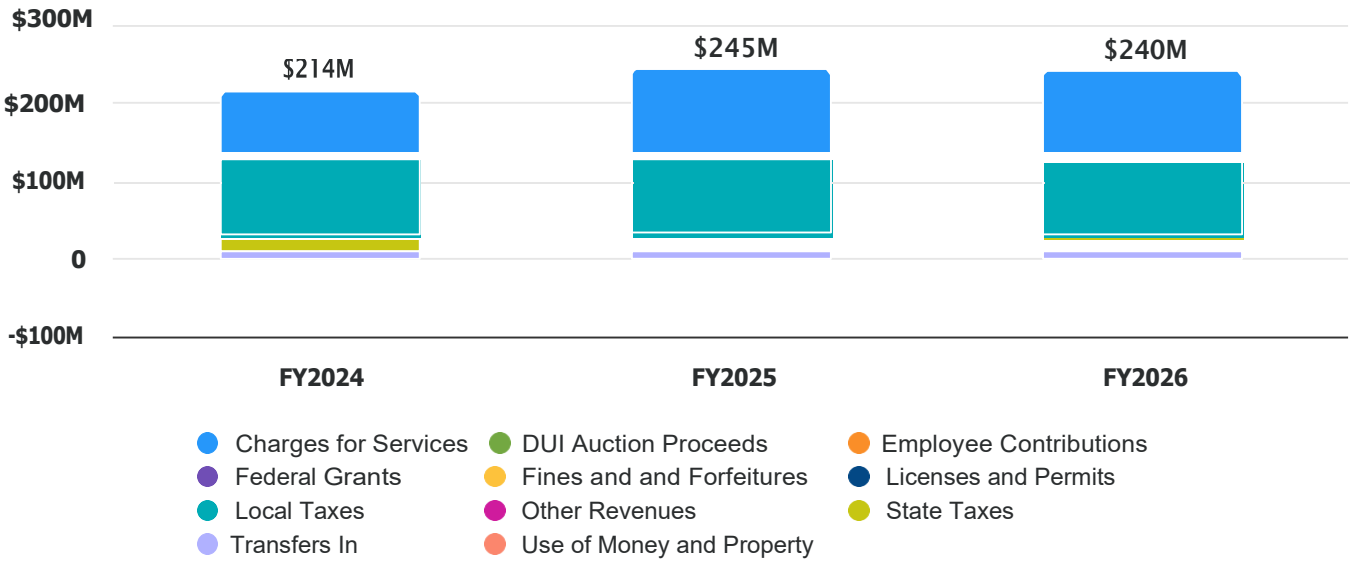
Revenues by Fund

Category	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Park Special Service Fund				

Category	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Local Taxes	$120,000	$120,000	$180,219	$120,000
Use of Money and Property	$40,000	$40,000	$40,000	$40,000
Total Park Special Service Fund	$160,000	$160,000	$220,219	$160,000
Life Insurance Fund				
Use of Money and Property	$370,000	$370,000	-	-
Other Revenues	$150,000	$150,000	-	-
Total Life Insurance Fund	$520,000	$520,000	-	-
State Street Aid Fund				
State Taxes	$23,110,000	$23,110,000	$22,350,000	$22,350,000
Total State Street Aid Fund	$23,110,000	$23,110,000	$22,350,000	$22,350,000
Solid Waste Management Fund				
Local Taxes	$100,000	$100,000	$100,000	$100,000
Charges for Services	$76,040,000	$109,432,643	$109,432,643	$104,413,569
Use of Money and Property	$53,000	$53,000	$53,000	$53,000
Other Revenues	$25,084	$25,084	$25,084	$25,084
Total Solid Waste Management Fund	$76,218,084	$109,610,727	$109,610,727	$104,591,653
Hotel/Motel Occupancy Tax Fund				
Local Taxes	$15,750,000	$15,750,000	$16,597,000	$14,590,000
Total Hotel/Motel Occupancy Tax Fund	$15,750,000	$15,750,000	$16,597,000	$14,590,000
New Memphis Arena Special Revenue Fund				
Transfers In	-	$1,975,000	$1,975,000	$1,975,000
Local Taxes	$2,500,000	$2,500,000	$2,500,000	$2,500,000
Total New Memphis Arena Special Revenue Fund	$2,500,000	$4,475,000	$4,475,000	$4,475,000
2019 Sales Tax Referendum				
Local Taxes	$76,000,000	$75,000,000	$75,000,000	$75,000,000
Total 2019 Sales Tax Referendum	$76,000,000	$75,000,000	$75,000,000	$75,000,000
Pre-K Fund				
Transfers In	$6,500,000	$7,000,000	$7,000,000	$7,000,000
Total Pre-K Fund	$6,500,000	$7,000,000	$7,000,000	$7,000,000
HUB Community Impact Fund				
Transfers In	$550,000	$550,000	$550,000	$650,000
Total HUB Community Impact Fund	$550,000	$550,000	$550,000	$650,000
Metro Alarm Fund				
Licenses and Permits	$1,940,000	$2,040,000	$2,151,525	$2,040,000
Other Revenues	$10,000	$10,000	$400	$10,000
Total Metro Alarm Fund	$1,950,000	$2,050,000	$2,151,925	$2,050,000
Drug Enforcement Fund				
Fines and and Forfeitures	$2,370,000	$2,842,700	$1,440,695	$2,842,700
Federal Grants	$82,500	$50,000	$27,870	$50,000
Other Revenues	-	-	$12,768	-
Total Drug Enforcement Fund	$2,452,500	$2,892,700	$1,481,332	$2,892,700

Category	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Fire EMS				
Federal Grants	$3,437,350	$3,437,350	$5,605,886	$6,422,100
Other Revenues	-	-	$24,256	-
Total Fire EMS	$3,437,350	$3,437,350	$5,630,142	$6,422,100
Total Revenues	$209,147,934	$244,555,777	$245,066,345	$240,181,453

Revenues by Source



FY26 Revenues by Revenue Source



Charges for Services	$104,413,569	43.47%
Federal Grants	$6,472,100	2.69%
Fines and and Forfeitures	$2,842,700	1.18%
Licenses and Permits	$2,040,000	0.85%
Local Taxes	$92,310,000	38.43%
Other Revenues	$35,084	0.01%
State Taxes	$22,350,000	9.31%
Transfers In	$9,625,000	4.01%
Use of Money and Property	$93,000	0.04%

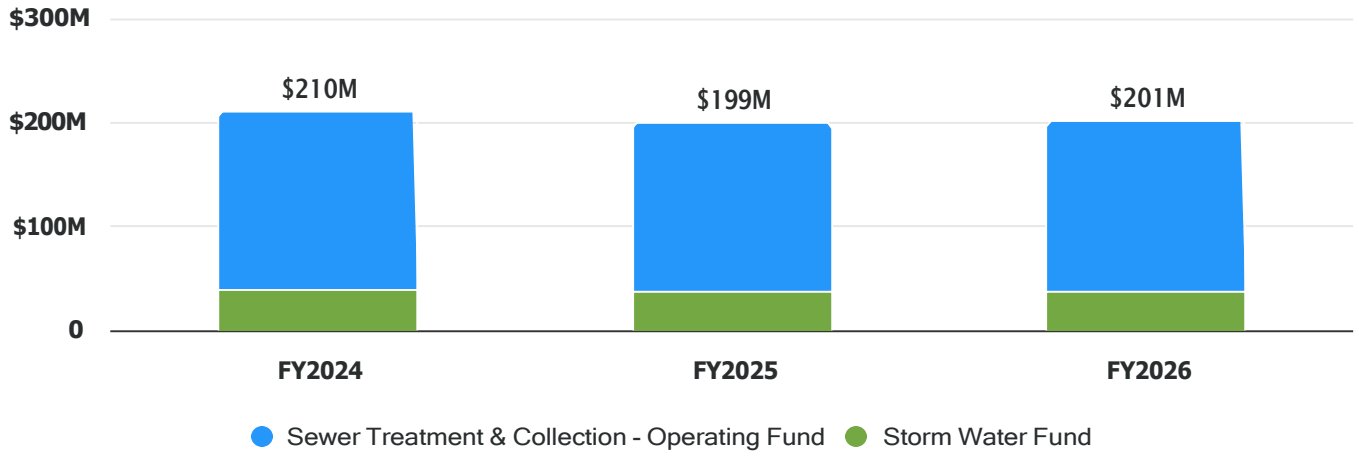
Revenues by Source

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Transfers In	$9,525,000	$9,525,000	$9,525,000	$9,625,000
Oper Tfr In - General Fund	$2,525,000	$2,525,000	$2,525,000	$2,625,000
Oper Tfr In - 2019 Sales Tax Referendum	$7,000,000	$7,000,000	$7,000,000	$7,000,000
Local Taxes	$96,383,168	$93,470,000	$94,377,219	$92,310,000
Ad Valorem Tax - Current	-$6,474	-	-	-
Ad Valorem Tax Prior	$11,619	-	-	-
PILOT's	$288	-	-	-
In Lieu of Taxes-Water	$2,500,000	$2,500,000	$2,500,000	$2,500,000
Special Assessment Tax	$23,376	$85,000	$85,000	$85,000
Local Sales Tax	$76,253,295	$75,120,000	$75,180,219	$75,120,000
Hotel/Motel Taxes	$6,042,054	$5,250,000	$5,744,000	$6,847,000
2015 Occupancy Increase	$6,053,146	$5,250,000	$5,748,000	$5,250,000
Room Night Assessment	$5,495,252	$5,250,000	$5,105,000	$2,493,000
Interest, Penalties & Commission	$10,613	$15,000	$15,000	$15,000
State Taxes	$22,203,173	$23,110,000	$22,350,000	$22,350,000
State Gas - Motor Fuel Tax	$11,341,205	$11,860,000	$11,300,000	$11,300,000
Three-Cent Tax	$3,258,525	$3,500,000	$3,300,000	$3,300,000
One-Cent Tax	$1,764,218	$1,850,000	$1,775,000	$1,775,000
State Gas-IMPROVE (2017)	$5,722,916	$5,900,000	$5,700,000	$5,700,000
Transport Mod Revenue (2023)	$116,309	-	$275,000	$275,000
Licenses and Permits	$2,207,910	$2,040,000	$2,151,525	$2,040,000
City - Alarm Renewals	$353,660	$535,000	$535,000	$535,000
City - New Alarms	$63,941	$70,000	$70,000	$70,000
False Alarms - City	$1,429,719	$1,200,000	$1,000,000	$1,200,000
County Alarm Renewals	$10	-	$20	-
False Alarms - County	$3	-	$5	-
Fire False Alarms	$360,578	$235,000	$200,000	$235,000
City - Alarm Renewals Commercial	-	-	$42,500	-
City - New Alarms Commercial	-	-	$2,500	-
False Alarms - City MPD Cost Recovery Fee	-	-	$100,000	-
False Alarms - City MAO Surcharge	-	-	$100,000	-
False Alarms - City Panic/Duress Fee	-	-	$100,000	-
False Alarms - City MFD Cost Recovery Fee	-	-	$1,000	-
Fire False Alarms - City MAO Surcharge	-	-	$500	-
Fines and and Forfeitures	$1,115,227	$2,842,700	$1,440,695	$2,842,700
Fines & Forfeitures	-$534,025	$30,000	-$54,512	$30,000
Seizures	$1,564,454	$2,512,700	$1,399,668	$2,512,700
Federal Seizures	$84,799	$300,000	$95,539	$300,000
Charges for Services	$77,728,437	$109,432,643	$109,432,643	$104,413,569
Solid Waste Disposal Fee	$77,072,617	$108,783,765	$108,783,765	$103,764,691

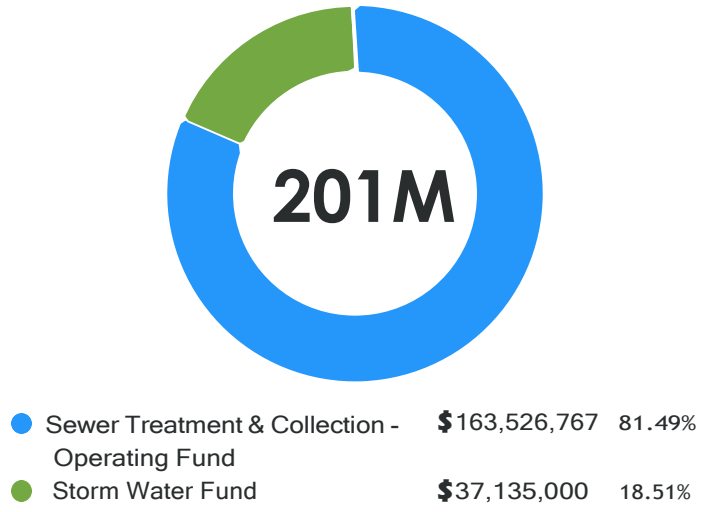
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Sanitation Inspection Fee	$655,819	$648,878	$648,878	$648,878
Use of Money and Property	-	$463,000	$93,000	$93,000
Interest on Investments	-	$330,000	$80,000	$80,000
Net Income/Investors	-	$133,000	$13,000	$13,000
Federal Grants	$4,386,920	$3,487,350	$5,633,756	$6,472,100
Federal Grants - Others	$4,356,828	$3,437,350	$5,605,886	$6,422,100
Department of Justice OT	$30,092	$50,000	$27,870	$50,000
Other Revenues	$162,180	$185,084	$62,508	$35,084
Miscellaneous Income	-	$742	$742	$742
Bad Check Penalties	$160	-	$300	-
Insurance Refund	-	$150,000	-	-
Recycling Proceeds	$14,448	$24,000	$24,000	$24,000
Miscellaneous Revenue	$3,572	-	$37,024	-
Recovery Of Prior Year Expense	$144,000	$10,342	$442	$10,342
Employee Contributions	-$175	-	-	-
Employee Contributed - General	-$175	-	-	-
DUI Auction Proceeds	$3,250	-	-	-
DUI Auction Proceeds	$3,250	-	-	-
Total Revenues	$213,715,090	$244,555,777	$245,066,345	$240,181,453

Enterprise Funds Summary

Revenues by Fund



FY26 Revenues by Fund

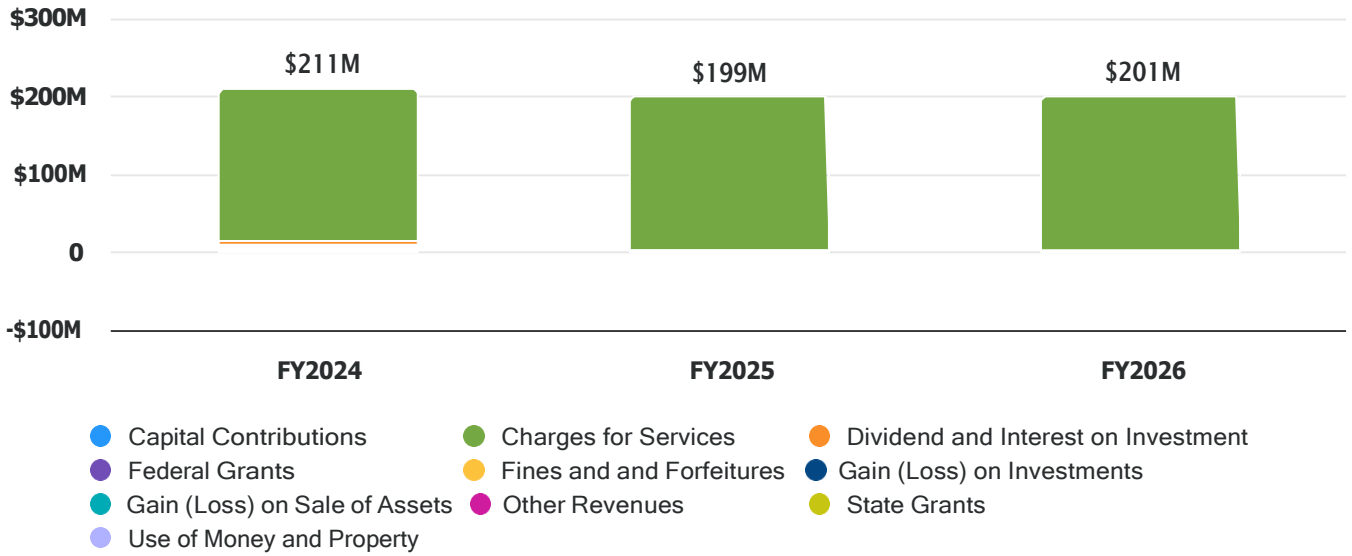


Revenues by Fund

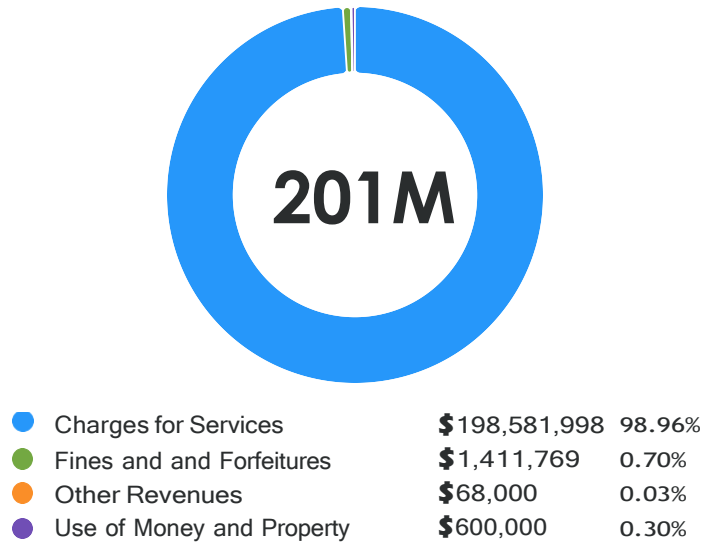
Category	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Sewer Treatment & Collection - Operating Fund				
Fines and and Forfeitures	$1,001,000	$1,001,000	$1,001,000	$1,376,769
Charges for Services	$158,028,307	$160,512,450	$144,662,450	$161,481,998
Use of Money and Property	$600,000	$600,000	$600,000	$600,000
Federal Grants	-	-	$26,924,402	-
Other Revenues	$83,000	$68,000	$116,482	$68,000
State Grants	-	-	$5,269,590	-
Total Sewer Treatment & Collection - Operating Fund	$159,712,307	$162,181,450	$178,573,924	$163,526,767
Storm Water Fund				
Fines and and Forfeitures	$35,000	$35,000	$35,000	$35,000
Charges for Services	$36,500,000	$37,000,000	$37,000,000	$37,100,000

Category	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Total Storm Water Fund	$36,535,000	$37,035,000	$37,035,000	$37,135,000
Total Revenues	$196,247,307	$199,216,450	$215,608,924	$200,661,767

Revenues by Source



FY26 Revenues by Revenue Source



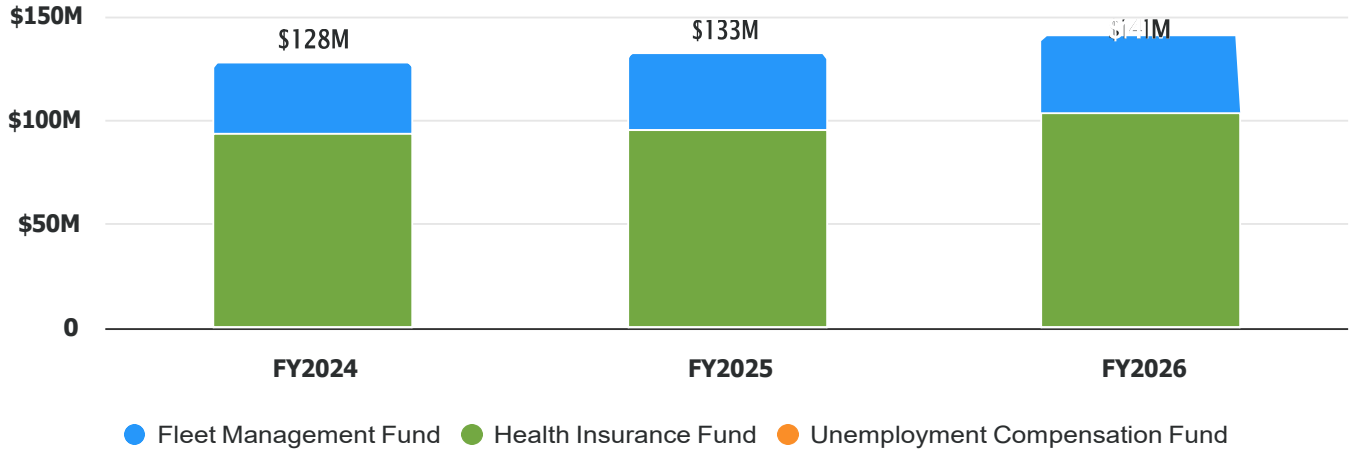
Revenues by Source

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Fines and and Forfeitures	$1,902,345	$1,036,000	$1,036,000	$1,411,769
Fines & Forfeitures	$1,902,345	$1,036,000	$1,036,000	$1,411,769
Charges for Services	$196,354,202	$197,512,450	$181,662,450	$198,581,998
Subdivision Plan Inspection Fee	$8,650	-	-	-
Sewer Connections	$36,987	$10,000	$10,000	$10,000
Storm Water Fees	$37,083,651	$37,000,000	$37,000,000	$37,100,000
Sewer Fees	$156,900,285	$159,150,000	$143,300,000	$160,650,000

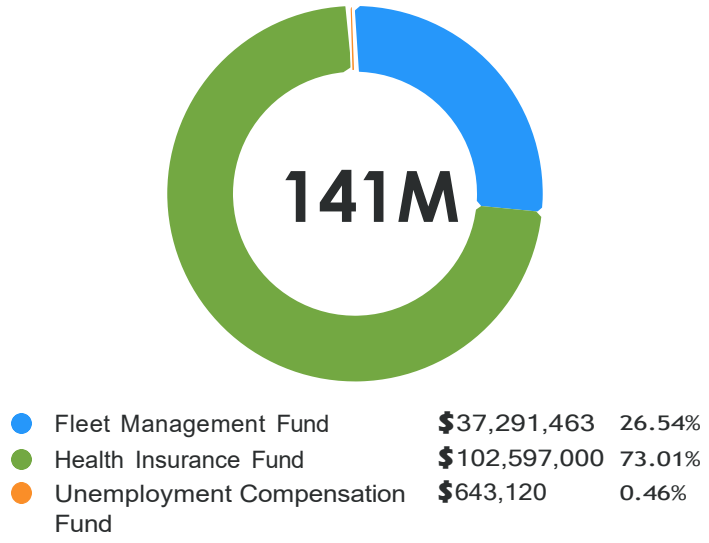
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Subdivision Development Fees	$2,259,539	$1,250,000	$1,250,000	$750,000
Biogas Revenue	-	$45,000	$45,000	$20,000
Rents	$44,549	$44,000	$44,000	$45,498
Special Sewer Connections	$16,890	-	-	-
Sewer Insp/Locate Fees	$3,650	$5,750	$5,750	$4,500
Sewer Availability Fee	-	$7,700	$7,700	$2,000
Use of Money and Property	-	$600,000	$600,000	$600,000
Interest on Investments	-	$500,000	$500,000	$500,000
Net Income/Investors	-	$100,000	$100,000	$100,000
Federal Grants	$3,396,544	-	$26,924,402	-
Federal Grants - CIP	$3,396,544	-	$26,924,402	-
Gain (Loss) on Investments	-$256,487	-	-	-
Unrealized Gain/Loss on Pension Investment	-$256,487	-	-	-
Other Revenues	$2,684,951	$68,000	$116,482	$68,000
Miscellaneous Income	-	$1,000	$1,000	$1,000
Insurance Refund	-	-	$48,482	-
Miscellaneous Revenue	$44,951	$67,000	$67,000	$67,000
Recovery Of Prior Year Expense	$2,640,000	-	-	-
Dividend and Interest on Investment	$3,222,323	-	-	-
Interest Income - Cash Equivalent	$253,593	-	-	-
Interest Income - US Government	$2,968,730	-	-	-
Gain (Loss) on Sale of Assets	$167,411	-	-	-
Realized Gains	$167,411	-	-	-
Capital Contributions	$503,370	-	-	-
Sewer Pipe Contributed by Developer	$503,370	-	-	-
State Grants	$2,399,248	-	$5,269,590	-
State Grants	$755,712	-	$1,407,350	-
State Reimbursements	$1,643,535	-	$3,862,240	-
Total Revenues	**$**210,373,907	**$**199,216,450	**$**215,608,924	**$**200,661,767

Internal Services Funds

Revenues by Fund



FY26 Revenues by Fund

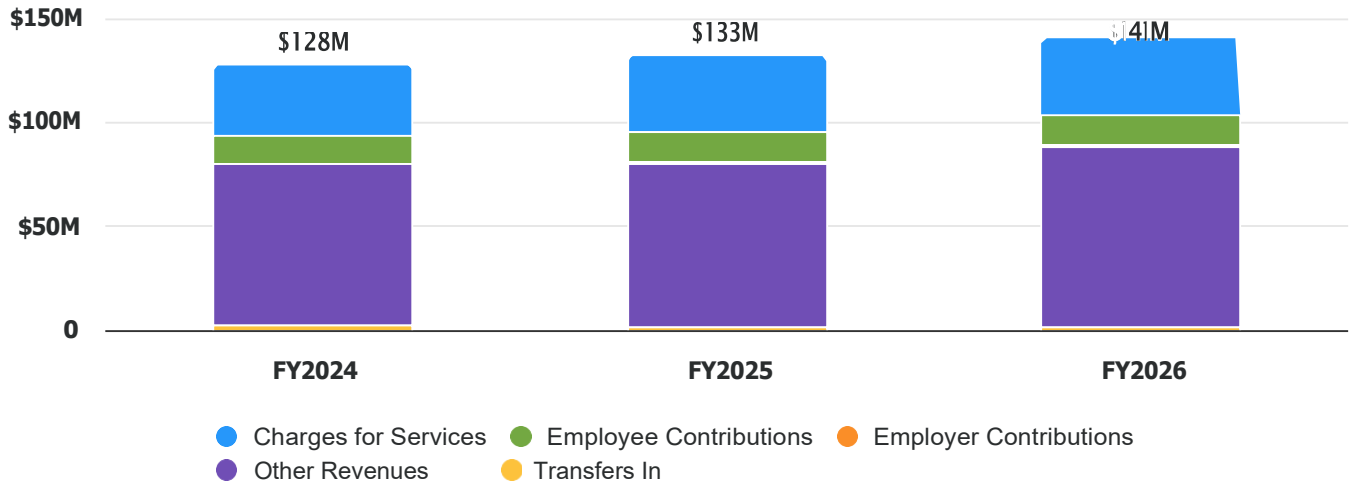


Revenues by Fund

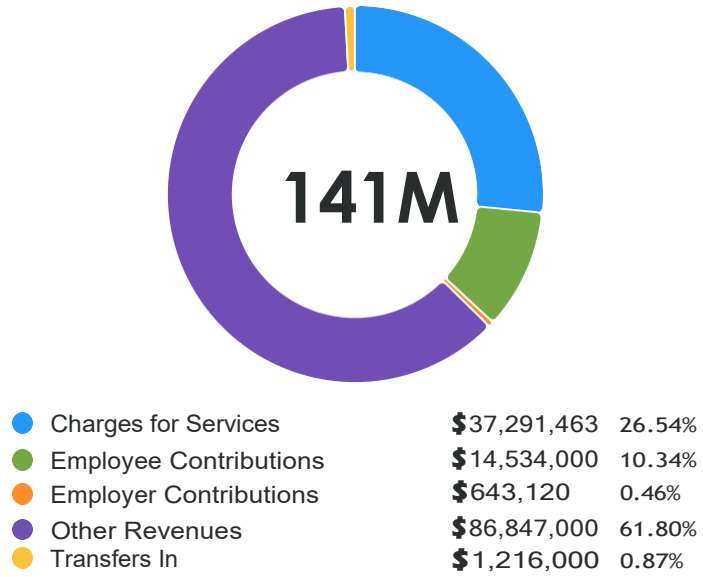
Category	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Health Insurance Fund				
Transfers In	$1,000,000	$949,000	$949,000	$1,216,000
Other Revenues	$82,977,000	$79,323,000	$79,703,638	$86,847,000
Employee Contributions	$13,026,000	$14,149,000	$14,442,798	$14,534,000
Total Health Insurance Fund	$97,003,000	$94,421,000	$95,095,436	$102,597,000
Unemployment Compensation Fund				
Employer Contributions	$503,440	$624,400	$515,920	$643,120
Total Unemployment Compensation Fund	$503,440	$624,400	$515,920	$643,120
Fleet Management Fund				
Charges for Services	$33,913,882	$37,614,907	$37,982,082	$37,291,463

Category	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Total Fleet Management Fund	$33,913,882	$37,614,907	$37,982,082	$37,291,463
Total Revenues	$131,420,322	$132,660,307	$133,593,438	$140,531,583

Revenues by Source



FY26 Revenues by Revenue Source



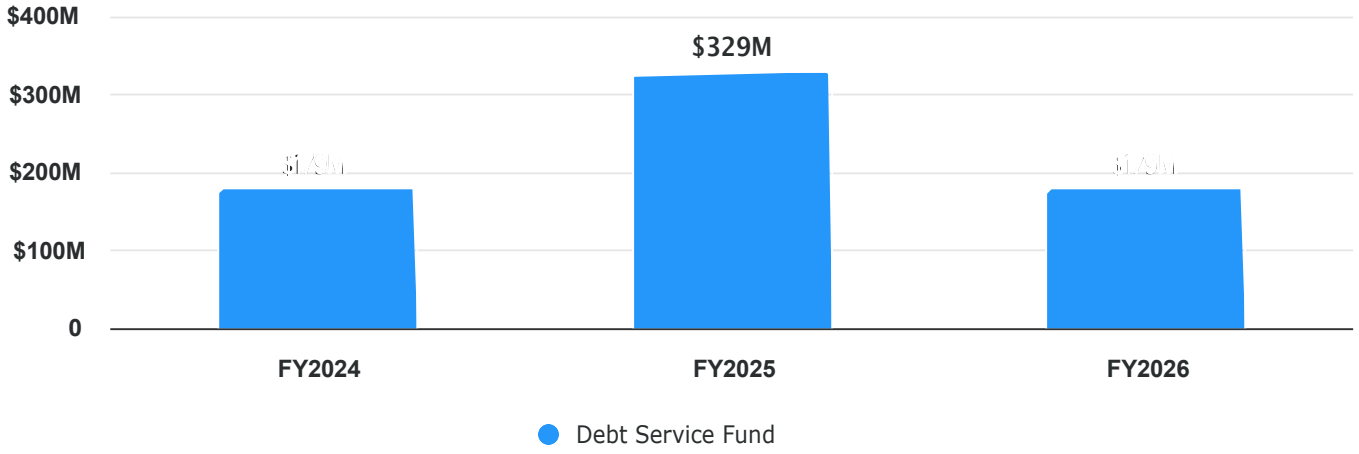
Revenues by Source

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Transfers In	$2,334,000	$949,000	$949,000	$1,216,000
Oper Tfr In - 2019 Sales Tax Referendum	$2,334,000	$949,000	$949,000	$1,216,000
Charges for Services	$34,319,158	$37,614,907	$37,982,082	$37,291,463
Outside Revenue	$120,394	$166,250	$161,254	$166,250
V.M. Fuel Revenue Inside	$11,431,910	$12,596,006	$12,743,560	$12,743,566
V.M. Inventory/Store Sales	$13,966	$15,625	$104,918	$15,625
V.M. Shop Charges	$22,752,889	$24,837,026	$24,972,350	$24,366,022

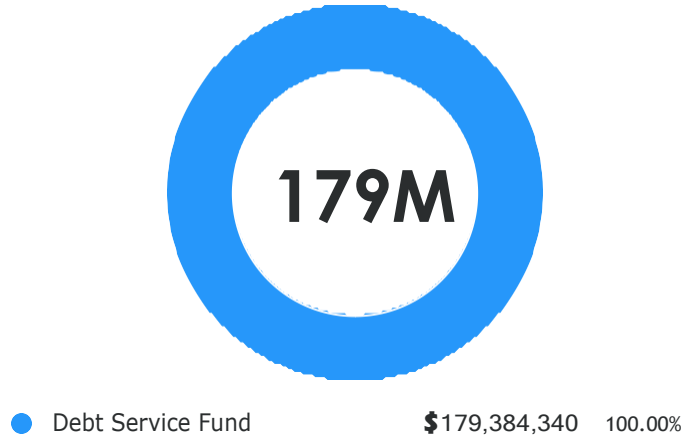
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Other Revenues	$77,499,321	$79,323,000	$79,703,638	$86,847,000
Employer Premiums Income	$69,066,678	$70,271,000	$70,651,638	$77,428,000
Pharmacy RX Rebates Revenue	$8,413,023	$9,052,000	$9,052,000	$9,419,000
Recovery Of Prior Year Expense	$19,620	-	-	-
Employer Contributions	$504,240	$624,400	$515,920	$643,120
City Contributed - General	$504,240	$624,400	$515,920	$643,120
Employee Contributions	$12,994,391	$14,149,000	$14,442,798	$14,534,000
Spousal Surcharge	$209,850	-	-$104,850	-
Tobacco Surcharge	$350,760	$400,000	$731,200	$399,000
Employee Contributed - General	$12,433,781	$13,749,000	$13,816,448	$14,135,000
Total Revenues	$127,651,110	$132,660,307	$133,593,438	$140,531,583

Debt Service Funds

Revenues by Fund



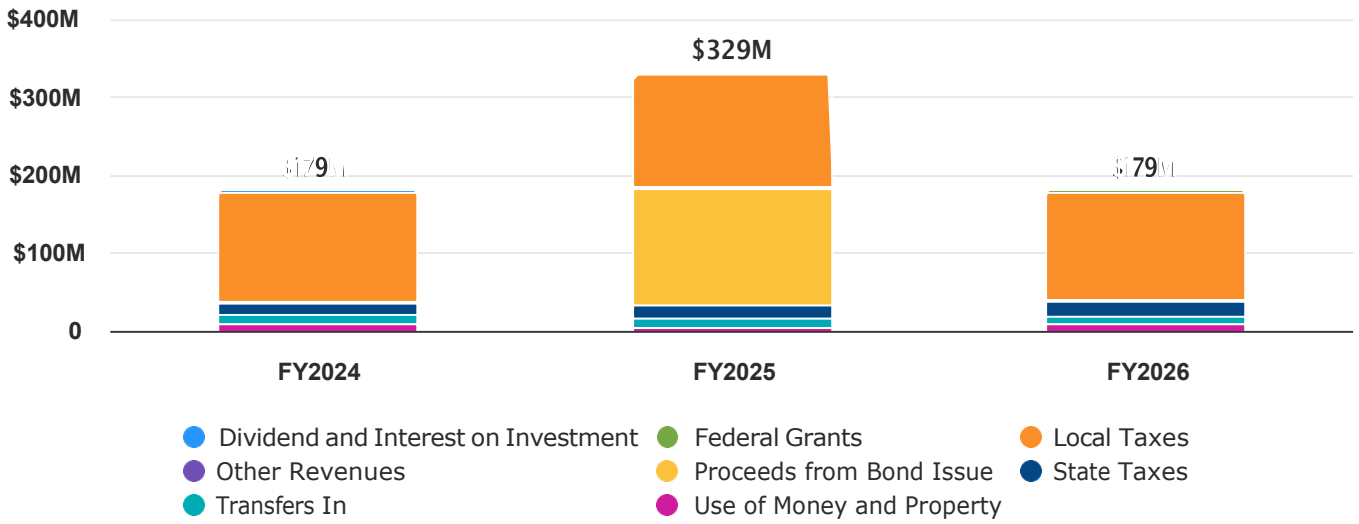
FY26 Revenues by Fund



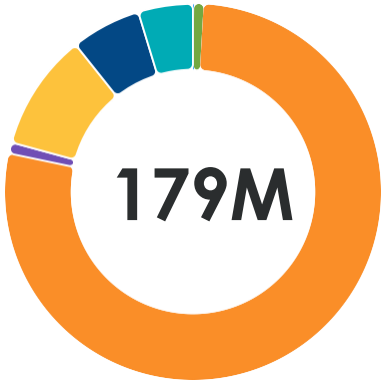
Revenues by Fund

Category	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Debt Service Fund				
Transfers In	$11,237,894	$10,356,324	$10,541,172	$10,811,615
Local Taxes	$143,673,461	$142,901,839	$138,786,470	$138,801,839
State Taxes	$16,680,878	$17,300,000	$17,897,301	$18,000,000
Use of Money and Property	$3,041,002	$4,420,100	$9,120,952	$8,420,000
Federal Grants	$1,758,988	$1,639,248	$1,627,966	$1,463,887
Other Revenues	$2,057,832	$1,967,832	$1,711,997	$1,719,999
Proceeds from Bond Issue	-	$150,800,000	$151,167,089	-
Dividend and Interest on Investment	-	-	$168,284	$167,000
Proceeds from Refunded Debt	-	-	$93,363,556	-
Total Debt Service Fund	$178,450,054	$329,385,342	$424,384,787	$179,384,340
Total Revenues	$178,450,054	$329,385,342	$424,384,787	$179,384,340

Revenues by Source



FY26 Revenues by Revenue Source



Dividend and Interest on Investment	$167,000	0.09%
Federal Grants	$1,463,887	0.82%
Local Taxes	$138,801,839	77.38%
Other Revenues	$1,719,999	0.96%
State Taxes	$18,000,000	10.03%
Transfers In	$10,811,615	6.03%
Use of Money and Property	$8,420,000	4.69%

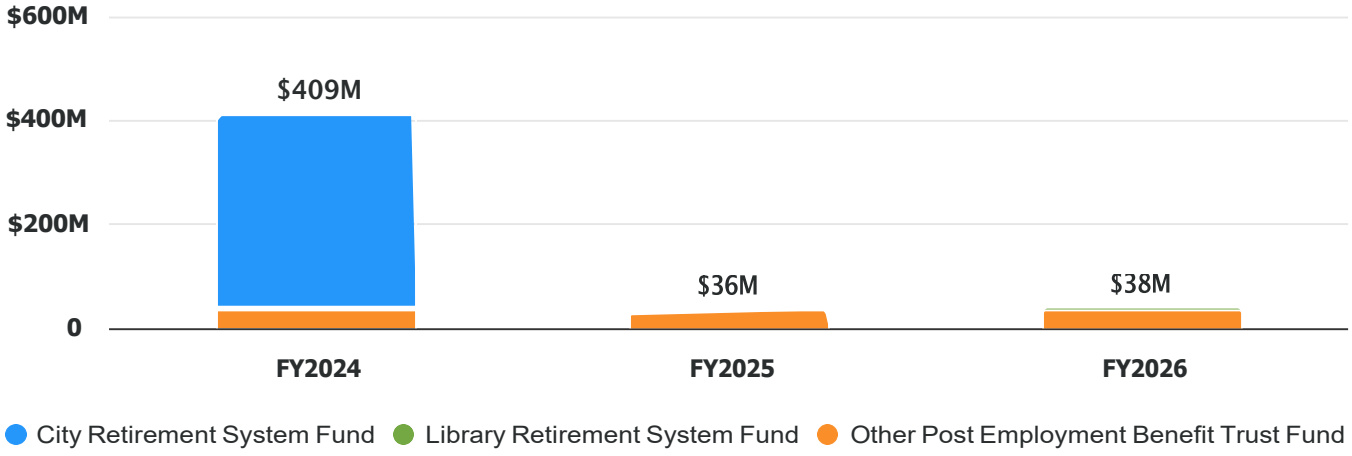
Revenues by Source

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Transfers In	$11,237,894	$10,356,324	$10,541,172	$10,811,615
Oper Tfr In - General Fund	-	-	$184,848	-
Oper Tfr In - State Street Aid	$1,768,300	$1,768,300	$1,768,300	$1,768,300
Oper Tfr In - Solid Waste Fund	$2,644,298	$1,762,903	$1,762,903	$2,218,519
Oper Tfr In - Misc Grants Fund	$192,246	$192,071	$192,071	$191,746
Oper Tfr In - Hotel/Motel Fund	$6,633,050	$6,633,050	$6,633,050	$6,633,050
Local Taxes	$139,684,846	$142,901,839	$138,786,470	$138,801,839
Ad Valorem Tax - Current	$118,985,592	$122,600,000	$119,000,000	$119,000,000
Ad Valorem Tax Prior	$3,961,051	$3,100,000	$3,100,000	$3,100,000

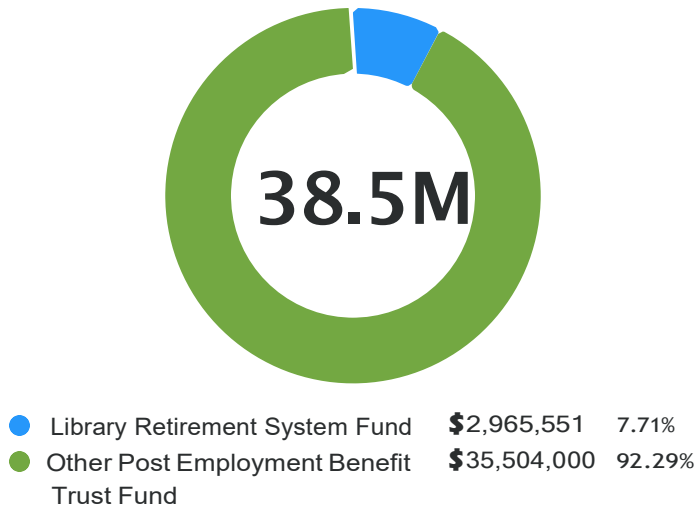
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
PILOT's	$1,898,115	$2,201,839	$2,201,839	$2,201,839
Local Sales Tax	$11,971,026	$12,000,000	$12,000,000	$12,000,000
Tourism Development Zone Local Sales	$2,869,063	$3,000,000	$2,484,631	$2,500,000
State Taxes	$16,157,503	$17,300,000	$17,897,301	$18,000,000
Tourism Development Zone State Sales	$16,157,503	$17,300,000	$17,897,301	$18,000,000
Use of Money and Property	$8,664,758	$4,420,100	$9,120,952	$8,420,000
Interest on Investments	$7,730,286	$3,000,000	$6,500,000	$6,000,000
Net Income/Investors	$922,437	$400,000	$900,000	$800,000
Interest on Bank Account	$12,034	$1,020,100	$1,720,952	$1,620,000
Federal Grants	$606,479	$1,639,248	$1,627,966	$1,463,887
Fed Grants - Build America Bonds	$606,479	$1,639,248	$1,627,966	$1,463,887
Other Revenues	$1,628,979	$1,967,832	$1,711,997	$1,719,999
Miscellaneous Revenue	$325	-	-	-
Lease Payments	$300,000	$300,000	$300,000	$300,000
CCRFC Revenue Assignments	$1,328,655	$1,667,832	$1,411,997	$1,420,000
Proceeds from Bond Issue	-	$150,800,000	$151,167,089	-
Bond Sale Proceeds	-	$150,800,000	$151,167,089	-
Dividend and Interest on Investment	$1,176,304	-	$168,284	$167,000
Interest Income - Cash Equivalent	$1,176,304	-	$168,284	$167,000
Proceeds from Refunded Debt	-	-	$93,363,556	-
Proceeds Of Refunded Bonds	-	-	$93,363,556	-
Total Revenues	$179,156,764	$329,385,342	$424,384,787	$179,384,340

Fiduciary Funds

Revenues by Fund



FY26 Revenues by Fund

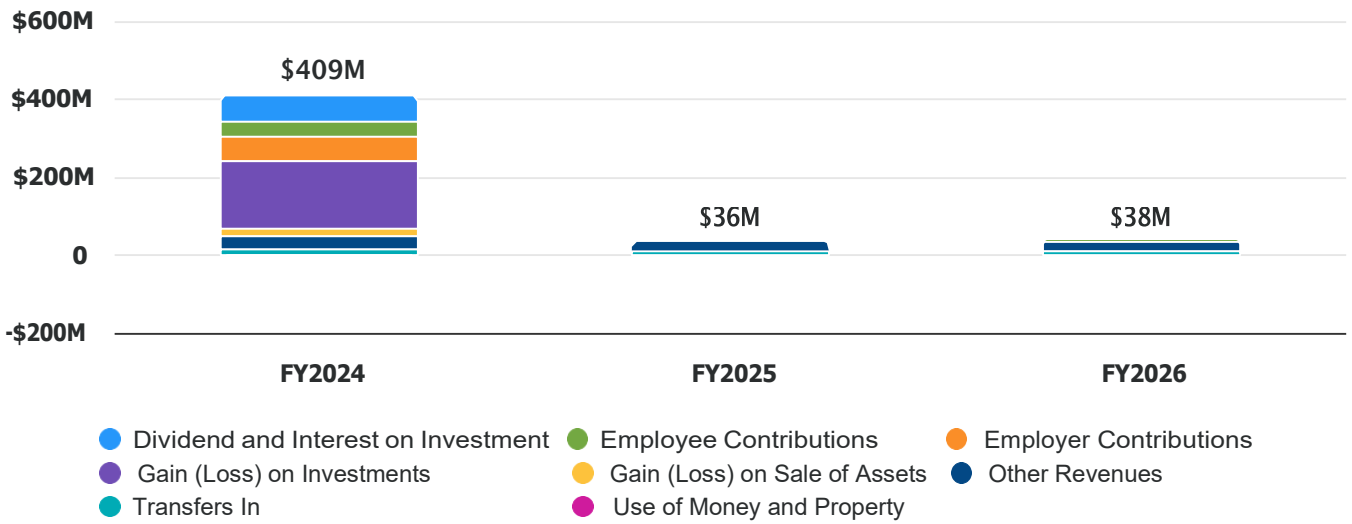


Revenues by Fund

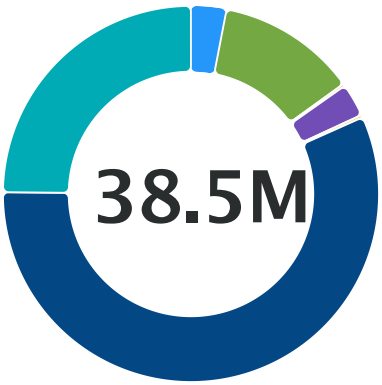
Category	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Library Retirement System Fund				
Transfers In	$471,000	$471,000	$471,000	$471,000
Gain (Loss) on Investments	-	-	$1,093,724	$1,093,724
Employer Contributions	-	-	$73,190	$73,190
Dividend and Interest on Investment	-	-	$1,165,867	$1,165,867
Employee Contributions	-	-	$73,190	$73,190
Gain (Loss) on Sale of Assets	-	-	$88,580	$88,580
Total Library Retirement System Fund	$471,000	$471,000	$2,965,551	$2,965,551
Other Post Employment Benefit Trust Fund				
Transfers In	$8,000,000	$10,058,000	$10,058,000	$9,087,000

Category	FY 2024 Adopted	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Gain (Loss) on Investments	-	-	$329,179	-
Other Revenues	$13,552,000	$21,036,000	$24,172,078	$21,864,000
Dividend and Interest on Investment	-	-	$72,228	-
Employee Contributions	$2,441,000	$4,080,000	$4,378,058	$4,553,000
Gain (Loss) on Sale of Assets	-	-	-$656	-
Total Other Post Employment Benefit Trust Fund	$23,993,000	$35,174,000	$39,008,887	$35,504,000
Total Revenues	$24,464,000	$35,645,000	$41,974,438	$38,469,551

Revenues by Source



FY26 Revenues by Revenue Source



Dividend and Interest on Investment	$1,165,867	3.03%
Employee Contributions	$4,626,190	12.03%
Employer Contributions	$73,190	0.19%
Gain (Loss) on Investments	$1,093,724	2.84%
Gain (Loss) on Sale of Assets	$88,580	0.23%
Other Revenues	$21,864,000	56.83%
Transfers In	$9,558,000	24.85%

Revenues by Source

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Transfers In	$13,339,000	$10,529,000	$10,529,000	$9,558,000
Oper Tfr In - General Fund	$471,000	$471,000	$471,000	$471,000
Oper Tfr In - 2019 Sales Tax Referendum	$12,868,000	$10,058,000	$10,058,000	$9,087,000
Use of Money and Property	-$59,102	-	-	-
Net Income/Investors	-$59,102	-	-	-
Gain (Loss) on Investments	$173,684,317	-	$1,422,903	$1,093,724
Unrealized Gain/Loss on Pension Investment	$173,684,317	-	$1,422,903	$1,093,724
Other Revenues	$34,664,592	$21,036,000	$24,172,078	$21,864,000
Miscellaneous Income	$921,606	-	-	-
Employer Premiums Income	$19,365,833	$18,955,000	$22,091,078	$19,779,000
Commission Recapture Revenue	$2,857	-	-	-
Real Estate Investment Income	$12,629,860	-	-	-
Pharmacy RX Rebates Revenue	$1,744,435	$2,081,000	$2,081,000	$2,085,000
Employer Contributions	$59,501,798	-	$73,190	$73,190
City Contributed - Fire/Police	$41,650,541	-	-	-
City Contributed - General	$17,179,406	-	$73,190	$73,190
Forfeited ER Contributions - General	$408,807	-	-	-
Forfeited ER Contributions - Fire/Police	$263,045	-	-	-
Dividend and Interest on Investment	$68,848,082	-	$1,238,095	$1,165,867
Interest Income - Bonds	$24,964,231	-	-	-
Interest Income - Cash Equivalent	$2,162,388	-	$140,677	$68,449
Interest Income - US Government	$3,639,681	-	-	-
Dividend Income	$38,081,783	-	$1,097,418	$1,097,418
Employee Contributions	$38,472,724	$4,080,000	$4,451,248	$4,626,190
Spousal Surcharge	$3,600	-	-$17,100	-
Tobacco Surcharge	$48,180	$68,000	$118,160	$51,000
Employee Contributed - General	$10,356,234	$4,012,000	$4,350,188	$4,575,190
Employee Contributed - Fire/Police	$28,064,709	-	-	-
Gain (Loss) on Sale of Assets	$20,733,801	-	$87,924	$88,580
Realized Gains	$20,733,801	-	$87,924	$88,580
Total Revenues	$409,185,212	$35,645,000	$41,974,438	$38,469,551

Division Summary

City Attorney Division



Tannera Gibson
Chief Legal Officer

Mission Statement

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

Organization Structure



Services

The Law Division consists of seven (7) service areas: City Attorney's Office, Claims, Permits, Risk Management, City Prosecutor, Ethics, and Metro Alarms offices. The City Attorney defends and prosecutes litigation on behalf of the City and provides advice and counsel to all Divisions of City government on municipal processes, City Ordinances, State and Federal laws, and drafts and reviews thousands of contracts. The Claims Office receives, investigates, processes, and resolves third-party claims filed against the City of Memphis. The Permits Office issues permits as mandated by controlling ordinances and monitors permit holders' compliance with city ordinances and state law. The Permits Office serves as the administrative office for both the Alcohol Commission and the Transportation Commission. Risk Management identifies, implements, and monitors exposures to losses to preserve and protect the City's financial assets. The City Prosecutor represents the City in City Court proceedings and prosecutes misdemeanors, traffic tickets, and citations issued for violation of the City Code of Ordinances. The City Attorney also files and prosecutes blight and nuisance cases brought pursuant to the Neighborhood Preservation Act in Shelby County Environmental Court. The Ethics Office functions in accordance with Chapter 2-70 Code of Ethics for City Officials and any Executive Order from the Mayor. The Metro Alarms Office issues permits for commercial and residential alarm systems and enforces the Metro Alarm ordinances with a focus on false alarm reduction.

Performance Highlights

- Provided counsel and support for the implementation of numerous City projects, including continued development at Liberty Park, community centers and parks, and ongoing revitalization of the Downtown and blight remediation.
- Drafted or assisted in drafting ordinances for multiple divisions.
- Provided or supported training as needed for City employees on multiple issues, including risk management, contracting requirements, and ethics.
- A total of 998 claims were investigated and closed between July 1, 2024, and June 30, 2025. Of those, 215 claims resulted in a combined payout of $2,053,581.
- An estimated 4,507 permits were issued to members of the public and business entities during Fiscal Year 2025.
- Over 2000 contracts were reviewed and finalized for FY25.
- A total of $689,640 was recovered through subrogation claims.
- Nearly 3,671 public records requests were successfully closed.
- 222 NPA lawsuits filed — Record year targeting blighted/abandoned properties; 15 abated, 7 moved to receivership list.
- Training & policy improvements — Launched CLE training; developed litigation referral policy; drafted amendments to strengthen the Chronic Nuisance Ordinance.
- Criminal nuisance action — Lawsuit against Infinity Sports Bar (site of 4 homicides) led to closure.
- High-impact property outcomes:
    - Somerset Apartments — Donated to the City; valued at $2.87M; formerly highly blighted.
    - Serenity Towers — City acted as Receiver; site secured; motion to sell pending; $70K legal fee reimbursement expected.
    - 1135 University Ave — Demolished via owner-funded litigation with no City cost.
- The University of Memphis School of Law's Neighborhood Preservation Clinic
    - Managed 400 active NPA lawsuits and 78 new lawsuits filed.
    - Support was provided for 100 additional cases handled by Anti-Blight City Prosecutors.
    - 90 properties abated through Clinic-led litigation.
    - $31,764.77 in attorney's fees recovered for the City in FY25.

Issues & Trends

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

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

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

Key Performance Indicators

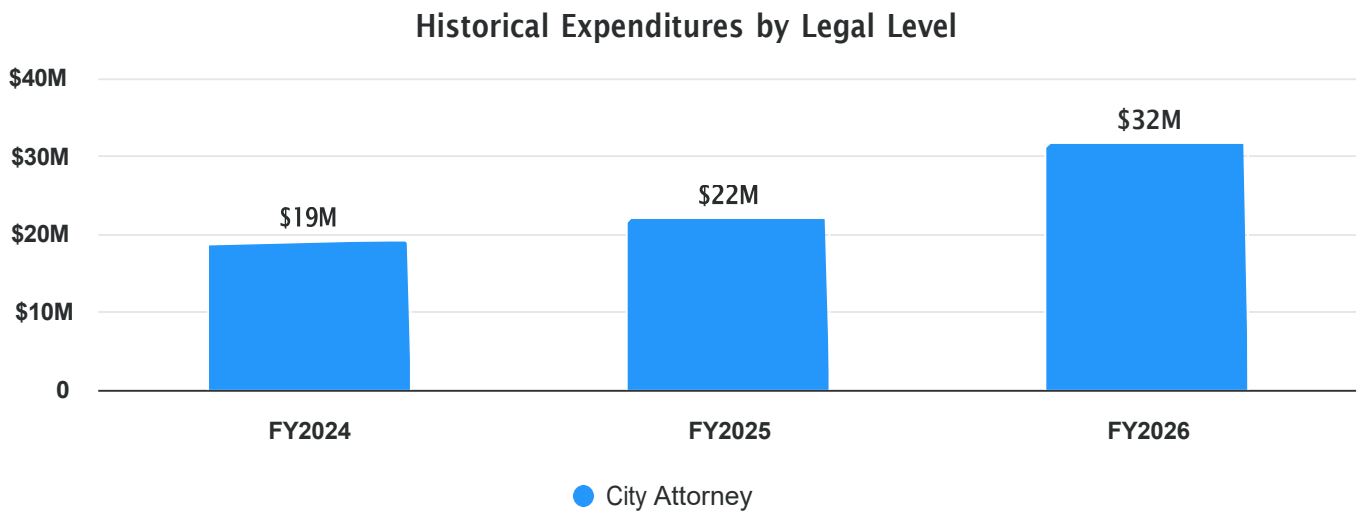
Performance Indicator	FY24 Actual	FY25 Goal	FY25 Actual	FY26 Goal	Category
Complete contract review within 3 days of receipt	3 days	3 days	3 days	3 days	Government
Review & close property damage claims within 30 days	62 days	30 days	142 days	30 days	Government
Close public records requests within average of 21 days	52 days	21 days	15 days	21 days	Government

City Attorney Legal Level

City Attorney Administration

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

Expenditures by Legal Level



FY26 Expenditures by Legal Level



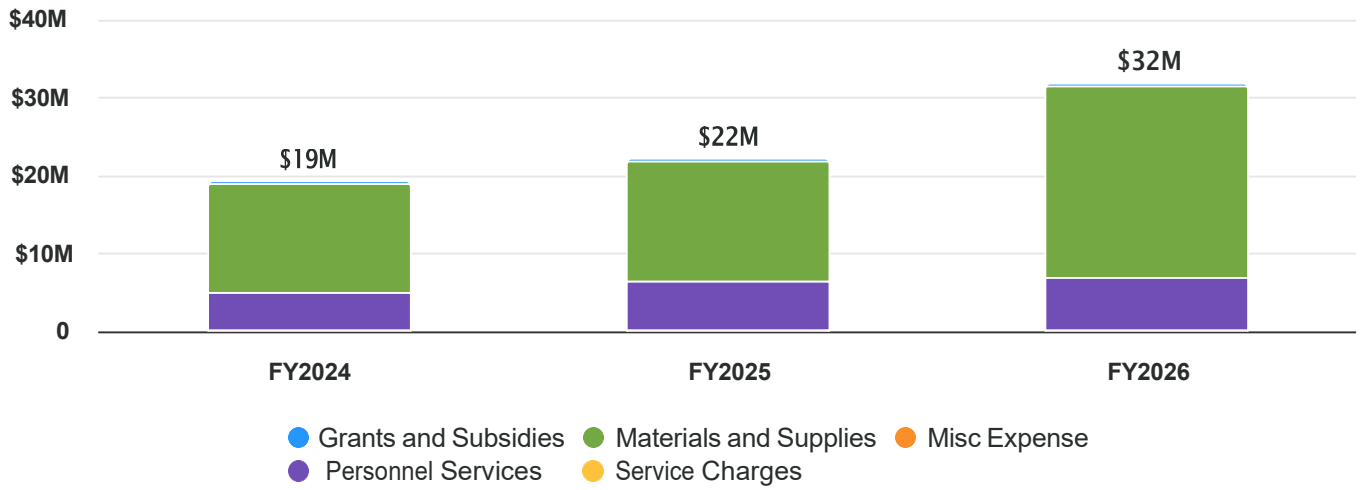
City Attorney $31,636,450 100.00%

Expenditures by Legal Level

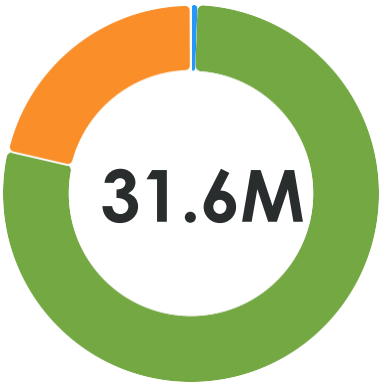
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
City Attorney				
Personnel Services	$4,980,875	$6,412,888	$6,370,365	$6,762,862
Materials and Supplies	$13,928,719	$15,392,489	$15,604,669	$24,692,588
Capital Outlay	-	-	$65,531	-
Service Charges	$4,191	$6,000	$6,000	$6,000
Grants and Subsidies	$162,195	$175,000	$175,000	$175,000
Misc Expense	$11,223	-	-	-
Total City Attorney	$19,087,203	$21,986,377	$22,221,566	$31,636,450
Total Expenditures	$19,087,203	$21,986,377	$22,221,566	$31,636,450

Expenditures by Expense Type

Historical Expenditures by Expense Type



Expenditures by Expense Type



Grants and Subsidies	$175,000	0.55%
Materials and Supplies	$24,692,588	78.05%
Personnel Services	$6,762,862	21.38%
Service Charges	$6,000	0.02%

Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services				
Full-Time Salaries	$3,269,615	$4,849,160	$4,199,670	$5,338,162
Holiday Salary Full Time	$205,291	-	$317,550	-
Vacation Leave	$202,178	-	$270,800	-
Sick Leave	$159,115	-	$155,200	-
Vacation Day Paid	-	-	$13,704	-
Overtime	$171	-	$30	-
PTO Final Pay	$16,583	-	$83,211	-
Pension	$233,371	$298,962	$298,962	$327,997
Social Security	$1,315	-	$1,514	-
Pension ADC	$294,600	$452,670	$452,670	$482,994
Group Life Insurance	$5,612	$16,970	$16,970	$9,447
Unemployment	$3,760	$4,240	$4,240	$4,480
Medicare	$56,367	$71,751	$71,751	$78,719
Long Term Disability	$13,291	$13,825	$13,825	$20,655
Health Insurance - Choice Plan	$78,708	$170,928	$170,928	$173,700
Benefits Adjustments	-	$1,514	-	$1,514
Health Insurance-Select Plan	$386,130	$350,472	$350,472	$361,800
Salaries - Part Time/Temporary	$21,214	$22,393	$22,393	$22,393
On the Job Injury	$174	$1,000	$1,000	$1,000
Bonus Pay	$98,087	-	-	-
Sign On Bonus Pay	$1,250	-	-	-
Spot Bonus Pay	$750	-	-	-
Expense Recovery - Personnel	-$66,707	-$60,000	-$74,524	-$60,000
Potential Raises	-	$219,003	-	-
Total Personnel Services	$4,980,875	$6,412,888	$6,370,365	$6,762,862
Materials and Supplies				
City Hall Printing	$1,439	-	$2,100	-
City Shop Charges	-	$1,111	$1,111	$1,110

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
City Shop Fuel	$161	$1,500	$1,500	$1,500
City Computer Svc Equipment	$15,506	$7,000	$38,500	$7,000
Pers Computer Software	$33,107	$1,640	$44,494	$1,640
Supplies - Outside	$49,621	$42,700	$47,200	$42,700
Outside Postage	$1,510	$2,600	$3,600	$2,600
Materials and Supplies	-	$1,000	$1,000	$1,000
Legal Services/Court Cost	$6,395,806	$5,900,000	$6,848,216	$5,900,000
Advertising/Publication	$586	$900	$1,150	$900
Outside Phone/Communications	$11,663	$15,200	$15,200	$15,200
Seminars/Training/Education	$6,393	$16,875	$17,875	$16,875
Misc Professional Services	$1,549,042	$1,628,234	$1,562,884	$1,628,234
Employee Activities	$4,386	$4,000	$14,000	$4,000
Rewards and Recognition	$1,194	$500	$500	$500
Travel Expense	$5,570	$19,350	$20,350	$19,350
Compliance Monitoring Sanctions	$692,898	$600,000	$600,000	$600,000
Mileage	-	$990	$990	$990
Insurance	$5,813,544	$7,567,720	$6,781,072	$7,567,720
Claims	-	-	-	$2,470,100
Lawsuits	-	$95,000	$95,000	$6,925,000
Hospitality	$3,689	$4,000	$4,000	$4,000
Dues/Memberships/Periodicals	$18,009	$27,500	$27,500	$27,500
Rent	-	$72,000	$85,758	$72,000
Misc Services and Charges	-	$240	$240	$240
Expense Recovery - M & S	-$675,404	-$617,571	-$609,571	-$617,571
Total Materials and Supplies	$13,928,719	$15,392,489	$15,604,669	$24,692,588
Capital Outlay				
Furniture/Furnishings	-	-	$48,681	-
Prod/Constr/Maint Equipment	-	-	$16,850	-
Total Capital Outlay	-	-	$65,531	-
Service Charges				
Credit Card Fees - Expense	$4,191	$6,000	$6,000	$6,000
Total Service Charges	$4,191	$6,000	$6,000	$6,000
Grants and Subsidies				
Professional Services	$162,195	$175,000	$175,000	$175,000
Total Grants and Subsidies	$162,195	$175,000	$175,000	$175,000
Misc Expense				
Prior Year Expense	$11,223	-	-	-
Total Misc Expense	$11,223	-	-	-
Total Expenditures	$19,087,203	$21,986,377	$22,221,566	$31,636,450

City Council Division



Brooke Hyman
Chief Administrative Oficer

Mission Statement

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

Organization Structure



Services

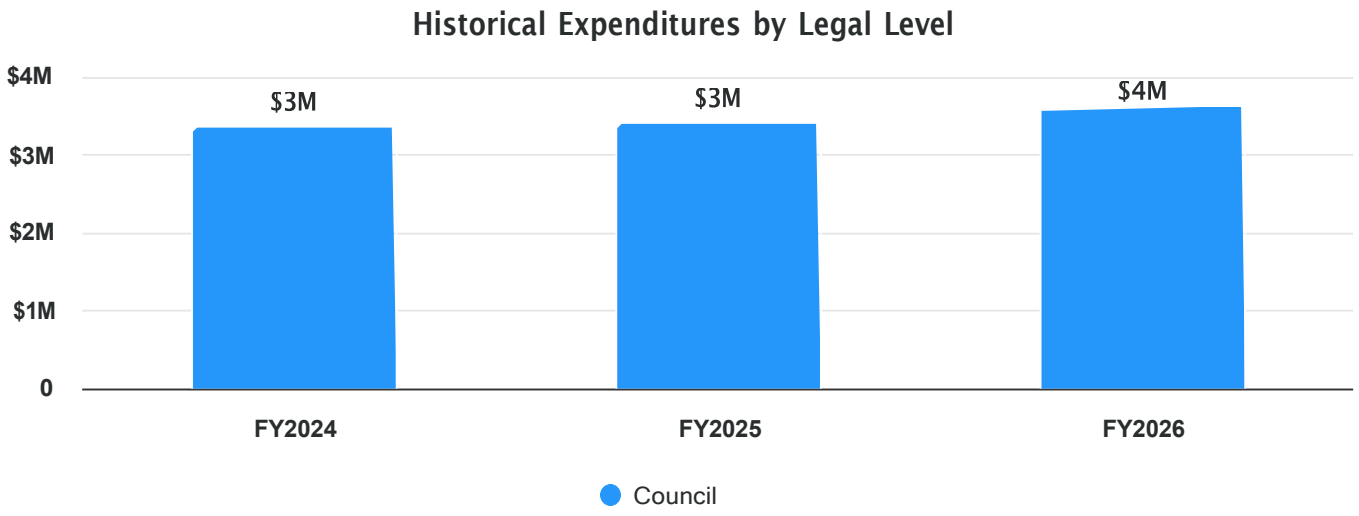
The City Council strives to be a proactive catalyst for progress throughout Memphis. The Council provides iscally responsible leadership and services that are sensitive to the diverse community it serves. Council members encourage citizen involvement in policy formulation and decision-making by holding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

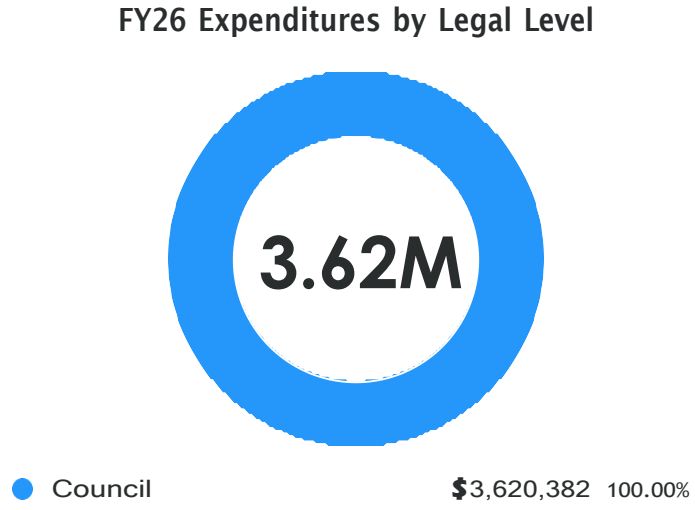
City Council Legal Levels

City Council

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

Expenditures by Legal Level



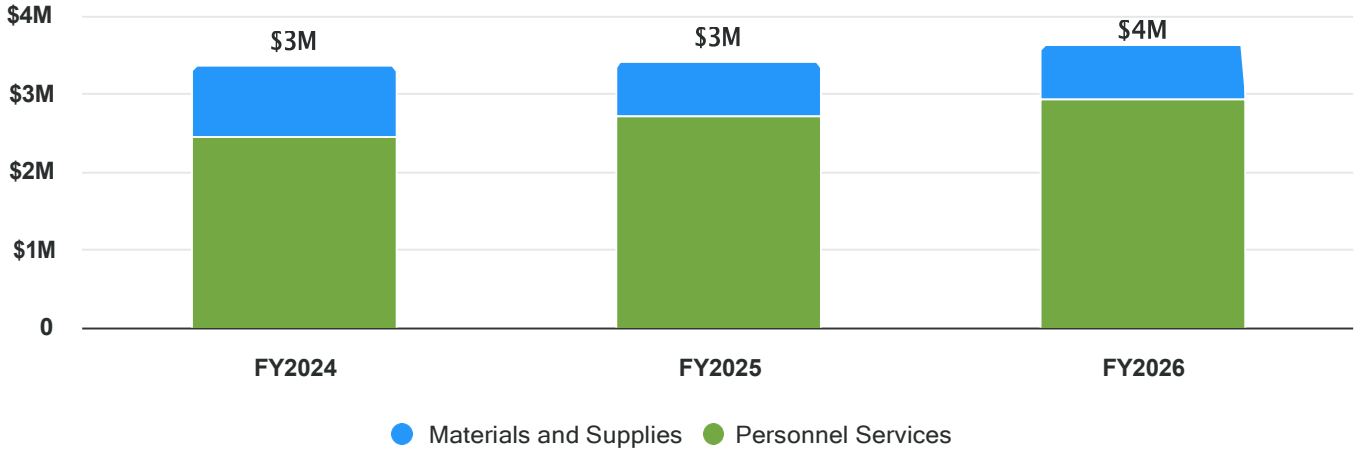


Expenditures by Legal Level

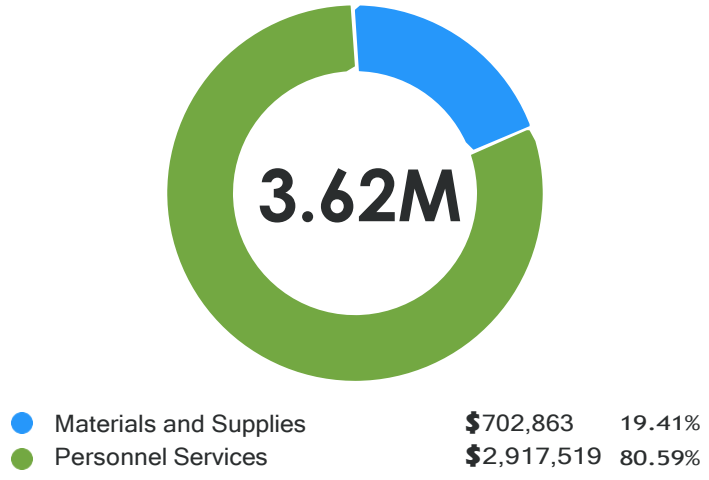
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Council				
Personnel Services	$2,444,255	$2,707,238	$2,707,238	$2,917,519
Materials and Supplies	$924,634	$702,863	$1,078,484	$702,863
Total Council	$3,368,889	$3,410,101	$3,785,721	$3,620,382
Total Expenditures	$3,368,889	$3,410,101	$3,785,721	$3,620,382

Expenditures by Expense Type

Historical Expenditures by Expense Type



FY26 Expenditures by Object Summary 1



Materials and Supplies	$702,863	19.41%
Personnel Services	$2,917,519	80.59%

Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services				
Full-Time Salaries	$1,621,578	$1,987,874	$1,987,874	$2,176,096
Holiday Salary Full Time	$97,505	-	-	-
Vacation Leave	$40,857	-	-	-

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Sick Leave	$30,878	-	-	-
PTO Final Pay	$19,149	$15,000	$15,000	$15,000
Pension	$93,156	$124,242	$124,242	$136,006
Social Security	$2,658	-	$625	-
Pension ADC	$132,000	$197,813	$197,813	$210,151
Group Life Insurance	$2,101	$5,385	$5,385	$3,204
Unemployment	$2,080	$2,320	$2,320	$2,400
Medicare	$26,370	$29,818	$29,818	$32,641
Long Term Disability	$6,116	$5,741	$5,741	$8,567
Health Insurance - Choice Plan	$53,210	$115,908	$115,908	$73,812
Beneits Adjustments	-	$625	-	$625
Health Insurance-Select Plan	$239,228	$213,312	$213,312	$249,816
Salaries - Part Time/Temporary	-	$9,200	$9,200	$9,200
On the Job Injury	$11,725	-	-	-
Bonus Pay	$65,644	-	-	-
Total Personnel Services	$2,444,255	$2,707,238	$2,707,238	$2,917,519
Materials and Supplies				
City Hall Printing	$2,119	-	-	-
City Computer Svc Equipment	$33,789	$15,000	$15,000	$15,000
Pers Computer Software	$7,240	$11,000	$11,000	$11,000
Supplies - Outside	$15,696	$17,000	$17,000	$17,000
Outside Postage	$494	$500	$500	$500
Material Processing	$101	-	-	-
Materials and Supplies	$16,531	$15,000	$15,000	$15,000
Legal Contingency	$34,740	$150,000	$344,287	$150,000
Outside Phone/Communications	$17,097	$20,000	$21,604	$20,000
Seminars/Training/Education	$13,863	$17,500	$17,500	$17,500
Misc Professional Services	$678,526	$360,000	$539,730	$360,000
Travel Expense	$67,815	$68,150	$68,150	$68,150
Mileage	$364	$2,000	$2,000	$2,000
Misc Services and Charges	$6,599	$8,500	$8,500	$8,500
Catering	$29,660	$18,213	$18,213	$18,213
Total Materials and Supplies	$924,634	$702,863	$1,078,484	$702,863
Total Expenditures	$3,368,889	$3,410,101	$3,785,721	$3,620,382

City Court Clerk Division

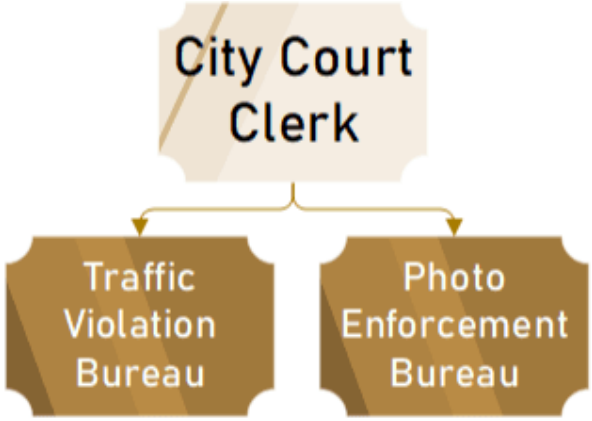


Sukita Johnson
City Court Clerk

Mission Statement

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

Organization Structure



Services

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

Performance Highlights

- Conducted regular community engagement events through partnerships with community organizations and other government agencies to educate the public on restoring driving privileges and to market programs aimed at increasing revenue collections.

- Issued an RFP and awarded a new vendor contract for the Speed Camera Photo Enforcement program in an effort to improve service delivery.

- Created and distributed Driver Safety Study Guides to assist citizens with passing the knowledge portion of the driver's license test, allowing them to gain or restore driving privileges.

- Improved employee morale through team-building activities, welcoming and inclusive communications.

- Improved partnerships with other government agencies by increasing communication and providing resources to help the public.

- Invested in updated office systems, equipment, and software to increase efficiency and customer service.

- Averaged forty-six percent (46%) collection rate for red light camera citations.

- Total revenue collections for FY25 increased by $367,612.47 versus FY24. Analyzing macroeconomic challenges in Memphis and internal factors to develop and implement the right collection strategies to increase revenue for FY26.

Issues & Trends

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

City Court Clerk Legal Levels

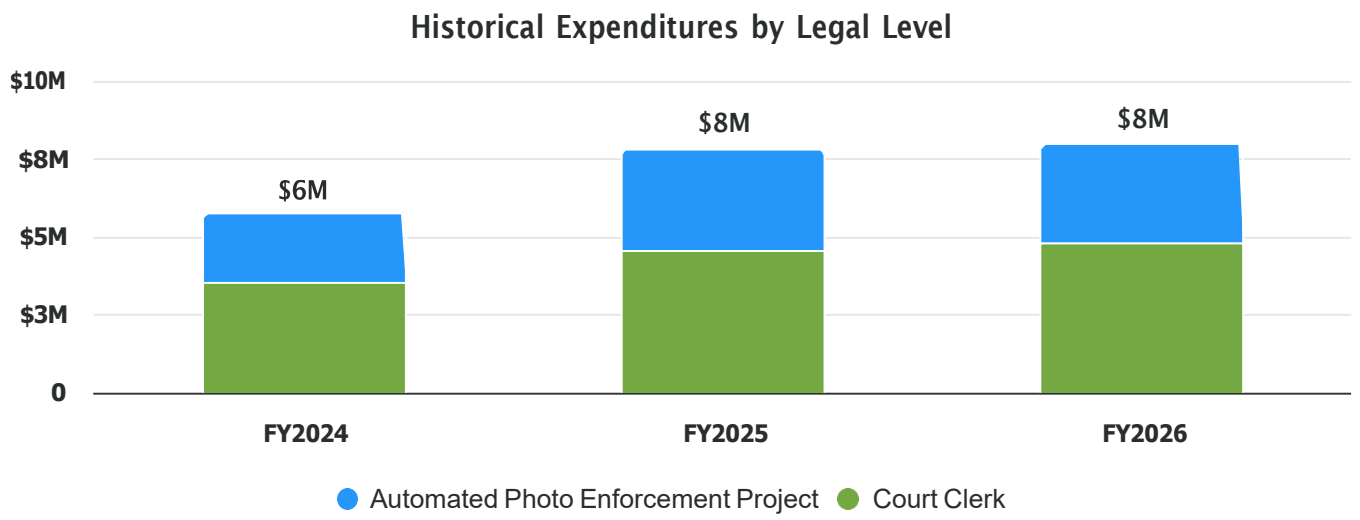
City Court Clerk & TVB

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

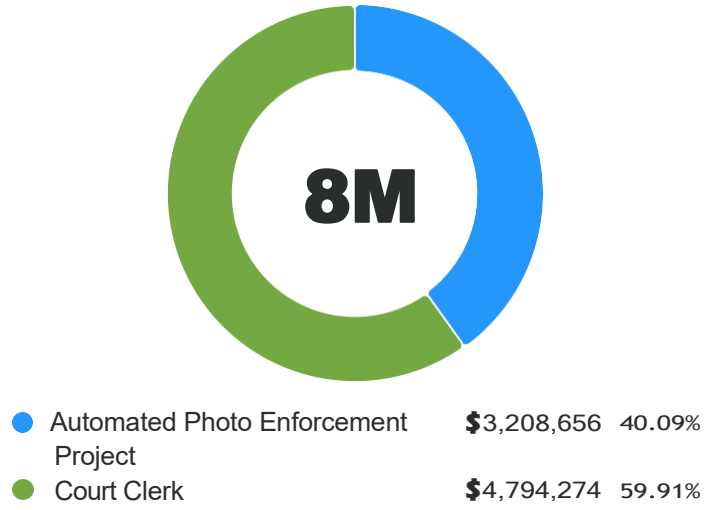
Automated Photo Enhancement

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

Expenditures by Legal Level



FY26 Expenditures by Legal Level

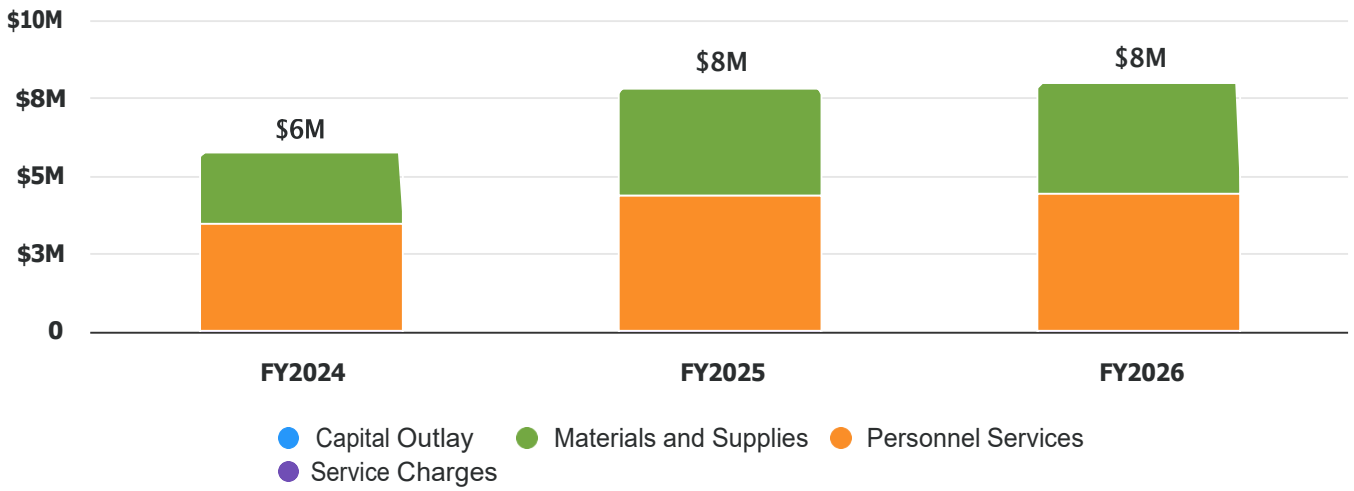


Expenditures by Legal Level

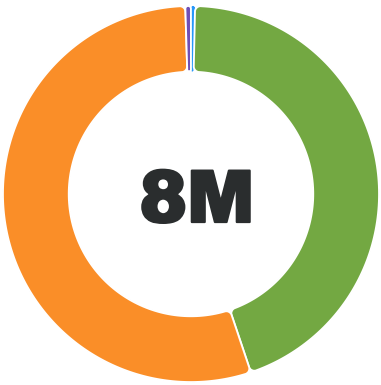
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Court Clerk				
Personnel Services	$3,225,165	$3,923,027	$3,725,860	$3,974,469
Materials and Supplies	$285,879	$557,460	$349,833	$781,305
Service Charges	$35,189	$38,500	$38,500	$38,500
Total Court Clerk	$3,546,233	$4,518,986	$4,114,193	$4,794,274
Automated Photo Enforcement Project				
Personnel Services	$209,418	$416,700	$394,025	$401,346
Materials and Supplies	$1,974,095	$2,867,047	$3,069,415	$2,779,925
Capital Outlay	-	$27,385	$11,145	$27,385
Total Automated Photo Enforcement Project	$2,183,513	$3,311,132	$3,474,585	$3,208,656
Total Expenditures	$5,729,746	$7,830,119	$7,588,779	$8,002,930

Expenditures by Expense Type

Historical Expenditures by Expense Type



FY26 Expenditures by Expense Type



Capital Outlay	$27,385	0.34%
Materials and Supplies	$3,561,230	44.50%
Personnel Services	$4,375,815	54.68%
Service Charges	$38,500	0.48%

Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services				
Full-Time Salaries	$1,816,764	$2,802,488	$2,192,251	$3,002,035
Holiday Salary Full Time	$125,668	-	$115,318	-
Vacation Leave	$138,853	-	$166,904	-
Sick Leave	$192,613	-	$189,580	-
Vacation Day Paid	-	-	$4,104	-
Overtime	$6,237	$15,000	$26,500	$25,000
Out of Rank Pay	$7,219	$10,000	$16,382	$16,382
Longevity Pay	$2,260	-	$2,212	-
Shift Differential	$2	-	-	-
PTO Final Pay	$81,130	$11,954	$41,500	$35,749

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Pension	$125,965	$151,550	$170,855	$163,494
Supplemental Pension	$37	-	-	-
Social Security	$13,527	$2,346	$9,500	$2,346
Pension ADC	$203,200	$295,546	$295,546	$314,133
Group Life Insurance	$3,298	$7,655	$4,236	$4,620
Unemployment	$4,160	$3,920	$4,400	$4,080
Pension 401a Match	$13	-	-	-
Medicare	$36,786	$36,372	$44,899	$39,239
Long Term Disability	$9,386	$7,274	$9,961	$10,673
Health Insurance - Choice Plan	$9,792	$20,736	$20,736	$13,416
Benefits Adjustments	-	$15,312	-	$15,312
Health Insurance-Select Plan	$430,467	$420,876	$446,352	$458,472
Salaries - Part Time/Temporary	$218,173	$169,050	$141,662	$169,050
On the Job Injury	$860	$6,779	$1,987	$2,060
Bonus Pay	$8,175	-	$215,000	-
Potential Raises	-	$362,868	-	$99,754
Total Personnel Services	$3,434,583	$4,339,726	$4,119,885	$4,375,815
Materials and Supplies				
City Hall Printing	$5,705	$5,000	$15,000	$15,000
City Shop Charges	-	-	$500	$500
Info Sys Phone/Communication	-	$824	-	-
City Shop Fuel	$213	$358	$358	$358
City Computer Svc Equipment	$82,451	$30,936	$18,191	$24,642
Data/Word Processing Equipment	-	$22,046	$8,516	$22,046
Data/Word Process Software	-	$22,046	$13,003	$22,046
Printing - Outside	$20,646	$37,038	$57,387	$57,387
Supplies - Outside	$13,399	$25,900	$26,100	$26,100
Food Expense	-	$5,000	$1,794	$2,500
Document Reproduction - Outside	-	$1,000	$1,000	$1,000
Household Supplies	$46	$240	$210	$240
Outside Postage	$43	$19,750	$1,050	$1,050
Materials and Supplies	$183	$2,744	$2,539	$2,744
Miscellaneous Expense	$250	-	$1,498	$2,500
Outside Equipment Repair/Maintenance	$7,087	$9,000	$520	$3,400
Facilities Structure Repair - Outside	$2,010	$41,124	$41,124	$41,124
Outside Phone/Communications	$7,891	$12,000	$8,386	$12,410
Security	$38,043	$38,512	$38,000	$38,512
Seminars/Training/Education	$1,439	$4,750	$3,633	$4,750
Misc Professional Services	$1,354,047	$1,950,038	$1,823,815	$2,086,720
Travel Expense	$442	$8,000	$2,700	$8,000
Mileage	-	$1,000	$500	$1,000
Lawsuits	$6,309	-	-	-
Dues/Memberships/Periodicals	-	$3,500	$2,215	$3,500
Rent	$299	$24,000	$26,000	$24,000
Misc Services and Charges	$719,471	$1,159,700	$1,325,209	$1,159,700
Total Materials and Supplies	$2,259,974	$3,424,507	$3,419,248	$3,561,230

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Capital Outlay				
Equipment	-	$27,385	$11,145	$27,385
Total Capital Outlay	-	$27,385	$11,145	$27,385
Service Charges				
Credit Card Fees - Expense	$35,189	$38,500	$38,500	$38,500
Total Service Charges	$35,189	$38,500	$38,500	$38,500
Total Expenditures	$5,729,746	$7,830,119	$7,588,779	$8,002,930

City Court Judges Division



Jayne Chandler
Administrative Judge

Mission Statement

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

Organization Structure



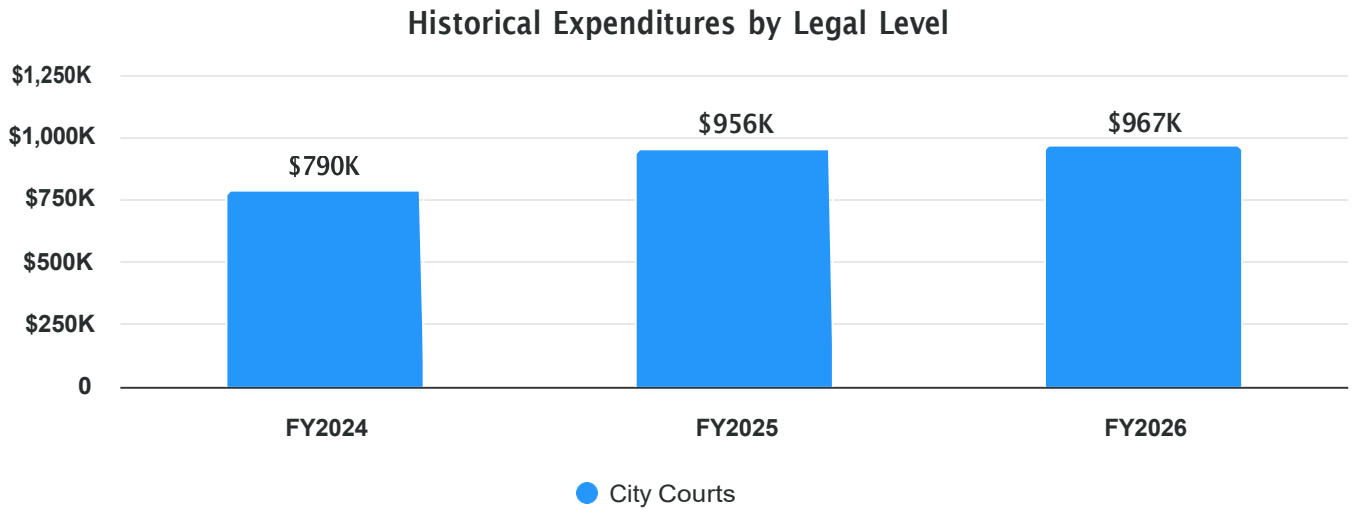
Services

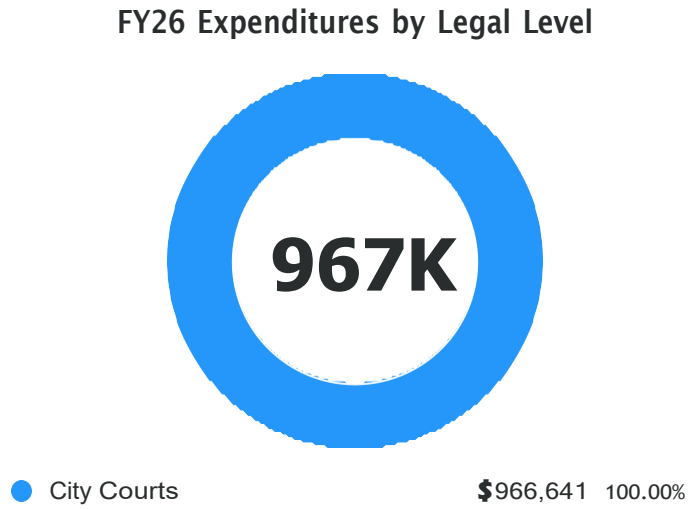
The Municipal Court Judges fairly and impartially hear and decide all cases that are presented concerning Municipal Code Violations. Judges strive to resolve all cases promptly. The Municipal Court Judges maintain their professional credentials through continual development activities, such as professional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

City Court Judges Legal Levels

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

Expenditures by Legal Level



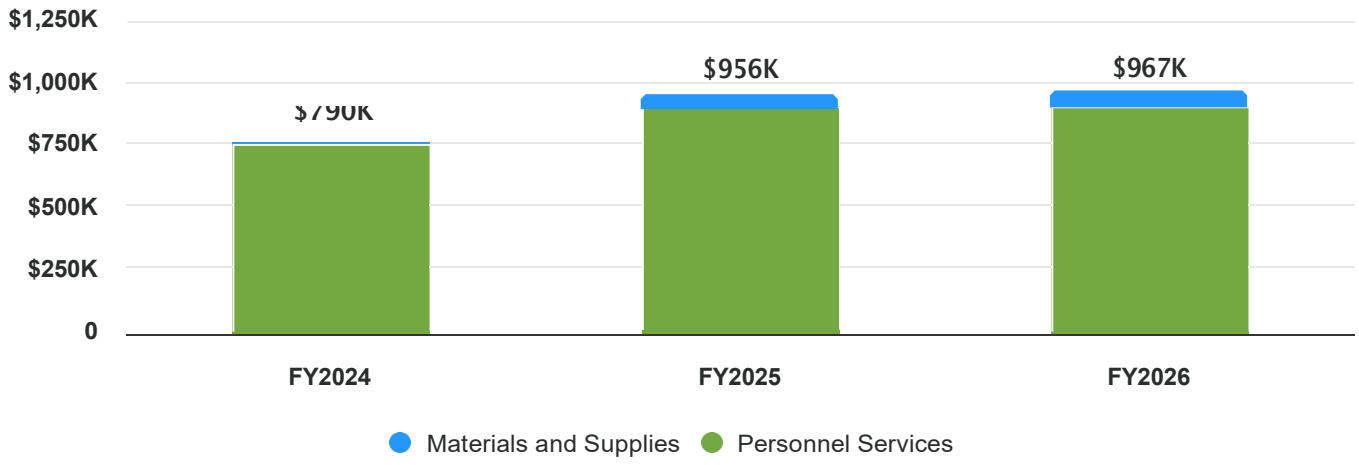


Expenditures by Legal Level

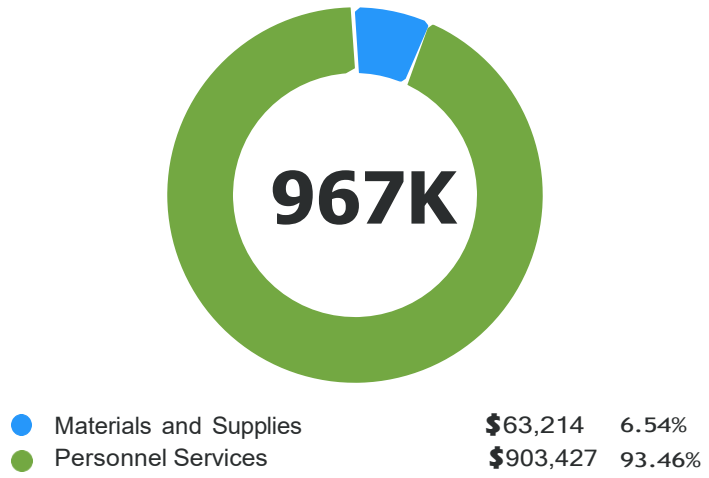
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
City Courts				
Personnel Services	$750,438	$892,470	$832,470	$903,427
Materials and Supplies	$39,675	$63,214	$63,214	$63,214
Total City Courts	$790,113	$955,684	$895,684	$966,641
Total Expenditures	$790,113	$955,684	$895,684	$966,641

Expenditures by Expense Type

Historical Expenditures by Expense Type



FY26 Expenditures by Expense Type



Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services				
Full-Time Salaries	$545,794	$627,491	$598,791	$690,955
Holiday Salary Full Time	$31,614	-	$18,500	-
Vacation Leave	$2,515	-	$4,200	-
Sick Leave	$2,861	-	$6,000	-
Pension	$36,124	$39,218	$39,218	$43,185
Pension ADC	$54,000	$74,311	$74,311	$78,238
Group Life Insurance	$976	$2,811	$2,811	$1,866
Unemployment	$400	$400	$400	$400
Medicare	$8,382	$9,412	$9,412	$10,364
Long Term Disability	$1,459	$1,882	$1,882	$2,819
Health Insurance - Choice Plan	$9,996	$19,992	$19,992	$19,368
Health Insurance-Select Plan	$53,789	$56,952	$56,952	$56,232
Bonus Pay	$2,528	-	-	-

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Potential Raises	-	$60,000	-	-
Total Personnel Services	$750,438	$892,470	$832,470	$903,427
Materials and Supplies				
City Hall Printing	$478	-	-	-
City Computer Svc Equipment	$572	$1,000	$1,000	$1,000
Pers Computer Software	-	$600	$600	$600
Supplies - Outside	$571	$7,500	$7,500	$7,500
Document Reproduction - Outside	-	$500	$500	$500
Clothing	$487	$1,000	$1,000	$1,000
Outside Postage	$175	$300	$300	$300
Materials and Supplies	$9,676	$10,000	$10,000	$10,000
Miscellaneous Expense	$2,984	$223	$223	$223
Outside Phone/Communications	$5,313	$4,891	$4,891	$4,891
Seminars/Training/Education	$2,273	$6,000	$6,000	$6,000
Misc Professional Services	$6,672	$7,200	$7,200	$7,200
Travel Expense	$6,928	$16,000	$16,000	$16,000
Dues/Memberships/Periodicals	$3,545	$8,000	$8,000	$8,000
Total Materials and Supplies	$39,675	$63,214	$63,214	$63,214
Total Expenditures	$790,113	$955,684	$895,684	$966,641

City Engineering Division

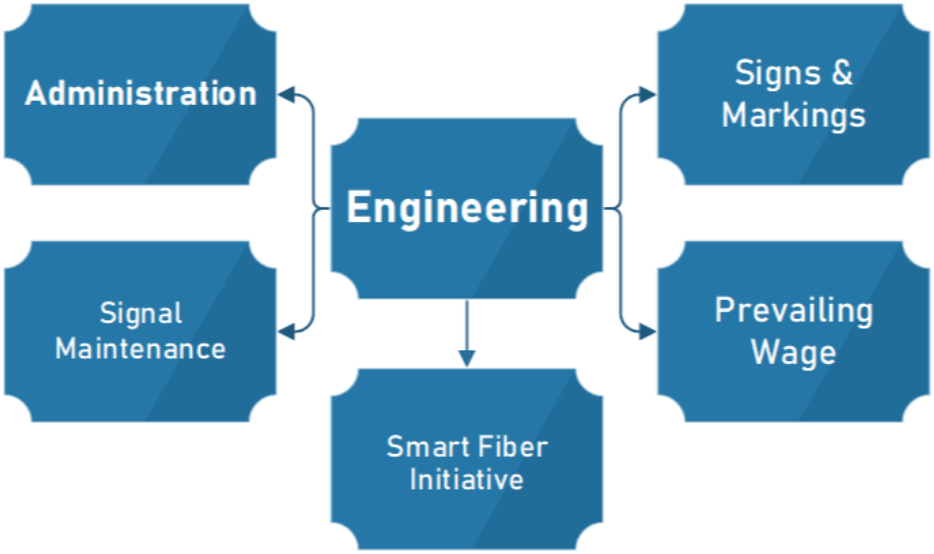


Manny Belen
Director

Mission Statement

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

Organization Structure



Services

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

Performance Highlights

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

Traffic Engineering

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

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

Bike-Ped Highlights:

- Now totaling 365 miles of new on- and off-street bikeways, recently, an additional 23 miles were added.
- Continuing to plan and design activities with Federal grant-funded pedestrian and bicycle projects.
- Partnered with community organizations to conduct numerous pedestrian and bicycle user counts at various locations around the City.
- Launched a program for residents and business owners to request a bike rack at a particular location, leading to the installation of over 100 bike racks across the City.
- Updated our print and online interactive maps of the City’s bikeways network.
- Continuing to develop the Memphis Safety Action Plan in coordination with USDOT and local stakeholders.

Signs and Markings

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

- Lane Miles Restriped – 1,326.8
- Traffic Signs Replaced – 15,250
- Design and Fabricate ADA signs for City Building

Traffic Signal Maintenance

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

- Signalized intersections: 785
- Flashers (Intersections, Crosswalks, Fire Stations): 84
- School Flashers: 173
- Hawk Pedestrian Crossing Signals: 5
- RRFB Controlled Crosswalks: 62 (124 Units)

- Bluetooth Detection Units: 78

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

Land Development

The Land Development Department (LDD) is responsible for ensuring that all private development and Fiber Optic installations within the City of Memphis integrate properly with the city's infrastructure, including roads, sewer, and stormwater drainage. This effort resulted in numerous plan reviews being performed by the LDD. The LDD performed approximately 6,000 project/inquiry intakes via Accela, 1,636 plan reviews, issued 955 fiber permits, and 103 ROW/SIC permits in FY25.

Building Design and Construction

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

Construction Inspections

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

Survey

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

Civil Engineering

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

- **Bridge Repairs Project -** Seventeen (17) bridges are under construction, and the project is nearly seventy-two percent (72%) complete. Eight (8) bridges have been completely repaired. The goal for final project completion is fiscal year 2026.
- **Humphreys over Sweetbriar Creek Bridge Repairs and Stream Stabilization –** Construction is complete.
- **Drainage Repairs/Improvements** - Completed ten (10) drainage/repair improvements through the Division's on-call maintenance contract.
- **Elvis Presley Boulevard Streetscape from Brooks Road to Craft Road (Grant-funded) project –** Construction and CEI segments are currently in progress.
- **Harbor Ave Resurfacing from Pier Street to Riverside Boulevard (Grant-funded) project** - Construction is in progress and expected to be completed by fiscal year 2026.
- .**Bartlett Road Bridge Repairs –** Bid and construction contract award pending.

Sewer

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

Mapping Department

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

Issues & Trends

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

Key Performance Indicators

ADMINISTRATION	FY24 ACTUAL	FY25 GOAL	FY25 ACTUAL	FY26 GOAL	CATEGORY
Review and return land development plan submittals to developers within 10 working days of submission	97%	95%	98%	95%	Government
Number of plan reviews performed monthly	122	108	136	115	Government
Number of Land Development monthly intakes via Accela	108	200	1303	1000	Government
# of miles of fiber installed during the year	-	-	977	750	Government
# of Fiber Permits issued per year	-	-	1057	700	Government
Number of Permits and Contracts issued monthly (2B)	-	24	11	24	Government
Approved private development projects with 3 review cycles or less	68%	60%	68%	70%	Government
Cumulative average time to execute all construction contracts after the bid opening	-	120	116.2	120	Government
Review private development sewer drawings within 7 calendar days	99%	95%	99%	95%	Government
Cumulative number of drainage design projects initiated annually	9	10	9	10	Government
Cumulative number of drainage design projects completed annually	2	5	9	5	Government
Cumulative number of months until a decision is reached (approval/rejection) on speed hump requests	27	12	48	24	Government
% - Certified payroll projects with LCP software	55%	75%	77%	75%	Government
% - Field visit interviews per month	107%	85%	146%	85%	Government
% service compliance per month	97%	80%	100%	95%	Government
Number of benchmarks replaced/repaired annually	-	20	0	20	Government
Cumulative number of months between approval of a speed hump request and installation	18	10	20	12	Government
SIGNS AND MARKINGS	**FY25 GOAL**	**FY25 GOAL**	**FY25 ACTUAL**	**FY26 GOAL**	**CATEGORY**
% of curb ramps in the city are ADA compliant	72%	72%	73%	72%	Public Safety
Number of traffic signs repaired/installed annually	15,939	13,500	11,079	13,500	Public Safety
% of city streets re-striped annually	21%	55%	15%	55%	Public Safety
SIGNAL MAINTENANCE	**FY25 GOAL**	**FY25 GOAL**	**FY25 ACTUAL**	**FY26 GOAL**	**CATEGORY**
Complete preventative maintenance on 100% of traffic signals (998) annually	72%	80%	39%	80%	Public Safety
% of down/malfunctioning traffic signals responded to within 24 hours	100%	100%	100%	100%	Public Safety
% of minor traffic signal improvement projects completed within 2 months of assignment	-	60%	65%	60%	Public Safety
Reduce backlog of "shovel-ready" traffic signal modernization projects	25%	10%	0%	10%	Public Safety
% of intersections with pedestrian countdown signals	33%	31%	34%	31%	Public Safety

City Engineering Legal Levels

Administration

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

Signs and Markings

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

Signal Maintenance

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

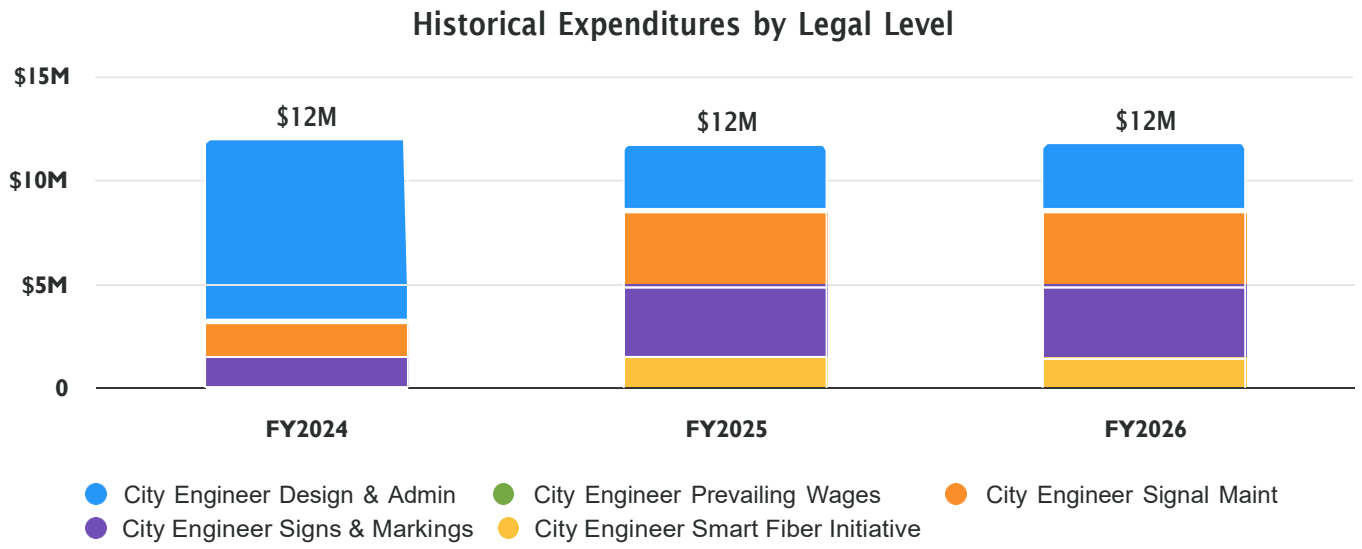
Prevailing Wages

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

Smart Fiber Initiative

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

Expenditures by Legal Level



FY26 Expenditures by Legal Level



City Engineer Design & Admin	$3,138,529	26.62%
City Engineer Prevailing Wages	$215,600	1.83%
City Engineer Signal Maint	$3,638,562	30.86%
City Engineer Signs & Markings	$3,405,568	28.88%
City Engineer Smart Fiber Initiative	$1,392,035	11.81%

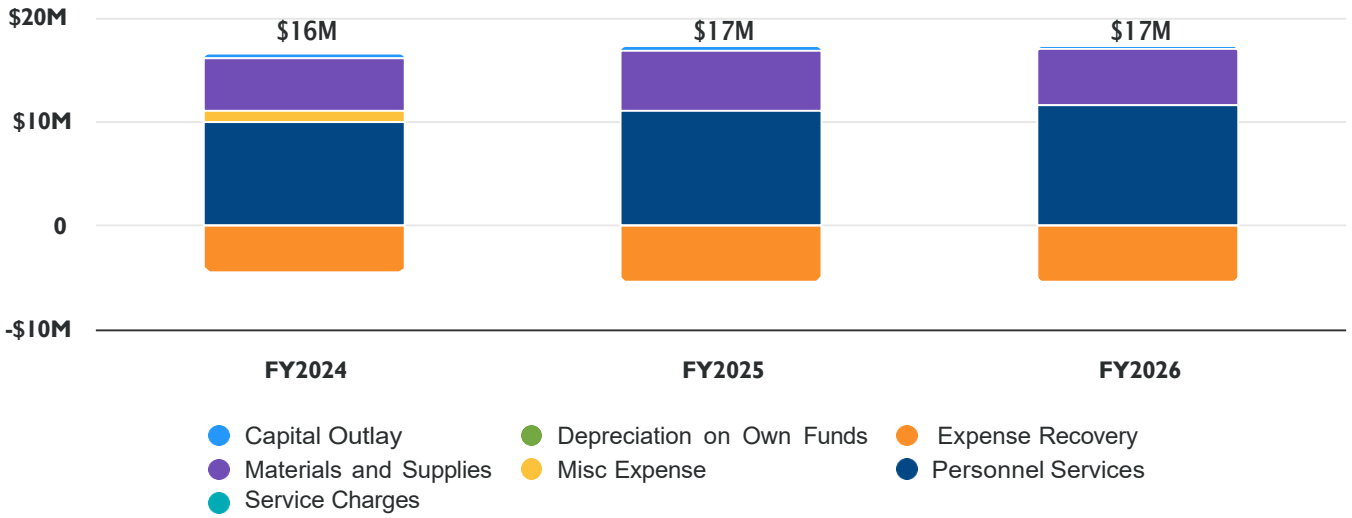
Expenditures by Legal Level

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
City Engineer Design & Admin				
Personnel Services	$5,339,059	$5,564,852	$5,560,085	$5,705,194
Materials and Supplies	$3,220,699	$2,675,385	$4,452,369	$2,575,385
Depreciation on Own Funds	$1,500	-	-	-
Capital Outlay	$265,853	$237,000	$277,529	$237,000
Expense Recovery	-$1,288,525	-$5,435,300	-$5,435,300	-$5,435,300
Service Charges	$36,584	$56,250	$56,250	$56,250
Misc Expense	$1,099,002	-	-	-
Total City Engineer Design & Admin	$8,674,173	$3,098,186	$4,910,933	$3,138,529
City Engineer Signs & Markings				
Personnel Services	$1,911,417	$2,305,812	$2,401,812	$2,386,332
Materials and Supplies	$1,068,136	$997,237	$1,011,815	$997,237
Capital Outlay	-	$22,000	$22,000	$22,000
Expense Recovery	-$1,515,187	-	-	-
Total City Engineer Signs & Markings	$1,464,366	$3,325,048	$3,435,627	$3,405,568
City Engineer Signal Maint				
Personnel Services	$2,517,424	$2,615,519	$2,709,970	$2,664,927
Materials and Supplies	$825,233	$951,636	$846,795	$951,636
Capital Outlay	-	$22,000	$22,000	$22,000
Expense Recovery	-$1,695,171	-	-	-
Total City Engineer Signal Maint	$1,647,486	$3,589,155	$3,578,766	$3,638,562
City Engineer Prevailing Wages				
Personnel Services	$162,134	$182,040	$182,040	$215,600
Total City Engineer Prevailing Wages	$162,134	$182,040	$182,040	$215,600

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
City Engineer Smart Fiber Initiative				
Personnel Services	-	$316,750	$391,750	$586,785
Materials and Supplies	$10,968	$1,183,250	$2,094,074	$805,250
Total City Engineer Smart Fiber Initiative	$10,968	$1,500,000	$2,485,824	$1,392,035
Total Expenditures	$11,959,127	$11,694,430	$14,593,190	$11,790,295

Expenditures by Expense Type

Historical Expenditures by Expense Type



FY26 Expenditures by Expense Type



Capital Outlay	$281,000	2.38%
Expense Recovery	-$5,435,300	-46.10%
Materials and Supplies	$5,329,508	45.20%
Personnel Services	$11,558,838	98.04%
Service Charges	$56,250	0.48%

Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services				
Full-Time Salaries	$942,244	$1,604,898	$1,717,398	$1,731,645
Holiday Salary Full Time	$60,049	-	-	-
Vacation Leave	$68,325	-	-	-
Sick Leave	$46,179	-	-	-
Overtime	$165	-	-	-
Out of Rank Pay	$1,569	-	-	-
PTO Final Pay	$47,781	$30,000	$30,000	$30,000
Pension	$64,485	$76,052	$76,052	$83,637
Social Security	$4,347	-	$9,671	-
Pension ADC	$115,705	$167,010	$167,010	$167,010
Group Life Insurance	$1,719	$3,963	$3,963	$2,310
Unemployment	$1,200	$1,200	$1,200	$1,360
Medicare	$18,122	$18,252	$18,252	$21,347
Long Term Disability	$4,209	$3,650	$3,650	$5,806
Health Insurance - Choice Plan	$21,384	$49,680	$49,680	$33,540
Benefits Adjustments	-	$9,671	-	$9,671
Health Insurance-Select Plan	$80,441	$65,688	$65,688	$97,656
Salaries - Part Time/Temporary	$69,956	$84,730	$69,092	$84,730
Proposed ISL	-	$171,271	-	-
Attrition	-	-$68,642	-	-$68,642
Bonus Pay	$24,849	-	-	-
Expense Recovery - Personnel	-$231	-$601,750	-$601,750	-$601,750
Full-Time Salaries	$107,157	$204,027	$204,027	$208,807
Holiday Salary Full Time	$8,317	-	-	-
Vacation Leave	$12,723	-	-	-
Sick Leave	$24,369	-	-	-
Pension	$9,892	$9,958	$9,958	$10,257
Pension ADC	$15,493	$21,982	$21,982	$21,982
Group Life Insurance	$157	$374	$374	$214
Unemployment	$160	$160	$160	$160
Medicare	$2,244	$2,390	$2,390	$2,462
Long Term Disability	$642	$478	$478	$670
Health Insurance-Select Plan	$20,964	$20,736	$20,736	$20,472
Bonus Pay	$3,488	-	-	-
Full-Time Salaries	$963,000	$1,366,125	$1,366,125	$1,450,517
Holiday Salary Full Time	$62,399	-	-	-
Vacation Leave	$77,527	-	-	-
Sick Leave	$37,764	-	-	-
Overtime	$14,398	$1,250	$1,250	$1,250
Out of Rank Pay	$419	-	-	-
PTO Final Pay	$5,564	$25,000	$25,000	$25,000
Pension	$69,095	$76,734	$76,734	$82,355
Social Security	$197	-	$1,000	-
Pension ADC	$92,870	$135,429	$135,429	$135,429
Group Life Insurance	$1,639	$3,568	$3,568	$2,098

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Unemployment	$1,680	$1,600	$1,600	$1,600
Medicare	$16,675	$18,416	$18,416	$19,765
Long Term Disability	$4,704	$3,683	$3,683	$5,376
Health Insurance - Choice Plan	$24,837	$47,448	$47,448	$26,832
Health Insurance-Select Plan	$160,621	$128,640	$128,640	$139,344
Salaries - Part Time/Temporary	$3,174	-	-	-
Bonus Pay	$9,572	-	-	-
Expense Recovery - Personnel	-$80,000	-$350,000	-$350,000	-$350,000
Full-Time Salaries	$874,450	$1,195,102	$1,195,102	$1,255,923
Holiday Salary Full Time	$56,363	-	-	-
Vacation Leave	$62,333	-	-	-
Sick Leave	$39,700	-	-	-
Overtime	$369	-	-	-
Out of Rank Pay	-	$4,084	$4,084	$4,084
Pension	$58,703	$71,928	$71,928	$74,307
Social Security	$1,769	-	$3,438	-
Pension ADC	$80,625	$118,426	$118,426	$118,426
Group Life Insurance	$1,415	$3,192	$3,192	$1,742
Unemployment	$1,360	$1,440	$1,440	$1,440
Medicare	$15,358	$17,263	$17,263	$17,834
Long Term Disability	$3,788	$3,453	$3,453	$4,851
Health Insurance - Choice Plan	$11,016	$22,032	$22,032	$21,372
Benefits Adjustments	-	$3,438	-	$3,438
Health Insurance-Select Plan	$114,135	$111,900	$111,900	$102,336
Salaries - Part Time/Temporary	$29,821	$55,000	$55,000	$55,000
Bonus Pay	$21,822	-	-	-
Full-Time Salaries	$362,569	$517,782	$517,782	$533,316
Holiday Salary Full Time	$25,439	-	-	-
Vacation Leave	$27,407	-	-	-
Sick Leave	$42,325	-	-	-
Overtime	$4	-	-	-
Out of Rank Pay	-	$5,366	$5,366	$5,366
PTO Final Pay	$30,436	$16,000	$16,000	$16,000
Pension	$24,298	$32,361	$32,361	$33,332
Social Security	$242	-	-	-
Pension ADC	$35,494	$51,853	$51,853	$51,853
Group Life Insurance	$577	$1,422	$1,422	$814
Unemployment	$480	$480	$480	$480
Medicare	$7,192	$7,767	$7,767	$8,000
Long Term Disability	$1,741	$1,553	$1,553	$2,176
Health Insurance - Choice Plan	$3,456	$6,912	$6,912	$6,708
Benefits Adjustments	-	$3,125	$3,125	$3,125
Health Insurance-Select Plan	$29,371	$25,476	$25,476	$25,152
Salaries - Part Time/Temporary	$3,902	$23,817	$23,817	$23,817
Bonus Pay	$8,231	-	-	-
Expense Recovery - Personnel	-	-$190,000	-$190,000	-$190,000
Full-Time Salaries	$40,245	$50,470	$50,470	$51,984

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Holiday Salary Full Time	$2,634	-	-	-
Vacation Leave	$2,261	-	-	-
Sick Leave	$2,814	-	-	-
Overtime	$1,625	-	-	-
Pension	$2,253	$3,154	$3,154	$3,249
Social Security	$2,860	-	$3,125	-
Pension ADC	$3,519	$5,114	$5,114	$5,114
Group Life Insurance	$117	$245	$245	$140
Unemployment	$80	$80	$80	$80
Medicare	$1,348	$757	$757	$780
Long Term Disability	$204	$151	$151	$212
Health Insurance - Choice Plan	$5,067	$6,912	$6,912	$6,708
Benefits Adjustments	-	$3,125	-	$3,125
Health Insurance-Select Plan	$6,378	-	-	-
Salaries - Part Time/Temporary	$46,125	$50,000	$50,000	$50,000
Bonus Pay	$1,104	-	-	-
Full-Time Salaries	$1,018,684	$1,621,420	$1,621,420	$1,793,659
Holiday Salary Full Time	$72,792	-	-	-
Vacation Leave	$110,773	-	-	-
Sick Leave	$122,044	-	-	-
Overtime	$19,359	$41,200	$41,200	$41,200
Out of Rank Pay	$2,875	$7,231	$7,231	$7,231
Longevity Pay	$4,238	-	-	-
PTO Final Pay	$8,922	$25,000	$121,000	$25,000
Required Special License Pay	$648	-	-	-
General Retention Bonus Program	-	$4,500	$4,500	$4,500
Pension	$65,552	$95,935	$95,935	$79,636
Social Security	$1,990	-	$3,125	-
Pension ADC	$112,428	$164,056	$164,056	$164,056
Group Life Insurance	$2,398	$5,291	$5,291	$2,518
Unemployment	$2,080	$2,160	$2,160	$1,760
Medicare	$20,412	$23,025	$23,025	$19,113
Long Term Disability	$5,576	$4,605	$4,605	$5,199
Health Insurance - Choice Plan	$14,472	$28,944	$28,944	$20,124
Benefits Adjustments	-	$3,125	-	$3,125
Health Insurance-Select Plan	$218,205	$206,820	$206,820	$146,712
Salaries - Part Time/Temporary	$32,098	$50,000	$50,000	$50,000
On the Job Injury	$37,246	$22,500	$22,500	$22,500
Bonus Pay	$41,895	-	-	-
Expense Recovery - Personnel	-$3,270	-	-	-
Full-Time Salaries	$1,276,537	$1,777,514	$1,777,514	$1,848,984
Holiday Salary Full Time	$83,384	-	-	-
Vacation Leave	$125,664	-	-	-
Sick Leave	$99,590	-	-	-
Overtime	$244,505	$92,878	$187,329	$92,878
Out of Rank Pay	$13,115	$19,076	$19,076	$19,076
Longevity Pay	$5,250	-	-	-

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Shift Differential	$1,765	$12,360	$12,360	$12,360
PTO Final Pay	$5,883	$25,000	$25,000	$25,000
General Retention Bonus Program	-	$30,000	$30,000	$30,000
Pension	$100,692	$106,094	$106,094	$105,668
Supplemental Pension	$118	-	-	-
Social Security	-	-	$1,563	-
Pension ADC	$120,245	$174,824	$174,824	$174,824
Group Life Insurance	$1,917	$4,515	$4,515	$2,341
Unemployment	$2,080	$2,160	$2,160	$2,080
Pension 401a Match	$25	-	-	-
Medicare	$27,523	$25,463	$25,463	$25,360
Long Term Disability	$6,293	$5,093	$5,093	$6,898
Health Insurance - Choice Plan	-	-	-	$6,708
Benefits Adjustments	-	$1,563	-	$1,563
Health Insurance-Select Plan	$301,137	$306,480	$306,480	$278,688
Salaries - Part Time/Temporary	-	$25,000	$25,000	$25,000
On the Job Injury	$13,046	$7,500	$7,500	$7,500
Bonus Pay	$88,886	-	-	-
Expense Recovery - Personnel	-$231	-	-	-
Full-Time Salaries	$102,547	$131,855	$131,855	$185,113
Holiday Salary Full Time	$6,253	-	-	-
Vacation Leave	$7,096	-	-	-
Sick Leave	$2,897	-	-	-
Overtime	$127	-	-	-
Job Incentive	$1,577	-	-	-
Pension	$5,530	$8,241	$8,241	$8,051
Social Security	$405	-	-	-
Pension ADC	$8,021	$13,596	$13,596	$13,596
Group Life Insurance	$219	$641	$641	$205
Unemployment	$80	$80	$80	$80
Medicare	$1,820	$1,978	$1,978	$1,932
Long Term Disability	$457	$174	$174	$216
Health Insurance-Select Plan	$16,056	$25,476	$25,476	$6,408
Salaries - Part Time/Temporary	$6,531	-	-	-
Bonus Pay	$2,516	-	-	-
Full-Time Salaries	-	-	$316,750	$131,630
Pension	-	-	-	$3,700
Pension ADC	-	-	-	$53,341
Group Life Insurance	-	-	-	$160
Unemployment	-	-	-	$80
Medicare	-	-	-	$888
Long Term Disability	-	-	-	$242
Health Insurance-Select Plan	-	-	-	$18,744
Salaries - Part Time/Temporary	-	-	$75,000	-
Proposed ISL	-	$316,750	-	$378,000
Total Personnel Services	$9,930,034	$10,984,973	$11,245,658	$11,558,838
Materials and Supplies				

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
City Hall Printing	$229	-	$25	-
City Storeroom Supplies	-	$100	$100	$100
City Shop Charges	$13,564	$27,516	$27,516	$27,516
City Shop Fuel	$4,674	$3,424	$3,424	$3,424
City Computer Svc Equipment	$10,872	$31,000	$31,000	$31,000
Pers Computer Software	$67,951	$107,454	$103,156	$107,454
Printing - Outside	$433	$820	$820	$820
Supplies - Outside	$13,248	$6,500	$6,500	$6,500
Hand Tools	$1,261	-	-	-
Outside Postage	$207	$79	$79	$79
Materials and Supplies	$25,010	$16,362	$88,994	$16,362
Outside Vehicle Repair	$125	$700	$700	$700
Outside Equipment Repair/Maintenance	$395	$700	$700	$700
Advertising/Publication	-	$1,000	$1,000	$1,000
Outside Phone/Communications	$9,882	$2,947	$2,947	$2,947
Seminars/Training/Education	$2,131	$2,080	$2,080	$2,080
Misc Professional Services	$1,410,583	$1,530,000	$1,814,544	$1,530,000
Travel Expense	$1,374	$1,250	$1,250	$1,250
Unreported Travel	-	$1,350	$1,350	$1,350
Mileage	$4,667	$4,291	$4,291	$4,291
Utilities	$520	$600	$600	$600
Claims	-	$40,000	$40,000	-
Lawsuits	$43,901	$60,000	$60,000	-
Dues/Memberships/Periodicals	$3,301	$15,289	$15,289	$15,289
Misc Services and Charges	$7,443	-	-	-
Urban Art Maintenance	$28,945	$35,000	$67,570	$35,000
Expense Recovery - M & S	-$2,156	-$31,000	-$31,000	-$31,000
City Hall Printing	$100	-	-	-
City Storeroom Supplies	-	$500	$500	$500
Facility Repair & Carpentry	-	$1,500	$1,500	$1,500
City Computer Svc Equipment	-	$1,300	$1,300	$1,300
Supplies - Outside	-$65	$1,500	$1,500	$1,500
Clothing	-	$500	$500	$500
Safety Equipment	$243	$500	$500	$500
Materials and Supplies	$10,916	$5,899	$5,899	$5,899
Outside Vehicle Repair	-	$200	$200	$200
Outside Equipment Repair/Maintenance	$791	$2,000	$2,000	$2,000
Outside Phone/Communications	-	$890	$890	$890
Janitorial Services	$2,154	$5,000	$4,300	$5,000
Misc Professional Services	$65	-	$700	-
City Hall Printing	$68	-	-	-
City Computer Svc Equipment	$520	$5,000	$5,000	$5,000
Supplies - Outside	$1,148	$5,000	$5,000	$5,000
Outside Equipment Repair/Maintenance	$230	$2,000	$2,000	$2,000
Seminars/Training/Education	-	$4,477	$841	$4,477

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Dues/Memberships/Periodicals	$340	$663	$663	$663
Expense Recovery - M & S	-$590	-	-	-
City Hall Printing	$952	-	-	-
City Computer Svc Equipment	$385	$2,176	$2,176	$2,176
Pers Computer Software	-	-	$3,150	-
Supplies - Outside	$836	$6,000	$6,000	$6,000
Clothing	$4,800	$7,000	$7,000	$7,000
Safety Equipment	$373	$2,000	$1,900	$2,000
Outside Postage	$119	$3,500	$3,500	$3,500
Materials and Supplies	$16,169	$30,000	$20,000	$30,000
Outside Equipment Repair/Maintenance	-	$1,500	$1,500	$1,500
Outside Phone/Communications	$17,351	$13,700	$4,774	$13,700
Janitorial Services	-	$3,000	$3,000	$3,000
Seminars/Training/Education	$790	$8,954	$8,954	$8,954
Travel Expense	-	-	$100	-
Mileage	$207,902	$197,010	$197,010	$197,010
Misc Services and Charges	$9,963	$65,474	$66,486	$65,474
City Hall Printing	$1,408	-	$50	-
City Storeroom Supplies	-	$150	$150	$150
City Shop Charges	$26,657	$17,925	$17,925	$17,925
City Shop Fuel	$34,839	$18,974	$18,974	$18,974
City Computer Svc Equipment	$250	$230	$230	$230
Pers Computer Software	$47	-	-	-
Supplies - Outside	-	$3,000	$3,000	$3,000
Clothing	$2,159	$1,500	$2,350	$1,500
Outside Postage	$138	$150	$150	$150
Materials and Supplies	$16,096	$24,878	$24,878	$24,878
Outside Vehicle Repair	-	$50	$50	$50
Outside Equipment Repair/Maintenance	$34	$4,100	$4,100	$4,100
Internal Repairs and Maintenance	$181,722	$147,825	$120,000	$147,825
Outside Phone/Communications	$12,863	$6,767	$6,767	$6,767
Seminars/Training/Education	$110	$813	$813	$813
Misc Professional Services	$776,335	$300,000	$721,080	$300,000
Travel Expense	-	$3,025	$3,025	$3,025
Mileage	-	$1,230	$1,230	$1,230
Dues/Memberships/Periodicals	$2,745	$3,300	$3,300	$3,300
Misc Services and Charges	$127,478	$81,181	$1,090,639	$81,181
Expense Recovery - M & S	-$4,180	-$250,000	-$250,000	-$250,000
City Computer Svc Equipment	$4,158	-	-	-
Pers Computer Software	$1,511	-	$298	-
City Telephone/Communications	$310	-	-	-
Supplies - Outside	$936	$5,267	$5,267	$5,267
Outside Postage	-	$896	$896	$896
Materials and Supplies	$189	$124	$124	$124
Outside Phone/Communications	$1,477	$1,247	$1,247	$1,247
Seminars/Training/Education	-	$1,100	$1,100	$1,100

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Travel Expense	$202	-	-	-
Mileage	$783	$3,312	$3,312	$3,312
Dues/Memberships/Periodicals	-	$5,648	$5,648	$5,648
Misc Services and Charges	$108,310	$57,989	$63,989	$57,989
City Storeroom Supplies	-	$2,390	$2,390	$2,390
City Shop Charges	$101,391	$88,872	$88,872	$88,872
City Shop Fuel	$34,309	$37,734	$37,734	$37,734
City Computer Svc Equipment	-	-	$7,500	-
City Telephone/Communications	-	$4,452	$4,452	$4,452
Supplies - Outside	-	$3,191	$3,191	$3,191
Hand Tools	$849	$2,000	$2,000	$2,000
Clothing	$9,399	$9,958	$9,958	$9,958
Safety Equipment	$3,124	$2,000	$2,000	$2,000
Paints Oils & Glass	$488,824	$425,000	$415,000	$425,000
Steel & Iron Products	$214,190	$172,000	$171,999	$172,000
Materials and Supplies	$89,809	$149,752	$191,832	$149,752
Outside Vehicle Repair	$1,236	$3,390	$3,390	$3,390
Outside Equipment Repair/Maintenance	$7,994	$20,429	$20,429	$20,429
Outside Phone/Communications	$6,383	$4,452	$4,452	$4,452
Misc Professional Services	-	$150	$150	$150
Mileage	-	$1,070	$1,070	$1,070
Utilities	$32,124	$41,545	$41,545	$41,545
Misc Services and Charges	$100,615	$51,030	$26,030	$51,030
Expense Recovery - M & S	-$22,111	-$22,178	-$22,178	-$22,178
City Hall Printing	$55	-	-	-
City Storeroom Supplies	-	$2,000	$2,000	$2,000
City Shop Charges	$104,584	$132,134	$75,000	$132,134
City Shop Fuel	$86,176	$92,188	$92,188	$92,188
Supplies - Outside	$2,807	$9,000	$9,000	$9,000
Hand Tools	$6,724	$9,000	$9,000	$9,000
Clothing	$10,350	$10,875	$10,875	$10,875
Safety Equipment	$7,086	$8,000	$8,000	$8,000
Pipe Fittings & Castings	$6,263	$7,000	$7,000	$7,000
Lime Cement & Gravel	$1,035	$1,000	$1,000	$1,000
Materials and Supplies	$63,478	$113,447	$79,563	$113,447
Maintenance Traffic Signal System	$236,990	$262,347	$275,357	$262,347
Outside Vehicle Repair	$1,278	$400	$400	$400
Outside Equipment Repair/Maintenance	$30,350	$38,000	$28,000	$38,000
Outside Phone/Communications	$9,849	$8,013	$8,013	$8,013
Janitorial Services	$11,700	$10,379	$10,379	$10,379
Seminars/Training/Education	$5,364	$21,832	$5,000	$21,832
Travel Expense	$440	-	-	-
Utilities	$157,330	$154,063	$154,063	$154,063
Insurance	$6	-	-	-
Dues/Memberships/Periodicals	-	$100	$100	$100
Radio Trunking Lease	-	$2,000	$2,000	$2,000

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Misc Services and Charges	$108,301	$77,680	$77,680	$77,680
Expense Recovery - M & S	-$24,934	-$7,822	-$7,822	-$7,822
City Computer Svc Equipment	-	$20,000	$19,709	$20,000
Materials and Supplies	$10,968	$2,000	$7,000	$2,000
Misc Professional Services	-	$900,000	$1,500,000	$522,000
Misc Services and Charges	-	$261,250	$567,365	$261,250
Total Materials and Supplies	$5,125,036	$5,807,507	$8,405,054	$5,329,508
Depreciation on Own Funds				
Depreciation - Purchased	$1,500	-	-	-
Total Depreciation on Own Funds	$1,500	-	-	-
Capital Outlay				
Equipment	$261,695	$221,000	$261,529	$221,000
Equipment	-	$16,000	$16,000	$16,000
Equipment	$4,158	-	-	-
Prod/Constr/Maint Equipment	-	$22,000	$22,000	$22,000
Prod/Constr/Maint Equipment	-	$22,000	$22,000	$22,000
Total Capital Outlay	$265,853	$281,000	$321,529	$281,000
Expense Recovery				
Expense Recovery - State Street Aid	-	-$5,435,300	-$5,435,300	-$5,435,300
Expense Recovery - State Street Aid	-$1,288,525	-	-	-
Expense Recovery - State Street Aid	-$1,515,187	-	-	-
Expense Recovery - State Street Aid	-$1,695,171	-	-	-
Total Expense Recovery	-$4,498,883	-$5,435,300	-$5,435,300	-$5,435,300
Service Charges				
Credit Card Fees - Expense	$36,584	$56,250	$56,250	$56,250
Total Service Charges	$36,584	$56,250	$56,250	$56,250
Misc Expense				
Prior Year Expense	$1,099,002	-	-	-
Total Misc Expense	$1,099,002	-	-	-
Total Expenditures	$11,959,127	$11,694,430	$14,593,190	$11,790,295

Community Enhancement Division



Melanie Neal
Director

Mission Statement

The Community Enhancement Division's mission is to transform blighted areas into thriving neighborhoods through education, engagement, enforcement and eradication of unsightly and neglected properties.

Organization Structure



Services

The Community Enhancement Division was established to lead Memphis's efforts in blight remediation, addressing unsafe housing and focusing on transforming neighborhoods through coordinated, data-driven, and community-engaged strategies. The division will focus on aggressively addressing vacant, abandoned, and nuisance properties while engaging the community and stakeholders. The division will focus on self-sustaining revenue generation and increasing the administrative hearing process and the court-appointed receivership program to enhance property reclamation and reuse.

The Community Enhancement Division will play a pivotal role in Memphis's ongoing efforts to combat blight and foster vibrant, sustainable neighborhoods. Through strategic planning, community engagement, and collaborative partnerships, the division will aim to create positive change across the city. The creation of this division positions the City of Memphis to leverage legal tools and financial mechanisms to not only eliminate blight, but to also turn neglected properties into opportunities. By fostering partnerships and empowering court-appointed receivers, the city can transform blighted communities.

Performance Highlights

- Memphis City Beautiful's Adopt A Trash Can Program allows neighborhood organizations to have up to 5 trash cans installed in their community to help prevent litter. Currently, 70 trash cans have been adopted by 23 groups.
- The Adopt a Park Program expanded with a total of 59 city parks adopted by neighborhoods, churches, schools and civic organizations. The program is designed to engage community volunteers to help keep parks clean, green and litter-free.
- 69 Littering motorists were reported on the Memphis Beautiful's 55-Clean Litter Hotline.
- More than 203 property units were demolished, and over 2,036 property openings were boarded up.
- Over 16,000 privately-owned vacant lots mitigated by Grounds Services
- 102,705 tires collected by Grounds Services/Environmental Enforcement
- 1,920 illegal dump sites cleaned by Environmental Enforcement
- 2,309 Memphis City Beautiful planned clean-up/recycling events
- 13,543 volunteers participated in the Memphis City Beautiful projects.
- 85 adopted trash cans through Memphis City Beautiful
- 62 parks adopted through Memphis City Beautiful
- 5 Blight Initiatives completed
- A total of 173 short-term rentals (Airbnb) were inspected and passed,
- Community Enhancement is currently litigating over 753 active Neighborhood Preservation Act (NPA) public nuisance court cases.
- Community Enhancement handles more than 810 Environmental Housing court cases.
- There are currently 336 active condemnation cases.

Issues & Trends

The division will deploy a comprehensive (clean sweep) anti-blight strategy designed to concentrate and coordinate a broad application of City services that will provide a proactive effort to improve and preserve neighborhoods and achieve a maintainable aesthetic change throughout the City.

Community Enhancement will focus on implementing strategies to transform Memphis and impact issues related to blight, including improving quality of life, public health and safety through efforts surrounding enforcement, remediation, and maintenance. This strategy will be deployed city-wide, using geographic regions that have been identified using data-driven analysis of multiple service request types, including grass and weed overgrowth, abandoned, and dilapidated houses, scattered litter and debris, littered streets, clearing vacant lots, illegal dumping, discarded tires, and other exterior property violations. This will include residential and commercial properties distributed across all City Council Districts.

One major focus of the division will be increased programs and initiatives related to education and community engagement to ensure that citizens fully understand the importance their efforts play related to local ordinances that are in place to combat blight. Also, the division will work to identify resources for citizens who may need assistance to come into compliance. Community Enhancement will also work to strengthen enforcement and litigation efforts related to chronically negligent property owners by imposing fees related to various types of code violations.

Our dedicated teams respond swiftly to code violations to elevate the quality of life in our communities. By leveraging data and technology, Community Enhancement will continuously improve service delivery. Community Enhancement remains committed to building a cleaner, stronger Memphis—one community at a time.

Key Performance Indicators

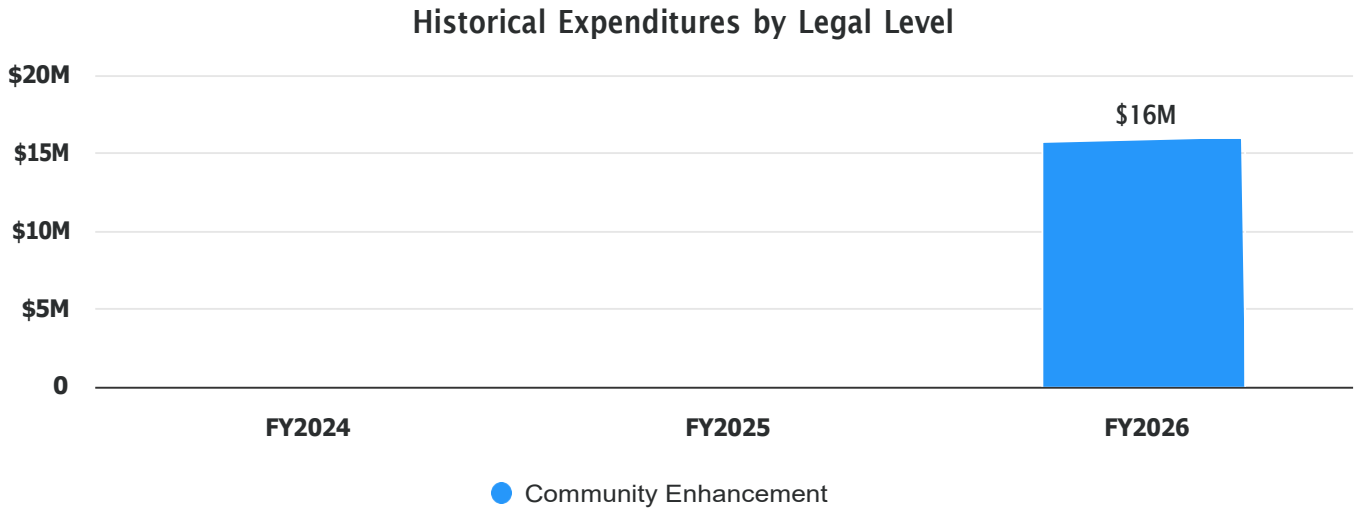
Performance Indicator	FY25 Actuals	FY26 Goals
Average to bring grass/weed complaints in compliance for vacant lots	28 days	25 days
Number of cuts	12,000	15,000
Tires removed	93,404	95,000
Service requests inspected/canvassed	26,183	27,000

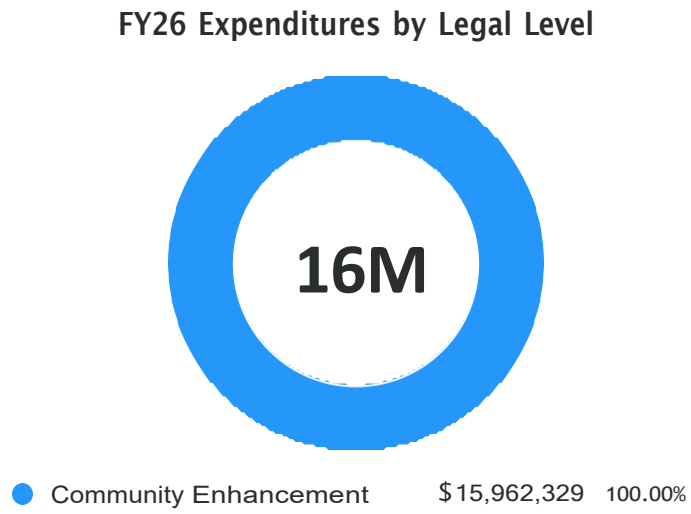
Community Enhancement Legal Levels

Community Enhancement

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

Expenditures by Legal Level



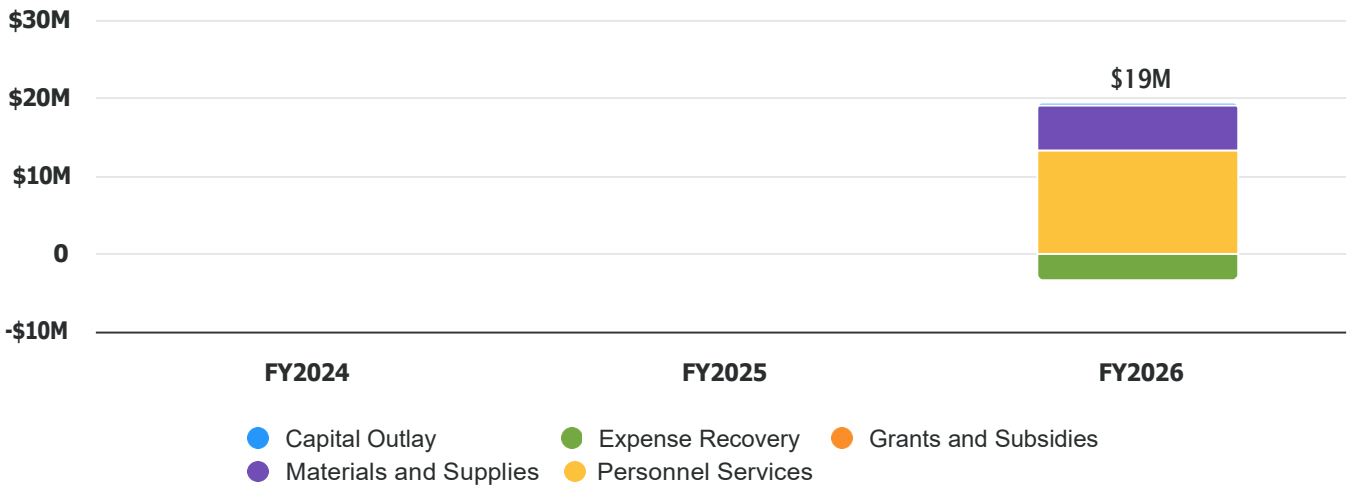


Expenditures by Legal Level

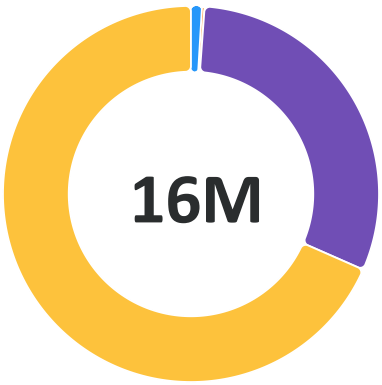
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Community Enhancement				
Personnel Services	-	-	-	$13,197,907
Materials and Supplies	-	-	-	$5,870,471
Capital Outlay	-	-	-	$180,000
Expense Recovery	-	-	-	-$3,328,675
Grants and Subsidies	-	-	-	$42,625
Total Community Enhancement	-	-	-	$15,962,329
Total Expenditures	–	–	–	$15,962,329

Expenditures by Expense Type

Historical Expenditures by Expense Type



FY26 Expenditures by Expense Type



Capital Outlay	$180,000	1.13%
Expense Recovery	-$3,328,675	-20.85%
Grants and Subsidies	$42,625	0.27%
Materials and Supplies	$5,870,471	36.78%
Personnel Services	$13,197,907	82.68%

Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services				
Full-Time Salaries	-	-	-	$1,591,192
Out of Rank Pay	-	-	-	$3,000
Pension	-	-	-	$38,810
Pension ADC	-	-	-	$55,737
Group Life Insurance	-	-	-	$1,211
Unemployment	-	-	-	$640
Medicare	-	-	-	$9,314
Long Term Disability	-	-	-	$2,533
Benefits Adjustments	-	-	-	$1,250

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Health Insurance-Select Plan	-	-	-	$74,976
Salaries - Part Time/Temporary	-	-	-	$16,560
On the Job Injury	-	-	-	$500
Attrition	-	-	-	-$33,219
Full-Time Salaries	-	-	-	$5,001,332
Overtime	-	-	-	$36,000
Out of Rank Pay	-	-	-	$4,400
PTO Final Pay	-	-	-	$15,000
Pension	-	-	-	$257,552
Pension ADC	-	-	-	$441,484
Group Life Insurance	-	-	-	$6,311
Unemployment	-	-	-	$5,600
Pension 401a Match	-	-	-	$195
Medicare	-	-	-	$61,812
Long Term Disability	-	-	-	$16,813
Health Insurance - Choice Plan	-	-	-	$39,780
Benefits Adjustments	-	-	-	$9,375
Health Insurance-Select Plan	-	-	-	$560,832
Salaries - Part Time/Temporary	-	-	-	$103,500
On the Job Injury	-	-	-	$3,000
Attrition	-	-	-	-$795,515
Full-Time Salaries	-	-	-	$1,097,462
Overtime	-	-	-	$5,640
Out of Rank Pay	-	-	-	$4,000
Pension	-	-	-	$39,291
Supplemental Pension	-	-	-	$9,193
Social Security	-	-	-	$4,828
Pension ADC	-	-	-	$95,155
Group Life Insurance	-	-	-	$1,088
Unemployment	-	-	-	$1,680
Pension 401a Match	-	-	-	$317
Medicare	-	-	-	$15,298
Long Term Disability	-	-	-	$4,161
Benefits Adjustments	-	-	-	$32,826
Health Insurance-Select Plan	-	-	-	$142,512
Salaries - Part Time/Temporary	-	-	-	$483,200
On the Job Injury	-	-	-	$12,000
Attrition	-	-	-	-$128,008
Full-Time Salaries	-	-	-	$275,817
Pension	-	-	-	$2,985
Pension ADC	-	-	-	$18,959
Unemployment	-	-	-	$80
Medicare	-	-	-	$716
Long Term Disability	-	-	-	$195
Benefits Adjustments	-	-	-	$6,250
Health Insurance-Select Plan	-	-	-	$6,408
Salaries - Part Time/Temporary	-	-	-	$55,200

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
On the Job Injury	-	-	-	$1,000
Attrition	-	-	-	-$11,324
Full-Time Salaries	-	-	-	$3,432,036
Out of Rank Pay	-	-	-	$2,000
Pension	-	-	-	$105,654
Supplemental Pension	-	-	-	$7,562
Pension ADC	-	-	-	$192,830
Group Life Insurance	-	-	-	$3,070
Unemployment	-	-	-	$2,560
Medicare	-	-	-	$30,184
Long Term Disability	-	-	-	$7,990
Health Insurance - Choice Plan	-	-	-	$39,780
Health Insurance-Select Plan	-	-	-	$230,112
Salaries - Part Time/Temporary	-	-	-	$23,000
On the Job Injury	-	-	-	$2,500
Attrition	-	-	-	-$112,331
Expense Recovery - Personnel	-	-	-	-$1,344,348
Full-Time Salaries	-	-	-	$192,263
Pension	-	-	-	$8,229
Pension ADC	-	-	-	$29,457
Group Life Insurance	-	-	-	$214
Unemployment	-	-	-	$160
Medicare	-	-	-	$1,975
Long Term Disability	-	-	-	$537
Benefits Adjustments	-	-	-	$44,130
Health Insurance-Select Plan	-	-	-	$6,408
Salaries - Part Time/Temporary	-	-	-	$576,781
On the Job Injury	-	-	-	$8,250
Total Personnel Services	-	-	-	$13,197,907
Materials and Supplies				
Outside Computer Services	-	-	-	$3,300
Outside Postage	-	-	-	$500
Materials and Supplies	-	-	-	$10,100
Advertising/Publication	-	-	-	$11,250
Outside Phone/Communications	-	-	-	$4,000
Seminars/Training/Education	-	-	-	$8,000
Misc Professional Services	-	-	-	$45,080
Travel Expense	-	-	-	$1,967
Dues/Memberships/Periodicals	-	-	-	$5,000
City Shop Charges	-	-	-	$175,413
City Shop Fuel	-	-	-	$139,181
Outside Computer Services	-	-	-	$21,672
Clothing	-	-	-	$20,000
Outside Postage	-	-	-	$15,000
Materials and Supplies	-	-	-	$39,441
Outside Phone/Communications	-	-	-	$60,000
Seminars/Training/Education	-	-	-	$19,773

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Misc Professional Services	-	-	-	$157,420
Travel Expense	-	-	-	$2,773
Utilities	-	-	-	$25,000
Demolitions	-	-	-	$1,441,031
City Shop Charges	-	-	-	$56,694
City Shop Fuel	-	-	-	$43,410
Outside Computer Services	-	-	-	$6,612
Clothing	-	-	-	$35,582
Outside Postage	-	-	-	$3,550
Materials and Supplies	-	-	-	$20,648
Outside Equipment Repair/Maintenance	-	-	-	$4,000
Outside Phone/Communications	-	-	-	$61,860
Weed Control/Chemical Service	-	-	-	$250,000
Seminars/Training/Education	-	-	-	$800
Misc Professional Services	-	-	-	$1,649,470
Travel Expense	-	-	-	$1,000
City Shop Charges	-	-	-	$2,139
City Shop Fuel	-	-	-	$1,638
Outside Computer Services	-	-	-	$4,000
Printing - Outside	-	-	-	$8,014
Outside Postage	-	-	-	$350
Materials and Supplies	-	-	-	$25,000
Outside Phone/Communications	-	-	-	$4,000
Security	-	-	-	$1,000
Seminars/Training/Education	-	-	-	$1,100
Misc Professional Services	-	-	-	$26,986
Travel Expense	-	-	-	$2,510
Utilities	-	-	-	$25,000
City Shop Charges	-	-	-	$88,209
City Shop Fuel	-	-	-	$49,962
Outside Computer Services	-	-	-	$20,000
Clothing	-	-	-	$17,485
Outside Postage	-	-	-	$5,000
Materials and Supplies	-	-	-	$431,100
Outside Phone/Communications	-	-	-	$10,000
Security	-	-	-	$500
Seminars/Training/Education	-	-	-	$11,827
Misc Professional Services	-	-	-	$474,885
Travel Expense	-	-	-	$1,000
Utilities	-	-	-	$8,333
Misc Services and Charges	-	-	-	$150,000
City Shop Charges	-	-	-	$39,088
City Shop Fuel	-	-	-	$20,065
City Computer Svc Equipment	-	-	-	$1,500
Clothing	-	-	-	$15,000
Materials and Supplies	-	-	-	$20,000

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Miscellaneous Expense	-	-	-	$5,954
Outside Phone/Communications	-	-	-	$4,300
Misc Professional Services	-	-	-	$55,000
Total Materials and Supplies	-	-	-	$5,870,471
Capital Outlay				
Furniture/Furnishings	-	-	-	$60,000
Furniture/Furnishings	-	-	-	$100,000
Equipment	-	-	-	$20,000
Total Capital Outlay	-	-	-	$180,000
Expense Recovery				
Expense Recovery - State Street Aid	-	-	-	-$3,328,675
Total Expense Recovery	-	-	-	-$3,328,675
Grants and Subsidies				
Professional Services	-	-	-	$42,625
Total Grants and Subsidies	-	-	-	$42,625
Total Expenditures	–	–	–	$15,962,329

Executive Division

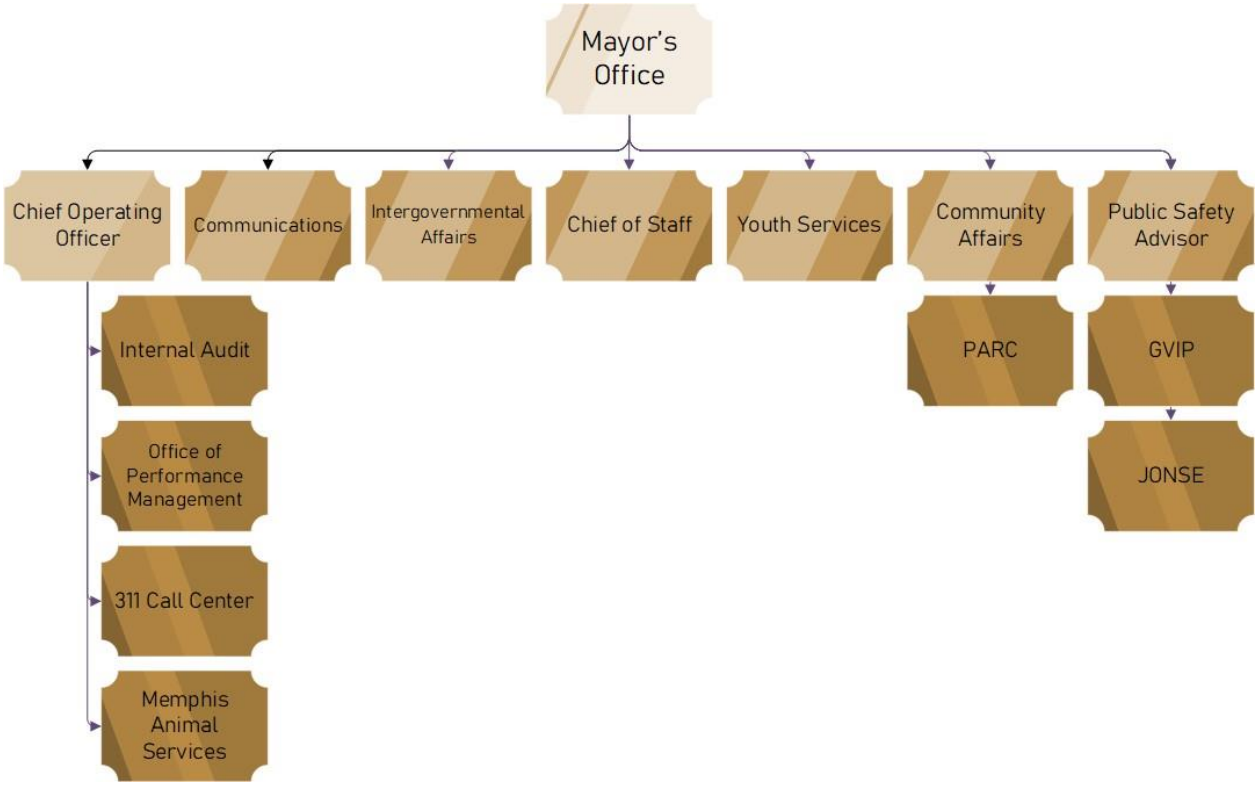


Antonio M. Adams, Sr.
Chief Operating Officer

Mission Statement

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

Organization Structure



Services

The Executive Division is responsible for providing effective leadership and operational guidelines to all Divisions within city government. The Division also provides direct management support for key functional areas through the following service centers: the Mayor's Ofice, the Chief Operating Oficer's Ofice, the Ofice of Community Affairs, the Ofice of Youth Services, the Ofice of Intergovernmental Affairs, and the Ofice of Communications. The Chief Operating Oficer provides direction and managerial support to the 311 Call Center, the Ofice of Performance Management, Memphis Animal Services, Internal Audit, the Memphis Public Service Corp, and the Group Violence Intervention Program (GVIP). All the services offered through the Executive Division function together to ensure responsive and cost-effective services are delivered to citizens.

Performance Highlights

In June 2024, Memphis was announced as one of 12 U.S. cities that achieved Gold What Works Cities Certiication by Bloomberg Philanthropies, under the newly updated criteria. The Ofice of Performance Management (OPM) worked with leadership from multiple divisions to create both new external dashboards to better communicate with citizens, and internal dashboards to continue to effectively make data-driven decisions.

The Ofice of Community Affairs' BRIDGE (Building Renewed Independence, Dignity, Growth and Empowerment) team, formerly known as Manhood University and Women Offering Women Support, conducted 2213 non-conviction expungements for 343 participants in FY 2025.

Supported eligible Memphians with assistance through MIFA Emergency services, including 505 mortgage and rent payments, and 631 utility payments.

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

Memphis Animal Services (MAS) took in 7,743 dogs and cats in FY25 and helped over 5,084 pets stay with their families through their Pet Resource Center, which provides pet owners with resources including pet food, medical care, and behavioral training.

Issues & Trends

While the delivery of government services is paramount, youth development and economic growth opportunities continue to be very important to our citizens as well. As a result, the Executive Division's time and resources are directed towards these priorities with a data-driven outcome focus.

Key Performance Indicators

OFFICE OF PERFORMANCE MANAGEMENT	FY24 Actual	FY25 Goal	FY25 Actual	FY26 Goal	Category
Achieve What Works Cities Certifications	Gold Certification	Gold Certification	Gold Certification	Gold Certification	Government
AUDITING	**FY24 Actual**	**FY25 Goal**	**FY25 Actual**	**FY26 Goal**	**Category**
# of Audit Projects Completed	4	7	4	7	Government
# of Recommendations Implemented	81.0%	100.0%	42.0%	100.0%	Government
# of Fraud Deterrent Activities	6	7	14	7	Government
311 Call Center	**FY24 Actual**	**FY25 Goal**	**FY25 Actual**	**FY26 Goal**	**Category**
Average Time To Answer 311 Calls (seconds)	116.09	80.00	129.76	80.00	Government
Call Abandonment Rate (%)	7.90%	10.00%	11.75%	7.60%	Government

Executive Legal Levels

Mayor's Office

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

Chief Administrative Office

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

Auditing

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

311 Call Center

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

Office of Youth Services

The Memphis Ofice of Youth Services provides positive opportunities for Memphis Youth through three unique programs. The MPLOY Program is a six-week summer experience giving Memphis youth the opportunity to work with various businesses and organizations throughout Memphis. The Memphis Ambassadors Program, known as MAP, is a year-round program giving 600 Memphis youths hard and soft skill training and internships in City government. This program also provides a leadership camp during the summer. The Memphis Ofice of Youth Services program for exceptional youth, "I AM INCLUDED," provides opportunities to our disabled youth. "Empowering Our Youth for Positive Results" is the mission of the Memphis Ofice of Youth Services.

Intergovernmental Affairs

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

Memphis Animal Services

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

Community Affairs

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

Police Advisory Review Committee (PARC)

PARC consists of a seven-member review committee which provides oversight of incidents of misconduct against law enforcement oficers. The committee also help to strengthen the relationship between citizens and the Memphis Police Department: ensuring a timely, fair, and objective review of citizen complaints while protecting the individual rights of police oficers and making recommendations concerning citizen complaints to the Chief of Police.

Communications

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

Office of Performance Management

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

Office of Public Safety

The Ofice of Public Safety primary goal is to serve as the principal advisor to the Mayor of Memphis on holistic interagency public safety strategies in the suppression, intervention, and prevention of crime, with special emphasis on violent crime. The Public Safety Advisor will convene key public safety leaders, including Chief of Police and Fire, Shelby County District Attorney General and Juvenile Court Judge, among other community leaders whose work has a signiicant nexus to public safety outcomes in the public, private, and nonproit sectors.

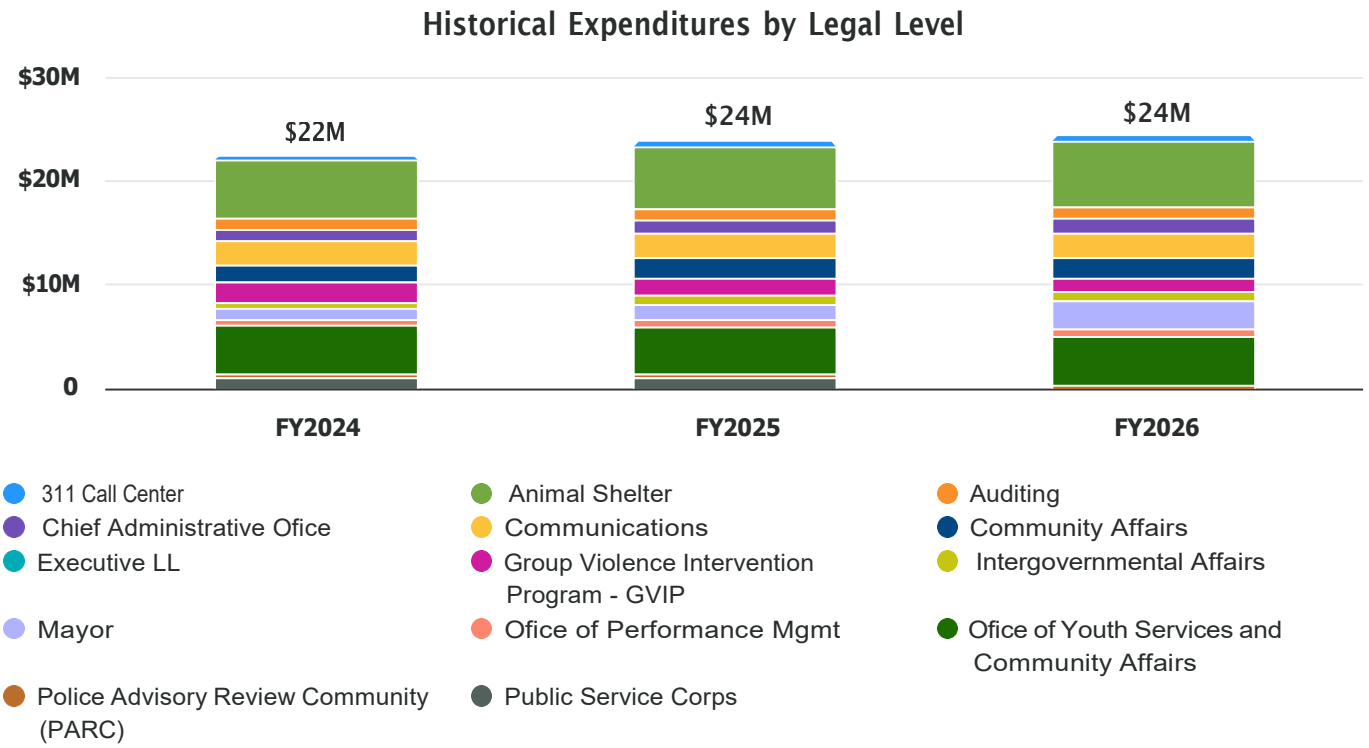
The Joint Office of Neighborhood Safety & Engagement

The joint ofice of Neighborhood Safety & Engagement is a collaborative initiative between the City of Memphis and Shelby County Government. Acting as a bridge between government agencies and community organizations, the Joint Ofice is dedicated to community violence intervention. With a particular focus on gun violence, the ofice applies targeted strategies to support community members most at risk of engaging in or becoming victims of violent acts.

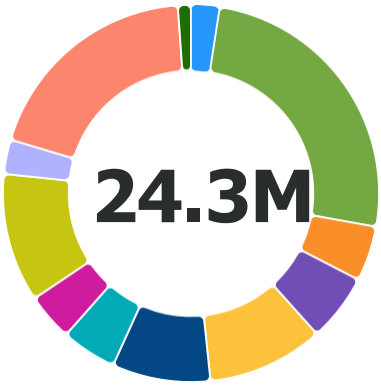
Group Violence Intervention Program (GVIP)

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

Expenditures by Legal Level



FY26 Expenditures by Legal Level



311 Call Center	$594,699	2.45%
Animal Shelter	$6,165,613	25.39%
Auditing	$1,145,970	4.72%
Chief Administrative Ofice	$1,410,151	5.81%
Communications	$2,427,710	10.00%
Community Affairs	$2,052,156	8.45%
Group Violence Intervention Program - GVIP	$1,155,257	4.76%
Intergovernmental Affairs	$985,856	4.06%
Mayor	$2,679,954	11.03%
Ofice of Performance Mgmt	$718,725	2.96%
Ofice of Youth Services and Community Affairs	$4,680,031	19.27%
Police Advisory Review Community (PARC)	$271,174	1.12%

Expenditures by Legal Level

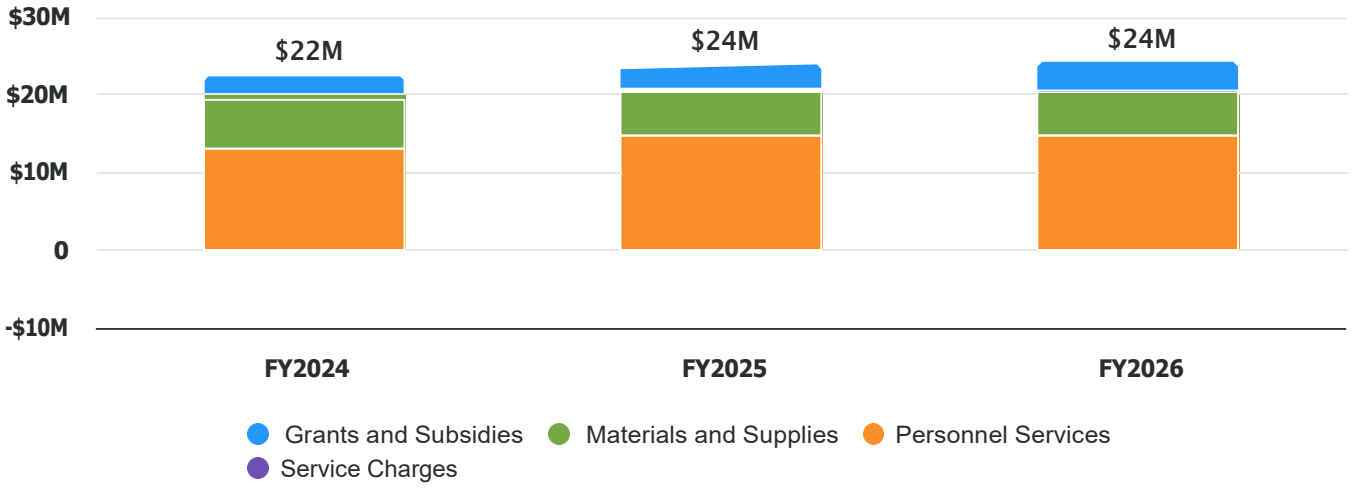
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Mayor				
Personnel Services	$970,710	$1,225,337	$1,221,477	$1,244,584
Materials and Supplies	$178,693	$329,854	$332,153	$785,370
Grants and Subsidies	-	-	-	$650,000
Total Mayor	$1,149,403	$1,555,191	$1,553,630	$2,679,954
Chief Administrative Office				
Personnel Services	$747,608	$878,522	$1,024,282	$1,018,338
Materials and Supplies	$288,232	$414,871	$422,415	$391,813
Total Chief Administrative Office	$1,035,840	$1,293,393	$1,446,697	$1,410,151
Auditing				
Personnel Services	$638,229	$671,404	$669,325	$706,985
Materials and Supplies	$457,768	$444,138	$439,630	$438,985
Total Auditing	$1,095,997	$1,115,542	$1,108,955	$1,145,970
311 Call Center				
Personnel Services	$510,422	$533,863	$538,759	$567,588
Materials and Supplies	$10,626	$27,111	$22,111	$27,111
Total 311 Call Center	$521,048	$560,974	$560,870	$594,699

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Office of Youth Services and Community Affairs				
Personnel Services	$1,689,570	$1,789,857	$1,786,829	$1,898,185
Materials and Supplies	$453,378	$427,101	$581,095	$380,226
Grants and Subsidies	$2,498,082	$2,401,620	$2,402,476	$2,401,620
Total Office of Youth Services and Community Affairs	$4,641,030	$4,618,578	$4,770,400	$4,680,031
Intergovernmental Affairs				
Personnel Services	$93,494	$500,681	$478,681	$601,223
Materials and Supplies	$436,851	$373,633	$383,633	$384,633
Total Intergovernmental Affairs	$530,345	$874,314	$862,314	$985,856
Police Advisory Review Community (PARC)				
Personnel Services	$326,517	$251,343	$234,730	$254,474
Materials and Supplies	$34,806	$16,700	$35,018	$16,700
Total Police Advisory Review Community (PARC)	$361,322	$268,043	$269,748	$271,174
Animal Shelter				
Personnel Services	$4,281,950	$4,861,260	$4,489,989	$5,048,360
Materials and Supplies	$1,287,363	$1,060,739	$1,811,075	$1,117,254
Service Charges	-$20,862	-	-	-
Total Animal Shelter	$5,548,450	$5,921,999	$6,301,064	$6,165,613
Community Affairs				
Personnel Services	$767,531	$910,893	$912,624	$960,559
Materials and Supplies	$287,408	$422,379	$443,086	$422,379
Grants and Subsidies	$552,646	$669,218	$785,790	$669,218
Total Community Affairs	$1,607,585	$2,002,490	$2,141,500	$2,052,156
Communications				
Personnel Services	$1,370,989	$1,501,056	$1,457,816	$1,580,060
Materials and Supplies	$995,390	$872,650	$948,196	$847,650
Total Communications	$2,366,379	$2,373,706	$2,406,013	$2,427,710
Office of Performance Mgmt				
Personnel Services	$270,607	$321,799	$321,799	$435,990
Materials and Supplies	$238,706	$309,735	$395,342	$282,735
Total Office of Performance Mgmt	$509,313	$631,534	$717,141	$718,725
Public Service Corps				
Personnel Services	$914,821	$856,055	$754,446	-
Materials and Supplies	$152,202	$179,172	$179,972	-
Total Public Service Corps	$1,067,024	$1,035,227	$934,418	-
Group Violence Intervention Program - GVIP				
Personnel Services	$344,208	$361,454	$610,454	$368,002
Materials and Supplies	$1,611,216	$1,169,255	$834,837	$787,255
Total Group Violence Intervention Program - GVIP	$1,955,424	$1,530,709	$1,445,291	$1,155,257
Executive LL				

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Materials and Supplies	$132	-	-	-
Total Executive LL	$132	-	-	-
Total Expenditures	$22,389,292	$23,781,701	$24,518,041	$24,287,295

Expenditures by Expense Type

Historical Expenditures by Expense Type



FY26 Expenditures by Expense Type



Grants and Subsidies	$3,720,838	15.32%
Materials and Supplies	$5,882,110	24.22%
Personnel Services	$14,684,347	60.46%

Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services				
Full-Time Salaries	$6,493,147	$9,338,908	$7,824,348	$9,922,759
Holiday Salary Full Time	$411,010	-	$350,305	-
Vacation Leave	$335,543	-	$297,488	-
Sick Leave	$240,835	-	$225,452	-

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Vacation Day Paid	-	-	$38,403	-
Overtime	$322,573	$225,000	$451,484	$225,000
Out of Rank Pay	$16,785	$3,000	$29,237	$3,000
Hazardous Duty Pay	$62,563	$60,000	$60,000	$60,000
College Incentive Pay	$2,109	$1,441	$1,441	$1,484
Shift Differential	$461	$3,000	$3,000	$3,000
PTO Final Pay	$492,762	$46,680	$127,350	$46,680
Required Special License Pay	$671	$1,000	$1,000	$1,000
Pension	$428,646	$506,332	$504,630	$497,167
Social Security	$98,513	-	$149,529	-
Pension ADC	$676,500	$982,073	$982,073	$1,014,582
Group Life Insurance	$9,121	$21,290	$22,580	$12,314
Unemployment	$9,360	$8,800	$8,800	$8,400
Medicare	$145,336	$121,520	$151,277	$122,101
Long Term Disability	$26,938	$22,028	$38,258	$30,202
Health Insurance - Choice Plan	$96,944	$203,064	$204,216	$167,568
Beneits Adjustments	-	$134,512	-	$90,382
Health Insurance-Select Plan	$852,351	$763,776	$769,062	$710,136
Salaries - Part Time/Temporary	$1,982,990	$2,217,852	$2,260,292	$1,666,571
On the Job Injury	$67,179	$88,250	$88,250	$80,000
Proposed ISL	-	-	-	$107,000
Bonus Pay	$151,318	-	$6,500	-
Spot Bonus Pay	$3,000	$5,000	$5,000	$5,000
MPD Retention Bonus Recovery	-$1,810	-	-	-
Expense Recovery - Personnel	-	-$90,000	-$98,764	-$90,000
MPD Retention Bonus Program OT	$1,810	-	-	-
Total Personnel Services	$12,926,655	$14,663,525	$14,501,211	$14,684,347
Materials and Supplies				
City Hall Printing	-$57,391	$6,000	$21,600	$6,000
City Hall Postage	-	$500	$500	$500
City Shop Charges	$143,887	$149,223	$134,729	$125,057
Info Sys Phone/Communication	-	$1,000	$1	$1,000
City Shop Fuel	$78,359	$75,215	$75,455	$62,671
Outside Computer Services	$6,580	$6,580	$4,371	$6,580
City Computer Svc Equipment	$105,414	$137,750	$81,910	$136,250
Pers Computer Software	$13,403	$20,306	$19,483	$20,306
Printing - Outside	$25,635	$60,044	$35,144	$60,044
Supplies - Outside	$51,220	$58,368	$64,368	$58,368
Hand Tools	$160	$500	$500	$500
Clothing	$16,796	$43,250	$49,230	$28,250
Household Supplies	$51,695	$55,000	$55,000	$55,000
Safety Equipment	$840	$1,000	$1,000	$1,000
Medical Supplies	$333,256	$260,000	$341,926	$260,000
Outside Postage	$9,771	$5,000	$5,400	$5,000
Materials and Supplies	$393,802	$284,519	$315,880	$259,519
Miscellaneous Expense	$36,217	$39,949	$35,049	$33,995

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Outside Equipment Repair/Maintenance	$12,909	$5,500	$5,500	$5,500
Medical/Dental/Veterinary	$217,165	$100,000	$280,135	$100,000
Accounting/Auditing/Cons	$399,298	$389,299	$389,299	$389,299
Advertising/Publication	$557,532	$528,045	$528,045	$528,045
Outside Phone/Communications	$74,080	$89,909	$73,533	$85,609
Janitorial Services	$89,816	$90,400	$101,400	$90,400
Security	$446	$14,517	$29,518	$14,517
Seminars/Training/Education	$27,930	$61,000	$29,620	$61,036
Misc Professional Services	$3,534,402	$3,134,628	$3,581,949	$2,991,628
Rewards and Recognition	-	$23,500	$23,500	$23,500
Staff Development	$380	$1,000	$1,000	$1,000
Travel Expense	$33,423	$48,702	$54,102	$64,202
Mileage	$4,366	$11,090	$12,990	$11,090
Utilities	$159,905	$150,534	$271,534	$183,434
Claims	-	$2,000	$3,000	-
Lawsuits	-	$25,000	$70,000	-
Dues/Memberships/Periodicals	$124,537	$242,010	$194,010	$286,810
Misc Services and Charges	$41,874	$50,000	$59,883	$50,000
Expense Recovery - M & S	-$64,139	-$150,000	-$150,000	-$150,000
Catering	$9,147	$26,000	$28,000	$26,000
WYPL Supplies & Printing Expense - Library	$54	-	-	-
Total Materials and Supplies	$6,432,771	$6,047,338	$6,828,564	$5,882,110
Service Charges				
Credit Card Fees - Expense	-$20,862	-	-	-
Total Service Charges	-$20,862	-	-	-
Grants and Subsidies				
Payment To Subgrantees	$1,463	-	$856	$650,000
MIFA General Assistance	$552,646	$669,218	$785,790	$669,218
Ambassador's Fellowship Pay	$2,496,619	$2,401,620	$2,401,620	$2,401,620
Total Grants and Subsidies	$3,050,728	$3,070,838	$3,188,266	$3,720,838
Total Expenditures	$22,389,292	$23,781,701	$24,518,041	$24,287,295

Finance Division

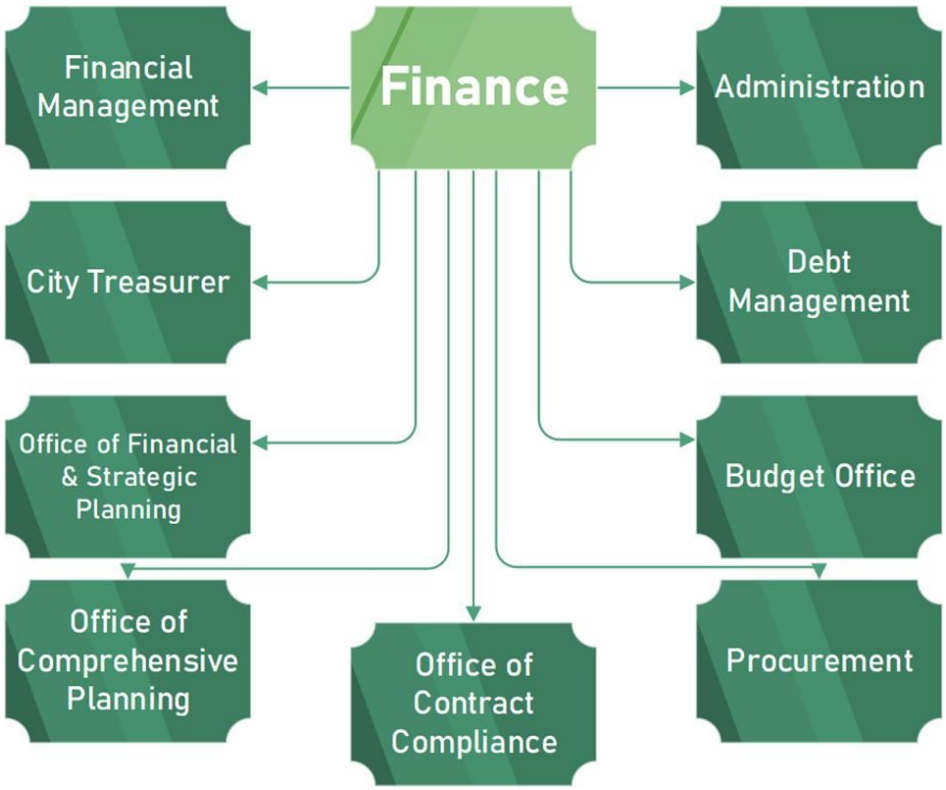


Walter Person
Chief Financial Officer

Mission Statement

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

Organization Structure



Goal

To provide financial management, information, and business products to policymakers, colleagues, agencies, investors, and the Memphis community to ensure confidence in City Government, making informed decisions, and achieving desired results.

Services

The City's Financial Division is committed to preparing and maintaining timely, accurate, and transparent accounting records and financial reports. The core responsibilities include disbursing payments to employees/retirees, vendors, contractors, and others; procuring materials, products, and construction services; prudent management of the city's assets and investments; timely and appropriate issuance of debt; and administering the Office of Contract Compliance (OCC). There is an emphasis on a service-oriented, team approach to providing financial information, systems, and policies for developing, managing, and defending the Operating and Capital Budgets. The Division’s fiduciary expertise supports the City's performance-based budgeting and accountability initiatives; investment in the City's cash and pension funds; debt management; and effective management of tax and other revenue collections.

Performance Highlights

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

Issues & Trends

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

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

The Finance Division funding for FY26 provides for continued progress toward the implementation of a new treasury system in calendar year 2026.

Key Performance Indicators

FINANCIAL MANAGEMENT	FY24 ACTUAL	FY25 GOAL	FY25 ACTUAL	FY26 GOAL	CATEGORY
Unassigned fund balance Percentage of General Fund Expenditures (%)	100%	10%	100%	10%	Government
Accurately submitted vendor payments processed within 5 business days (%)	95%	100%	95%	100%	Government
PURCHASING	**FY24 ACTUAL**	**FY25 GOAL**	**FY25 ACTUAL**	**FY26 GOAL**	**CATEGORY**
Regular purchase orders completed within 30 days (%)	95%	95%	95%	100%	Government
Construction requisitions completed within 120 days (%)	95%	95%	95%	100%	Government
BUDGET OFFICE	**FY24 ACTUAL**	**FY25 GOAL**	**FY25 ACTUAL**	**FY26 GOAL**	**CATEGORY**
Submit Operating Budget Ordinance to the State within 15 days of the approved adopted budget.	Yes	Yes	Yes	Yes	Government
Submit budget book to Government Finance Officers Association (GFOA) within 90 days of budget approval.	Yes	Yes	Yes	Yes	Government
DEBT MANAGEMENT	**FY24 ACTUAL**	**FY25 GOAL**	**FY25 ACTUAL**	**FY26 GOAL**	**CATEGORY**
Maintain the City's Bond rating at or above Moody: Aa2, S&P: AA	Moody: Aa2 S&	Moody: Aa2 S&P: AA	Moody: Aa2 S&P: AA	Moody: Aa2 S&P: AA	Government
Annual rate of return on investments (comparable to 3-month treasury bill rate (%)	100%	100%	100%	100%	Government
ACCOUNTING	**FY24 ACTUAL**	**FY25 GOAL**	**FY25 ACTUAL**	**FY26 GOAL**	**CATEGORY**
Close the books by the 10th business day of each month	83%	100%	100%	100%	Government
File the Annual Comprehensive Financial Report (ACFR) by December 31st	No	Yes	On Target	Yes	Government
PAYROLL	**FY24 ACTUAL**	**FY25 GOAL**	**FY25 ACTUAL**	**FY26 GOAL**	**CATEGORY**
Active employee's payroll accuracy	98%	100%	100%	100%	Government
Form changes completed during pay cycle	95%	100%	99.86%	100%	Government

Finance Legal Levels

Administration

The Finance Administration provides leadership and direction to all Finance Division service centers and coordinates all financial functions of the City. Administration houses the Chief Financial Officer, Deputy Chief Financial Officer, Office Manager, and Special Projects Manager. The CFO also serves as the Chairman of the Pension Investment Committee.

Financial Management

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

Procurement

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

Budget Office

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

Debt Management

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

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

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

Treasury

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

Office of Financial & Strategic Planning

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

Office of Contract Compliance

The Office of Contract Compliance (OCC) administers the Small Business Enterprise (SBE) Program, which aims to uphold the legislative intent of the SBE Ordinance in all procurement activities. The mission of the OCC is to promote business opportunities, eliminate barriers to participation, and increase access for Small Business Enterprises in procurement opportunities with the City of Memphis. Areas of oversight include construction, professional services, goods, and non-professional services.

In addition, the OCC oversees the City of Memphis Entrepreneurs Network Center (ENC). This center serves as a One-Stop Shop, providing small businesses in Memphis with training, one-on-one counseling, and resources to help them succeed.

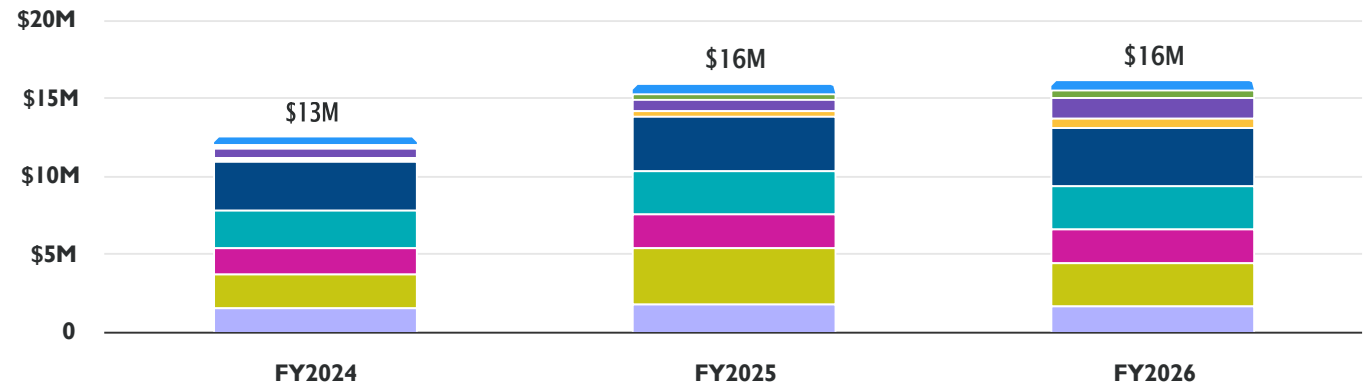
Office of Comprehensive Planning

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

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

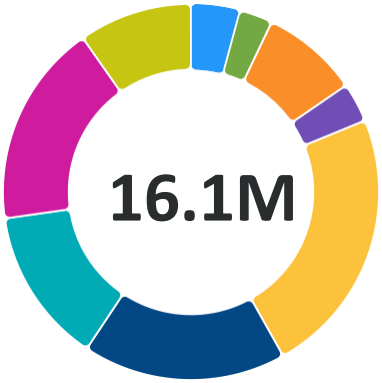
Expenditures by Legal Level

Historical Expenditures by Legal Level



- Budget Office
- Debt Management
- Finance & Administration LL
- Finance Administration
- Financial & Strategic Planning Office
- Financial Accounting
- Office of Comprehensive Planning
- Office of Contract Compliance
- Operations/Collections/Investment Treasury
- Purchasing

FY26 Expenditures by Legal Level



Budget Office	$676,656	4.20%
Debt Management	$461,580	2.86%
Finance Administration	$1,349,122	8.37%
Financial & Strategic Planning Office	$545,924	3.39%
Financial Accounting	$3,715,363	23.04%
Office of Comprehensive Planning	$2,820,420	17.49%
Office of Contract Compliance	$2,161,422	13.40%
Operations/Collections/Investment Treasury	$2,824,822	17.52%
Purchasing	$1,570,647	9.74%

Expenditures by Legal Level

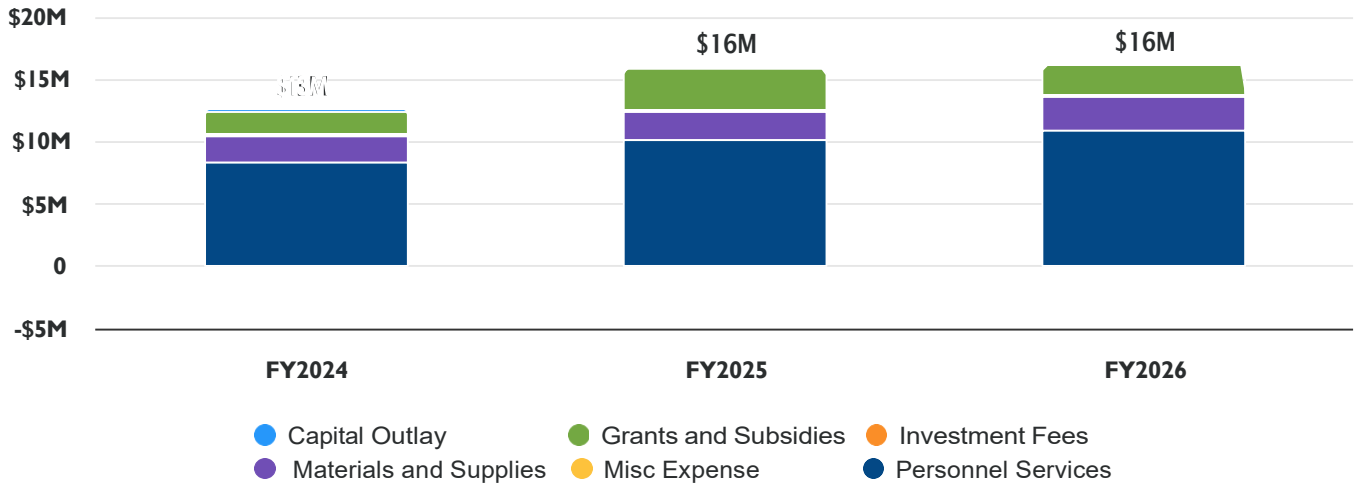
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Finance Administration				

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services	$511,080	$628,077	$585,675	$708,305
Materials and Supplies	$107,434	$139,817	$140,073	$630,817
Capital Outlay	-	$10,000	$10,000	$10,000
Total Finance Administration	$618,514	$777,894	$735,748	$1,349,122
Financial Accounting				
Personnel Services	$2,797,665	$3,205,709	$3,141,569	$3,458,430
Materials and Supplies	$283,327	$256,272	$267,392	$256,933
Capital Outlay	$4,114	-	$5,420	-
Total Financial Accounting	$3,085,106	$3,461,981	$3,414,381	$3,715,363
Purchasing				
Personnel Services	$1,095,422	$1,361,854	$1,279,548	$1,276,330
Materials and Supplies	$286,096	$406,151	$302,542	$294,317
Capital Outlay	$72,821	-	$35,508	-
Total Purchasing	$1,454,340	$1,768,005	$1,617,598	$1,570,647
Budget Office				
Personnel Services	$409,896	$520,669	$498,449	$499,795
Materials and Supplies	$164,490	$76,861	$77,369	$176,861
Total Budget Office	$574,386	$597,530	$575,817	$676,656
Debt Management				
Personnel Services	$84,574	$320,807	$254,056	$430,326
Materials and Supplies	$22,347	$31,254	$33,143	$31,254
Total Debt Management	$106,921	$352,061	$287,199	$461,580
Operations/Collections/Investment Treasury				
Personnel Services	$1,401,303	$1,392,959	$1,402,860	$1,441,729
Materials and Supplies	$411,714	$434,103	$459,360	$558,093
Grants and Subsidies	$372,936	$1,800,000	-	$825,000
Total Operations/Collections/Investment Treasury	$2,185,953	$3,627,062	$1,862,220	$2,824,822
Financial & Strategic Planning Office				
Personnel Services	$172,799	$233,382	$172,731	$465,301
Materials and Supplies	$64,722	$80,623	$113,038	$80,623
Misc Expense	-$236	-	-	-
Total Financial & Strategic Planning Office	$237,285	$314,005	$285,769	$545,924
Office of Contract Compliance				
Personnel Services	$1,067,786	$1,404,628	$1,184,973	$1,425,475
Materials and Supplies	$618,898	$726,647	$889,752	$726,647
Grants and Subsidies	-	$9,300	$9,300	$9,300
Total Office of Contract Compliance	$1,686,684	$2,140,575	$2,084,025	$2,161,422
Office of Comprehensive Planning				
Personnel Services	$776,876	$1,132,742	$930,597	$1,129,557
Materials and Supplies	$19,715	$41,210	$41,210	$41,210
Investment Fees	$149,567	$149,652	$149,652	$149,652
Grants and Subsidies	$1,500,000	$1,500,000	$1,500,000	$1,500,000
Total Office of Comprehensive Planning	$2,446,158	$2,823,604	$2,621,460	$2,820,420

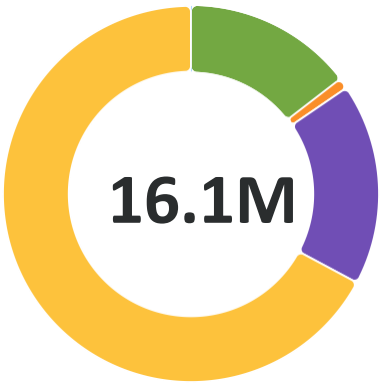
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Finance & Administration LL				
Materials and Supplies	$110,320	-	-	-
Total Finance & Administration LL	$110,320	-	-	-
Total Expenditures	$12,505,666	$15,862,716	$13,484,218	$16,125,955

Expenditures by Expense Type

Historical Expenditures by Expense Type



FY26 Expenditures by Expense Type



Capital Outlay	$10,000	0.06%
Grants and Subsidies	$2,334,300	14.48%
Investment Fees	$149,652	0.93%
Materials and Supplies	$2,796,754	17.34%
Personnel Services	$10,835,249	67.19%

Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services				
Full-Time Salaries	$5,881,371	$8,571,648	$6,458,796	$8,869,389
Holiday Salary Full Time	$381,744	-	$474,084	-

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Vacation Leave	$381,717	-	$430,639	-
Sick Leave	$287,353	-	$359,278	-
Overtime	$11,735	$5,000	$5,000	$5,000
Holiday Fire/Police	$901	-	-	-
Out of Rank Pay	$30,562	-	-	-
PTO Final Pay	$79,420	$15,000	$112,902	$15,000
Pension	$383,143	$449,819	$449,819	$484,098
Social Security	$19,551	-	$20,776	-
Pension ADC	$582,900	$857,269	$857,269	$908,141
Group Life Insurance	$10,065	$21,110	$21,110	$13,774
Unemployment	$7,600	$7,680	$7,680	$7,840
Medicare	$107,092	$107,266	$107,266	$115,410
Long Term Disability	$26,377	$21,121	$21,121	$31,216
Health Insurance - Choice Plan	$61,575	$115,824	$115,824	$121,524
Benefits Adjustments	-	$20,776	-	$20,776
Health Insurance-Select Plan	$715,832	$669,168	$669,168	$678,936
Salaries - Part Time/Temporary	$352,362	$317,924	$318,505	$317,924
On the Job Injury	$3,241	$4,260	$4,260	$4,260
Proposed ISL	-	-	-	$225,000
Bonus Pay	$165,633	-	-	-
Spot Bonus Pay	$2,250	-	-	-
Expense Recovery - Personnel	-$1,175,022	-$983,040	-$983,040	-$983,040
Total Personnel Services	$8,317,402	$10,200,826	$9,450,458	$10,835,249
Materials and Supplies				
City Hall Printing	$14,405	$6,947	$6,947	$6,947
City Shop Charges	$592	$105,834	$5,834	$20,000
City Shop Fuel	$9,281	$294	$294	$294
Outside Computer Services	-	$1,000	$1,000	$1,000
City Computer Svc Equipment	$15,879	$31,588	$39,916	$31,588
Pers Computer Software	$4,618	$16,281	$16,281	$16,281
Printing - Outside	$66,101	$59,200	$59,200	$69,200
Supplies - Outside	$158,327	$156,743	$157,369	$156,743
Food Expense	$1,794	$1,025	$1,025	$1,025
Document Reproduction - Outside	-	$2,000	$2,000	$2,000
Clothing	$62	-	-	-
Drafting/Photo Supplies	-	$250	$250	$250
Outside Postage	$99,021	$112,240	$112,240	$162,240
Materials and Supplies	$22,581	$42,422	$44,527	$42,422
Miscellaneous Expense	$14,609	$9,697	$9,697	$9,697
Internal Repairs and Maintenance	-	$1,000	$1,000	$1,000
Legal Services/Court Cost	-	$5,000	$5,000	$5,000
Advertising/Publication	$100,190	$126,587	$97,425	$126,587
Outside Phone/Communications	$35,528	$20,789	$21,846	$20,789
Security	$56,806	$33,500	$33,500	$33,500
Seminars/Training/Education	$38,940	$62,000	$62,000	$62,000
Misc Professional Services	$1,291,787	$1,149,407	$1,397,396	$1,805,058
Travel Expense	$38,734	$57,000	$57,000	$57,000

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Mileage	$96	$1,500	$1,500	$1,500
Utilities	-	$10,000	$10,000	$10,000
Claims	$110,320	$1,000	$1,000	-
Lawsuits	-	$25,000	$25,000	-
Dues/Memberships/Periodicals	$5,485	$20,933	$20,933	$20,933
Rent	-	$169,000	$169,000	$169,000
Misc Services and Charges	$3,964	$64,700	$64,700	$64,700
Expense Recovery - M & S	-$60	-$100,000	-$100,000	-$100,000
Total Materials and Supplies	$2,089,061	$2,192,938	$2,323,880	$2,796,754
Capital Outlay				
Furniture/Furnishings	$72,821	-	$35,508	-
Equipment	$4,114	$10,000	$15,420	$10,000
Total Capital Outlay	$76,935	$10,000	$50,928	$10,000
Investment Fees				
Investment Fee	$149,567	$149,652	$149,652	$149,652
Total Investment Fees	$149,567	$149,652	$149,652	$149,652
Grants and Subsidies				
Planning & Development	$1,500,000	$1,500,000	$1,500,000	$1,500,000
RBC Training/Certification Program	-	$4,650	$4,650	$4,650
Tax Receivable Sale Vendor	$372,936	$1,800,000	-	$825,000
Contr Assist Prog/Bonding	-	$4,650	$4,650	$4,650
Total Grants and Subsidies	$1,872,936	$3,309,300	$1,509,300	$2,334,300
Misc Expense				
Prior Year Expense	-$236	-	-	-
Total Misc Expense	-$236	-	-	-
Total Expenditures	$12,505,666	$15,862,716	$13,484,218	$16,125,955

Fire Services Division



Gina Sweat
Chief of Fire Services

Mission Statement

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

Organization Structure



Services

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

Recruitment

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

Performance Highlights

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

Memphis Fire Department Emergency Medical Service personnel are challenged to excel in their profession by demonstrating clinical competencies. A new mobile training lab enables more on-site training for new equipment, new procedures, and skills competency to provide the best care to the citizens of Memphis.

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

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

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

Hazard Mitigation and Emergency Planning Grant: Highway Tanker Leaks and Trench Rescues: A one-of-a-kind training simulator was equipped for these specific emergencies. Subsequent awards provided improved detection and mitigation equipment for simulations as well as instructor training at national conferences for best practices in operating these incident types.

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

Assistance to Firefighters Operations and Safety Grant:

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

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

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

Port Security Grant: Funded the replacement of our firefighting foam supply with a safer, environmentally friendly alternative, enhancing the safety of both personnel and the citizens of Memphis. A subsequent award provided funding for three quick response boats for operating in the Mississippi River and smaller navigable waterways, as well as specialized training to ensure personnel are trained in maritime firefighting and search and rescue operations.

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

In FY25, Fire Communications received 304,075 calls for service, which resulted in 163,948 incidents and 366,641 responses. This was an increase in call volume of 1% over FY24, and ninety-three percent of all Emergency 911 calls in FY24 were answered within 20 seconds.

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

The Memphis Fire Department Recruitment team used innovative ways to recruit both nationally and locally. They hired 184 new Firefighters from 24 states, capturing 119 candidates with National Registry EMS certifications, which helped the department reduce overtime costs and staffing pitfalls.

Issues & Trends

The Memphis Fire Department continues to provide exceptional Fire and Emergency Medical Services (EMS) that promote our core values: Focus, Integrity, Respect, and Excellence. Beginning in fiscal year 2025, EMS renewed a five-year agreement with Stryker for state-of-the-art medical equipment and supplies. This agreement includes Stryker's newly patented cardiac monitor, LifePak 35, making the Memphis Fire Department one of the first fire departments in the United States to utilize this equipment. Firehouse Subs Public Safety Foundation provided a grant for Emergency Child Restraints to best secure children during transport by the Memphis Fire Department. In addition, EMS and the Office of Emergency Management continue to partner with the Mid-South Emergency Planning Coalition to better serve the citizens of Memphis. EMS studies data for trends that drive positive change, while managing supply chain challenges for medical supplies, pharmaceuticals, and a continual increase in call volume.

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

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

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

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

Key Performance Indicators

ADMINISTRATION	FY24 ACTUAL	FY25 GOAL	FY25 ACTUAL	FY26 GOAL	CATEGORY
Citizen Complaints - Field Oper. - Make initial contact within 1 business day; resolve complaint within 10 business days	100%	100%	100%	100%	Government
Citizen Complaints - Fire Prevention - Complete safety investigations of life-threatening conditions on same business day; non-life-threatening conditions within two business days	100%	100%	100%	100%	Public Safety
SUBSORT SERVICES	**FY24 ACTUAL**	**FY25 GOAL**	**FY25 ACTUAL**	**FY26 GOAL**	**CATEGORY**
Fire Hydrant - Critical service, maintenance or repair complete within 1 business day	100%	100%	100%	100%	Public Safety
Fire Hydrant - Non-critical service, maintenance or repair complete within 1 business day	95%	95%	95%	95%	Public Safety
COMMUNICATIONS	**FY24 ACTUAL**	**FY25 GOAL**	**FY25 ACTUAL**	**FY26 GOAL**	**CATEGORY**
Answer all fire and emergency medical service calls within 20 seconds of receipt	95%	95%	95%	95%	Public Safety
Process all applicable Fire calls within 106 seconds of receipt.	88%	85%	88%	85%	Public Safety
FIRE PREVENTION	**FY24 ACTUAL**	**FY25 GOAL**	**FY25 ACTUAL**	**FY26 GOAL**	**CATEGORY**
Complete annual fire and life-safety code inspections for occupancies that require fire department approval for state licensing	100%	100%	100%	100%	Public Safety
Determine the cause and origin of all fires	97%	90%	97%	90%	Public Safety
Improve fire and life-safety through citizens attending public education and outeach programs	188,053	250,000	188,053	200,000	Public Safety
FIRE FIGHTING	**FY24 ACTUAL**	**FY25 GOAL**	**FY25 ACTUAL**	**FY26 GOAL**	**CATEGORY**
Turnout for fire incidents within 80 seconds	61%	80%	61%	68%	Public Safety
Respond to structure fire incidents within 320 seconds from time of dispatch for first arriving company on the scene	71%	80%	71%	71%	Public Safety
Perform smoke alarm outreach in at-risk residences	10,709	7,500	10,709	8,000	Public Safety
EMERGENCY MEDICAL SERVICES	**FY24 ACTUAL**	**FY25 GOAL**	**FY25 ACTUAL**	**FY26 GOAL**	**CATEGORY**
Staff 56 Advanced Life Support (ALS) companies daily	90%	99%	90%	100%	Public Safety
Response to emergent incidents within 540 seconds of the time an ambulance is dispatched to arrival on the scene	82%	81%	82%	80%	Public Safety
Realize return of spontaneous circulation (ROSC) score for all non-traumatic adult patient arrests measures cardiac arrest outcomes	24%	29%	24%	25%	Public Safety
AIRPORT	**FY24 ACTUAL**	**FY25 GOAL**	**FY25 ACTUAL**	**FY26 GOAL**	**CATEGORY**
Achieve zero runway incursions or surface incidents	0	0	0	0	Public Safety

Fire Services Legal Levels

Administration

Fire Administration provides leadership with responsible financial management, strategic planning, and customer service for employees and citizens. The Administration focuses its priorities on strong financial management, employee services, labor relations, and customer service. This service center handles human resources, finance, legislative affairs, legal services, disciplinary actions, capital improvements, and strategic long-range planning using critical data analysis.

Fire Apparatus Maintenance

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

Logistical Services

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

Fire – Training Services

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

Communications

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

Fire Prevention

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

Fire Fighting

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

Emergency Medical Services

EMS provides an emergency pre-hospital medical response to the sick and injured citizens and visitors in the City of Memphis. The Memphis Fire Department has developed an EMS System that integrates three main components for the

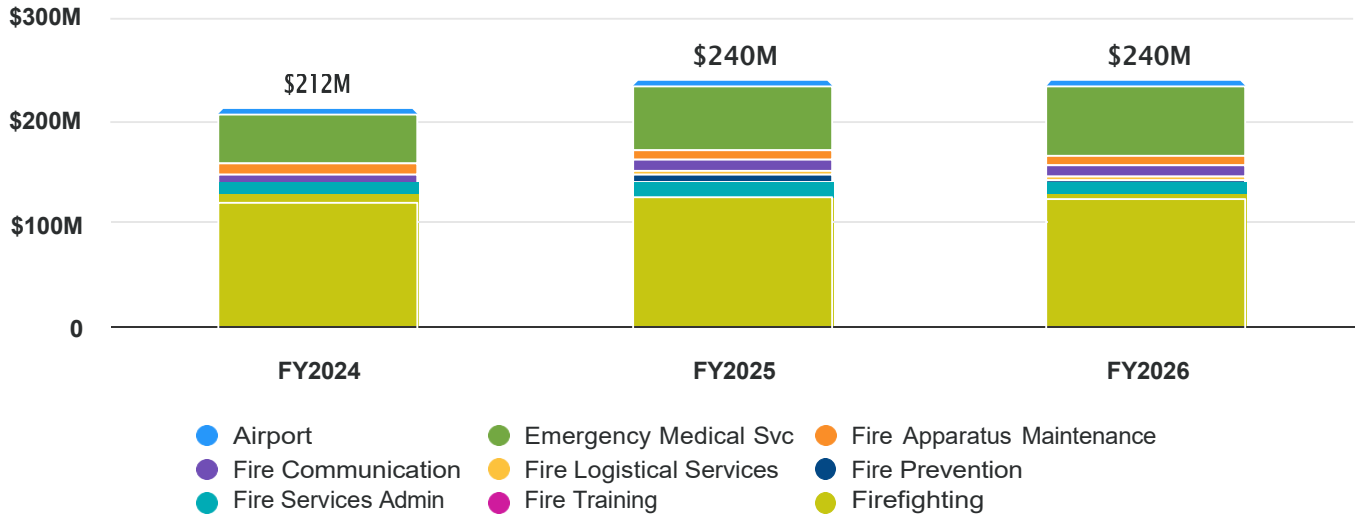
delivery of emergency medical care. The Office of Emergency Management provides support to area and incident Commanders through pre-planning, community partnerships, and resource allocation outside the City government.

Airport

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

Expenditures by Legal Level

Historical Expenditures by Legal Level



FY26 Expenditures by Legal Level



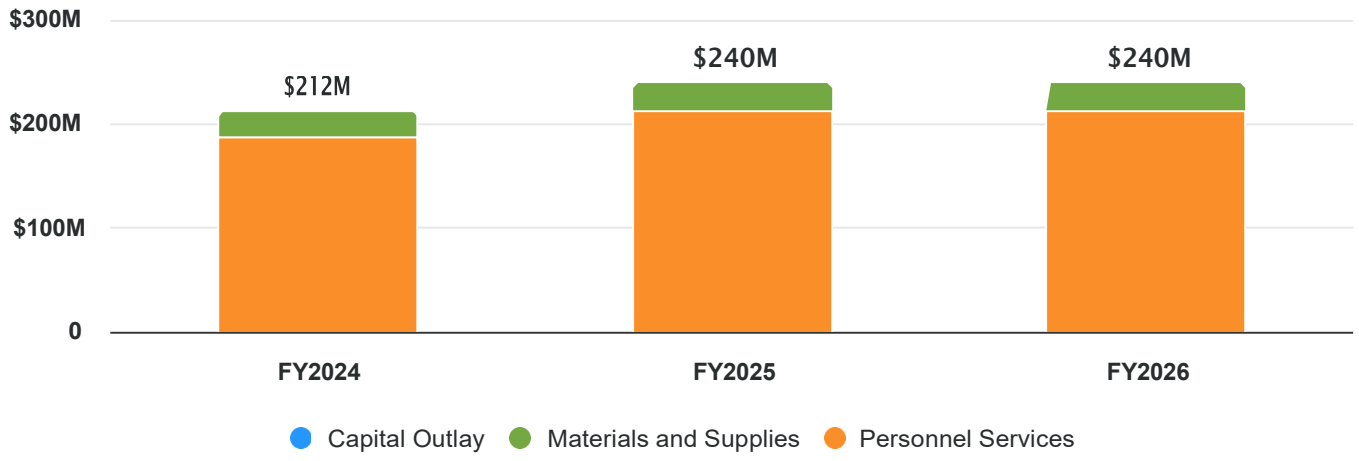
Airport	$6,158,005	2.57%
Emergency Medical Svc	$65,703,495	27.40%
Fire Apparatus Maintenance	$8,907,612	3.72%
Fire Communication	$11,018,090	4.60%
Fire Logistical Services	$3,927,357	1.64%
Fire Prevention	$7,002,960	2.92%
Fire Services Admin	$7,764,208	3.24%
Fire Training	$4,105,276	1.71%
Firefighting	$125,183,800	52.21%

Expenditures by Legal Level

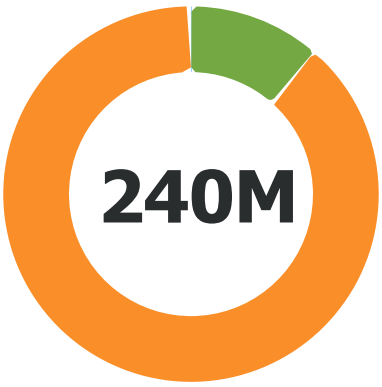
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Fire Services Admin				
Personnel Services	$3,202,642	$7,013,519	$3,922,046	$4,308,408
Materials and Supplies	$2,222,329	$4,182,800	$4,364,778	$3,455,800
Total Fire Services Admin	$5,424,971	$11,196,319	$8,286,823	$7,764,208
Fire Apparatus Maintenance				
Personnel Services	$11,417	-	-	-
Materials and Supplies	$10,033,280	$9,059,243	$9,113,362	$8,907,612
Total Fire Apparatus Maintenance	$10,044,696	$9,059,243	$9,113,362	$8,907,612
Fire Logistical Services				
Personnel Services	$1,771,554	$2,098,567	$1,984,248	$2,407,057
Materials and Supplies	$1,294,123	$1,470,300	$1,489,025	$1,470,300
Capital Outlay	$34,014	$50,000	$50,000	$50,000
Total Fire Logistical Services	$3,099,691	$3,618,867	$3,523,272	$3,927,357
Fire Training				
Personnel Services	$2,951,810	$3,032,057	$3,388,185	$3,408,296
Materials and Supplies	$615,540	$693,980	$694,617	$693,980
Capital Outlay	-	$3,000	$3,000	$3,000
Total Fire Training	$3,567,351	$3,729,037	$4,085,802	$4,105,276
Fire Communication				
Personnel Services	$7,221,694	$7,971,435	$8,465,229	$8,838,440
Materials and Supplies	$1,971,957	$2,179,650	$2,588,269	$2,179,650
Total Fire Communication	$9,193,652	$10,151,086	$11,053,498	$11,018,090
Fire Prevention				
Personnel Services	$6,324,539	$6,602,285	$6,270,477	$6,775,976
Materials and Supplies	$196,955	$226,985	$228,911	$226,985
Total Fire Prevention	$6,521,494	$6,829,269	$6,499,387	$7,002,960
Firefighting				
Personnel Services	$118,972,405	$124,789,099	$119,403,887	$122,373,679
Materials and Supplies	$3,165,721	$2,810,121	$5,667,150	$2,810,121
Misc Expense	-	-	$20,097	-
Total Firefighting	$122,138,127	$127,599,220	$125,091,134	$125,183,800
Emergency Medical Svc				
Personnel Services	$41,301,438	$55,107,779	$47,864,414	$58,980,645
Materials and Supplies	$5,787,267	$6,708,850	$7,204,405	$6,708,850
Capital Outlay	$10,000	$14,000	$14,000	$14,000
Total Emergency Medical Svc	$47,098,705	$61,830,629	$55,082,818	$65,703,495
Airport				
Personnel Services	$5,063,777	$5,219,314	$5,454,476	$5,352,308
Materials and Supplies	$195,557	$376,066	$376,066	$775,697
Capital Outlay	$18,566	$30,000	$30,000	$30,000
Total Airport	$5,277,900	$5,625,380	$5,860,542	$6,158,005
Total Expenditures	$212,366,586	$239,639,049	$228,596,639	$239,770,804

Expenditures by Expense Type

Historical Expenditures by Expense Type



FY26 Expenditures by Expense Type



Capital Outlay	$97,000	0.04%
Materials and Supplies	$27,228,995	11.36%
Personnel Services	$212,444,808	88.60%

Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services				
Full-Time Salaries	$98,315,023	$145,594,099	$103,873,113	$153,070,508
Holiday Salary Full Time	$636,411	-	$829,034	-
Vacation Leave	$13,077,486	-	$13,574,277	-
Bonus Leave	$37,875	-	$25,123	-
Sick Leave	$9,572,467	-	$10,125,851	-
Vacation Day Paid	$472,850	-	$857,772	-
Overtime	$21,121,358	$19,747,356	$22,967,293	$15,747,355
Holiday Fire/Police	$5,644,366	$5,585,070	$6,319,250	$5,585,070
Out of Rank Pay	$2,208,556	$2,062,500	$2,658,572	$2,062,500
Hazardous Duty Pay	$123,496	$144,200	$119,903	$144,200
College Incentive Pay	$2,862,723	$3,067,571	$3,085,972	$3,243,294
Longevity Pay	$732,182	$655,560	$724,758	$727,920

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Shift Differential	$39,320	$44,900	$37,490	$44,900
Bonus Days	$113,827	$379,100	$94,356	$379,100
PTO Final Pay	$3,373,897	$3,286,941	$2,520,947	$3,286,941
Job Incentive	$1,065,229	$1,020,600	$1,167,266	$1,020,600
MFD Retention Bonus Program	-$25,311	-	-	-
Fire Extended Duty Bonus	$1,192,816	-	$993,966	-
Pension	$7,976,259	$7,575,759	$8,308,985	$8,136,443
Supplemental Pension	$2,699	$1,962	$1,884	$2,021
Social Security	$11,488	$14,161	$5,455	$14,161
Pension ADC	$8,586,100	$12,997,970	$12,997,970	$13,882,429
Group Life Insurance	$180,275	$369,989	$197,995	$228,271
Unemployment	$116,960	$122,480	$122,480	$127,600
Pension 401a Match	$482	$1,833	$284	$1,833
Medicare	$2,332,494	$1,815,041	$2,463,236	$1,952,739
Long Term Disability	$485,934	$362,238	$506,201	$531,064
Health Insurance - Choice Plan	$726,574	$1,407,672	$1,600,274	$1,545,132
Benefits Adjustments	-	$2,716,253	-	$2,847,406
Health Insurance-Select Plan	$17,665,061	$15,841,896	$16,650,437	$15,885,096
Salaries - Part Time/Temporary	$72,352	$140,741	$7,447	$140,741
On the Job Injury	$2,046,333	$2,392,396	$2,062,702	$2,392,396
Proposed ISL	-	$2,925,757	-	-
Bonus Pay	$36,800	-	$20,000	-
Referral Bonus Pay	$4,000	-	-	-
Sign On Bonus Pay	$90,055	$150,000	$150,000	$150,000
Sign On Bonus Pay OT	$3,231	-	-	-
MFD Salary Sales Tax Ref Recovery	-$12,816,000	-$13,456,800	-$13,456,800	-$14,129,640
MFD Retention Bonus Recovery	-$2,959,156	-	-	-
Expense Recovery - Personnel	-$1,290,212	-$303,000	-$58,684	-$303,000
MFD Retention Bonus Program OT	$2,984,468	-	-	-
Prucare Insurance	-	-	$40	-
Tuition Reimb Supplemental	$511	-	$1,598	-
MFD Sign On Bonus Pay	-	-	$18,500	-
MFD Sign On Bonus Pay OT	-	-	$8,205	-
General Retention Bonus Program	-	$1,500	$1,500	$1,500
MFD Pension ADC Expense Recovery	-	-$4,831,690	-$4,831,690	-$6,273,771
Total Personnel Services	$186,821,276	$211,834,054	$196,752,961	$212,444,808
Materials and Supplies				
City Hall Printing	$4,063	-	$6,312	-
City Storeroom Supplies	-	-	$506	-
Facility Repair & Carpentry	$9,884	$15,000	$15,000	$15,000
City Shop Charges	$7,085,525	$6,590,159	$6,590,159	$6,249,175
City Shop Fuel	$2,420,871	$1,893,534	$1,893,000	$2,082,887
City Computer Svc Equipment	$63,424	$125,500	$109,028	$125,500
Pers Computer Software	$294,455	$481,600	$629,122	$481,600
Printing - Outside	-	$500	-	$500
Supplies - Outside	$267,568	$272,000	$251,011	$272,000

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Hand Tools	$77,431	$23,500	$26,849	$23,500
Clothing	$707,583	$743,330	$987,543	$743,330
Household Supplies	$603,679	$502,600	$563,179	$502,600
Ammunition & Explosives	$460	$500	$497	$500
Safety Equipment	$239,275	$286,000	$293,091	$286,000
Drafting/Photo Supplies	$9,694	$8,500	$9,926	$8,500
Medical Supplies	$2,513,002	$3,020,166	$3,594,892	$3,020,166
Athletic/Recreational Supplies	-	$1,000	-	$1,000
Outside Postage	$3,569	$1,600	$1,695	$1,600
Lumber & Wood Products	$1,253	$13,000	$13,000	$13,000
Paints Oils & Glass	$1,088	$7,000	$8,776	$7,000
Steel & Iron Products	$2,360	$2,000	$5,440	$2,000
Pipe Fittings & Castings	$75,989	$70,000	$70,000	$70,000
Lime Cement & Gravel	$3,646	$6,000	$2,600	$6,000
Materials and Supplies	$117,095	$134,425	$138,467	$134,425
Outside Vehicle Repair	$113,836	$140,000	$88,427	$140,000
Outside Equipment Repair/Maintenance	$1,284,141	$1,352,450	$1,374,882	$1,352,450
Internal Repairs and Maintenance	$69,140	$202,000	$273,199	$202,000
Medical/Dental/Veterinary	$5,296	$10,000	$6,161	$10,000
Advertising/Publication	-	$375,000	$421,471	$375,000
Outside Phone/Communications	$186,433	$225,000	$246,192	$225,000
Janitorial Services	$30,000	$30,000	$30,000	$30,000
Security	$580	$600	-	$600
Seminars/Training/Education	$88,836	$200,940	$182,403	$200,940
Misc Professional Services	$6,240,764	$6,480,000	$9,852,935	$6,879,631
Employee Activities	-$13	-	-	-
Textbooks	$26,818	$88,000	$124,483	$88,000
Travel Expense	$36,852	$137,050	$57,751	$137,050
Relocation Expense	$23,307	$1,003,200	$323,438	$1,003,200
Outside Fuel	$4,406	$39,200	$39,595	$39,200
Mileage	$38,560	$38,250	$56,225	$38,250
Utilities	$2,067,530	$2,222,771	$2,222,771	$2,222,771
Hazardous Materials Clean-up	-$264	-	-$25,232	-
Insurance	$15	-	-	-
Claims	$170,491	$177,000	$313,231	-
Lawsuits	$411,915	$550,000	$688,459	-
Dues/Memberships/Periodicals	$29,955	$41,920	$16,099	$41,920
Rent	$100,800	$100,800	$100,800	$100,800
Misc Services and Charges	$23,774	$60,400	$93,800	$60,400
Minor Equipment	$27,641	$35,500	$29,400	$35,500
Total Materials and Supplies	$25,482,730	$27,707,995	$31,726,582	$27,228,995
Capital Outlay				
Furniture/Furnishings	$44,014	$67,000	$67,000	$67,000
Equipment	$18,566	$30,000	$30,000	$30,000
Total Capital Outlay	$62,580	$97,000	$97,000	$97,000
Misc Expense				

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Prior Year Expense	-	-	$20,097	-
Total Misc Expense	-	-	$20,097	-
Total Expenditures	$212,366,586	$239,639,049	$228,596,639	$239,770,804

General Services Division

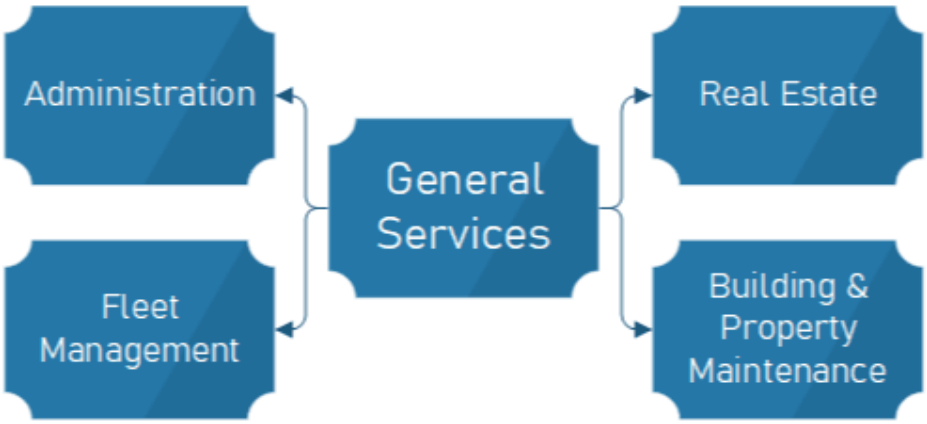


Melvin Jamerson
Director

Mission Statement

The General Services Division's mission is to provide first-class maintenance and repair of buildings, vehicles, and other crucial support services. The General Services Division employs a diverse occupational workforce of 302 employees. General Services provides vital support for the Administration, City Divisions, and other governmental organizations in a cost-effective and efficient manner.

Organization Structure



Services

The City's General Services Division works in various ways to support the other Divisions that make up the City's service and administrative system. General Services ensures that over 300 city-owned facilities function properly and meet the Americans with Disabilities Act (ADA) accessibility requirements. The Division provides maintenance for over 5,000 pieces of the City's rolling stock, handles the sale and acquisition of real property, maintains 18 libraries, all police precincts, the Fire and Police training academy, and 236 city-owned vacant lots.

Performance Highlights

Real Estate Accomplishments:

- Facilitated the City of Memphis Employee Medical Clinic expansion at 3295 Poplar Avenue
- Completed the move out of the Engineering Sign Shop from the Manassas site.
- Successfully relocated several City departments from the 6th floor of 170 N Main.
- Sold part of City-owned property located on Plant Road for use as a Water Reuse site
- Facilitated land purchase of Second St Properties for the use and benefit of Public Works for the Stiles Water Treatment plant
- Facilitated the transfer of ownership of the Liberty Bowl Stadium to the University of Memphis.

Fleet Services (General/Internal Service Funds)

- The Office of Fleet Management Body Shop and Turf Shop relocated to their permanent location at 2540 Southern Ave.
- Fleet Management is installing a backup generator of the Fire Shop, Body Shop and Turf Shop at 2540 Southern Ave.
- The Office of Fleet Management is in the design phase of building a new shop at the old southwest twin to provide maintenance support to MPD. Completion is projected in 2026.

Building/Bass Pro/Grounds/Property Maintenance

- Upgraded existing facility Commander to Avigilon System card readers for door access and gates
- Bass Pro Shops: Cooling Tower replacement
- Samsara camera installation on rolling fleet
- City Hall – Plaza Renovation (Building Maintenance)
- Phase 1 Upgrade, rebuild and waterproof South and West sides Planters
- Phase 1 Upgrade, rebuild and waterproof East side/Main Planters

City Hall

- 7th Floor Roof Replacement (Ongoing)
- Boiler Isolation Valves Replaced
- Fifth Floor Lighting, Ceiling Tiles, HVAC Controls
- City Council 5th floor Renovation
- Public Works 6th floor renovation
- Engineering 6th floor renovation
- Treasury 3rd floor renovation
- Municipal Complex II (Old Coca-Cola Facility) (Building Maintenance)- Bring online to house office space for multiple divisions/departments
- Creating New Facility to house multiple Community Enhancement Divisions
- Created New Fleet Facility Fire Shop
- Other Notable Projects:
  - Overton Park Shell: Sewer repair
  - Hickory Hill Community Center: Generator brought online. The old generator was relocated to the Coke facility (Fire Shop).
  - MFD Training Center: Ongoing improvements to HVAC System.
  - Various Fire Stations (7 total): Roofing upgrades and modernization projects (Property Maintenance).
  - Memphis Police Department – Public Safety Building: Renovations on the 6th floor and elevator modernization
- Sustention & Grounds Maintenance Highlights:

- Provided ongoing maintenance services for 138 vacant/blighted City lots (Grounds Maintenance).
- Maintained grounds for 56 City of Memphis facilities, totaling over 896 grass cuts this cycle (Grounds Maintenance).

Key Performance Indicators

Property /Building Maintenance	FY24 Actual	FY25 Goal	FY25 Actual	FY26 Goal	CATEGORY
Property Maintenance: Total number of jobs completed annually	11,100	12,000	9,200	12,000	Government
Property Maintenance: The# of preventative maintenane work orders completed annually	1,156	1,200	1,140	1,200	Government
Property Maintenance: The percentage of priority 1 Jobs completed in 24 hours	80%	90%	85%	90%	Government
# of Work Order for Preventive	900	900	950	900	Government
# of Work Order for Routine	850	850	950	850	Government
# of City Hall work orders completed annually (total of Preventive and Routine performed on time	1,575	1,700	1,950	1,700	Government
% of 168-180 boiler and chiller system checks	100%	100%	100%	100%	Government
% of repairs completed at or under 3 days monthly	100%	100%	100%	100%	Government
% of emergency work orders completed within 1 day	100%	100%	100%	100%	Government
# of maintenance work orders completed	1,620	1,700	1,950	1,700	Government
# of certified mailings processed	7,836	8,000	8,166	8,000	Government
# of pieces of regular and presorted mail processed	474,823	500,000	405,000	500,000	Government
Real Estate	**FY24 Actual**	**FY25 Goal**	**FY25 Actual**	**FY26 Goal**	**CATEGORY**
# of surplus properties sold annually	14	15	15	30	Government
# of easement and encroachment agreements completed annually	65	70	84	85	Government
Revenue generated annually	$517,120	$475,000	$490,931	$476,238	Government
Fleet Management	**FY24 Actual**	**FY25 Goal**	**FY25 Actual**	**FY26 Goal**	**CATEGORY**
Average vehicle repair time (in days)	2.77	3	2.88	3	Government
# of fleet available	93.38%	90.00%	93.08%	90.00%	Government
# of stock parts available	71.00%	80.00%	75.00%	80.00%	Government

Issues & Trends

The General Services Division continues to make strategic progress in addressing long-standing operational and budgetary challenges across its core service areas.

In **leet operations**, we are actively managing an aging vehicle inventory by strengthening preventive maintenance protocols, completing targeted repairs within recommended service intervals, and advancing recommendations for a comprehensive Fleet Capital Acquisition (CAQ) strategy to ensure long-term sustainability.

On the **facilities side**, we are prioritizing deferred maintenance needs through structured capital planning and targeted CIP investments, with a focus on major modification projects. The implementation of a new work order system is nearing completion, which will streamline service delivery, enhance the tracking of repairs and upgrades. Additionally, we have initiated data collection for Facility Condition Assessments (FCA) on selected City buildings. These assessments provide a detailed evaluation of physical building systems and apply a standardized repair model to support budget planning. The data collected can also contribute to benchmarking for the Energy Star Certification program, helping to improve building performance and reduce utility costs.

In **grounds maintenance**, we have strengthened seasonal planning and expanded contractor support to ensure consistent mowing, landscaping, and blight mitigation efforts throughout the city.

General Services remains committed to investing in workforce development, leveraging vendor partnerships to close service delivery gaps, and implementing more streamlined, performance-based budgeting practices. These collective efforts reflect our commitment to operational excellence, responsible asset management, and long-term strategic goals.

General Services Legal Levels

Administration

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

Property Maintenance

This legal level includes Property Maintenance, Bass Pro, Grounds Maintenance and Building Maintenance (OCH, Mail, Municipal Complex 2 Facilities, and Public Safety Building). The overall goal of the Property Maintenance legal level is to provide cost-effective maintenance and repair, administer warranties for City facilities, make recommendations on all plans regarding construction and major repairs, and provide a preventive maintenance program focusing on our customers' service delivery expectations. The Mail Services department provides services to all City Government centers and is responsible for interoffice and postal delivery of mail, the administration of the copier contracts, and handling of the purchasing of all paper for the City of Memphis.

Real Estate

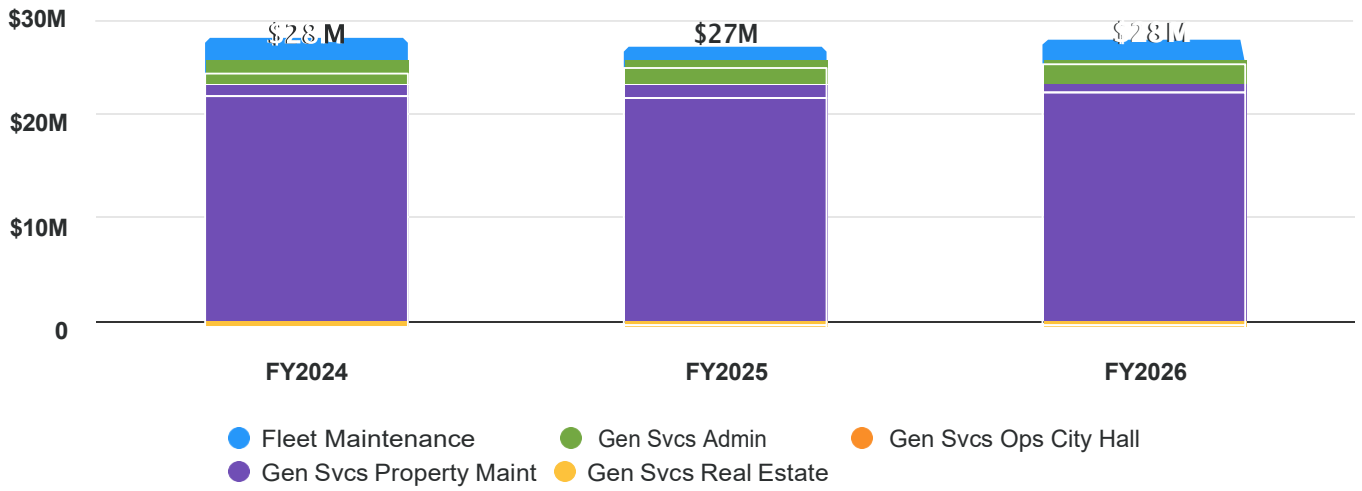
Real Estate is responsible for cataloging & managing city-owned property and facilities; drafting contracts for various easements, leases, and road improvement projects; and the acquisition and disposition of real property and acquiring land and facilities for the City's use. We also manage and facilitate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

Fleet Management

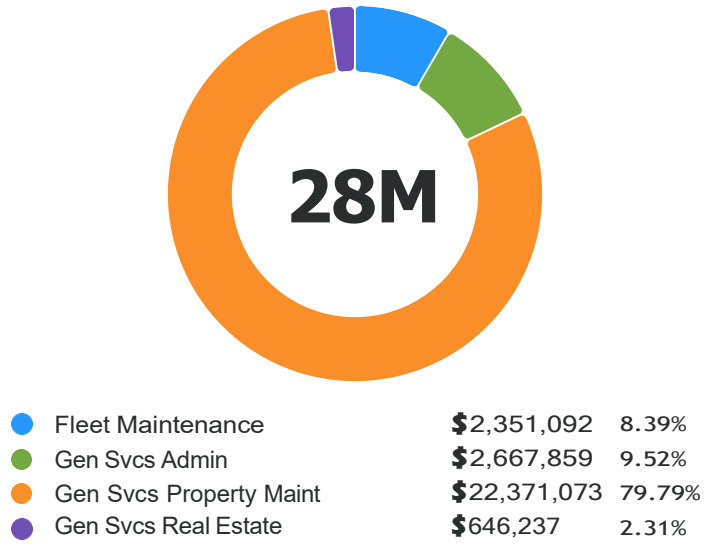
This legal level includes the Fleet’s personnel costs, which are funded by recoveries from the General Fund for users of fleet services.

Expenditures by Legal Level

Historical Expenditures by Legal Level



FY26 Expenditures by Legal Level



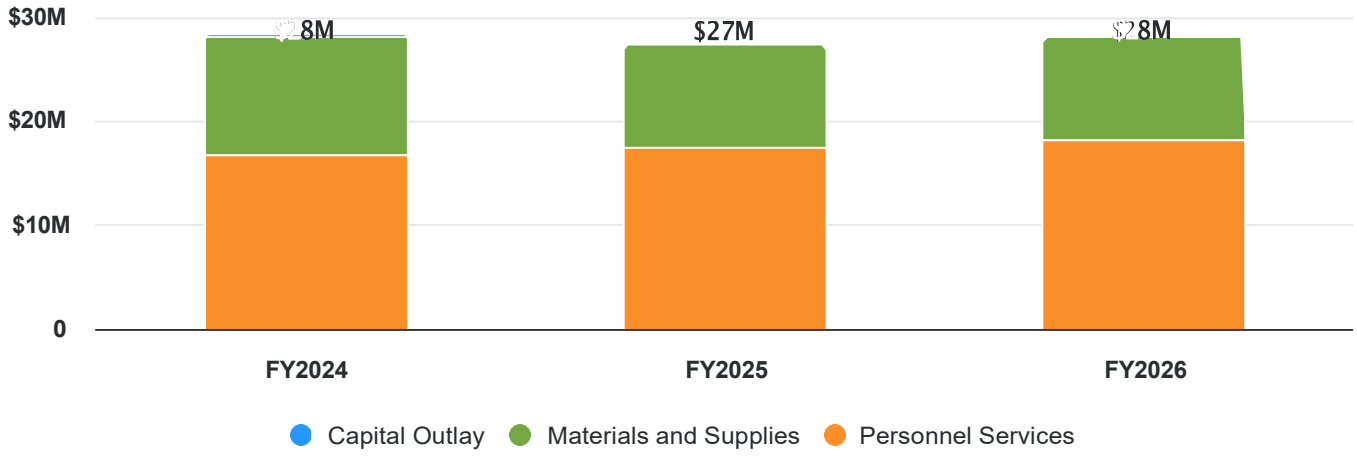
Expenditures by Legal Level

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Gen Svcs Admin				
Personnel Services	$1,751,005	$2,255,389	$1,837,465	$2,302,561
Materials and Supplies	$287,269	$504,148	$290,348	$365,298
Total Gen Svcs Admin	$2,038,274	$2,759,537	$2,127,813	$2,667,859
Gen Svcs Property Maint				
Personnel Services	$10,951,889	$12,670,069	$12,745,136	$12,960,936
Materials and Supplies	$11,087,442	$9,256,074	$13,732,219	$9,410,138
Capital Outlay	$157,605	-	-	-
Total Gen Svcs Property Maint	$22,196,937	$21,926,143	$26,477,354	$22,371,073
Gen Svcs Real Estate				

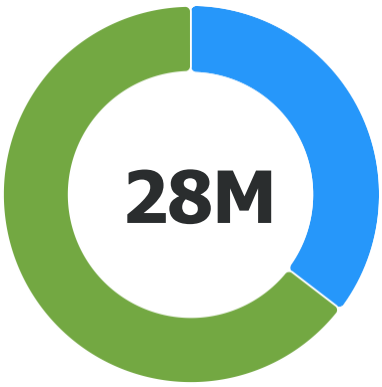
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services	$444,414	$487,651	$522,369	$500,011
Materials and Supplies	$70,813	$146,457	$97,168	$146,227
Total Gen Svcs Real Estate	$515,227	$634,109	$619,537	$646,237
Gen Svcs Ops City Hall				
Personnel Services	$773	-	-	-
Materials and Supplies	$16,528	$14,984	-	-
Total Gen Svcs Ops City Hall	$17,302	$14,984	-	-
Fleet Maintenance				
Personnel Services	$3,579,781	$2,116,000	$2,339,852	$2,351,092
Materials and Supplies	$101	-	-	-
Total Fleet Maintenance	$3,579,882	$2,116,000	$2,339,852	$2,351,092
Total Expenditures	$28,347,622	$27,450,772	$31,564,557	$28,036,262

Expenditures by Expense Type

Historical Expenditures by Expense Type



FY26 Expenditures by Expense Type



Materials and Supplies	$9,921,662	35.39%
Personnel Services	$18,114,599	64.61%

Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services				
Full-Time Salaries	$13,252,680	$19,756,770	$15,622,680	$20,422,524
Holiday Salary Full Time	$883,883	-	$851,388	-
Vacation Leave	$1,135,091	-	$1,186,877	-
Sick Leave	$1,034,170	-	$1,080,194	-
Vacation Day Paid	-	-	$11,154	-
CIT	-	$640	$640	$640
CIT OT	-	$37	$37	$37
Overtime	$2,169,363	$1,653,910	$2,324,938	$2,100,094
Out of Rank Pay	$7,040	$2,144	$1,762	$2,144
Hazardous Duty Pay	$99,303	-	$114,197	-
Longevity Pay	$21,650	-	$28,028	-
Shift Differential	$4,155	$10,662	$10,662	$10,662
PTO Final Pay	$99,852	$152,747	$250,373	$152,747
Job Incentive	-	$310,989	-	-
Cert Pay	$105,464	$70,000	$97,988	$150,000
Pension	$971,785	$1,090,523	$1,122,689	$1,153,252
Supplemental Pension	$14,154	$16,652	$24,893	$12,866
Social Security	$72,753	$2,102	$105,723	$2,102
Pension ADC	$1,244,600	$1,862,591	$1,862,591	$1,978,761
Group Life Insurance	$23,173	$53,109	$53,109	$30,865
Unemployment	$19,600	$21,680	$21,680	$21,840
Pension 401a Match	$8,916	$8,252	$9,521	$8,252
Medicare	$282,420	$272,355	$340,349	$284,993
Long Term Disability	$64,189	$54,471	$70,704	$77,518
Health Insurance - Choice Plan	$224,039	$427,008	$598,583	$454,308
Health Insurance-Select Plan	$2,135,965	$2,050,608	$2,071,686	$2,039,136
Salaries - Part Time/Temporary	$614,519	$555,552	$714,350	$555,552
On the Job Injury	$280,023	$138,704	$147,625	$138,704
Bonus Pay	$416,069	-	$110,000	-
Referral Bonus Pay	$2,000	-	-	-
Sign On Bonus Pay	-	$12,500	$5,000	$12,500
Spot Bonus Pay	$1,500	-	-	-
Sign On Bonus Pay OT	-	$2,000	$402	$2,000
Expense Recovery - Personnel	-$8,460,490	-$11,091,397	-$11,500,000	-$11,591,397
General Retention Bonus Program	-	$94,500	$105,000	$94,500
Total Personnel Services	$16,727,863	$17,529,109	$17,444,822	$18,114,599
Materials and Supplies				
City Hall Printing	$93,797	$75,508	$76,576	$75,508
City Storeroom Supplies	$10,800	$7,805	$7,805	$7,805
City Shop Charges	$532,031	$714,795	$708,264	$714,795
City Shop Fuel	$154,528	$336,464	$328,271	$336,465
Outside Computer Services	$2,319	-	-	-
City Computer Svc Equipment	$13,649	$16,179	$16,179	$16,179
Data/Word Process Software	-	$500	$500	$500
Pers Computer Software	$626	$40,000	$97,213	$40,000

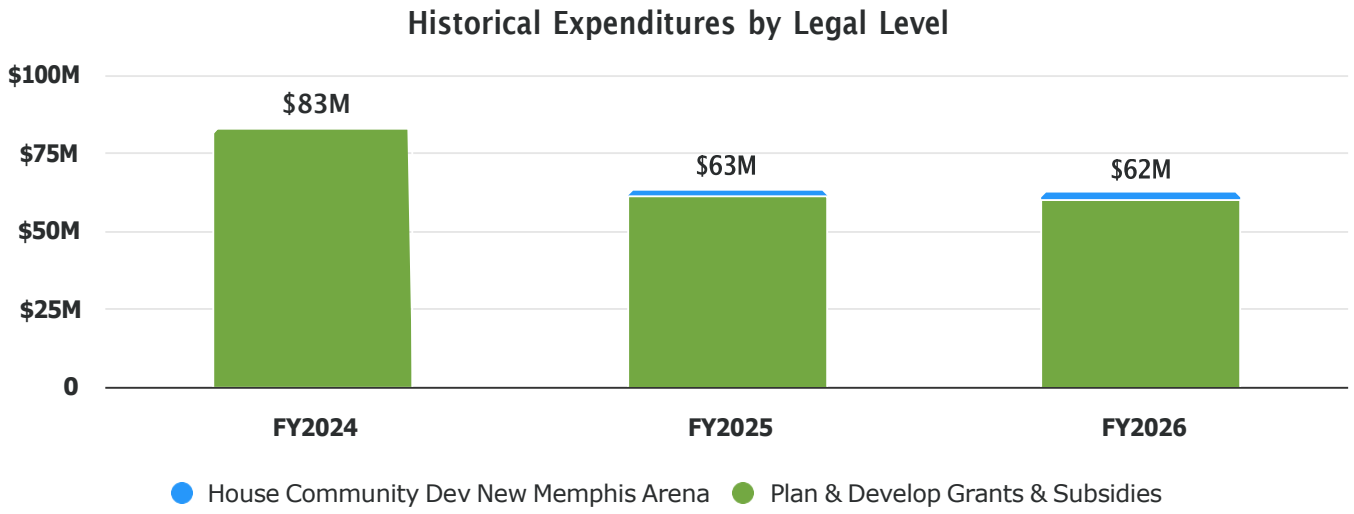
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Supplies - Outside	$83,522	$70,928	$84,579	$70,928
Hand Tools	$30,272	$44,406	$46,775	$44,406
Clothing	$59,729	$62,500	$70,539	$62,500
Household Supplies	$58,486	$47,000	$47,128	$47,000
Safety Equipment	$9,490	$11,000	$11,578	$11,000
Outside Postage	$397,375	$443,559	$443,559	$443,559
Asphalt Products	-	$25,000	$25,000	$25,000
Lime Cement & Gravel	$963	$1,000	$1,000	$1,000
Chemicals	$3,664	$20,000	$20,000	$20,000
Materials and Supplies	$2,198,469	$1,814,410	$2,215,945	$1,814,410
Miscellaneous Expense	-	-	$228	-
Outside Vehicle Repair	$250	$5,000	$11,688	$5,000
Outside Equipment Repair/Maintenance	$183,692	$243,303	$236,441	$243,303
Facilities Structure Repair - Outside	$1,066,885	$250,487	$2,242,865	$250,487
Advertising/Publication	$3,491	$6,000	-	$6,000
Outside Phone/Communications	$97,181	$70,500	$86,647	$70,500
Janitorial Services	$590,408	$966,401	$1,020,698	$995,251
Security	$890,498	$999,000	$1,104,000	$1,128,999
Seminars/Training/Education	$33,602	$68,850	$31,200	$68,000
Misc Professional Services	$2,182,888	$1,362,468	$2,173,050	$1,362,468
Travel Expense	$2,684	$6,000	$3,000	$6,000
Utilities	$1,830,139	$1,495,800	$1,734,612	$1,475,800
Claims	$6,704	$20,000	$473,715	-
Lawsuits	-	$50,000	$25,000	-
Dues/Memberships/Periodicals	$1,125	$6,000	$6,000	$6,000
Rent	-	$40,000	$43,681	$40,000
Misc Services and Charges	$161,323	$284,800	$121,000	$216,800
Equipment Rental	$917,593	$616,000	$905,000	$616,000
Expense Recovery - M & S	-$156,148	-$300,000	-$300,000	-$300,000
WYPL Supplies & Printing Expense - Library	$119	-	-	-
Total Materials and Supplies	$11,462,153	$9,921,663	$14,119,735	$9,921,662
Capital Outlay				
Equipment	$157,605	-	-	-
Total Capital Outlay	$157,605	-	-	-
Total Expenditures	$28,347,622	$27,450,772	$31,564,557	$28,036,262

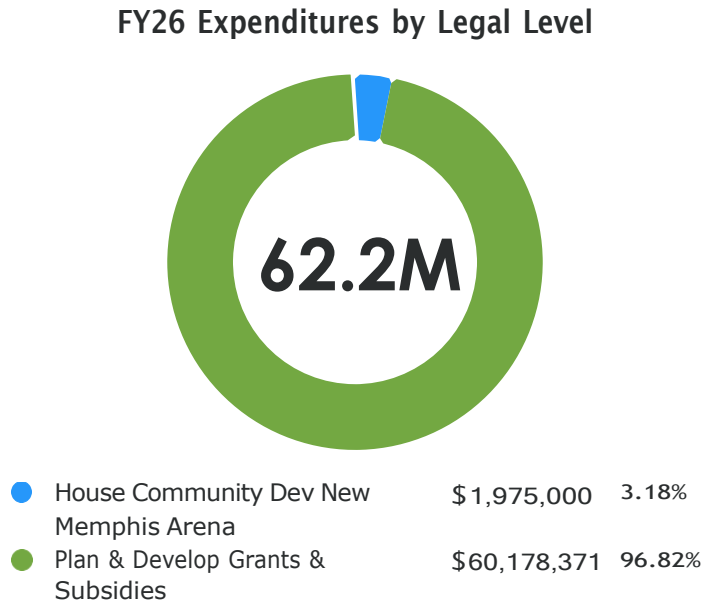
Grants & Agencies Division

Mission Statement

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

Expenditures by Legal Level



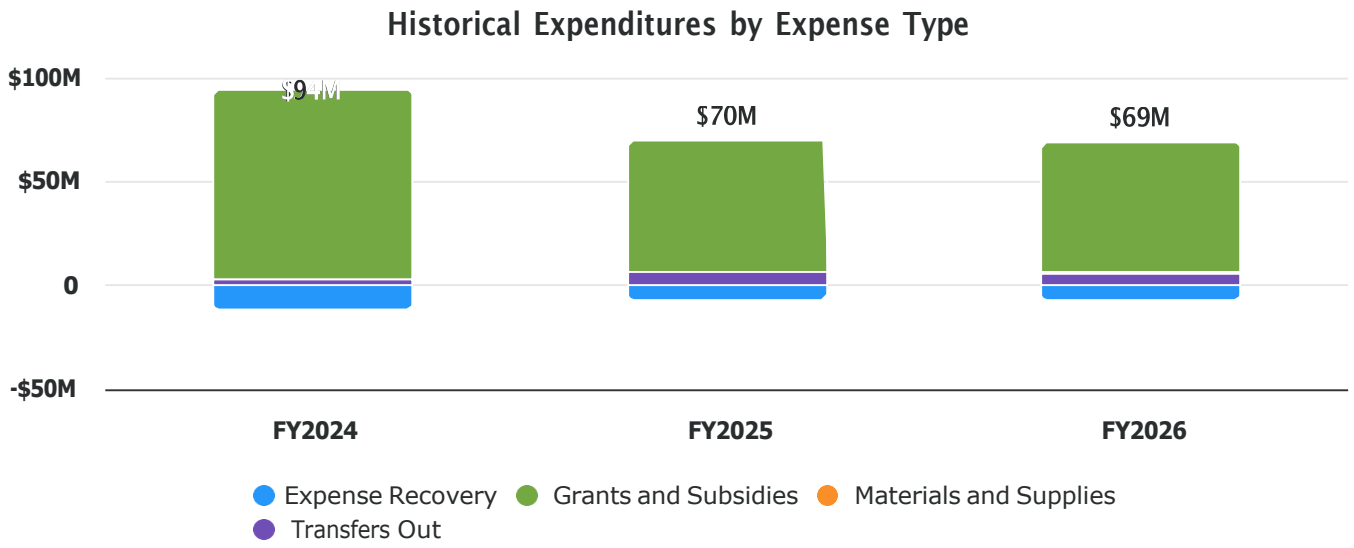


Expenditures by Legal Level

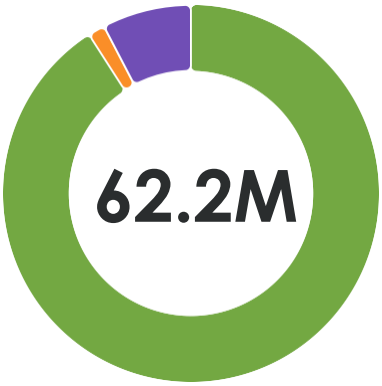
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Plan & Develop Grants & Subsidies				
Materials and Supplies	-	-	$1,000,000	$1,000,000
Expense Recovery	-$11,258,874	-$6,750,000	-$6,750,000	-$6,750,000
Transfers Out	$2,525,000	$4,150,000	$4,150,000	$3,300,000

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Grants and Subsidies	$91,653,315	$63,851,249	$73,764,634	$62,628,371
Total Plan & Develop Grants & Subsidies	$82,919,441	$61,251,249	$72,164,634	$60,178,371
House Community Dev New Memphis Arena				
Transfers Out	-	$1,975,000	$1,975,000	$1,975,000
Total House Community Dev New Memphis Arena	-	$1,975,000	$1,975,000	$1,975,000
Grants & Subsidies LL				
Materials and Supplies	-	-	-	-
Total Grants & Subsidies LL	-	-	-	-
Total Expenditures	$82,919,441	$63,226,249	$74,139,634	$62,153,371

Expenditures by Expense Type



FY26 Expenditures by Expense Type



Expense Recovery	-$6,750,000	-10.86%
Grants and Subsidies	$62,628,371	100.76%
Materials and Supplies	$1,000,000	1.61%
Transfers Out	$5,275,000	8.49%

Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Materials and Supplies				
Misc Professional Services	-	-	$1,000,000	$1,000,000
Travel Expense	-	-	-	-
Total Materials and Supplies	-	-	$1,000,000	$1,000,000
Expense Recovery				
Expense Recovery - State Street Aid	-$11,258,874	-$6,750,000	-$6,750,000	-$6,750,000
Total Expense Recovery	-$11,258,874	-$6,750,000	-$6,750,000	-$6,750,000
Transfers Out				
Oper Tfr Out - New Memphis Arena Fund	$1,975,000	$1,975,000	$1,975,000	$1,975,000
Oper Tfr Out- Affordable Housing Fund	-	$3,600,000	$3,600,000	$2,650,000
Oper Tfr Out - HUB Community Impact Fund	$550,000	$550,000	$550,000	$650,000
Total Transfers Out	$2,525,000	$6,125,000	$6,125,000	$5,275,000
Grants and Subsidies				
Payment To Subgrantees	$1,300,000	-	$700,000	-
Aging Commission of the Mid-South	$144,000	$144,000	$144,000	$144,000
Elections	$1,620,209	-	-	-
Shelby County Assessor	-	-	-	$2,601,617
Community Initiatives Grants for Non-Profits	$3,357,450	$2,600,000	$2,600,000	$2,600,000
Blight Authority of Memphis, Inc.	$400,000	$400,000	$400,000	$400,000
Memphis & Shelby County Film and Television Commission	$225,000	$225,000	$225,000	$225,000
Pensioners Insurance	$19,651,973	$15,073,569	$19,000,000	$15,073,569
Memphis River Parks Partnership	$3,099,000	$3,099,000	$3,099,000	-

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Memphis Area Transit Authority	$50,670,000	$30,670,000	$35,670,000	$30,670,000
MLGW Citizen's Assistance - Grants	$835,142	$1,000,000	$1,436,954	$1,000,000
Family Safety Center of Memphis and Shelby County	$450,000	$450,000	$450,000	-
Urban Art	-	$150,000	-	$150,000
Black Business Association	$300,000	$300,000	$300,000	$300,000
Convention Center	$1,585,349	$996,345	$996,345	$1,320,850
Innovate Memphis	$300,000	$300,000	$300,000	$300,000
Kindred Place	$110,000	$110,000	$110,000	$110,000
Shelby County School Mixed Drink Proceeds	$6,271,858	$5,000,000	$5,000,000	$5,000,000
2015 Shelby County School Settlement	$1,333,334	$1,333,335	$1,333,335	$1,333,335
Public Safety Initiatives	-	$2,000,000	$2,000,000	$1,000,000
LeMoyne-Owen College	-	-	-	$400,000
Total Grants and Subsidies	$91,653,315	$63,851,249	$73,764,634	$62,628,371
Total Expenditures	$82,919,441	$63,226,249	$74,139,634	$62,153,371

Housing & Community Development Division



Ashley Cash
Director

Mission Statement

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

Organization Structure



Services

The Housing and Community Development (HCD) Division works every day to improve Memphis and the lives of Memphians. Its broad range of services 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, grants, education, expert advice, and direct and indirect services to our entire community.

Performance Highlights

- In FY25, the Down Payment Assistance Program continued to experience high demand from eligible homebuyers, particularly middle-income households and essential workers such as teachers, police officers, and firefighters.
  - In FY25, 87 down payment assistance (DPA) grants were awarded, helping eligible households—including middle-income families and essential workers—achieve stable, affordable homeownership.
- Shelby County Office of Sustainability and the HCD Weatherization Program were awarded a grant to train contractors, provide certification scholarships, and award performance incentives to increase unit production.
- The Home Repair Programs ensure continued investment in essential services that support safe, healthy, and affordable housing. Programs supported include Lead Hazard Control, Senior Housing Program, the Memphis Affordable Housing Trust Fund, the CHDO Program, and the Shelby County Home Repair Program.
  - In FY25, 53 homes were repaired through Home Repair Programs.
- Lead Program – For FY25, the program worked on startup activities, including promoting program activities, screening and enrolling applicants, contracting for initial environmental inspections, conducting home health assessments, issuing clearances, and providing training opportunities for Section 3 workers in the local area.
  - In FY25, the program addressed 35 units that house children with elevated blood lead levels who reside or visit for a significant amount of time throughout the year.
- The Homeless Initiative Program is a key component of the City of Memphis' efforts to support individuals and families experiencing homelessness. In FY25, through strategic partnerships and targeted services, including outreach, shelter, rapid rehousing, and supportive housing.
  - In FY25, the Homeless Initiative Program provided services to 87 families and 210 individuals, offering critical assistance through outreach, shelter, rapid rehousing, and supportive housing programs.

Key Performance Indicators

Performance Indicator	FY24 Actual	FY25 Goal	FY25 Actual	FY26 Goal	Category
Affordable Housing Units	120	600	689	600	Neighborhoods and Housing
Homebuyers Receiving DPA	44	100	87	100	Neighborhoods and Housing
Home Repair Assistance	97	100	88	100	Neighborhoods and Housing
Homeless Initiative Program		300	297	300	Neighborhoods and Housing

Issues & Trends

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

Funding constraints continue to impact all HCD programs, including those supported by federal funds. These limitations, combined with current federal funding levels, require HCD to prioritize and align programming carefully to ensure effective use of available resources while addressing the growing demand for affordable housing.

Housing & Community Development Legal Levels

Administration

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

Housing

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

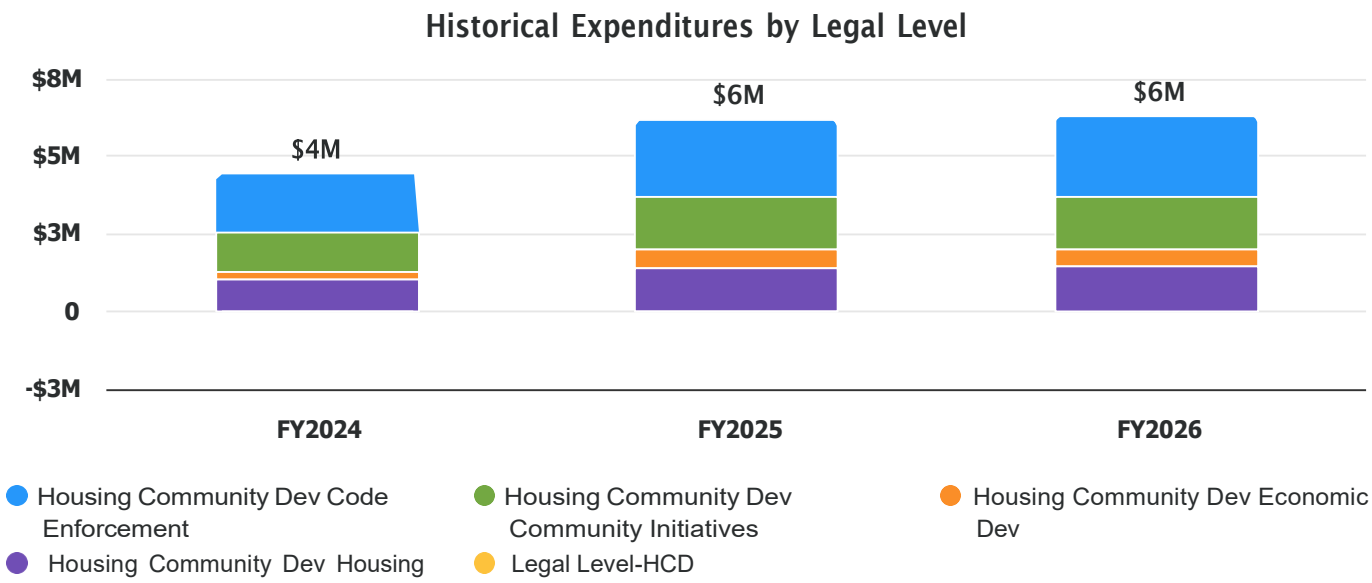
Economic Development

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

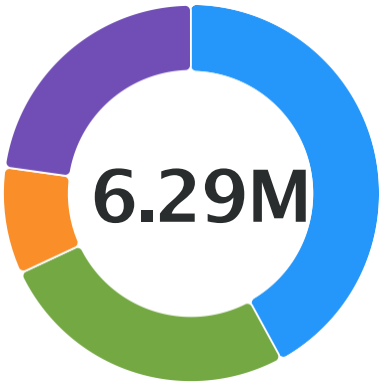
Community Initiatives

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

Expenditures by Legal Level



FY26 Expenditures by Legal Level



Housing Community Dev Code Enforcement	$2,645,351	42.04%
Housing Community Dev Community Initiatives	$1,637,007	26.01%
Housing Community Dev Economic Dev	$576,911	9.17%
Housing Community Dev Housing	$1,433,851	22.78%

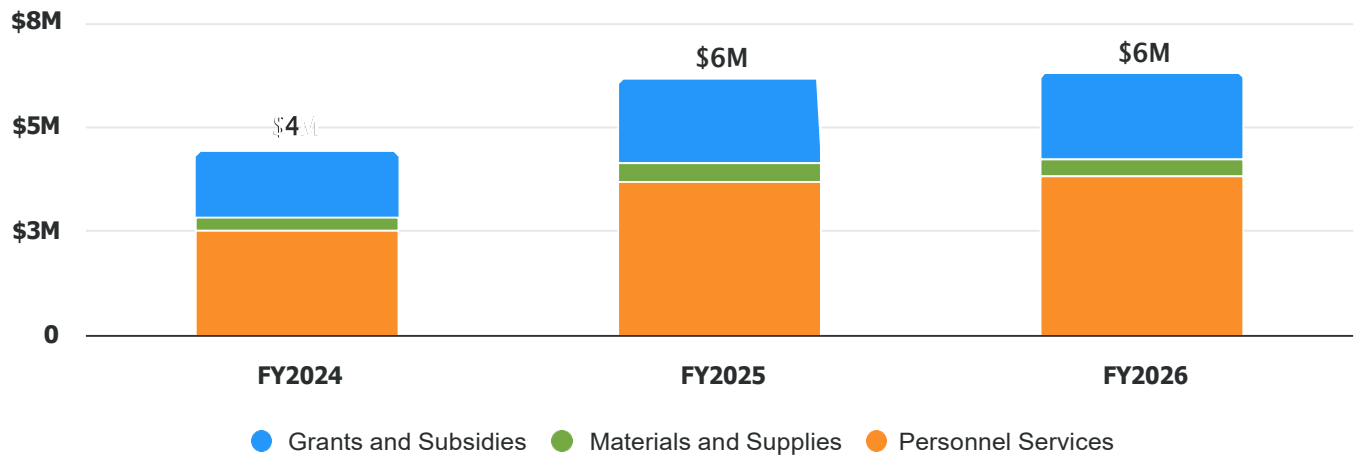
Expenditures by Legal Level

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Housing Community Dev Code Enforcement				
Personnel Services	$1,576,367	$2,043,297	$2,041,547	$2,143,246
Materials and Supplies	$292,778	$431,686	$483,673	$411,687
Grants and Subsidies	-	-	$8,000	$90,418
Total Housing Community Dev Code Enforcement	$1,869,145	$2,474,983	$2,533,220	$2,645,351
Housing Community Dev Housing				
Personnel Services	$282,546	$409,286	$409,286	$440,376
Materials and Supplies	$228	$350	$350	$350
Grants and Subsidies	$712,233	$981,125	$993,125	$993,125
Total Housing Community Dev Housing	$995,007	$1,390,761	$1,402,761	$1,433,851
Housing Community Dev Economic Dev				
Personnel Services	$140,850	$421,459	$421,459	$418,911
Grants and Subsidies	$101,390	$150,000	$109,632	$158,000
Total Housing Community Dev Economic Dev	$242,240	$571,459	$531,091	$576,911
Housing Community Dev Community Initiatives				
Personnel Services	$505,223	$791,932	$791,932	$805,875
Materials and Supplies	$36,086	$20,210	$21,109	$25,210
Grants and Subsidies	$759,694	$916,339	$954,901	$805,922
Total Housing Community Dev Community Initiatives	$1,301,002	$1,728,482	$1,767,942	$1,637,007

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Legal Level-HCD				
Personnel Services	-$189	-	-	-
Materials and Supplies	-	-	-	-
Grants and Subsidies	-	-	-	-
Total Legal Level-HCD	-$189	-	-	-
Total Expenditures	$4,407,206	$6,165,685	$6,235,014	$6,293,120

Expenditures by Expense Type

Historical Expenditures by Expense Type



FY26 Expenditures by Expense Type



Grants and Subsidies	$2,047,465	32.53%
Materials and Supplies	$437,247	6.95%
Personnel Services	$3,808,408	60.52%

Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services				
Full-Time Salaries	$2,692,853	$4,285,425	$3,993,635	$4,864,822
Holiday Salary Full Time	$177,727	-	$283,208	-

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Vacation Leave	$226,507	-	$218,993	-
Sick Leave	$145,930	-	$257,765	-
Overtime	$223	-	-	-
Out of Rank Pay	$19,692	-	$4,022	-
Longevity Pay	$107	-	-	-
Shift Differential	$13	-	-	-
PTO Final Pay	$7,505	-	$5,743	-
Pension	$210,399	$233,445	$233,445	$254,573
Social Security	$2,028	-	$3,686	-
Pension ADC	$263,600	$392,486	$392,486	$420,553
Group Life Insurance	$4,784	$11,609	$11,609	$6,568
Unemployment	$3,840	$4,000	$4,000	$4,240
Medicare	$48,380	$56,852	$56,852	$61,097
Long Term Disability	$12,623	$10,665	$10,665	$16,121
Health Insurance - Choice Plan	$17,241	$47,916	$47,916	$53,196
Benefits Adjustments	-	$3,686	-	$3,686
Health Insurance-Select Plan	$430,889	$378,660	$378,660	$360,264
Salaries - Part Time/Temporary	$32,212	$40,688	$38,938	$40,688
On the Job Injury	$1,669	-	-	-
Tuition Reimbursement - New	-	$8,000	$8,000	$8,000
Proposed ISL	-	$172,500	-	-
Bonus Pay	$86,882	-	-	-
Referral Bonus Pay	$1,500	-	-	-
Expense Recovery - Personnel	-$1,881,807	-$2,285,399	-$2,285,399	-$2,285,399
Potential Raises	-	$305,442	-	-
Total Personnel Services	$2,504,797	$3,665,974	$3,664,224	$3,808,408
Materials and Supplies				
City Hall Printing	$3,217	$8,000	$5,500	$5,500
City Hall Postage	-	$8,000	$5,500	$5,500
Document Reproduction - City	$2,733	-	$6,500	$6,500
City Shop Charges	$4,699	$4,655	$4,655	$4,655
Info Sys Phone/Communication	$3,699	$15,000	$8,000	$8,000
City Shop Fuel	$3,395	$3,880	$3,880	$3,880
City Computer Svc Equipment	$19,144	$34,125	$29,125	$29,125
Pers Computer Software	-	$3,200	$3,200	$7,000
Printing - Outside	-	$2,500	$2,500	$2,500
Supplies - Outside	$25,577	$39,126	$39,126	$39,126
Document Reproduction - Outside	$2,875	$10,000	$7,000	$7,000
Drafting/Photo Supplies	-	$1,200	$1,200	$1,200
Medical Supplies	-	$3,500	$3,500	-
Outside Postage	$768	-	$1,000	$1,000
Advertising/Publication	$4,254	$3,877	$3,877	$3,877
Outside Phone/Communications	$1,842	-	$2,000	$2,500
Weed Control/Chemical Service	-	-	-	-
Seminars/Training/Education	$9,938	$23,514	$23,514	$23,514
Misc Professional Services	$104,910	$161,598	$213,585	$161,598
Travel Expense	$17,432	$12,000	$12,000	$12,000

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Auto Allowance	-	$2,300	$2,300	$2,300
Mileage	$157	$1,260	$1,260	$1,260
Utilities	$12,507	-	$19,500	$6,200
Insurance	$18,912	$20,000	$20,900	$25,000
Lawsuits	-	$15,000	$7,500	-
Dues/Memberships/Periodicals	$2,993	$5,738	$4,238	$4,239
Misc Services and Charges	$89,959	$73,773	$73,772	$73,773
Bank Charges	$80	-	-	-
Total Materials and Supplies	$329,091	$452,246	$505,132	$437,247
Grants and Subsidies				
Payment To Subgrantees	$112,970	$175,000	$129,632	$175,000
Community Development Grants	$305,652	$422,862	$465,877	$423,422
Homeless Initiative	$282,500	$282,500	$304,506	$282,500
Downpayment Assist/City	$198,139	$280,000	$280,000	$280,000
Social Services Administration	$121,542	$153,977	$152,518	$153,418
MHA/HCD Community Development Projects	$50,000	$50,000	$50,000	$50,000
Middle Income Housing	$502,514	$683,125	$683,125	$683,125
Contr Assist Prog/Bonding	-	-	-	-
Total Grants and Subsidies	$1,573,317	$2,047,464	$2,065,658	$2,047,465
Total Expenditures	$4,407,206	$6,165,685	$6,235,014	$6,293,120

Human Resources Division



Fonda Fouche'
Chief Human Resource Oficer

Mission Statement

To build, develop, and retain a highly skilled and engaged workforce that provides customer-focused services to the citizens of Memphis.

Organization Structure



Services

The City's Human Resources Division has six (6) strategic areas: HR Administrative Services, Talent Management, HR Compliance, Total Rewards, HR Operations, HR Analytics and Performance. These teams work together to ensure the City of Memphis remains a competitive choice of employment for Memphis and the Mid-South.

Performance Highlights

- Created a position control process in Total Rewards to help manage all positions and vacancies within the city
- Added Fertility Treatment and a Women's Pelvic Health Program as a beneit offering
- Launched the Fitness-Your Way Program to provide access to multiple gyms throughout Midsouth to employees and retirees
- Merged Compensation and Data Management to streamline processes and workflows
- Hosted a successful Family Fun Fitness Day for all employees, retirees, and family members with 1,348 in attendance.
- Increased the HRA beneit for retirees and provided a one-time $3,000 bonus to retirees
- Achieved a 100% success rate in closing OSHA/TOSHA-related complaints with zero citations
- Achieved 100% Compliance for Internal Safety Audits
- Exceeded the DOT Random Selection requirement of 25% for Drug Testing Percentage by averaging 30% -35% across divisions.
- Expanded the City of Memphis clinic's services to a full-service primary care practice that also includes physical therapy, behavioral health, and a dietitian
- Working jointly with City IT to fully implement Oracle Recruiting in September 2025, in an effort to improve candidate experience and recruiting speed with a comprehensive recruiting solution
- Opened a Career Resources Center
- Updated and translated the careers page into Spanish
- Launched a Disability Program and Day

Issues & Trends

- Achieving competitive salaries
- Rising healthcare and pharmacy costs

During FY26, the Human Resources Division expects to continue to recruit, retain, and develop talent to build the best workforce for the City of Memphis and will also focus on career pathways.

Key Performance Indicator

Performance Indicator	FY24 Actual	FY25 Goal	FY25 Actual	FY26 Goal	Category
ADMINISTRATION					
Turnover: Resignation Rate of All Full-Time	6.60%	6.00%	6.00%	6.00%	Government
Police: Resignation Rate of Commissioned	2.70%	4.00%	2.70%	4.00%	Government
Fire: Resignation Rate of Commissioned*	4.60%	5.00%	4.00%	5.00%	Government
** Excludes resignations due to not achieving a licensure.*					
TALENT MANAGEMENT					
Average: Time to Fill (Days)	40	50	51	50	Government

Human Resources Legal Levels

HR Administration

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

Talent Management

Talent Management attracts, develops, and retains top talent to serve the Memphis community. We strive to build a skilled workforce through strategic recruitment, professional development, and promotional processes that ensure outstanding public service for all residents.

Total Rewards

Total Rewards develops and administers beneit programs including healthcare, wellness, retirement, leave administration, OJI, position control, and compensation & data governance strategies to support the City's focus on recruiting and retaining an engaged workforce.

HR Compliance

HR Compliance ensures that the City of Memphis adheres to relevant HR laws, regulations, and guidance from enforcing agencies. This includes developing policies and procedures that promote compliance with these standards. Additionally, HR Compliance encompasses Workplace Safety & Compliance, which aims to mitigate and eliminate workplace hazards. This is achieved through educational safety training, internal audits, and safety awareness initiatives to ensure that all employees remain safe. HR Compliance also manages the HRBP Program.

HR Operations

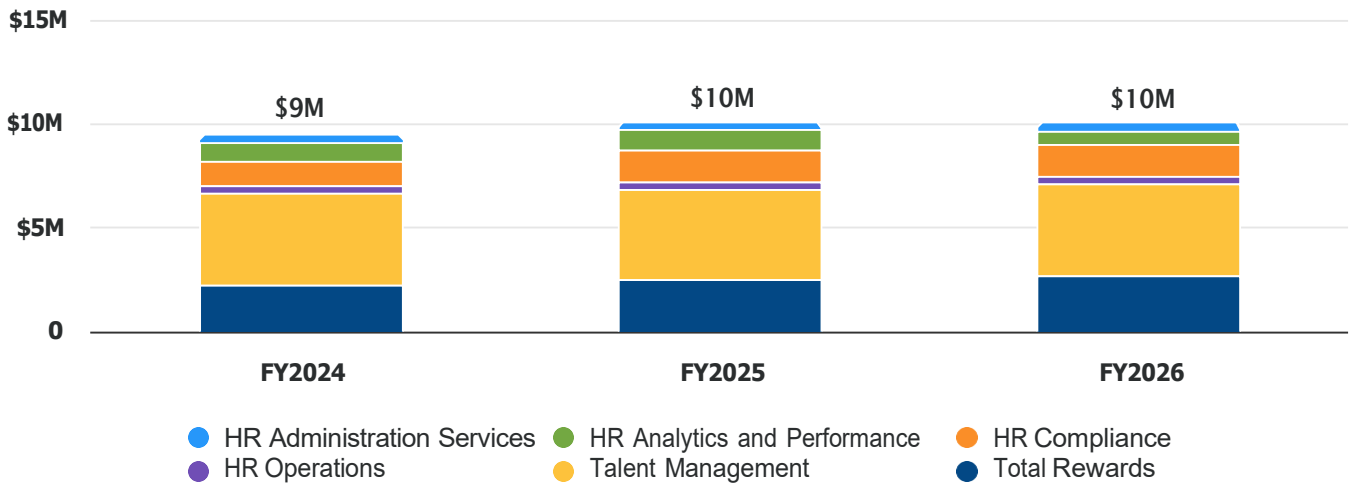
HR Operations develops and implements best practices to increase the eficiency and effectiveness of the HR Division in managing its budgets and day-to-day operations.

HR Analytics and Performance

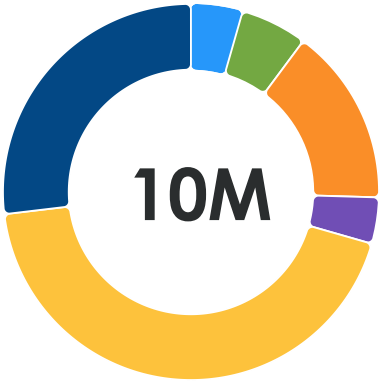
HR Analytics and Performance tracks HR metrics, administers employee performance management programs, supports time and attendance system users to ensure accurate payroll processing, and analyzes workforce utilization and trends to drive automation and maximize eficiency. HR Analytics and Performance also includes HR Solutions, which administers HR-related technology and process improvements, and Beneits Data, which audits employee beneits data to validate personnel costs and supports Total Rewards technology needs.

Expenditures by Legal Level

Historical Expenditures by Legal Level



FY26 Expenditures by Legal Level



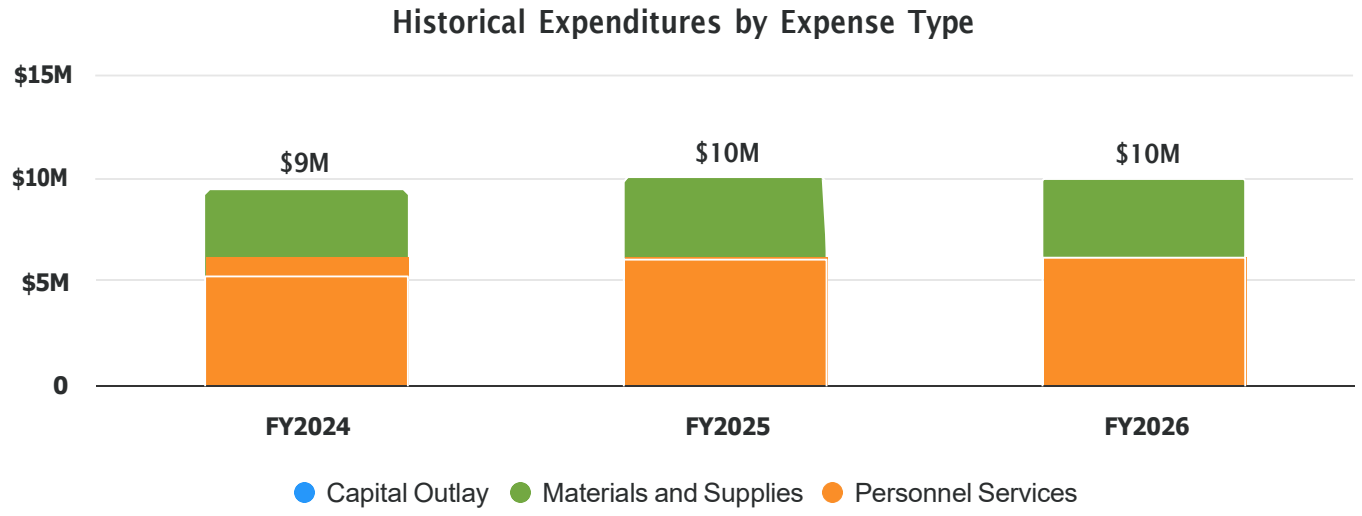
HR Administration Services	$445,250	4.43%
HR Analytics and Performance	$578,143	5.76%
HR Compliance	$1,533,745	15.27%
HR Operations	$399,930	3.98%
Talent Management	$4,385,950	43.67%
Total Rewards	$2,700,546	26.89%

Expenditures by Legal Level

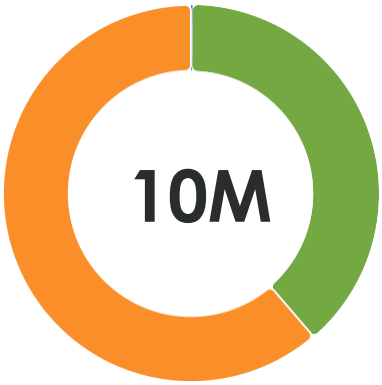
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
HR Administration Services				
Personnel Services	$267,733	$291,089	$289,786	$338,554
Materials and Supplies	$121,530	$121,319	$108,764	$98,695
Capital Outlay	$10,337	$8,000	$8,000	$8,000
Total HR Administration Services	$399,600	$420,408	$406,550	$445,250
Talent Management				
Personnel Services	$1,903,424	$2,172,331	$2,170,740	$2,231,130
Materials and Supplies	$2,544,391	$2,168,320	$2,321,997	$2,146,820
Capital Outlay	$3,695	$8,000	-	$8,000

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Total Talent Management	$4,451,509	$4,348,651	$4,492,736	$4,385,950
Total Rewards				
Personnel Services	$1,102,245	$1,282,412	$1,375,434	$1,564,692
Materials and Supplies	$1,110,273	$1,163,600	$1,164,301	$1,135,854
Total Total Rewards	$2,212,518	$2,446,012	$2,539,734	$2,700,546
HR Compliance				
Personnel Services	$867,336	$1,192,959	$1,155,529	$1,155,606
Materials and Supplies	$365,583	$380,088	$435,367	$378,138
Total HR Compliance	$1,232,919	$1,573,048	$1,590,896	$1,533,745
HR Operations				
Personnel Services	$322,404	$372,126	$371,600	$386,930
Materials and Supplies	$2,473	$13,000	$13,525	$13,000
Total HR Operations	$324,876	$385,126	$385,125	$399,930
HR Analytics and Performance				
Personnel Services	$778,469	$819,797	$820,797	$480,152
Materials and Supplies	$75,735	$111,995	$108,327	$97,991
Total HR Analytics and Performance	$854,203	$931,792	$929,124	$578,143
Total Expenditures	$9,475,626	$10,105,037	$10,344,166	$10,043,563

Expenditures by Expense Type



FY26 Expenditures by Expense Type



Capital Outlay	$16,000	0.16%
Materials and Supplies	$3,870,499	38.54%
Personnel Services	$6,157,064	61.30%

Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services				
Full-Time Salaries	$2,851,657	$4,041,557	$3,625,967	$4,265,065
Holiday Salary Full Time	$179,904	-	$162,904	-
Vacation Leave	$175,743	-	$180,030	-
Sick Leave	$78,634	-	$110,936	-
Vacation Day Paid	-	-	$20,355	-
Overtime	$2	-	$47	-
Out of Rank Pay	$35,512	$18,372	$22,076	$18,372
PTO Final Pay	$21,246	-	$1,413	-
Job Incentive	$92	-	-	-
Pension	$190,434	$233,466	$232,954	$261,788
Social Security	$21,980	-	$38,242	-
Pension ADC	$280,600	$407,824	$407,824	$432,416
Group Life Insurance	$4,238	$10,597	$8,203	$7,501
Unemployment	$3,360	$3,600	$3,600	$3,680
Medicare	$54,974	$56,032	$57,473	$61,855
Long Term Disability	$12,648	$11,206	$12,906	$16,760
Health Insurance - Choice Plan	$31,518	$69,948	$69,948	$46,488
Beneits Adjustments	-	$34,672	-	-$51,279
Health Insurance-Select Plan	$295,762	$293,988	$291,423	$317,616
Salaries - Part Time/Temporary	$381,557	$510,356	$467,369	$491,407
On the Job Injury	$4,950	$600	$2,618	$600
Tuition Reimbursement - New	$352,271	$268,500	$309,070	$268,500
Book Reimbursement - New	$2,774	$6,500	$6,500	$6,500
Student Loan Repayment	$288,073	$285,000	$267,082	$285,000
Bonus Pay	$83,403	-	$6,200	-
Spot Bonus Pay	$2,750	-	$250	-
Expense Recovery - Personnel	-$112,471	-$121,504	-$121,505	-$275,205
Total Personnel Services	$5,241,611	$6,130,715	$6,183,885	$6,157,064

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Materials and Supplies				
City Hall Printing	$5,960	$8,840	$15,319	$8,840
City Shop Charges	$826	$1,717	$3,367	$1,889
City Shop Fuel	$1,100	$2,544	$2,544	$2,798
Outside Computer Services	-	$3,000	$1,500	$3,000
City Computer Svc Equipment	$37,018	$53,390	$60,616	$51,806
Data/Word Process Software	$241	$400	$337	$289
Pers Computer Software	-	$4,000	$4,000	$4,000
Supplies - Outside	$31,223	$36,815	$38,197	$34,916
Outside Postage	$529	$750	$885	$750
Materials and Supplies	$40,033	$45,200	$56,092	$45,200
Miscellaneous Expense	$2,252	$2,605	$2,605	$2,605
Medical/Dental/Veterinary	$143,736	$442,500	$383,097	$442,500
Advertising/Publication	$120,326	$58,575	$45,149	$58,575
Outside Phone/Communications	$59,814	$51,138	$54,296	$50,305
Seminars/Training/Education	$57,463	$82,800	$74,804	$81,794
Misc Professional Services	$3,456,887	$2,816,688	$3,096,676	$2,762,496
Rewards and Recognition	$43,953	$51,450	$46,680	$50,783
Travel Expense	$47,304	$58,008	$58,865	$56,675
Mileage	$178	$2,850	$650	$2,850
Lawsuits	-	$25,000	$15,000	-
Dues/Memberships/Periodicals	$8,093	$27,600	$25,100	$27,267
Rent	$92,906	$124,300	$124,300	$124,300
Misc Services and Charges	$6,324	$7,960	$8,160	$7,419
Expense Recovery - M & S	-$12,849	-$10,000	-$27,429	-$10,000
Catering	$76,665	$60,193	$61,471	$59,443
Total Materials and Supplies	$4,219,983	$3,958,322	$4,152,281	$3,870,499
Capital Outlay				
Furniture/Furnishings	$14,031	$16,000	$8,000	$16,000
Total Capital Outlay	$14,031	$16,000	$8,000	$16,000
Total Expenditures	$9,475,626	$10,105,037	$10,344,166	$10,043,563

Information Technology Division



Eric Keane
Chief Information Officer

Mission Statement

The Information Technology Division advances citywide innovation by driving enterprise digital transformation and cross-departmental collaboration. We deliver secure, scalable, and resilient technology solutions that empower City staff, engage residents, and improve quality of life for all. Through cutting-edge data analytics, intelligent systems, and next-generation infrastructure, we enable data-driven decisions and optimize service delivery, building a smarter, more connected Memphis.

Organization Structure



Services

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

Performance Highlights

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

Downtown Command Center Deployment - Collaborated with the Memphis Police Department to establish a state-of-the-art downtown command center equipped with advanced video monitoring and analytics to enhance crime detection and monitoring. This initiative leverages technology to proactively address crime, contributing to a safer environment for residents and visitors.

Camera Mesh Project Phase 1 - Successfully deployed 222 AI-capable cameras across Memphis using a data-driven approach to address high-accident intersections, areas with elevated crime, and blight. These installations enhance public safety and urban conditions through real-time monitoring and analysis to support a safer, more vibrant community.

Telephone System Modernization - Transitioned from outdated Polycom phone models to state-of-the-art Mitel phone systems throughout the City. This upgrade will provide high-definition audio, seamless integration with digital platforms, and improved security, ensuring better connectivity and user-friendly interfaces. This initiative will foster collaboration and improve service delivery within the community.

City Website Upgrade - The City of Memphis has launched a redesigned, user-friendly website featuring a modern layout, enhanced accessibility, and improved search functionality. The data-driven site provides quick access to public services, local events, and city news, reflecting the city's commitment to technological advancement while keeping residents informed and engaged.

Issues & Trends

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

The Information Technology Division's operating budget for FY26 will allow the use of emerging technologies to build smart city infrastructure that can optimize resource utilization, improve urban planning, and enhance residents' quality of life.

Key Performance Indicator

Key Performance Indicator	FY24 Actual	FY25 Goal	FY25 Actual	FY26 Goal	Category
ADMINISTRATION					
Submit accurate invoices to ensure payment is within 30 days of receipt	90%	90%	90%	90%	Government
Adhere to Contract Compliance for Minority Women Business Enterprise (MWBE) goal for technology spend	40%	38%	40%	40%	Government
OPERATIONS					
Network Availability	99%	99%	99%	99%	Government
Server Availability	99%	99%	99%	99%	Government
Enterprise Oracle E-Business Suite Availability	99%	99%	99%	99%	Government
Critical Applications Availability	99%	99%	99%	99%	Government
Internet Circuit Availability	99%	99%	99%	99%	Government

Information Technology Legal Levels

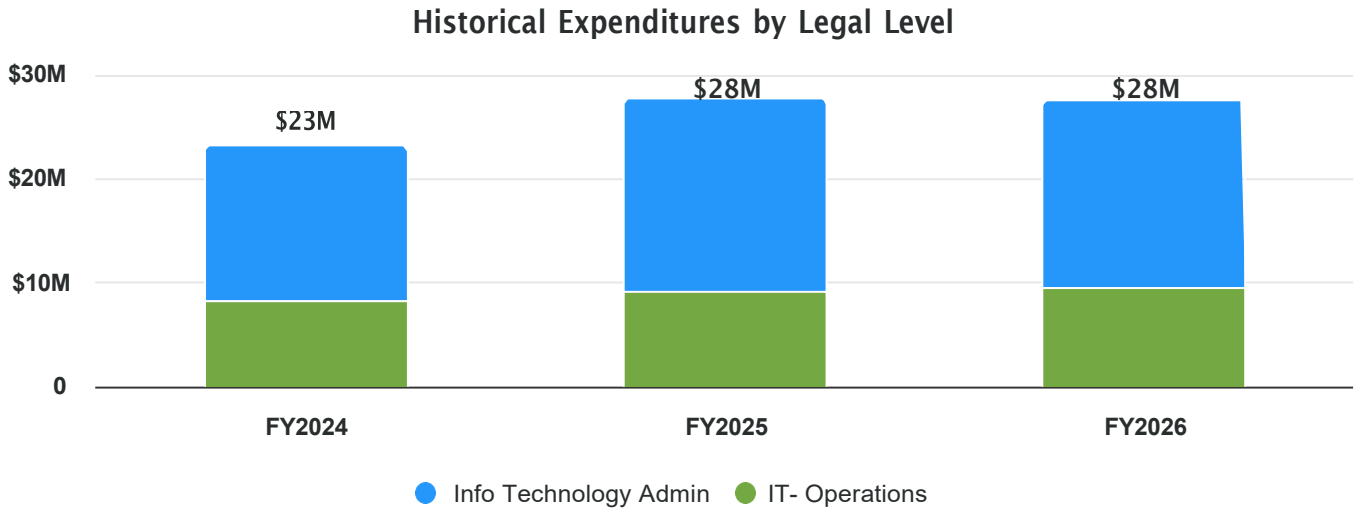
Administration

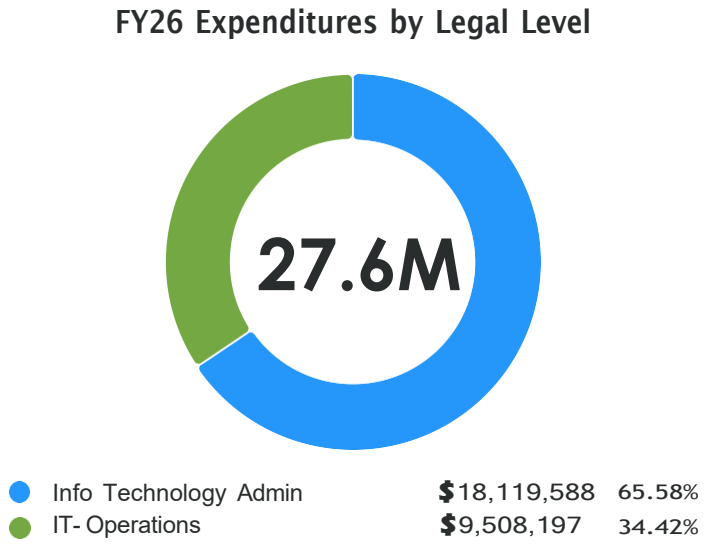
The Information Technology Administration ensures that the Divisions' mission, vision, and values are upheld. Directs all City IT functions, HR employee relations, strategic initiatives, manages the operating and capital improvement budgets, processes contracts and procures technical hardware and software.

Operations

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

Expenditures by Legal Level



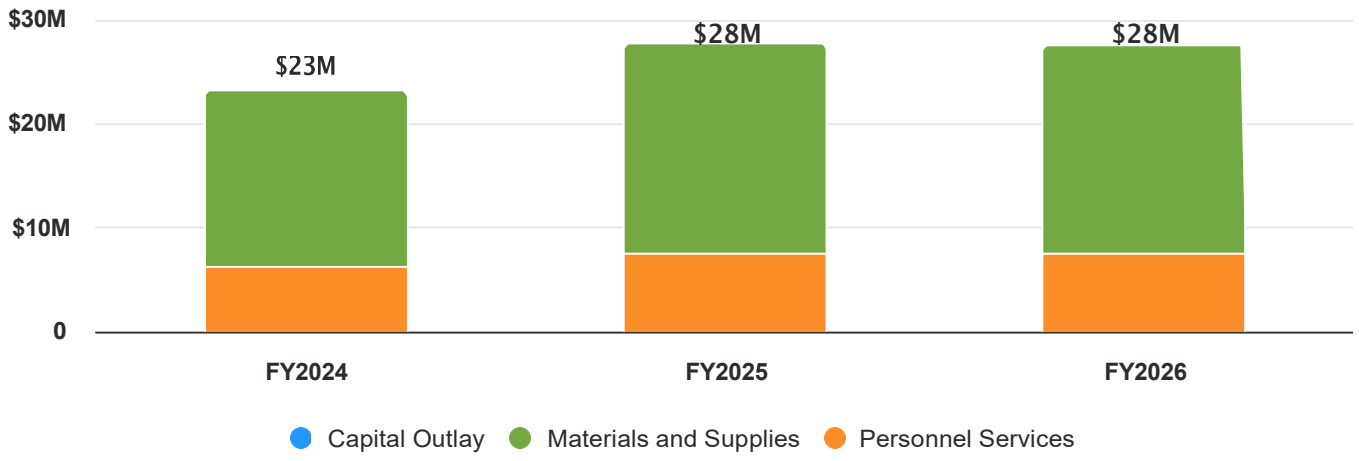


Expenditures by Legal Level

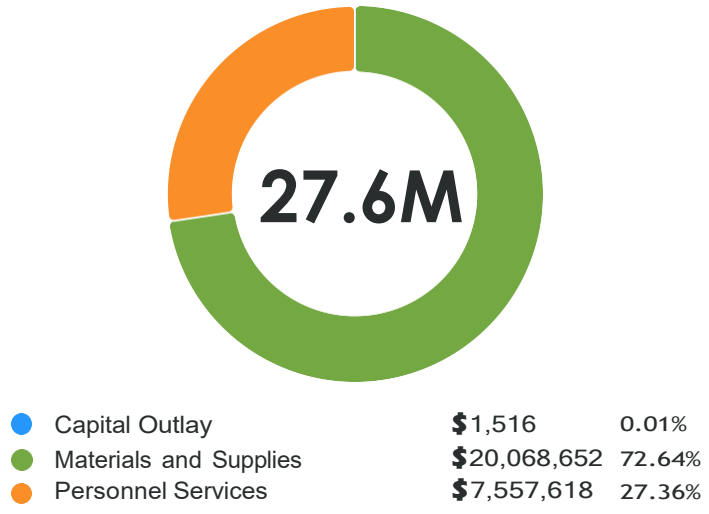
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Info Technology Admin				
Personnel Services	$2,347,032	$2,828,018	$2,190,196	$2,462,851
Materials and Supplies	$12,712,071	$15,754,718	$16,460,004	$15,655,222
Capital Outlay	$1,516	$1,516	-	$1,516
Total Info Technology Admin	$15,060,619	$18,584,252	$18,650,200	$18,119,588
IT- Operations				
Personnel Services	$3,955,199	$4,745,960	$4,345,832	$5,094,767
Materials and Supplies	$4,234,410	$4,413,431	$4,665,953	$4,413,431
Total IT- Operations	$8,189,610	$9,159,390	$9,011,785	$9,508,197
Total Expenditures	$23,250,229	$27,743,642	$27,661,985	$27,627,786

Expenditures by Expense Type

Historical Expenditures by Expense Type



FY26 Expenditures by Expense Type



Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services				
Full-Time Salaries	$4,229,146	$5,726,008	$4,519,612	$5,801,010
Holiday Salary Full Time	$258,437	-	$231,377	-
Vacation Leave	$201,223	-	$204,830	-
Sick Leave	$122,268	-	$102,580	-
Vacation Day Paid	-	-	$15,985	-
Out of Rank Pay	$1,901	-	-	-
PTO Final Pay	$131,946	$92,000	-$22,445	$92,000
Pension	$237,777	$314,011	$242,334	$342,684
Social Security	$35	-	$240	-
Pension ADC	$383,800	$574,939	$574,939	$609,189
Group Life Insurance	$6,153	$14,285	$6,644	$8,932
Unemployment	$5,600	$5,200	$10,275	$5,520

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Medicare	$72,706	$75,363	$71,066	$83,511
Long Term Disability	$17,182	$15,073	$18,039	$22,715
Health Insurance - Choice Plan	$13,248	$20,736	$20,487	$39,780
Health Insurance-Select Plan	$494,049	$504,828	$499,600	$511,224
Salaries - Part Time/Temporary	$560	$41,052	$40,465	$41,052
Bonus Pay	$125,950	-	-	-
Spot Bonus Pay	$250	-	-	-
Potential Raises	-	$190,484	-	-
Total Personnel Services	$6,302,231	$7,573,977	$6,536,028	$7,557,618
Materials and Supplies				
City Hall Printing	$177	$100	$31	$100
City Shop Charges	$1,284	$1,773	$1,677	$1,951
City Shop Fuel	$3,389	$3,260	$2,707	$3,586
City Computer Svc Equipment	$131,787	$197,850	$205,829	$197,850
Pers Computer Software	$10,696,038	$12,995,682	$13,560,642	$12,995,682
Supplies - Outside	$865	$10,000	-	$10,000
Outside Postage	-	$500	$500	$500
Advertising/Publication	-	$750	$750	$750
Outside Phone/Communications	$1,983,029	$2,332,905	$2,483,573	$2,332,905
Seminars/Training/Education	$14,710	$35,970	$50,051	$35,970
Misc Professional Services	$4,913,823	$4,799,517	$5,120,856	$4,799,517
Rewards and Recognition	$1,291	$2,500	-	$2,500
Travel Expense	$12,185	$10,000	$19,194	$10,000
Lawsuits	-	$100,000	-	-
Dues/Memberships/Periodicals	$985	$1,030	$900	$1,030
Rent	-	$364,375	$348,244	$364,375
Misc Services and Charges	$71,596	$116,937	$79,907	$116,937
Expense Recovery - Telephones	-$884,678	-$805,000	-$748,904	-$805,000
Total Materials and Supplies	$16,946,482	$20,168,149	$21,125,957	$20,068,652
Capital Outlay				
Furniture/Furnishings	$1,516	$1,516	-	$1,516
Total Capital Outlay	$1,516	$1,516	-	$1,516
Total Expenditures	$23,250,229	$27,743,642	$27,661,985	$27,627,786

Library Services Division

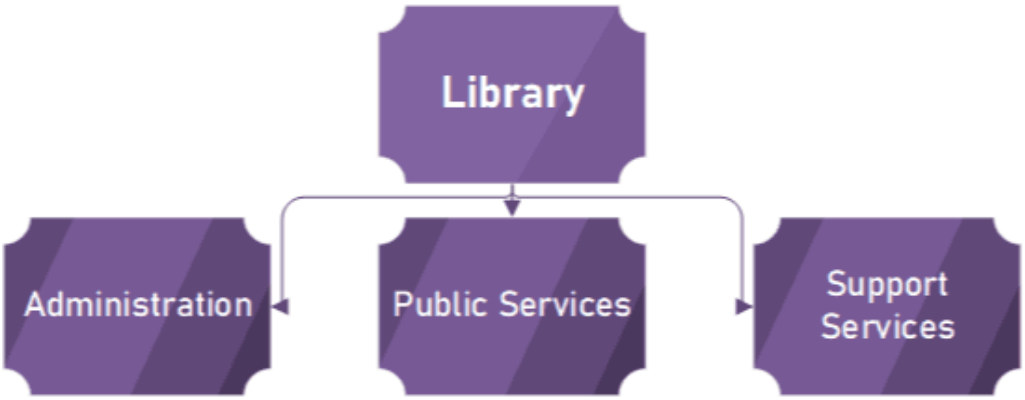


Keenon McCloy
Director

Mission Statement

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

Organization Structure



Library Services

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

Performance Highlights

- Memphis Public Libraries remains on the cutting edge by opening several new and renovated libraries, which include Orange Mound (2024) and Frayser (2025). Also, future renovations are coming soon to Southwest Twin and Parkway Village.

- MPL's program attendance has significantly increased by continuing to expand services that build skills in the STEAM disciplines, job readiness, early literacy, and grade-level reading.

- Discover READ Early Literacy Centers at MPL's locations provide interactive educational play areas for children 0-5 that build early literacy skills with hands-on activities and parent/caregiver resources.

- Teen Innovation Centers have been installed in almost all library branches to keep the youth actively learning and engaged with their neighborhood library beyond childhood. In FY26, plans are scheduled to launch additional Teen Innovation Centers.

- MPL's advanced Explore Memphis (EM) summer reading and learning program is designed to combat the summer stagnation and encourage lifelong learning. EM includes reading incentives, free summer camps, arts and cultural events, and a wide range of dynamic programs.

- MPL has launched a series of ongoing education and lifelong learning courses, including French and Spanish for travelers, digital photography and videography, website design, healthy cooking, launching a business, sign language, book writing and publishing, and much more.

- Staff have increased adult literacy programs to include HiSET classes in several libraries, as well as offering ESL/ELL classes in Cordova and throughout the community with Connect Crew.

- LINC/2-1-1 has established workstations in high-need neighborhood branches to offer increased support to vulnerable populations and recently added staff social workers to assist with complex needs and customers who require additional support.

- Staff have expanded financial literacy programs to include a multi-session curriculum, resources for those looking to start a new business, a targeted collection of items, and workshops on relevant topics, including budgeting and financial planning. Also, many library branches added additional resources for entrepreneurs, including a mentorship program pairing established business owners with those just starting a business.

Issues & Trends

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

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

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

Key Performance Indicator

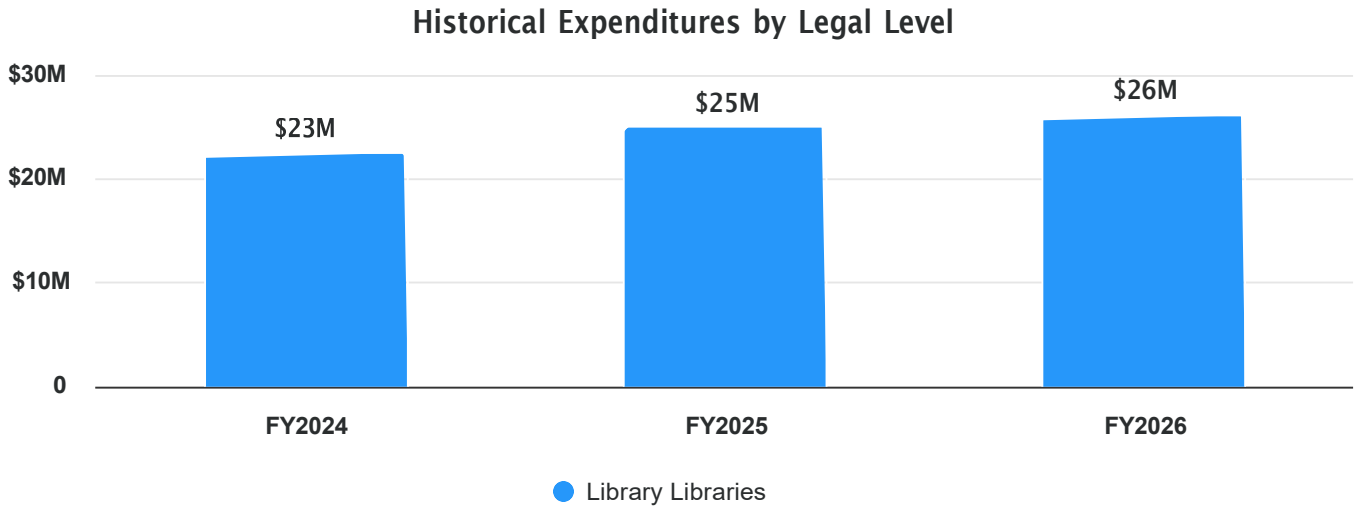
Performance Indicator	FY24 Actual	FY25 Goal	FY25 Actual	FY26 Goal	Category
# of customers accessing library services on-site and remotely	1,571,089	1,500,000	1,608,549	1,500,000	Neighborhoods
# of customers using LINC/2-1-1 to connect to local community services	52,477	60,000	39,183	60,000	Government
# of participants in all youth programs	55,666	60,000	59,151	60,000	Youth
# of participants in all adult learning programs	46,040	50,000	45,449	50,000	Neighborhoods
# of outreach events provided in the community beyond library sites	417	800	521	800	Neighborhoods

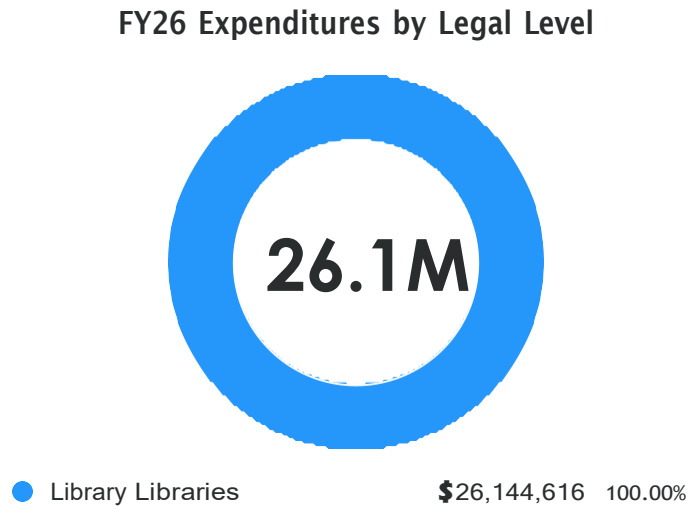
Library Services Legal Levels

Library Services

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

Expenditures by Legal Level



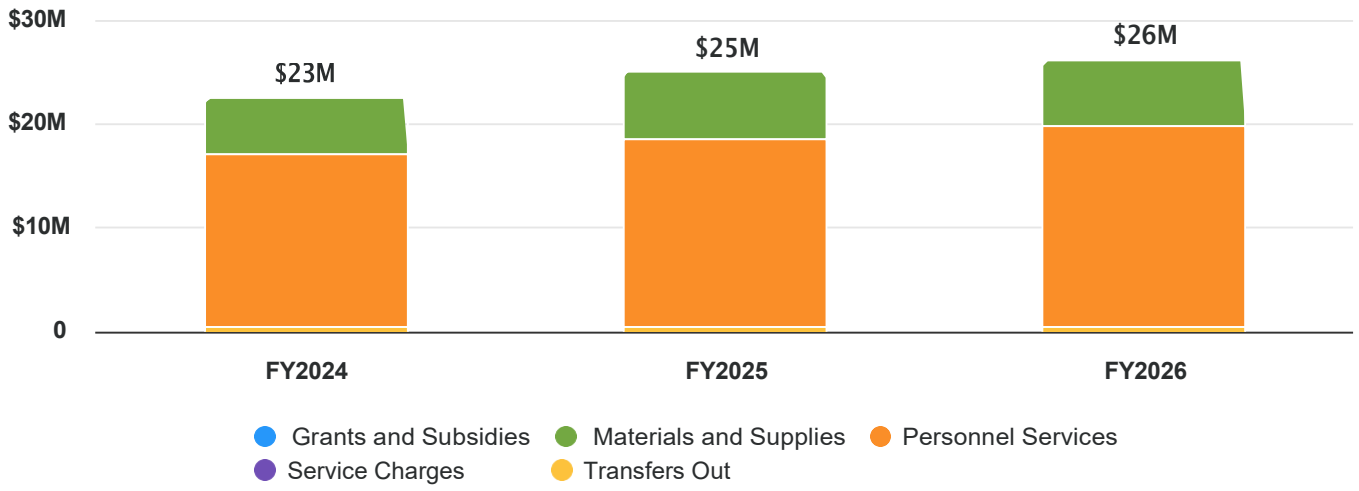


Expenditures by Legal Level

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Library Libraries				
Total Library Libraries	$22,504,072	$24,977,210	$25,081,750	$26,144,616
Total Expenditures	$22,504,072	$24,977,210	$25,081,750	$26,144,616

Expenditures by Expense Type

Historical Expenditures by Expense Type



FY26 Expenditures by Expense Type



Materials and Supplies	$6,423,050	24.57%
Personnel Services	$19,238,067	73.58%
Service Charges	$12,500	0.05%
Transfers Out	$471,000	1.80%

Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services				
Full-Time Salaries	$9,654,808	$13,000,408	$10,422,294	$13,954,887
Holiday Salary Full Time	$629,122	-	$560,894	-
Vacation Leave	$707,994	-	$710,494	-
Sick Leave	$479,773	-	$508,866	-
Vacation Day Paid	-	-	$31,608	-
Overtime	$1,972	-	$5,012	-
Out of Rank Pay	$9,278	-	$16,740	-
PTO Final Pay	$311,513	$150,000	$150,000	$150,000
Pension	$602,984	$758,828	$758,828	$829,476
Supplemental Pension	$154	-	-	-

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Social Security	$55,227	$27,694	$85,366	$27,694
Pension ADC	$1,014,300	$1,448,618	$1,448,618	$1,528,162
Group Life Insurance	$13,115	$28,834	$28,834	$18,339
Unemployment	$20,960	$20,880	$20,880	$21,280
Medicare	$180,240	$181,397	$181,397	$197,797
Long Term Disability	$45,283	$36,527	$36,527	$54,148
Health Insurance - Choice Plan	$173,818	$352,020	$352,020	$397,692
Benefits Adjustments	-	$57,673	-	$57,673
Health Insurance-Select Plan	$1,699,610	$1,502,808	$1,502,808	$1,495,944
Salaries - Part Time/Temporary	$871,898	$489,974	$852,573	$489,974
On the Job Injury	$34,252	$15,000	$70,000	$15,000
Bonus Pay	$269,048	-	-	-
Spot Bonus Pay	$250	-	-	-
Expense Recovery - Personnel	-$118,194	-	-	-
Total Personnel Services	$16,657,404	$18,070,661	$17,743,760	$19,238,067
Materials and Supplies				
City Hall Printing	$6,613	-	$5,014	-
City Shop Charges	$29,082	$58,273	$18,259	$58,273
City Shop Fuel	$17,936	$29,285	$14,285	$29,285
City Computer Svc Equipment	$3,323	$4,900	$4,195	$4,900
Pers Computer Software	$585,157	$614,129	$608,140	$614,129
Printing - Outside	$4,056	$2,270	$2,270	$2,270
Supplies - Outside	$187,004	$201,500	$133,194	$201,500
Household Supplies	$63,292	$42,410	$42,410	$42,410
Outside Postage	$1,096	$15,000	$5,000	$15,000
Materials and Supplies	$40,775	$50,000	$32,377	$50,000
Library Books	$478,641	$665,473	$750,000	$665,473
Tower Lease Expense - Library	$35,949	$25,285	$25,285	$25,285
WYPL Arkansas Tower Expense - Library	$12,060	$30,000	$40,000	$30,000
Outside Equipment Repair/Maintenance	$36,341	$72,828	$72,828	$72,828
Facilities Structure Repair - Outside	$206,996	$242,043	$242,730	$242,043
Outside Phone/Communications	$16,381	$15,000	$11,478	$15,000
Janitorial Services	$534,545	$1,478,422	$1,557,021	$1,478,422
Security	$1,669,408	$1,653,366	$2,117,213	$1,653,366
Seminars/Training/Education	-$723	$2,500	$753	$2,500
Misc Professional Services	$151,269	$108,237	$64,023	$108,237
Travel Expense	$10,263	$5,000	$5,000	$5,000
Mileage	$10,302	$12,000	$12,000	$12,000
Utilities	$1,241,599	$1,053,060	$1,053,060	$1,053,060
Insurance	$39	-	-	-
Dues/Memberships/Periodicals	$15,247	$25,000	$25,000	$25,000
Misc Services and Charges	$11,743	$17,069	$12,956	$17,069
Total Materials and Supplies	$5,368,394	$6,423,050	$6,854,491	$6,423,050
Transfers Out				

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Oper Tfr Out - Library Retirement Fund	$471,000	$471,000	$471,000	$471,000
Total Transfers Out	$471,000	$471,000	$471,000	$471,000
Service Charges				
Credit Card Fees - Expense	$4,774	$12,500	$12,500	$12,500
Total Service Charges	$4,774	$12,500	$12,500	$12,500
Grants and Subsidies				
Death Benefits	$2,500	-	-	-
Total Grants and Subsidies	$2,500	-	-	-
Total Expenditures	**$**22,504,072	**$**24,977,210	**$**25,081,750	**$**26,144,616

Memphis Parks Division

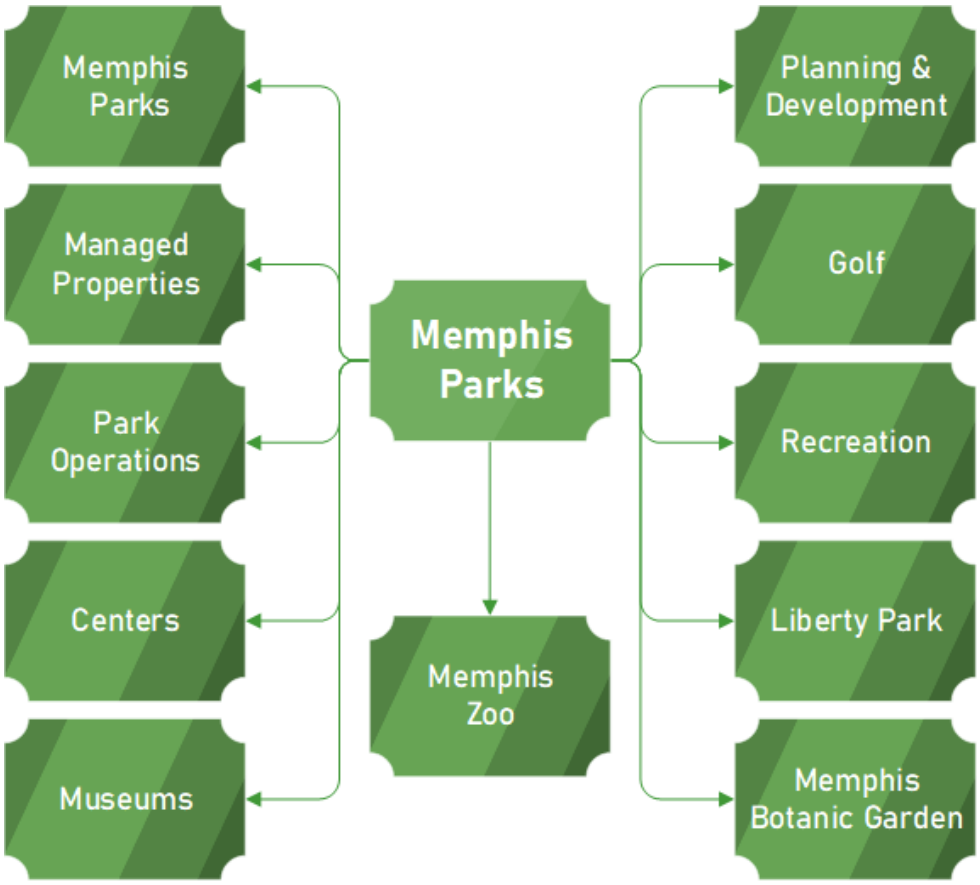


Justice Bolden
Director

Mission Statement

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

Organization Structure



Services

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

Performance Highlights

- Lester Community Center: Officially opened on May 29, 2025, the $19.8 million state-of-the-art facility now serves as a vital hub for the community.
- Whitehaven Banquet Hall: Opened in July 2024, expanding access to neighborhood-based event space.
- Greenlaw Community Center: Launched the first mini-resource hub in collaboration with Shelby County, providing residents with comprehensive wraparound services.
- Leftwich Tennis Complex: USTA Outstanding Facility Award for excellence in public sports facility design.
- Morris Park: Nominated for the Building Memphis Award in recognition of revitalization efforts in public space design.
- Gaisman Community Center: AIA Memphis Commendation Award and the ACEC Engineering Excellence Award for outstanding architecture and engineering.
- Earned Commission for Accreditation of Park and Recreation Agencies (CAPRA) reflecting commitment to excellence in operations and service delivery.
- Tennessee Recreation and Park Association (TRPA) Awards: Memphis Parks received two awards at the 2024 conference for resource management and senior programming.
- The Links at Audubon reopened with record-breaking golf rounds and introduced the first Youth Girls Golf Summit, supporting youth sports engagement and equity.
- Play Your Park programming expanded significantly in FY25, hosting the fourth annual—and largest to date—Liberty 4 All Firework Show at Liberty Park with more than 9,000 attendees. Additional new and returning programs include the first-ever Book Club in the Park, eight Family Fun Friday nights, a Poetry Slam in the Park, and numerous other community-centered activities.
- Memphis Parks exceeded an estimated 4 million visits to its parks and facilities in FY25.

Issues & Trends

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

Key Performance Indicators

Measure	FY2024 Actual	FY2025 Goal	FY25 Actual	FY2026 Goal
Community Centers				
Goal: Provide recreational programs that align with resident feedback and emerging trends				
Community Center Adult attendance	202,294	208,000	271,944	285,541
Community Center Youth attendance	210,968	275,000	290,536	305,063
Senior Center Attendance	86,659	88,000	95,328	97,711
Specialty Center Attendance	5,703	6,600	13,296	13,628
Summer Camp registrations	2,299	2,420	2,168	2,276
Meals served to youth	282,301	302,500	290,532	297,795
Meals served to seniors	38,080	38,500	36,996	37,921
Recreation				
Goal: Provide recreational programs that align with resident feedback and emerging trends				
Golf rounds	160,184	167,200	168,052	176,455
Youth golf rounds	7,469	7,700	9,370	9,839
Youth Athletics participants	36,371	36,000	42,800	44,940
Park Operations				
Goal: Ensure well-maintained park land, facilities, and public spaces				
Grass Cutting- % of mowing tasks complete within 17 days	61.09%	75%	62.70%	70%
Business Operations				
Goal: Ensure well-maintained parkland, facilities, and public spaces.				
Parks scheduled reservations	458	484	477	500
Accounts Payable- % paid in 30 days	82%	90%	80%	90%
Grant dollars raised	$943,752	$550,000	$469,631	$495,000
Community Engagement				
Goal:Ensure park land facilities and public spaces are accessible by all Memphians				
New Social Media Followers	2,713	3,850	4,269	4,482

Memphis Parks Legal Levels

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

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

Park Operations
Park Operations provides maintenance and operating support for Memphis parks and green spaces, including playgrounds, walking trails, and sports fields, as well as our luscious tree canopy.

Museums
Museums inspire visitors to discover human culture, history, the humanities, the natural world, technology, and the universe through facilities such as the Museum of Science and History, Lichterman Nature Center, Mallory-Neely House, and Magevny House. Through rich collections, thought-provoking exhibits, and engaging programs, the museums encourage our diverse community to reflect on the past, understand the present, and influence the future. Museums is operated through a public/private partnership with Memphis Museums, Inc. (MMI).

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

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

Liberty Park

Includes Tiger Lane, Pipken, Creative Arts, and Liberty Pocket Park, which features a l/5-mile walking trail, turf field, and 10 pieces of interactive cardio equipment. Designed with stormwater bioswale and native plantings, the park also includes a misting station and water fountain.

Centers

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

Golf

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

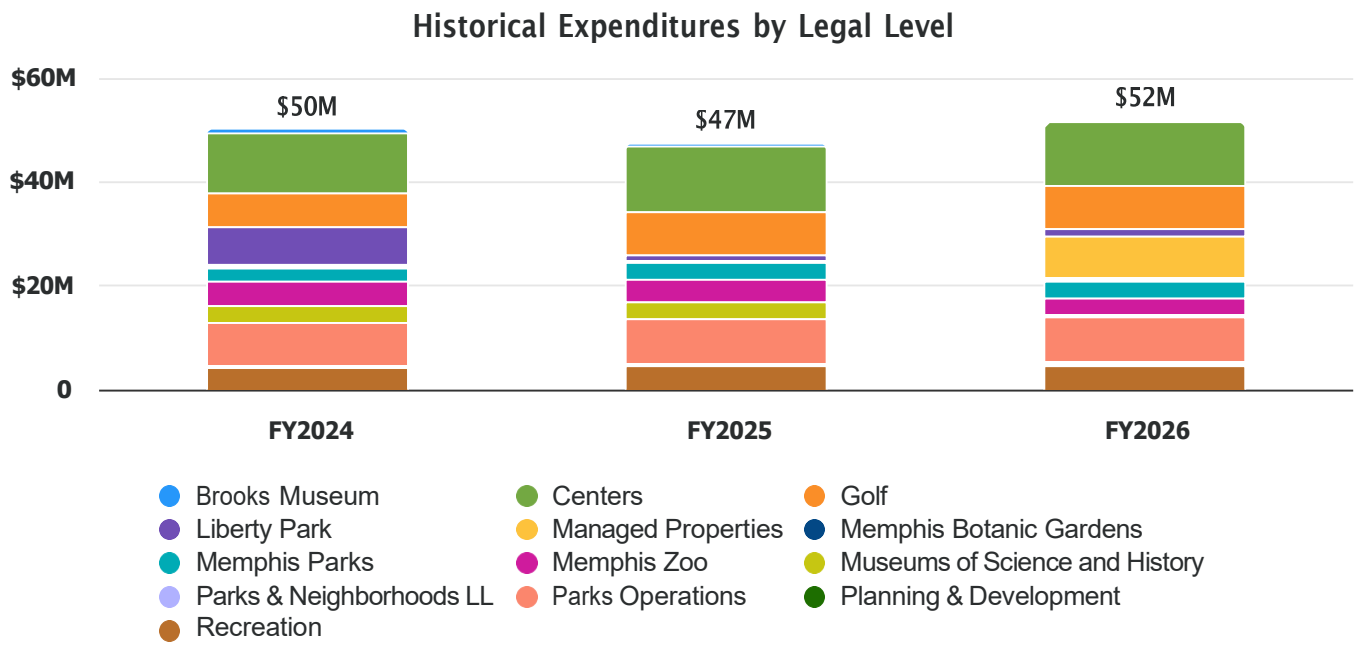
Recreation

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

Managed Properties

Managed properties reflect the management fees paid to external partners who operate various Memphis Parks facilities, including Overton Park Conservancy, Memphis Botanic Garden, Tennis Memphis, Memphis Brooks Museum of Art, Museum of Science and History (MOSH), Memphis Zoo, Goodwill Homes, and Memphis River Parks Partnership.

Expenditures by Legal Level



FY26 Expenditures by Legal Level



Centers	$12,354,348	23.94%
Golf	$8,204,719	15.90%
Liberty Park	$1,666,207	3.23%
Managed Properties	$7,977,587	15.46%
Memphis Botanic Gardens	$540,878	1.05%
Memphis Parks	$3,334,094	6.46%
Memphis Zoo	$3,402,852	6.59%
Museums of Science and History	$277,007	0.54%
Parks Operations	$8,727,046	16.91%
Planning & Development	$610,447	1.18%
Recreation	$4,507,758	8.74%

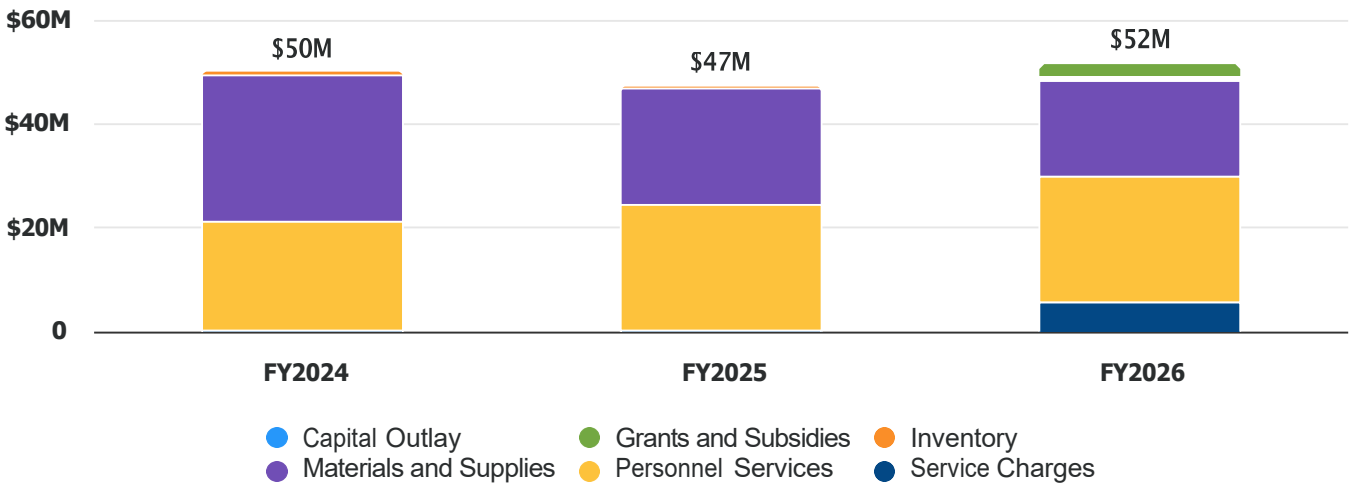
Expenditures by Legal Level

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Memphis Parks				
Personnel Services	$1,476,249	$1,893,844	$1,740,838	$2,381,600
Materials and Supplies	$1,291,069	$1,050,284	$1,294,842	$951,774
Service Charges	$60	-	$320	$720
Total Memphis Parks	$2,767,379	$2,944,129	$3,036,000	$3,334,094
Planning & Development				
Personnel Services	$430,341	$561,389	$555,901	$582,098
Materials and Supplies	$38,939	$38,849	$57,280	$28,349
Total Planning & Development	$469,281	$600,238	$613,181	$610,447
Parks Operations				
Personnel Services	$4,913,750	$5,633,419	$5,778,154	$5,762,934
Materials and Supplies	$3,110,551	$3,114,702	$3,136,433	$2,964,112
Total Parks Operations	$8,024,301	$8,748,121	$8,914,587	$8,727,046
Museums of Science and History				
Personnel Services	$1,570,870	$684,573	$248,142	$73,114
Materials and Supplies	$1,947,148	$2,536,864	$2,968,799	$203,892
Total Museums of Science and History	$3,518,018	$3,221,436	$3,216,941	$277,007
Memphis Zoo				
Materials and Supplies	$4,526,196	$4,360,425	$4,061,616	$3,402,852
Total Memphis Zoo	$4,526,196	$4,360,425	$4,061,616	$3,402,852

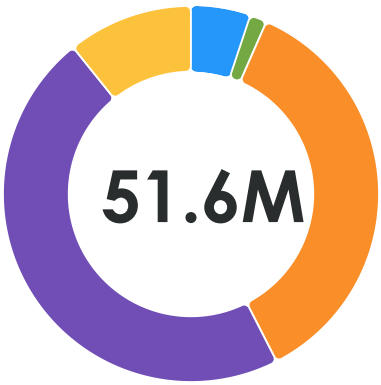
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Brooks Museum				
Materials and Supplies	$671,448	$671,448	$671,448	-
Total Brooks Museum	$671,448	$671,448	$671,448	-
Memphis Botanic Gardens				
Personnel Services	$122,827	$132,748	$131,754	$90,331
Materials and Supplies	$563,512	$581,690	$472,940	$450,547
Total Memphis Botanic Gardens	$686,339	$714,438	$604,695	$540,878
Liberty Park				
Materials and Supplies	$6,958,296	$1,003,320	$1,056,873	$1,666,207
Total Liberty Park	$6,958,296	$1,003,320	$1,056,873	$1,666,207
Centers				
Personnel Services	$7,778,820	$9,096,679	$9,816,751	$9,081,654
Materials and Supplies	$3,516,062	$3,445,619	$4,008,382	$3,272,694
Capital Outlay	$660	-	-	-
Grants and Subsidies	-	-	$2,000	-
Total Centers	$11,295,542	$12,542,298	$13,827,133	$12,354,348
Golf				
Personnel Services	$3,110,388	$3,841,181	$3,731,269	$3,669,638
Materials and Supplies	$2,918,588	$3,454,881	$3,395,953	$3,562,933
Inventory	$682,503	$664,101	$789,341	$752,500
Service Charges	$118,299	$183,316	$170,494	$219,648
Total Golf	$6,829,778	$8,143,479	$8,087,057	$8,204,719
Recreation				
Personnel Services	$1,613,341	$2,245,668	$2,236,598	$2,480,449
Materials and Supplies	$2,551,245	$2,102,961	$2,549,853	$2,027,309
Total Recreation	$4,164,587	$4,348,629	$4,786,451	$4,507,758
Parks & Neighborhoods LL				
Materials and Supplies	$393	-	-	-
Total Parks & Neighborhoods LL	$393	-	-	-
Managed Properties				
Service Charges	-	-	-	$5,343,437
Grants and Subsidies	-	-	-	$2,634,150
Total Managed Properties	-	-	-	$7,977,587
Total Expenditures	$49,911,557	$47,297,960	$48,875,982	$51,602,943

Expenditures by Expense Type

Historical Expenditures by Expense Type



FY26 Expenditures by Expense Type



Grants and Subsidies	$2,634,150	5.10%
Inventory	$752,500	1.46%
Materials and Supplies	$18,530,669	35.91%
Personnel Services	$24,121,818	46.75%
Service Charges	$5,563,805	10.78%

Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services				
Full-Time Salaries	$8,914,103	$13,421,137	$11,690,880	$13,916,916
Holiday Salary Full Time	$578,226	-	$524,860	-
Vacation Leave	$632,170	-	$483,925	-
Sick Leave	$325,973	-	$256,835	-
COVID PT Admin	$802	-	-	-
Overtime	$140,907	$92,300	$97,163	$96,651
Out of Rank Pay	$7,378	$2,875	$12,671	$2,375
Hazardous Duty Pay	$7,664	$5,000	$4,358	$8,000
Longevity Pay	$2,351	-	$2,774	-

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Shift Differential	$570	$3,000	-	-
PTO Final Pay	$179,162	$45,000	$193,515	$18,500
Pension	$470,070	$582,831	$381,867	$631,067
Supplemental Pension	$51,333	$58,952	$46,410	$65,003
Social Security	$532,782	$71,543	$433,779	$71,543
Pension ADC	$664,000	$1,084,624	$1,084,624	$1,168,116
Group Life Insurance	$13,687	$30,671	$11,498	$18,848
Unemployment	$14,720	$17,360	$17,360	$18,400
Pension 401a Match	$20,220	$26,509	$14,725	$26,509
Medicare	$249,335	$216,317	$202,817	$233,637
Long Term Disability	$40,718	$34,568	$31,452	$51,180
Health Insurance - Choice Plan	$86,332	$166,140	$137,702	$246,372
Benefits Adjustments	-	$468,670	-	$468,670
Health Insurance-Select Plan	$1,524,030	$1,447,404	$1,036,068	$1,473,336
Salaries - Part Time/Temporary	$6,386,713	$5,607,823	$7,310,620	$5,583,196
On the Job Injury	$28,791	$26,750	$18,352	$23,500
Proposed ISL	-	$665,026	-	-
Bonus Pay	$193,176	-	$306,000	-
Sign On Bonus Pay	$7,763	-	-	-
Spot Bonus Pay	$13,300	$15,000	$6,750	-
Sign On Bonus Pay OT	$20	-	-	-
Expense Recovery - Personnel	-$69,710	-	-$67,599	-
Total Personnel Services	$21,016,586	$24,089,500	$24,239,407	$24,121,818
Materials and Supplies				
City Hall Printing	$2,019	-	-	$3,000
Facility Repair & Carpentry	$4,221	$25,000	-	-
City Shop Charges	$642,640	$1,020,408	$885,720	$1,020,408
City Shop Fuel	$368,662	$442,032	$391,237	$442,032
City Computer Svc Equipment	$36,845	$48,650	$151,199	$56,500
Pers Computer Software	$51,711	$55,612	$61,849	$38,999
Printing - Outside	$35,268	$24,040	$14,004	$15,000
Supplies - Outside	$156,757	$115,600	$143,701	$123,100
Food Expense	$98,302	$79,000	$97,307	$157,500
Hand Tools	$21,771	$7,000	$12,875	$17,500
Clothing	$75,310	$124,400	$104,911	$118,900
Household Supplies	$21,555	$29,500	$55,183	$18,500
Safety Equipment	$37,287	$164,750	$125,457	$115,000
Athletic/Recreational Supplies	$493,884	$399,899	$532,380	$329,000
Outside Postage	$663	-	$15	-
Lumber & Wood Products	$3,197	$5,000	$4,605	$5,000
Lime Cement & Gravel	$6,548	$4,000	$6,233	$5,000
Chemicals	$504,788	$443,607	$413,639	$490,700
Materials and Supplies	$627,995	$524,000	$584,988	$513,500
Miscellaneous Expense	$22,784	-	-	-
Outside Vehicle Repair	$12,129	$26,600	$31,094	$17,250
Outside Equipment Repair/Maintenance	$369,403	$332,960	$397,349	$497,823

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Maintenance Of Grounds	$152	-	-	-
Horticulture	$9,852	$10,000	$11,217	$10,000
Advertising/Publication	$22,706	$70,800	$57,842	$22,000
Outside Phone/Communications	$101,428	$94,405	$121,348	$119,628
Janitorial Services	-	-	-	-
Security	$1,160,081	$741,986	$973,883	$514,497
Seminars/Training/Education	$75,260	$82,250	$106,126	$85,250
Misc Professional Services	$12,472,150	$5,912,683	$9,261,284	$5,238,241
Travel Expense	$70,738	$55,725	$64,593	$13,500
Mileage	$198	-	$55	-
Utilities	$5,669,832	$5,986,190	$4,520,636	$5,105,514
Sewer Fees	$2,309,927	$1,800,000	$1,611,223	$1,836,000
Claims	-	$5,000	$22,881	-
Lawsuits	$50,000	$75,000	$22,105	-
Dues/Memberships/Periodicals	$35,636	$26,500	$23,118	$26,935
Rent	-	$39,903	$20,122	-
Misc Services and Charges	$1,319,742	$1,976,850	$1,311,722	$28,427
Minor Equipment	$15,279	$13,600	$7,621	$13,600
Equipment Rental	$1,273,727	$1,598,093	$1,611,900	$1,619,366
Expense Recovery - M & S	-$87,000	-	-$87,000	-$87,000
Total Materials and Supplies	$28,093,448	$22,361,042	$23,674,419	$18,530,669
Capital Outlay				
Equipment	$660	-	-	-
Total Capital Outlay	$660	-	-	-
Inventory				
Inventory Purchases	$363,355	$298,359	$363,058	$304,000
Food Inventory	$319,148	$365,742	$426,282	$448,500
Total Inventory	$682,503	$664,101	$789,341	$752,500
Service Charges				
Credit Card Fees - Expense	$118,359	$183,316	$170,814	$220,368
Overton Park Conservancy Management Fee	-	-	-	$135,000
Memphis Botanic Garden Management Fee	-	-	-	$153,737
Tennis Memphis Management Fee	-	-	-	$315,000
Memphis Brooks Museum Management Fee	-	-	-	$630,000
Memphis Museums Inc Management Fee	-	-	-	$2,729,700
Memphis Zoological Society Management Fee	-	-	-	$1,200,000
Goodwill Homes Management Fee	-	-	-	$180,000
Total Service Charges	$118,359	$183,316	$170,814	$5,563,805
Grants and Subsidies				
Death Benefits	-	-	$2,000	-
Memphis River Parks Partnership	-	-	-	$2,634,150
Total Grants and Subsidies	-	-	$2,000	$2,634,150

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Total Expenditures	$49,911,557	$47,297,960	$48,875,982	$51,602,943

Police Services Division

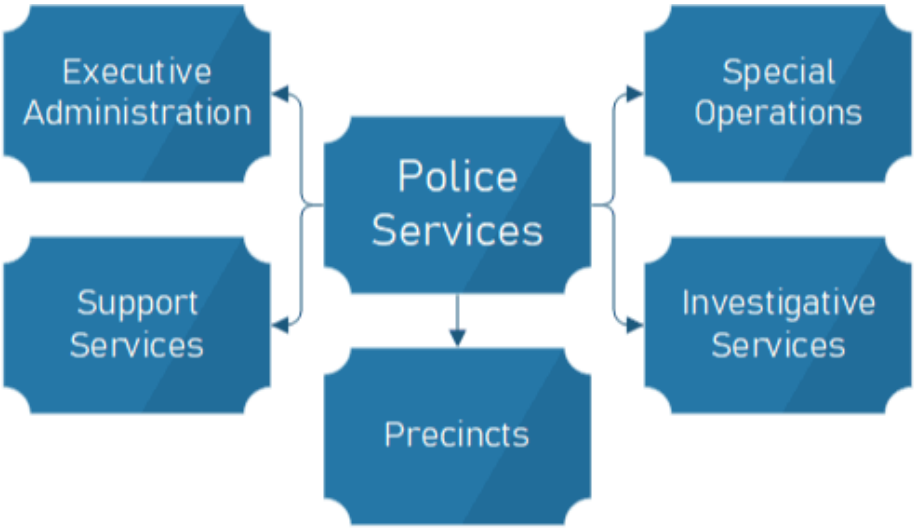


Cerelyn "CJ" Davis
Chief of Police Services

Mission Statement

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

Organization Structure



Services

The Police Division provides law enforcement services to the City of Memphis. The Division's role is to enforce the law fairly and impartially, recognizing both the statutory and judicial limitations of police authority and the constitutional rights of all persons. The Division's responsibilities include preventing and reducing crime, addressing illegal drug activity, solving crimes against persons and property, and vigorously enforcing traffic laws.

Performance Highlights

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

- The Academy graduated 146 Police Officers.

Strategies and Special Projects highlights for the fiscal year:

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

Violent Crimes Unit (VCU) Robbery and NFST report the following accomplishments:

- The Violent Crimes Unit currently holds a 55.79% clearance rate on carjackings. VCU investigated 95 carjackings occurring between January–July 2025.
- The Violent Crimes Unit currently holds a 52.63% clearance rate on Robbery-Individual with Vehicle Taken. VCU investigated 57 robberies occurring between January–July 2025.
- The Violent Crimes Unit currently holds an 18.52% clearance rate on Interstate Shootings. VCU investigated 27 interstate shootings occurring between January–July 2025.
- VCU/Robbery currently has a 49.16% average percentage.
- In total, 128 suspects were arrested, 145 felony charges and 33 warrants issued.
- The Violent Crimes Unit/NFST currently holds a 15.72% clearance rate on Aggravated Assault. VCU investigated 1,075 aggravated assaults with a total of 169 felony arrests, occurring between January–July 2025.
- In total, 2,024 adult victims and 697 juvenile victims of aggravated assault.
- VCU/NFST also investigated 706 incidents of property damage.

Sex Crimes reports the following accomplishments:

- The Internet Crimes Against Children Task Force (ICAC) received 306 cybertips from the National Center for Missing and Exploited Children (NCMEC) from January–July 2025. The Unit resolved 306 of the cybertips in the Memphis jurisdiction. Investigators closed 35 of the cybertips by either arrest/indictment or no prosecution. ICAC investigators have investigated 352 cases year to date.
- ICAC investigated 277 memos, 75 reportable offenses, and made 26 arrests.
- Clearance rate of 74%, MPD monitored 2208 Registered Sex Offenders from January to July 2025. The Sex Offender Registry Unit received 159 reports, 6 memos, and made 117 arrests for violations of the registry.
- Sex Crimes Adult Unit investigated 285 memos, 495 cases, and made 145 arrests, with a clearance rate of 29%.
- The Juvenile Abuse Squad investigated 874 memos, 379 reportable offenses, and made 76 arrests. 110 cases were cleared by indictment/warrant with a clearance rate of 49%.

Grants Office reports the following accomplishments:

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

Investigative Services reports on the following accomplishments:

- Homicide - Homicide achieved a 58% clearance rate during Fiscal Year 2025.
- Domestic Violence - DV investigated 10,335 cases with 3,253 arrests, achieving a clearance rate of 32%.

Issues & Trends

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

Key Performance Indicator

Performance Indicators	FY24 Actuals	FY25 Goal	FY25 Actuals	FY26 Goal	Category
EXECUTIVE ADMINISTRATION					
% of police recruits who completed academy training	81%	83%	79%	85%	Public Safety
Turnover (% of sworn officers who voluntarily left the force)	3%	5%	4%	4%	Public Safety
% of exit interviews completed	84%	95%	87%	95%	Public Safety
SUPPORT SERVICES					
% of incoming calls answered within 20 seconds	94%	94%	94.3%	95%	Public Safety
% of patrol officers trained as fingerprint technicians	81%	80%	81%	80%	Public Safety
Number of Crime Stoppers tips that resulted in arrests	316	320	234	350	Public Safety
PRECINCTS					
Part I violent crime rate (incidents per 100,000 population)	1,696	1% Decrease	1,.589	10% Decrease	Public Safety
Part I Violent crime incidents (#)	10,740	1% Decrease	9,833	10% Decrease	Public Safety
Part I property crime rate (incidents per 100,000 population)	7,715	3% Decrease	6,162	10% Decrease	Public Safety
Part I property crime incidents (#)	48,841	3% Decrease	38.122	10% Decrease	Public Safety
Total Part I crime incidents (#)	59,581	2% Decrease	47,957	10% Decrease	Public Safety
Number of arrests of youth gun offenders (age 16-24)	1,122	1,583	1,249	10% Decrease	Public Safety
Number of city-wide gun recoveries	4,625	5,518	4,680	5,518	Public Safety
INVESTIGATIVE SERVICES					
Clearance rates for violent Blue Crush crimes	21%	33%	23.9%	38%	Public Safety
Clearance rates for property-related Blue Crush crimes	6%	12%	7.43%	20%	Public Safety
SPECIAL OPERATIONS					
Number of community awareness/education programs conducted by C.O.P.S	303	330	374	700	Public Safety

Police Services Legal Levels

Executive Administration

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

Support Services

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

Precincts

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

Investigative Services

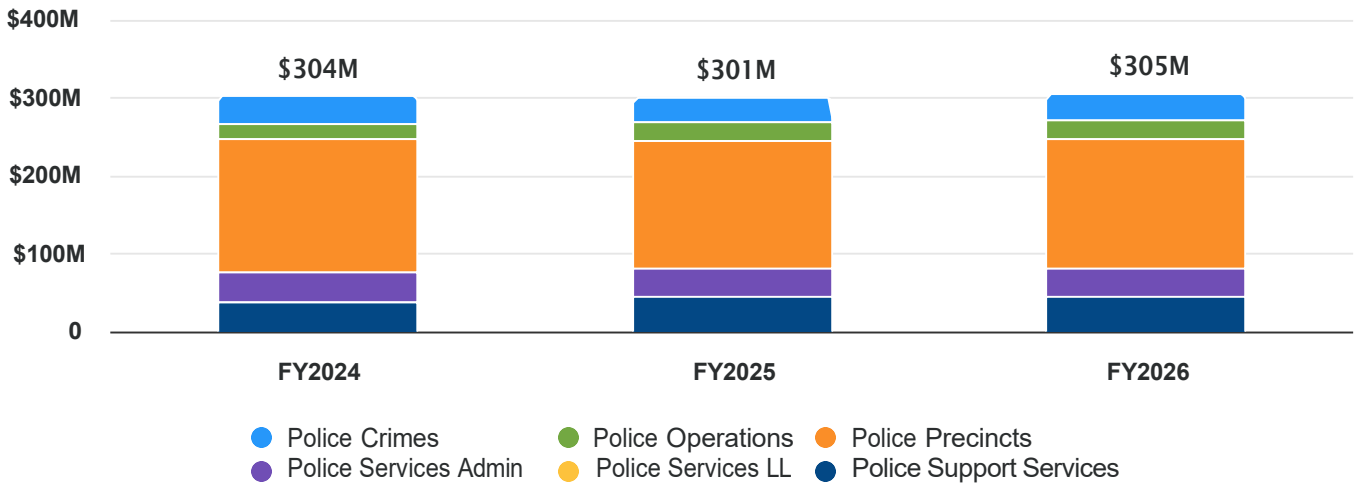
Investigative Services investigates criminal activity and follows up on reports generated by Uniform Patrol. Investigative Services fully embraces the Memphis Police Department's community policing philosophy and supports the Department's goal of reducing crime. Investigators and detectives assigned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

Special Operations

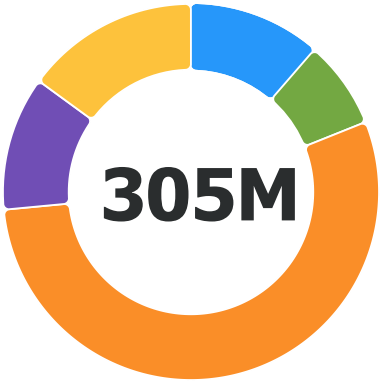
Special Operations provides the Memphis Police Department with specialized support units of highly trained officers to assist in enforcing State and City ordinances and assists in promoting a safe environment for the citizens of the City of Memphis. It includes the following squads: Air Support, Canine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

Expenditures by Legal Level

Historical Expenditures by Legal Level



FY26 Expenditures by Legal Level



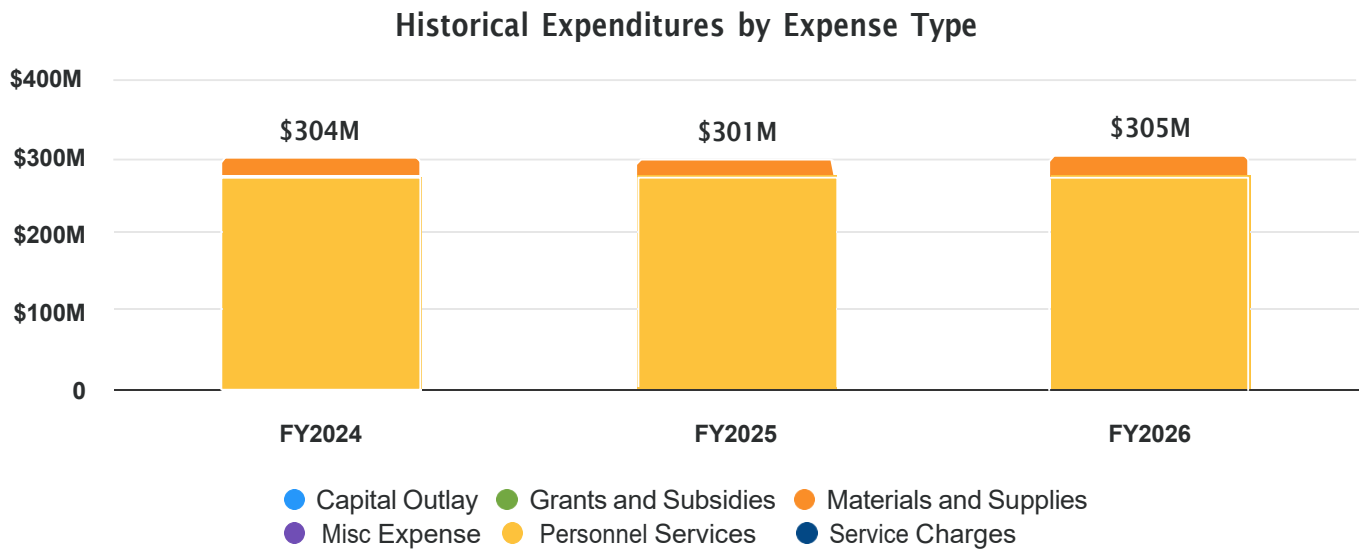
Police Crimes	$34,640,021	11.35%
Police Operations	$23,132,512	7.58%
Police Precincts	$166,446,101	54.56%
Police Services Admin	$35,205,459	11.54%
Police Support Services	$45,646,984	14.96%

Expenditures by Legal Level

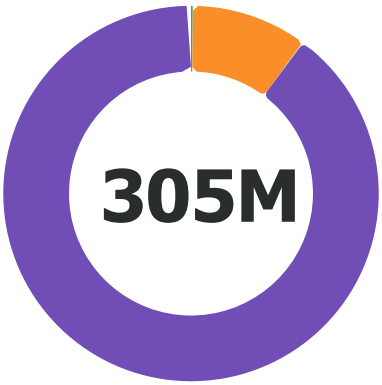
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Police Services Admin				
Personnel Services	$29,968,262	$26,481,262	$28,410,271	$27,536,147
Materials and Supplies	$9,870,488	$10,030,366	$12,650,820	$7,669,313
Misc Expense	-	-	$2,832	-
Total Police Services Admin	$39,838,750	$36,511,628	$41,063,923	$35,205,459
Police Support Services				
Personnel Services	$28,472,533	$32,581,321	$30,108,504	$33,770,973
Materials and Supplies	$8,663,856	$11,562,301	$12,448,661	$11,554,611
Capital Outlay	$10,393	$321,400	$729,400	$321,400
Service Charges	$19,256	-	$4,956	-
Grants and Subsidies	-	-	$5,000	-

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Misc Expense	$5,566	-	-	-
Total Police Support Services	$37,171,605	$44,465,022	$43,296,521	$45,646,984
Police Precincts				
Personnel Services	$161,990,989	$156,181,022	$166,057,882	$158,220,717
Materials and Supplies	$7,128,635	$7,519,054	$7,905,721	$8,021,384
Capital Outlay	$47,578	$54,000	$54,226	$54,000
Grants and Subsidies	$59,618	$150,000	$150,000	$150,000
Misc Expense	$36,295	-	$12,628	-
Total Police Precincts	$169,263,115	$163,904,075	$174,180,457	$166,446,101
Police Crimes				
Personnel Services	$34,690,028	$30,869,463	$31,830,056	$33,713,410
Materials and Supplies	$1,622,401	$1,010,307	$1,120,494	$926,611
Misc Expense	$9,612	-	-	-
Total Police Crimes	$36,322,041	$31,879,770	$32,950,550	$34,640,021
Police Operations				
Personnel Services	$18,766,418	$21,681,970	$17,511,101	$20,769,317
Materials and Supplies	$2,083,454	$2,194,468	$2,456,551	$2,363,195
Misc Expense	$37,973	-	-	-
Total Police Operations	$20,887,844	$23,876,438	$19,967,652	$23,132,512
Police Services LL				
Capital Outlay	$22,496	-	-	-
Total Police Services LL	$22,496	-	-	-
Total Expenditures	$303,505,851	$300,636,934	$311,459,103	$305,071,078

Expenditures by Expense Type



FY26 Expenditures by Expense Type



Capital Outlay	$375,400	0.12%
Grants and Subsidies	$150,000	0.05%
Materials and Supplies	$30,535,115	10.01%
Personnel Services	$274,010,563	89.82%

Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services				
Full-Time Salaries	$143,894,308	$175,149,229	$147,492,285	$182,228,603
Holiday Salary Full Time	$763,656	-	$860,163	-
Vacation Leave	$12,337,500	-	$12,874,351	-
Sick Leave	$10,261,982	-	$10,526,031	-
COVID-19 OJI	$4,481	-	-	-
Vacation Day Paid	-	-	$54,404	-
CIT	$438,513	-	$493,879	-
CIT OT	$140,525	-	$126,932	-
CIT Adj	$3,132	-	$11,141	-
Overtime	$45,269,087	$32,000,000	$39,339,625	$32,000,000
Holiday Fire/Police	$7,596,979	$6,500,000	$8,242,774	$6,500,000
Out of Rank Pay	$969,112	$905,779	$1,044,056	$905,779
Hazardous Duty Pay	$134,892	$149,768	$138,913	$149,768
College Incentive Pay	$5,374,925	$4,931,150	$5,585,888	$4,944,596
Longevity Pay	$1,435,563	$1,482,101	$1,544,684	$1,525,334
Shift Differential	$110,638	$24,313	$11,634	$24,313
PTO Final Pay	$4,730,516	$2,859,502	$3,944,687	$2,859,502
Job Incentive	$20,546	-	$19,156	-
Cert Pay	$5,484	-	$4,177	-
MPD Retention Bonus Program	-$33,368	-	$28,267	-
Pension	$10,893,601	$10,992,860	$11,035,401	$11,455,235
Supplemental Pension	$9,989	$1,002	$1,023	-
Social Security	$140,174	$4,603	$123,670	$4,603
Pension ADC	$12,839,500	$19,281,237	$19,281,237	$20,465,818
Group Life Insurance	$238,220	$495,889	$247,439	$291,564
Unemployment	$188,560	$187,440	$187,440	$190,080
Pension 401a Match	$2,170	-	-	-
Medicare	$3,421,143	$2,624,413	$3,483,014	$2,742,735

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Long Term Disability	$688,791	$528,546	$693,588	$748,041
Health Insurance - Choice Plan	$1,667,326	$3,247,860	$3,277,390	$3,355,260
Benefits Adjustments	-	$5,122,072	-	$5,253,400
Health Insurance-Select Plan	$24,470,734	$20,179,188	$22,046,813	$20,307,528
Salaries - Part Time/Temporary	$1,790,090	$2,111,497	$1,993,884	$2,111,497
On the Job Injury	$2,351,093	$2,358,343	$2,666,245	$2,358,343
Payroll Reserve	-	$100	-	$100
Bonus Pay	$175,794	-	$456,800	-
Referral Bonus Pay	$292,000	-	$107,500	-
Sign On Bonus Pay	$72,500	$2,200,000	$577,002	$2,200,000
Spot Bonus Pay	$8,000	-	$250	-
Sign On Bonus Pay OT	$1,630	-	$21,341	-
MPD Salary Sales Tax Ref Recovery	-$16,434,000	-$17,255,700	-$17,255,700	-$18,118,485
MPD Retention Bonus Recovery	-$3,347,628	-	-$26,700	-
Expense Recovery - Personnel	-$2,405,774	-$1,135,308	-$1,420,308	-$1,350,000
MPD Sign On Bonus Pay	-	-	$1,145,900	-
MPD Retention Bonus Program OT	$3,365,097	-	-	-
Tuition Reimb Supplemental	$750	-	-	-
MPD Sign On Bonus Pay OT	-	-	$32,875	-
General Retention Bonus Program	-	$16,500	$66,012	$16,500
MFD Pension ADC Expense Recovery	-	-$7,167,347	-$7,167,347	-$9,159,550
Total Personnel Services	$273,888,230	$267,795,038	$273,917,814	$274,010,563
Materials and Supplies				
City Hall Printing	$3,436	-	-	-
City Storeroom Supplies	$218	-	$48,076	-
Facility Repair & Carpentry	$57,239	$134,000	$123,867	$134,000
City Shop Charges	$5,736,974	$5,739,812	$5,671,730	$6,352,832
City Shop Fuel	$4,188,592	$3,999,950	$4,020,711	$4,477,207
Outside Computer Services	$2,391,724	$4,200,000	$4,393,352	$4,200,000
City Computer Svc Equipment	$67,670	$125,000	$128,969	$125,000
Data/Word Processing Equipment	$73,402	$235,000	$236,823	$235,000
Data/Word Process Software	$633,252	$1,024,396	$994,396	$1,024,396
Pers Computer Software	-	$36,168	$36,168	$36,168
Printing - Outside	$63,856	$49,200	$49,200	$49,200
Supplies - Outside	$571,881	$619,539	$619,539	$619,539
Hand Tools	-	-	-$140	-
Clothing	$961,239	$1,077,499	$1,685,078	$1,077,499
Ammunition & Explosives	$1,048,633	$500,000	$513,650	$500,000
Safety Equipment	$328,381	$840,000	$2,362,568	$840,000
Drafting/Photo Supplies	$1,510	$18,000	$18,000	$18,000
Medical Supplies	-	$16,186	$16,186	$16,186
Outside Postage	$22,161	$3,900	$5,014	$3,900
Materials and Supplies	$498,444	$575,118	$623,203	$575,118
Miscellaneous Expense	$1,220	$8,038	$8,038	$8,038
Operation Police Canine	$66,077	$60,000	$60,000	$60,000
Operation Police DUI Unit	$25,213	$78,000	$116,020	$78,000

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Operation Police Traffic Unit	$42,190	$90,000	$90,000	$90,000
Operation Police Mounted	$145,648	$68,000	$105,000	$68,000
Operation Police TACT	$208,409	$250,078	$339,196	$250,078
Operation Police Aircraft	$306,702	$375,000	$447,943	$375,000
Outside Vehicle Repair	$93,598	$53,500	$116,068	$53,500
Outside Equipment Repair/Maintenance	$9,636	$28,000	$28,984	$28,000
Special Investigations	-	$50,000	$50,000	$50,000
Medical/Dental/Veterinary	$10,184	$38,000	$38,000	$38,000
Advertising/Publication	$3,526	$525,000	$535,810	$525,000
Outside Phone/Communications	$995,795	$1,457,800	$1,818,249	$1,457,800
Janitorial Services	$454,114	$602,299	$602,299	$602,299
Security	$388,988	$320,000	$321,385	$320,000
Weed Control/Chemical Service	-	$12,300	$25,100	$12,300
Seminars/Training/Education	$193,033	$220,349	$237,574	$220,349
Fixed Charges	$651,507	$1,100	$1,100	$1,100
Misc Professional Services	$3,418,974	$3,390,956	$4,352,679	$3,390,956
Travel Expense	$241,241	$356,322	$359,459	$356,322
Outside Fuel	$1,109	$1,300	$1,300	$1,300
Utilities	$1,390,497	$1,087,064	$1,087,064	$1,087,064
Claims	$819,077	$950,000	$950,000	-
Lawsuits	$1,409,434	$1,800,000	$1,800,000	-
Dues/Memberships/Periodicals	$10,620	$12,500	$12,800	$12,500
Rent	$603,575	$1,673,001	$1,840,758	$1,673,001
Misc Services and Charges	$1,323,278	$1,229,549	$1,301,957	$1,107,891
Expense Recovery - M & S	-$93,419	-$1,615,427	-$1,615,427	-$1,615,427
Donations Expense	-	-	$4,500	-
Total Materials and Supplies	$29,368,834	$32,316,496	$36,582,247	$30,535,115
Capital Outlay				
Furniture/Furnishings	-	$28,900	$28,900	$28,900
Equipment	$80,467	$346,500	$754,726	$346,500
Total Capital Outlay	$80,467	$375,400	$783,626	$375,400
Service Charges				
Credit Card Fees - Expense	$19,256	-	$4,956	-
Total Service Charges	$19,256	-	$4,956	-
Grants and Subsidies				
Community Initiatives Grants for Non-Profits	$59,618	$150,000	$150,000	$150,000
Death Benefits	-	-	$5,000	-
Total Grants and Subsidies	$59,618	$150,000	$155,000	$150,000
Misc Expense				
Prior Year Expense	$89,446	-	$15,460	-
Total Misc Expense	$89,446	-	$15,460	-
Total Expenditures	$303,505,851	$300,636,934	$311,459,103	$305,071,078

Public Works Division

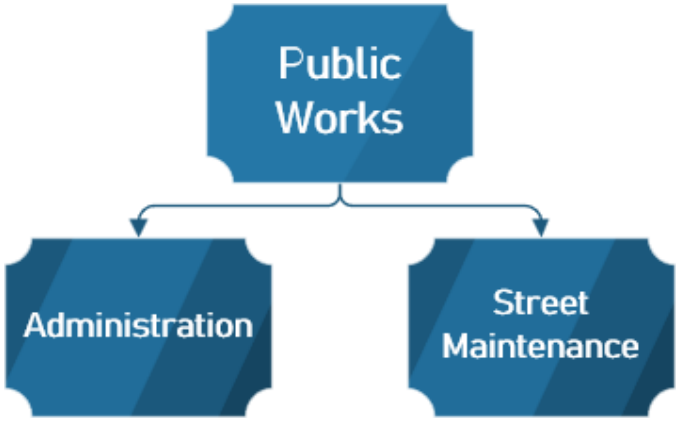


Scott Morgan
Director

Mission Statement

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

Organization Structure



Services

Services provided by the Public Works Division are instrumental in the City's system for addressing environmental, public health, and local transportation issues. Public Works manages the maintenance of streets with services including storm water infrastructure, asphalt paving, pothole and cut/patch repair, the removal of snow and ice from bridges and streets, as well as street sweeping. The Division operates and maintains the City's wastewater collection and treatment system, including two treatment plants, as well as flood control structures that protect the City from flooding due to high Mississippi River levels. These systems are responsible for protecting the City of Memphis from flooding and ensuring the reduction of pollution from urban runoff.

Performance Highlights

- Investigated 184 stormwater pollution discharge sites.
- Industrial Monitoring and Pretreatment inspected and regulated 109 industrial customers and waste haulers that discharged approximately 8.6 billion gallons of wastewater.
- Continued sanitary sewer assessment and rehabilitation in accordance with USEPA, DOJ, and City of Memphis Consent Decree ahead of the established schedule. Assessed approximately 68.3 miles of sanitary sewer.
- Completed construction of $4.9M and approximately 2.5 miles of various sanitary sewers cured in place pipe projects.

- Completed construction of $8.8M for T.E. Maxson plant lagoons.
- Completed construction of the $5.2M for T.E. Maxson Administration Building.
- Completed construction of the $2M for M.C. Stiles Maintenance Building.
- Treated 60.6 billion gallons of wastewater.
- Inspected and cleaned 151 miles of sanitary sewer mainline.
- Drain Maintenance provided services for 7,486 service requests, which included responding to 2,314 flooding concerns, cleaning and repairing drainage infrastructure, and preventative maintenance.
- The sweeper department provided street sweeping services for 1,424 service requests, encompassing 10,277 lane miles of sweeping.
- Implemented new snow and ice routes.

Issues & Trends

Public Works faces the challenge of providing numerous services to a constituency with constantly changing expectations. The Division must also be responsive to the increased regulatory demands as well as new technology to improve productivity and quality. The Division is committed to ensuring quality core services are delivered eficiently and effectively while looking to improve customer service in all areas. The Division has implemented certiication requirements to increase the knowledge, skills, and expertise of departmental staff responsible for enforcement efforts. Education and outreach are key strategies being used in the community to build partnerships that will create, improve, and promote the City's environmental efforts.

The Division is continuing upgrades at the TE Maxson (South) Wastewater Treatment Plant to provide suficient capacity to serve future residential and industrial growth. Four of ive phases are being implemented, and the upgrades will take 2 years to complete. The Division is inalizing a design to rehabilitate the biosolids processing area for MC Stiles (North). The Division is continuing to implement the requirements of the Consent Decree which requires assessment and rehabilitation of the sanitary sewer system to address overflows. The program is ahead of schedule and performing as expected. The City maintains one of the lowest sewer fees in the country, which is advantageous to economic development as well as serving the community.

Key Performance Indicator

STREET MAINTENANCE	FY24 ACTUAL	FY25 GOAL	FY25 ACTUAL	FY26 GOAL	CATEGORY
Repaving cycle (years)	25	30	30	30	Neighborhoods
Street repairs performed annually (#)	6,929	7,000	8,679	8,000	Neighborhoods
Quantity of litter removed from right of way (yards)	21,500	20,000	22,688	20,000	Neighborhoods
Average time to fill potholes in response to citizen request (days)	3.0	4.0	2.7	3.0	Neighborhoods

Public Works Legal Levels

Administration

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

Street Maintenance

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

Enterprise Funds Overview

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

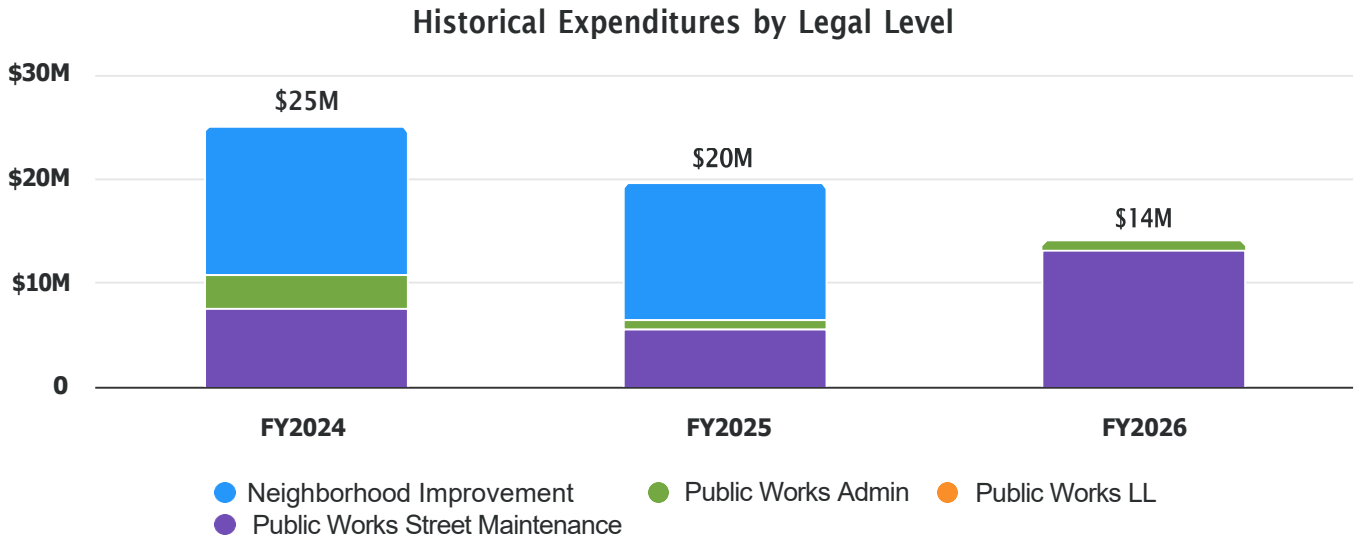
Sewer Fund

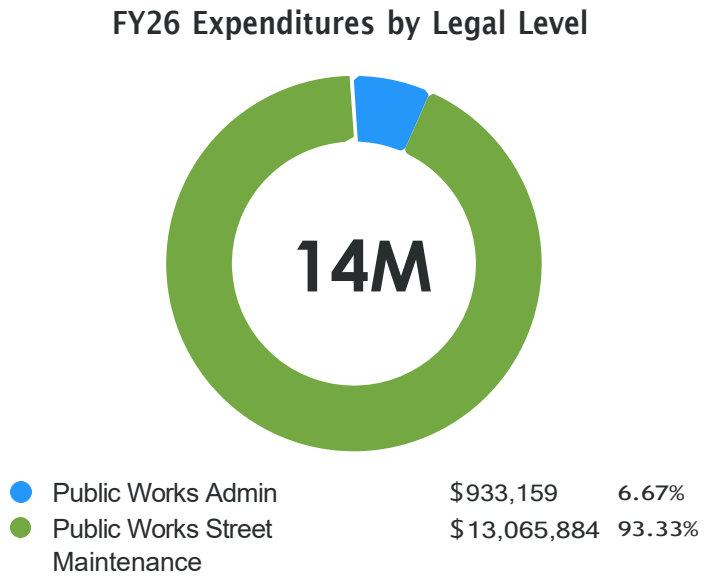
This fund is used to account for the operations and maintenance of the wastewater collection and treatment facilities owned and operated by the City of Memphis. The City of Memphis wastewater system is a combination of 3,193 miles of sewers, 96 lift stations, and 2 large Wastewater Treatment Plants that serve all of Memphis, 5 adjacent municipalities, parts of unincorporated Shelby County, and over 100 signiicant industrial users. As part of our strategic initiatives, a sewer master plan has been developed which will guide the fund in terms of future operations, management, and long-term investments. Other initiatives include the utilization of a program to improve the management of the collection system based upon prioritization of assessed conditions. Memphis continues to rank as having one of the lowest wastewater rates in the nation. The last increase in sewer fees was in FY2020.

Storm Water Fund

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

Expenditures by Legal Level





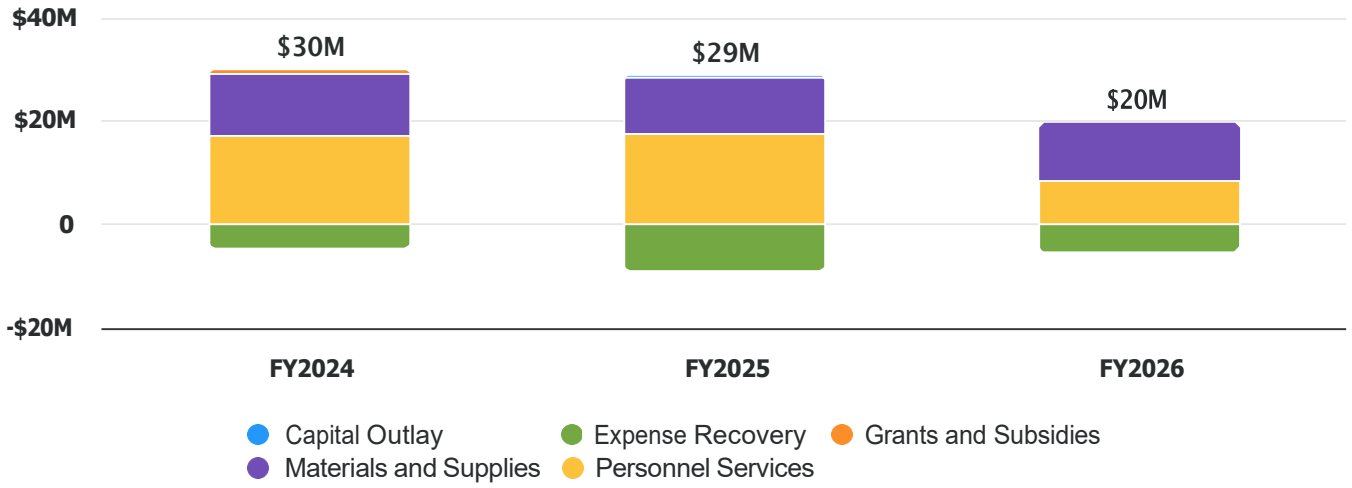
Expenditures by Legal Level

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Public Works Admin				
Personnel Services	$409,221	$351,067	$131,220	$726,375
Materials and Supplies	$2,757,055	$630,449	$630,449	$206,784
Total Public Works Admin	$3,166,276	$981,516	$761,669	$933,159
Public Works Street Maintenance				
Personnel Services	$6,096,853	$6,213,046	$7,882,000	$7,827,579
Materials and Supplies	$3,638,261	$4,662,036	$11,055,813	$10,739,755
Expense Recovery	-$2,737,948	-$5,375,000	-$5,375,000	-$5,521,325
Grants and Subsidies	$500,000	$19,875	$969,875	$19,875
Total Public Works Street Maintenance	$7,497,166	$5,519,957	$14,532,688	$13,065,884
Neighborhood Improvement				

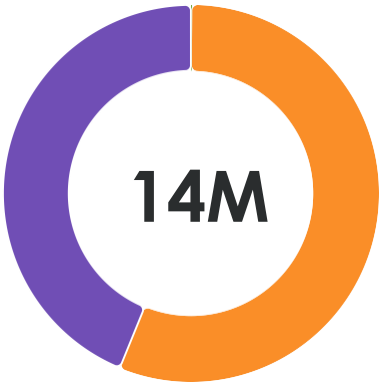
Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services	$10,638,670	$10,711,334	$10,281,882	-
Materials and Supplies	$5,570,566	$5,698,504	$6,446,851	-
Capital Outlay	$79,865	$180,000	$244,348	-
Expense Recovery	-$1,939,168	-$3,475,000	-$3,475,000	-
Grants and Subsidies	$21,390	$42,625	$42,625	-
Total Neighborhood Improvement	$14,371,323	$13,157,463	$13,540,706	-
Public Works LL				
Personnel Services	$31,473	-	-	-
Total Public Works LL	$31,473	-	-	-
Total Expenditures	$25,066,238	$19,658,936	$28,835,064	$13,999,043

Expenditures by Expense Type

Historical Expenditures by Expense Type



FY26 Expenditures by Expense Type



Expense Recovery	-$5,521,325	-39.44%
Grants and Subsidies	$19,875	0.14%
Materials and Supplies	$10,946,539	78.19%
Personnel Services	$8,553,954	61.10%

Expenditures by Expense Type

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Personnel Services				
Full-Time Salaries	$10,399,160	$13,174,544	$10,897,044	$5,384,976
Holiday Salary Full Time	$698,578	-	$314,087	-
Vacation Leave	$897,049	-	$340,192	-
Sick Leave	$748,502	-	$400,418	-
Overtime	$623,356	$550,702	$681,051	$509,062
Out of Rank Pay	$9,204	$32,400	$30,506	$19,000
Hazardous Duty Pay	$624	$1,200	$2,263	$1,200
Longevity Pay	$4,804	-	$5,444	-
Shift Differential	$1,503	$9,847	$9,847	$9,847
PTO Final Pay	$59,583	$61,800	$153,870	$46,800
Required Special License Pay	$5,400	$5,000	$8,556	$5,000
Extended Duty Bonus Pay	$141,680	$100,000	$191,090	$100,000
Pension	$601,853	$686,327	$686,327	$219,343
Supplemental Pension	$64,939	$74,002	$74,002	$47,002
Social Security	$251,720	$175,160	$256,924	$170,332
Pension ADC	$887,500	$1,367,288	$1,367,288	$656,755
Group Life Insurance	$17,933	$40,760	$40,760	$9,644
Unemployment	$19,280	$19,520	$19,520	$7,600
Pension 401a Match	$25,453	$24,111	$24,111	$23,599
Medicare	$212,042	$211,953	$211,953	$82,644
Long Term Disability	$52,501	$41,550	$41,550	$21,976
Health Insurance - Choice Plan	$114,585	$237,492	$237,492	$102,648
Beneits Adjustments	-	$81,764	-	$32,063
Health Insurance-Select Plan	$1,895,660	$1,856,916	$1,856,916	$709,776
Salaries - Part Time/Temporary	$1,119,778	$1,040,398	$1,201,294	$358,938
On the Job Injury	$504,879	$38,000	$79,000	$19,000
Bonus Pay	$138,790	-	$275,000	-
Sign On Bonus Pay	$52,500	$15,000	$12,500	$15,000
Spot Bonus Pay	$2,250	$1,750	$2,964	$1,750
Sign On Bonus Pay OT	$1,581	-	$1,420	-
Expense Recovery - Personnel	-$2,376,468	-$2,572,037	-$1,128,287	-
Total Personnel Services	$17,176,217	$17,275,446	$18,295,101	$8,553,954
Materials and Supplies				
City Hall Printing	$22,112	$2,500	$3,452	$2,500
City Storeroom Supplies	$156	-	-	-
Facility Repair & Carpentry	$15,700	$76,720	$76,720	$76,720
City Shop Charges	$762,337	$1,022,311	$951,621	$782,943
City Shop Fuel	$399,838	$627,436	$627,436	$443,372
Outside Computer Services	$133,075	$55,584	$114,030	-
City Computer Svc Equipment	$23,652	$25,230	$28,722	$25,230
Pers Computer Software	$52,543	$63,591	$64,472	$63,591
Printing - Outside	$5,431	$8,014	$8,014	-
Clothing	$93,176	$91,032	$93,435	$17,965
Safety Equipment	$18,534	$23,000	$29,749	$23,000
Outside Postage	$12,629	$25,000	$25,000	$600

Category	FY 2024 Actual	FY 2025 Adopted	FY 2025 Estimated	FY 2026 Adopted
Asphalt Products	$4,500,935	$4,806,250	$5,068,032	$4,806,250
Lumber & Wood Products	$695	$2,500	$2,500	$2,500
Paints Oils & Glass	$203	$2,700	$2,700	$2,700
Pipe Fittings & Castings	$65,000	$40,000	$55,923	$40,000
Lime Cement & Gravel	-	$50,643	$50,643	$50,643
Chemicals	$10,694	$10,941	$11,458	$10,941
Materials and Supplies	$451,152	$979,258	$1,048,616	$452,969
Outside Vehicle Repair	$66,871	$105,000	$129,353	$105,000
Outside Equipment Repair/Maintenance	$141,465	$167,259	$238,913	$163,259
Disaster/Storm Damage	$2,534,680	-	-	-
Advertising/Publication	-	$11,250	$11,250	-
Outside Phone/Communications	$330,598	$156,860	$191,800	$17,000
Security	-	$1,500	$2,804	-
Weed Control/Chemical Service	$278,799	$266,000	$268,173	$16,000
Seminars/Training/Education	$99,678	$85,000	$81,400	$43,500
Misc Professional Services	$4,385,265	$4,849,858	$6,185,701	$3,446,017
Travel Expense	$19,539	$10,000	$16,000	$750
Utilities	$414,754	$383,333	$383,333	$325,000
Demolitions	$1,689,538	$1,441,031	$1,679,161	-
Claims	$45,787	$275,100	$286,630	-
Lawsuits	$296,500	$200,000	$200,000	-
Dues/Memberships/Periodicals	$4,120	$10,000	$8,500	$5,750
Misc Services and Charges	$146,497	$154,000	$169,236	$4,000
Minor Equipment	$180	$18,338	$18,338	$18,338
Expense Recovery - M & S	-$5,056,250	-$5,056,250	-	-
Total Materials and Supplies	$11,965,882	$10,990,990	$18,133,114	$10,946,539
Capital Outlay				
Furniture/Furnishings	$54,687	$160,000	$224,283	-
Equipment	$25,178	$20,000	$20,065	-
Total Capital Outlay	$79,865	$180,000	$244,348	-
Expense Recovery				
Expense Recovery - State Street Aid	-$4,677,116	-$8,850,000	-$8,850,000	-$5,521,325
Total Expense Recovery	-$4,677,116	-$8,850,000	-$8,850,000	-$5,521,325
Grants and Subsidies				
Professional Services	$521,390	$62,500	$1,012,500	$19,875
Total Grants and Subsidies	$521,390	$62,500	$1,012,500	$19,875
Total Expenditures	$25,066,238	$19,658,936	$28,835,064	$13,999,043

Out Year Projections

Strategic Plan

This level looks at the projection of revenue and expenditures for long-range planning purposes. The City of Memphis' budget is approved annually. Therefore, the financial data in this section does not represent an approved long-range financial funding plan, and it does not represent the final form of a financial plan that will be presented to the City Council for future consideration.

Introduction

The Memphis City Budget Office developed a 5-year financial plan for the General Fund. The 5-year plan is a conservative projection of future revenues and expenditures over the 5-year forecast period.

The compilation and review of the plan provides an opportunity to put current funding decisions in context with longer-term economic conditions while affording city management a projection of the ongoing financial impact of policy decisions. The plan also provides an opportunity to demonstrate to policy-makers the likely impact of the short-term capital investment and financing decisions on the city's longer-term financial capacity.

Major goals of the 5-year financial plan include the following:

1. Structure the city's annual budget into a 5-year planning horizon to facilitate prudent financial management.
2. Provide an environment for setting revenue and expenditure targets and for evaluating budget priorities considering projected fiscal conditions.
3. Present a picture of the longer-term strategic financial issues facing the city while highlighting funding priorities and challenges for budget planning.
4. Identify potential structural budget imbalances, surpluses, or shortfalls.
5. Provide a useful framework for reviewing and refining the city's financial forecasts, as well as its financial management goals and priorities.

In preparing the plan, the Budget Office considers historical experience, as well as the economic uncertainties underlying the revenue outlook and growth in expenditures during the 5-year period. The City's key assumptions for revenues and expenditures are provided in the following paragraphs.

The revenue projections assume 1% growth in local sales taxes and minimal growth in other revenue sources, if any. Given the current financial climate, projections are very conservative.

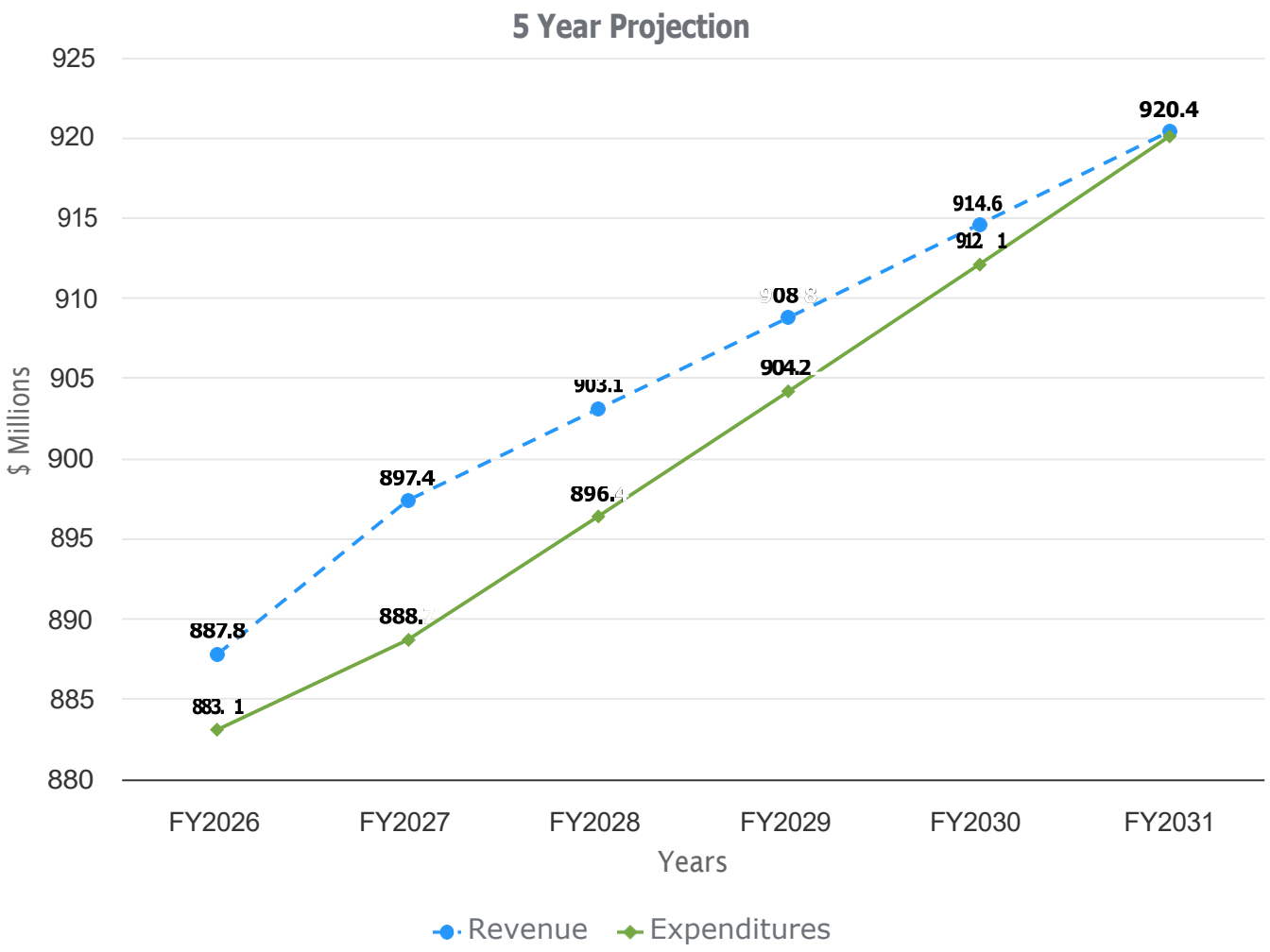
M & S Expenditure projections are based on a growth rate of 2.44% (Municipal Cost Index) using the fiscal year 2026 budget as the baseline. Personnel expenditures are held at 0.50% growth. Administrative strategies and employees subject to bargaining unit agreements will likely change long-term personnel cost projections. All other expenditures are held constant.

The financial information presented in this section is intended solely for long-range planning and does not constitute an approved financial plan. It should not be interpreted as the final version of any proposal that may be submitted to the Memphis City Council for future consideration.

This projection offers a high-level overview of anticipated revenues and expenditures over a five-year horizon. Because administrative planning is an ongoing process, several key financial variables remain subject to change and could not be fully accounted for in this analysis. These include potential adjustments to the tax rate, the Actuarially Determined Contribution (ADC) required for pension funding, the influence of future grant awards, evolving technology investments, and the implementation of new service delivery strategies.

CITY OF MEMPHIS
FIVE YEAR PROJECTION BY CATEGORY
GENERAL FUND

	FY26 Adopted	FY27 Projection	FY28 Projection	FY29 Projection	FY30 Projection	FY31 Projection
Expenditures:						
Personnel Services	$ 639,242,859	$ 642,439,076	$ 645,651,273	$ 648,879,532	$ 652,123,926	$ 655,384,547
Materials and Supplies	177,861,168	182,200,978	186,646,681	191,200,858	195,866,160	200,645,298
Capital Outlay	988,302	988,302	988,302	988,302	988,302	988,302
Grants and Subsidies	71,118,474	69,167,261	69,167,261	69,167,261	69,167,261	69,167,261
Inventory	752,500	752,500	752,500	752,500	752,500	752,500
Expense Recovery-State Street	(21,035,300)	(21,035,300)	(21,035,300)	(21,035,300)	(21,035,300)	(21,035,300)
Investment Fees	149,652	149,652	149,652	149,652	149,652	149,652
Service Charges	8,311,205	8,311,205	8,311,205	8,311,205	8,311,205	8,311,205
Transfers Out	5,746,000	5,746,000	5,746,000	5,746,000	5,746,000	5,746,000
Total Expenditures	$ 883,134,860	$ 888,719,674	$ 896,377,574	$ 904,160,010	$ 912,069,706	$ 920,109,465
Revenue:						
Investment in General Fixed	$ 20,000	$ -	$ -	$ -	$ -	$ -
Local Taxes	574,288,407	583,945,831	589,488,589	595,086,776	600,740,944	606,451,653
State Taxes	80,325,000	80,335,000	80,436,000	80,547,100	80,669,310	80,803,741
Licenses and Permits	27,791,000	27,791,000	27,791,000	27,791,000	27,791,000	27,791,000
Fines and Forfeitures	11,507,000	11,507,000	11,507,000	11,507,000	11,507,000	11,507,000
Charges for Services	55,002,911	55,002,911	55,002,911	55,002,911	55,002,911	55,002,911
Use of Money and Property	15,555,000	15,555,000	15,555,000	15,555,000	15,555,000	15,555,000
Federal Grants	7,428,000	7,428,000	7,428,000	7,428,000	7,428,000	7,428,000
Intergovernmental Revenues	6,158,005	6,158,005	6,158,005	6,158,005	6,158,005	6,158,005
Other Revenues	2,404,074	2,404,074	2,404,074	2,404,074	2,404,074	2,404,074
Transfers In	107,318,000	107,318,000	107,318,000	107,318,000	107,318,000	107,318,000
Contributed from Fund Balance	-	-	-	-	-	-
Total Revenues	$ 887,797,396	$ 897,444,821	$ 903,088,579	$ 908,797,866	$ 914,574,244	$ 920,419,384
Net Revenue	$ 4,662,536	$ 8,725,147	$ 6,711,005	$ 4,637,856	$ 2,504,538	$ 309,919



Financial Projection Model Snapshot

	FY26	FY27 Projection	FY28 Projection	FY29 Projection	FY30 Projection	FY31 Projection
PROJECTED REVENUE	887,797,396	897,444,821	903,088,579	908,797,866	914,574,244	920,419,384
PROJECTED EXPENDITURES	883,134,860	888,719,674	896,377,574	904,160,010	912,069,706	920,109,465
PROJECTED NET REVENUE	4,662,536	8,725,147	6,711,005	4,637,856	2,504,538	309,919