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# *City of Memphis*



## **MISSION**

The City of Memphis, its Employees, and City Partnerships will provide responsive and cost effective services through the enhancement of Employee, Neighborhood, Youth, and Business Development.

## **VISION**

To be recognized globally as the City of choice in which to live, learn, work, and recreate.

## **CORE VALUES**

- Honesty, in All Transactions
- Excellence, in All We Do
- Responsiveness, to All We Serve
- Safety, in All Environments



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**CITY OF MEMPHIS**  
**A C Wharton Jr., MAYOR**  
**George M. Little, CHIEF ADMINISTRATIVE OFFICER**

**ADMINISTRATION**

Brian Collins ..... Director, Finance  
Alvin Benson ..... Director, Fire Services  
Toney Armstrong ..... Director, Police Services  
Dwan Gilliom ..... Director, Public Works  
Quintin Robinson ..... Director, Human Resources  
Janet Hooks ..... Director, Parks & Neighborhoods  
Martha Lott ..... Director, General Services  
Robert Lipscomb ..... Director, Housing & Community Development/MHA  
Richard Copeland ..... Director, Planning and Development  
Herman Morris ..... City Attorney, Legal  
John Cameron ..... City Engineer, Engineering  
Brenton Nair ..... Chief Information Officer

**CITY COUNCIL**

Edmund Ford, Jr., Chairperson (District 6)

Bill Morrison ..... District 1  
William C Boyd ..... District 2  
Harold B. Collins ..... District 3  
Wanda Halbert ..... District 4  
Jim Strickland ..... District 5  
Edmund Ford, Jr ..... District 6  
Lee Harris ..... District 7  
Joe W. Brown ..... District 8-1  
Janis Fullilove ..... District 8-2  
Myron Lowery ..... District 8-3  
Kemp Conrad ..... District 9-1  
Shea Flinn III ..... District 9-2  
Reid Hedgepeth ..... District 9-3

**COURTS**

Earnestine Hunt Dorse, Administrative Judge (Division 1)

Tarik B. Sugarmom ..... City Court Judge Division 2  
Jayne R. Chandler ..... City Court Judge Division 3  
Thomas E. Long ..... City Court Clerk

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This document presents the City of Memphis' budget in sections: Introduction, Financial Summary, General Fund Revenue and General Fund Expenditures. Sections are also presented for the other funds that provide major support for the City's operation. An Appendix section providing statistical information and a glossary conclude this document.

## **Introduction**

This section presents the Mayor's comments on the budget, the City government's structure, a discussion about the City's strategic financial goals, policies, and initiatives, the Budget Process and calendar, the City's Policies, and the City's long-term strategic Financial Plan. These documents provide the reader an explanation of the policy basis for the City.

## **Financial Summary**

This section presents and overview of the City's budget along with the summary and detail of all funds. The Budget Ordinance, the personnel Authorized Complement, and a summary of the Capital Improvement Program are separately identified sections within the financial summary.

## **General Fund Revenues**

This section provides a summary of the City's revenue resources and the detail within these resources. Detailed analyses are provided on the top ten (10) revenue sources.

## **General Fund Expenditures**

This section provides a summary of the operating budget for each divisions of City of Memphis government on a category basis. Within each division we have included at each legal level the mission, fiscal year 2012 performance highlights, and fiscal year 2013 measures and metrics.

## **OTHER FUNDS**

### **Enterprise Funds**

This section includes budget projects for the various enterprise funds of the City which are supported by user fees. The Sewer Fund and Storm Water Fund represents the City's Enterprise Funds.

### **Internal Service Funds**

This section included the Internal Service Funds for the City which provides services to other departments of the City on a cost reimbursement basis. Health Insurance Fund and Fleet Management Fund comprise the City's Internal Services Funds.

### **Special Revenue Funds**

This section is used to budget for specific revenues that are restricted as to their use. Two examples include the Solid Waste Fund and certain activities of the Office of Planning and Development.

### **Debt Service Fund**

This section contains the projected revenue and expenditures for the Debt Service Fund and the debt service trend indicators.





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**INTRODUCTION**

Mayor's Letter ..... 1  
Organization ..... 3  
Organization Chart ..... 4  
Budget Process ..... 5

**FINANCIAL SUMMARY**

Budget Overview ..... 11  
Taxing Overview ..... 15

**GENERAL FUND REVENUES**

General Fund Summary ..... 20

**SUMMARY**

General Fund Summary ..... 25

**CITY ATTORNEY**

City Attorney Summary ..... 27  
City Attorney ..... 30  
City Attorney Authorized Complement ..... 31

**CITY COUNCIL**

City Council Summary ..... 33  
City Council ..... 34  
City Council Authorized Complement ..... 35

**CITY COURT CLERK**

City Court Clerk Summary ..... 37  
City Court Clerk & TVB ..... 39  
Automated Photo Enforcement ..... 39  
City Court Clerk Authorized Complement ..... 40

**CITY COURT JUDGES**

City Court Judges Summary ..... 41  
City Court Judges ..... 42  
City Court Judges Authorized Complement ..... 43

**COMMUNITY ENHANCEMENT**

Community Enhancement Summary ..... 45  
Community Enhancement - Administration ..... 47  
Community Enhancement ..... 47  
Community Enhancement Authorized Complement ..... 48

**CITY ENGINEERING**

City Engineering Summary ..... 49  
Administration ..... 51  
Signs & Markings ..... 51  
Signal Maintenance ..... 51  
City Engineering Authorized Complement ..... 53

**GENERAL FUND EXPENDITURES**

**EXECUTIVE**

Executive Summary ..... 55  
Mayor's Office ..... 58  
Chief Administrative Office ..... 58  
Auditing ..... 58  
311 Call Center ..... 59



Office of Youth Services and Community Affairs .....	59
EMA .....	60
Contract Compliance .....	60
EMA .....	60
Intergovernmental Affairs .....	61
Executive Authorized Complement .....	62
<b>FINANCE</b>	
Finance Summary .....	63
Administration .....	65
Financial Management .....	65
Purchasing .....	65
Budget Office .....	66
Debt Management .....	66
City Treasurer .....	67
Office of Financial & Strategic Planning .....	67
Finance Authorized Complement .....	69
<b>FIRE SERVICES</b>	
Fire Services Summary .....	71
Administration .....	73
Support Services .....	73
Logistical Services .....	73
Training .....	74
Communications .....	74
Fire Prevention .....	75
Fire Fighting .....	75
Emergency Medical Services .....	76
Airport .....	76
Fire Services Authorized Complement .....	78
<b>GENERAL SERVICES</b>	
General Services Summary .....	81
Administration .....	83
Property Maintenance .....	83
Real Estate .....	84
Operation City Hall .....	84
Printing/Mail Services .....	85
Park Operations .....	85
Weights and Measures .....	86
General Services Authorized Complement .....	87
<b>GRANTS &amp; AGENCIES</b>	
Grants & Agencies Summary .....	89
Health Services Summary .....	91
MATA .....	93
<b>HCD</b>	
HCD Summary .....	95
Housing .....	97
Economic Development .....	97
Community Initiatives .....	97
Renaissance Business Center .....	98
HCD Authorized Complement .....	99
<b>HUMAN RESOURCES</b>	
Human Resources Summary .....	101
Administration/Employee Assistance Program .....	103



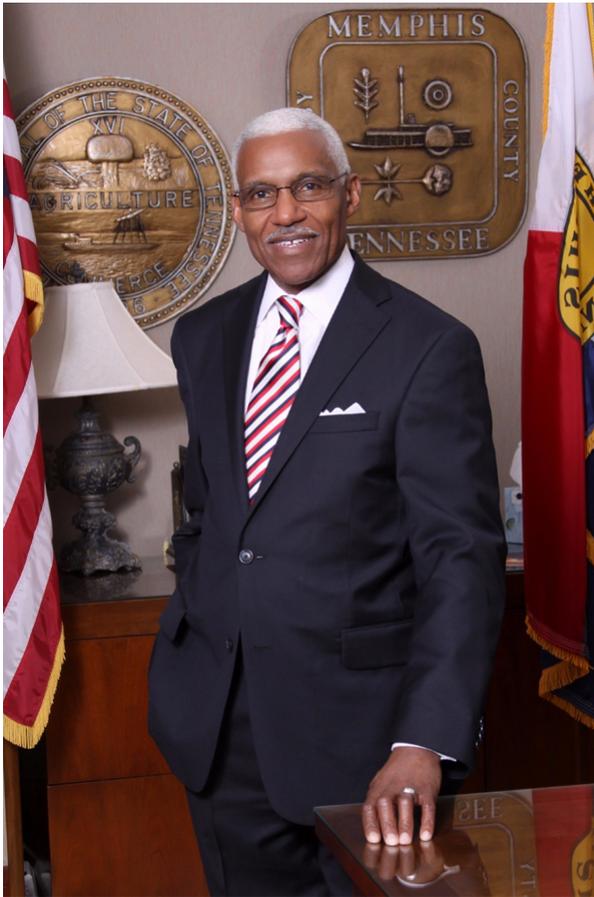
Benefits Administration .....	103
Employment .....	103
Compensation .....	104
Labor Relations .....	104
Academy of Learning & Development .....	105
.....	105
Human Resources Authorized Complement .....	107
<b>INFORMATION SERVICES</b>	
Information Services Summary .....	109
Information Services .....	111
Information Services Authorized Complement .....	112
<b>PARKS &amp; NEIGHBORHOODS</b>	
Parks & Neighborhoods Summary .....	113
Administration .....	115
Planning & Development .....	115
Park Operations .....	115
Park Facilities .....	116
Zoo .....	116
Brooks Museum .....	117
Memphis Botanic Garden .....	117
Fairgrounds/Stadium .....	118
Recreation .....	118
Golf .....	119
Special Services .....	119
Animal Shelter .....	120
Libraries .....	120
Neighborhood Watch .....	121
Parks & Neighborhoods Authorized Complement .....	122
<b>POLICE SERVICES</b>	
Police Services Summary .....	125
Executive Administration .....	127
Administrative Services .....	127
Uniforms Patrol .....	128
Investigative Services .....	128
Special Operations .....	129
Police Services Authorized Complement .....	130
<b>PUBLIC SERVICES &amp; NEIGHBORHOODS</b>	
Public Services & Neighborhoods Summary .....	133
Administration .....	135
Special Services .....	135
Sexual Assault Center .....	136
Motor Vehicle Inspections .....	136
Music Commission .....	137
Library .....	137
Public Services & Neighborhoods Authorized Complement .....	139
<b>PUBLIC WORKS</b>	
Public Works Summary .....	141
Administration .....	143
Street Maintenance .....	143
Street Lighting .....	143
Neighborhood Improvements .....	144



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Public Works Authorized Complement .....	145
<b>DEBT SERVICE FUND</b>	
Debt Service Fund Overview .....	147
<b>ENTERPRISE FUNDS</b>	
Enterprise Funds Overview .....	151
Sewer Fund Summary .....	152
Sewer Fund Authorized Complement .....	158
Storm Water Fund Summary .....	160
Storm Water Fund Summary .....	161
Storm Water Fund Authorized Complement .....	164
<b>INTERNAL SERVICE FUNDS</b>	
Internal Service Fund Overview .....	165
Health Fund .....	166
Human Resources Authorized Complement .....	167
Fleet Management .....	168
Fleet Management Fund Authorized Complement .....	169
<b>SPECIAL REVENUE FUNDS</b>	
Special Revenue Funds Overview .....	171
Public Works Authorized Complement .....	173
Finance .....	174
Finance Authorized Complement .....	175
Park Services .....	176
Park Services Authorized Complement .....	177
Park Services .....	179
Park Services Authorized Complement .....	180
Planning & Development .....	181
Planning & Development .....	181
<b>APPENDIX</b>	
Community Profile .....	183
Glossary .....	187





Dear Members of the Memphis City Council and Citizens of Memphis,

As required by Memphis City Charter, I am submitting to you the proposed Fiscal Year (FY) 2014 City of Memphis General Fund Budget.

This proposed Fiscal Year 2014 Operating Budget is \$622.5 million dollars which represents a \$25.9 million dollar decrease from the adopted budget of \$648.5 million for Fiscal Year 2013.

This FY2014 budget is a balanced budget that can also essentially be termed as a "continuation budget" in the sense that the level of services provided for in the FY2013 budget are essentially the same.

In a larger sense, this budget and the tough decisions associated with it are being driven by three predominating factors: revenue loss we have experienced inclusive of one-time revenue generators we must restore, dramatic increases in our debt fund payments, and expense increases that have been largely attributable to the restoration of one time cuts and the maintenance of public safety - specifically the Memphis Police Department - at a level that has grown by over \$40 million over the last several years.

With respect to our revenue loss, we have seen an approximate \$26 million decrease resulting from a

number of factors including but not limited to a tax revenue shortfall of nearly \$8 million and our one-time use of \$19.5 million from City reserves to balance last fiscal year's budget. In addition to the long work to build our City reserves back up given the aforementioned \$19.5 million draw we made on it in FY 2013, there is also the need to restore the \$22 million we took from the City's OPEB fund.

Our debt service has grown dramatically over the last few budget cycles with the refinancing and restructuring of debt we have taken on in order to help fund city schools, an undertaking we assumed for four years without a dedicated revenue stream. We have increased our debt service obligation by \$20 million when comparing FY2013 to FY2014. In the FY2014 budget, approximately 84 cents from our property tax rate is apportioned toward our debt services fund which is a 13 cents increase - over \$13 million overall - from the 71 cents that has been dedicated over the last several years. This drop from \$20 million to \$13 million in debt service obligation was actually realized through another refinancing opportunity we initiated which essentially pushes this financial obligation forward to future budget discussions and processes.

Regarding our overall expenditures from FY2013 to the proposed FY2014, we saw a decrease in \$ 52.7 million on paper with the end of our court-mandated obligation to fund Memphis City Schools. However, this reduction in expenditures produced no reductions in real terms when considering the many one-time measures used to close the budget gap that were no longer viable, the loss of approximately \$33.6 million in property tax revenue from a tax rate decrease initiated in FY 2008, and the increase of the budget for the Memphis Police Department by some \$43 million since FY2008, inclusive of the \$17 million increase from FY2012 to FY2013. To reiterate, we have essentially realized no positive financial impact from the ending of our obligation to fund Memphis City Schools.

The structural imbalances we have seen in our City's budget over the last several years where expenditures have outpaced revenue have been profound. These budget imbalances compel us to definitively answer and identify the level of services the public is comfortable with funding. This year's continuation budget will get us more fully into the implementation of our Five Year Strategic plan which we are in the process of framing with input from the Council and from the citizens of Memphis. This critical process will assist us tremendously as we become more intentional about the level of services Memphians are comfortable with funding.

Lastly, our fiscal realities - critical though they might be - have not deterred us from the priorities we have adopted for our city. Throughout the scope of our operations and as highlighted in a number of sundry ways throughout this proposed budget, we will continue to place strong emphasis on our work to create safe and vibrant neighborhoods, grow prosperity and opportunity for all, invest in our young people, and advance a culture of excellence in government. These guiding principles have been our north star in spite of the choppy waters we have had to navigate with reference to our funding of City government operations.

As we continue to chart the course for the future, I would only remind us all that it is truly within our power to advance these priorities for our city as we make the responsible decisions and critical investments that a city of our size, renown, and possibilities truly deserves.

Yours in service,



A C Wharton, Jr.

Mayor, City of Memphis

**THE CITY OF MEMPHIS, TENNESSEE**

Memphis is located on the east bank of the Mississippi River in the southwest corner of Tennessee. Memphis is the State's largest city and the county seat of Shelby County. The corporate limits contain 343 square miles, representing 45 percent of the total land area of Shelby County. Memphis ranks as the 18th largest city in the nation. The 2005 population was 646,356 according to the State of Tennessee Department of Economic and Community Development.

**GOVERNMENTAL STRUCTURE**

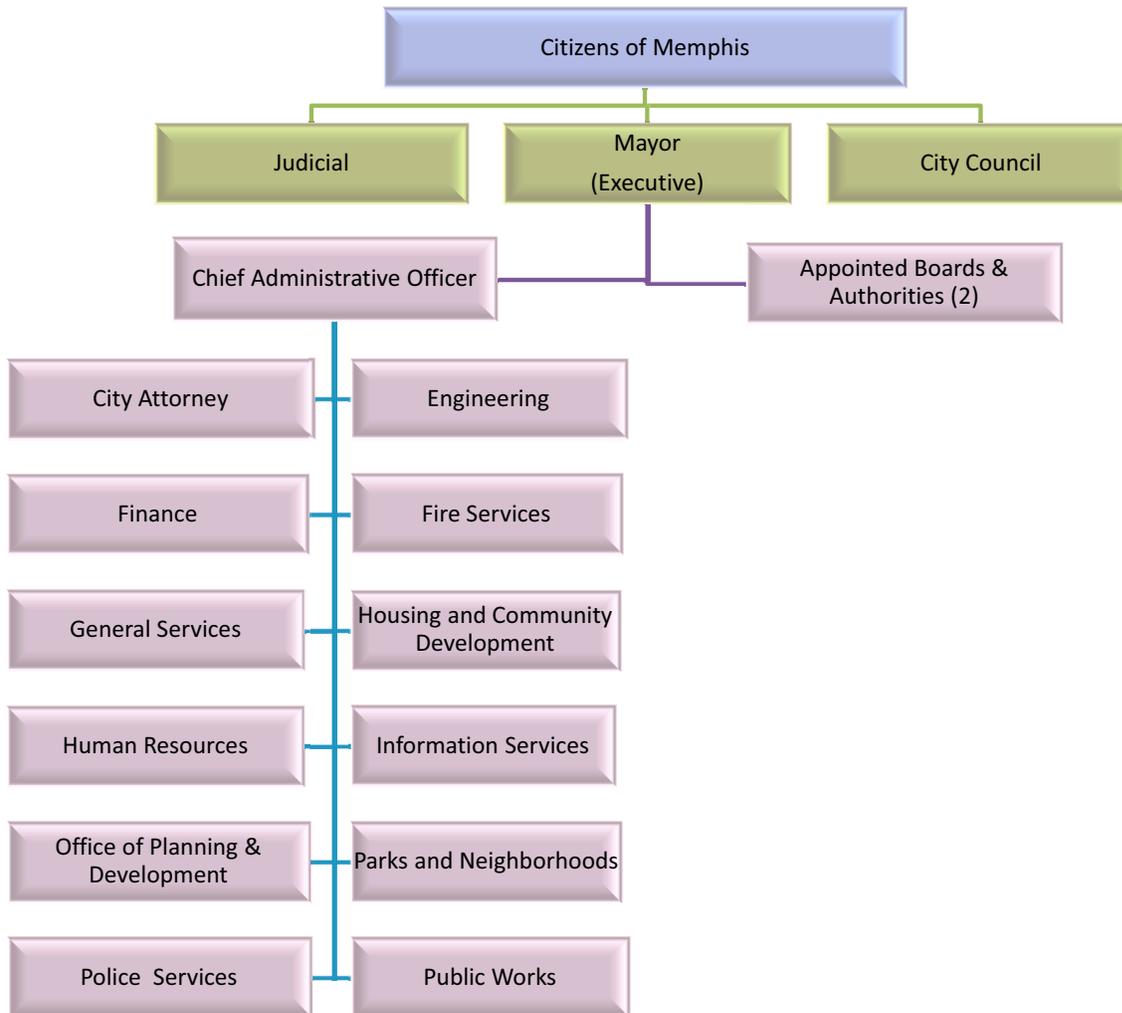
The City of Memphis was incorporated as a city in 1826. Memphis operated under a commission form of government from 1909 until January 1, 1968. At that time, a Mayor-Council form of government was established. The City Council is composed of thirteen representative citizens who are elected for four-year terms. Six 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 numbered positions. The remaining seven (7) council members are elected by single member districts, numbered 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 City board members, officers and division directors, with Council approval. The City's operating and service departments are organized under the Chief Administrative Officer and Chief Financial Officer who are appointed by and serve at the will and pleasure of the Mayor. The Mayor may veto action of the City Council, but a simple majority can override any veto.

The Chief Administrative Officer and Chief Financial Officer, under the direction of the Mayor, coordinate the activities of all administrative divisions of City government, acting as liaisons between the Mayor and all divisions, bureaus, boards, commissions and authorities. The directors of all divisions report to the Chief Officers on administrative procedures.

The major administrative divisions of the City include: Engineering; Executive; Finance; Fire Services; General Services; Information Services; Housing and Community Development; Legal; Parks and Neighborhoods; Human Resources; Police Services; Public Works/Sanitation; and the Office of Planning and Development.

The Mayor is responsible for all city appointments to boards, which serve the City. These include the boards of the Memphis Light, Gas and Water Division (MLG&W); Memphis Area Transit Authority; Memphis Housing Authority; Center City Commission; Memphis & Shelby County Convention Center Complex; Memphis Brooks Museum of Art; Memphis & Shelby County Building Code Advisory Board; 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.

# CITY OF MEMPHIS, TENNESSEE ORGANIZATION CHART



(1) The Board of Elections is legally separated from the City of Memphis primary government, and its budget is approved separately by the Memphis City Council.

(2) The Mayor makes appointments to Boards and Authorities whose budgets are separate but are related organizations, jointly owned or joint ventures. These Boards and Authorities include for example, the Memphis Area Transit Authority, Memphis Light, Gas & Water Division, The Retirement and Pension Systems, Memphis & Shelby County Airport Authority, Memphis & Shelby County Convention Center, Memphis & Shelby County Building Code Advisory and the Center City Commission.



## BUDGETING AND APPROPRIATIONS PROCEDURES

The financial plans of the City are included in the annual capital and operating budgets. These budgets project all receipts and disbursements, and present the level of governmental services and the method of distributing costs to the various segments of the community through the collection of taxes and fees.

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

**Operating Budget** The Annual Operating Budget is submitted to the Council approximately 90 days prior to the end of the fiscal year in April. At least 3 to 4 weeks prior to the end of the fiscal year, the City Council approves the Operating Budget.

The City of Memphis operates on a July through June fiscal year and is required by City Charter to submit and have approved a balanced budget each fiscal year.

The budget process is a series of reviews and analyses of budget requests submitted by the various city departments. The staff of the Budget Office, along with the Finance Director and each division director, Chief Administrative and Financial Officers, Mayor, City Council and the public are all involved to ensure that the approved budget is reflective of the needs and desires of the entire community.

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 except for the year -end clean up process authorized via budget ordinance. Strict budgetary compliance is maintained by an automated accounting system to assure effective fiscal management and accountability. All requests for purchases or payments are checked by the budgetary control system to assure that funds are available. Purchase Orders and contracts are encumbered prior to their release to vendors. Those Purchase Orders and contracts that exceed appropriated amounts cannot be executed until additional appropriations are made available, either by transfer of existing appropriations or by a resolution granting additional appropriations by Council. The system controls are maintained at the program levels and are basically set up within Personnel, Operations and Maintenance and Capital categories.

**Capital Budget** The Capital budget and Capital Improvement Program are prepared annually to present the capital expenditures planned for each of the next five fiscal years. The total costs of each project and the sources of funding (local, state, federal and private) required to finance each project are estimated. The Capital Improvement Program is prepared after a rigorous review and evaluation of all proposed projects by the Capital Review Committee. The Mayor approves the single year Capital Budget and five year Capital Improvement Programs and presents them to the Council for adoption. The single year Capital Improvement Plan allocates the capital expenditures to be made in the current budget year.

Additional authorizations (appropriations) for each capital project in the Capital Budget must precede the expenditures of construction funds. The Capital Budget must be in full conformity with that part of the Capital Improvement Program applicable to the fiscal year which it covers.

The timetable for approval of the Capital Budget and Capital Improvement Program closely parallels that of the Operating Budget.

**BUDGET DEVELOPMENT PROCESS**

The Budget Office uses financial data provided by city divisions to facilitate the review and approval of the Operating and Capital Improvement Budgets. This service center is responsible for ensuring the operation of all divisions within financial guidelines established by Administrative policy and City Council legislation. The Budget Office is also responsible for forecasting all general revenue for the City.

The Operating Budget is established annually. The process begins in October for the following fiscal year. Divisions are asked to enter Personnel, Materials & Supplies and Capital outlay into the Budget System over a three week period. The information is then analyzed and divisions are consulted with respect to noticeable budgetary changes. The process continues in January with the second quarter forecast and revision of next year's operating budget. Administrative hearings are held In March to examine each service center's budget and to make necessary revisions. After finalizing any necessary revisions, the Operating Budget is presented to Council in April. The Council then conducts its own hearings to scrutinize the budget. The process ends in June with Council's approval of the budget and the June loading into the Accounting system of the new budget. Funding approvals are limited to one fiscal year, with surpluses or deficits corrected through fund balance.

The Capital Improvement Program (CIP) is a five-year plan for capital allocations, which is reviewed annually for priority and project changes and additions. This plan examines each project in which the City participates and specifies the source of financing for the projected expenditures. The process for the CIP also begins in October with the divisions entering their requests into the Budget System. The projects are analyzed by the Budget Office and the CIP Committee and then administrative hearings are held in January with each division to assist them in justifying their requests. After finalizing revisions, the CIP Budget is presented to Council in April. The Council then conducts its own hearings to scrutinize the budget. The process ends in June with Council's approval of the budget and the June loading into the Accounting system of the new budget.

The Council adoption of the CIP authorizes a portion of engineering, architecture, land acquisition and development costs through administrative appropriation. Funds for construction costs, equipment, and acquisition contracts are subject to additional authorization by the Council. Prior and current CIP allocations will remain in the plan until the Division in charge of the project or Council determines that the project is completed or is not needed.

The Budget Office ensures operation with the legally established financial guidelines by monitoring the budgets and reviewing mid-year changes to the budget. The Budget Office monitors the CIP by using tracking reports, which are usually completed during budget submission and may be requested at various intervals during the year. The Budget Office also monitors the operation budget through forecasts provided by service centers management personnel. This enables the Budget Office to project citywide surpluses and deficits. These forecasts help the Administration to determine which service centers need additional assistance in planning or funding. Both CIP and Operating Budgets change during the fiscal year (mid-year changes) when user service centers process transfers and resolutions. The CIP Committee reviews and approves resolutions and transfers and forwards them to the Finance Director, City Attorney, CAO, and Council for legal actions.

Due to changes in the yearly Budget Submission process, both Operating and CIP, the Budget Office staff provides training and reference manuals, which are available to division personnel responsible for the budget submission. Documentation of the past years' budgets is available for review electronically, in the Annual Report, and in Appropriation Ordinances.

## BUDGET CALENDAR

### July – August

Prior Year Performance and Budget Highlights  
4<sup>th</sup> Quarter & Year End Total Actuals due  
Budget Policies developed for current year forecast and next year's budget request

### September

Initial revenue projections for current year and next year  
Final personnel and supplies/services cost assumptions prepared  
Budget training material published

### October

Operating Budget training sessions with divisions for 1<sup>st</sup> quarter forecast and next year's budget  
Memphis Poll conducted  
Capital Improvement Program Training & Preparation  
Current Year 1st Quarter Actuals reviewed

### November

Divisions submit 1<sup>st</sup> Quarter Operating and next year's requests to Budget Office  
Divisions submit CIP to Budget Office  
Divisions develop Measures and Metrics

### December, January

Revenue projections updated for current year and next year  
Budget meeting with divisions for 2<sup>nd</sup> Quarter forecast and next year's budget request  
Review of Divisional GOPMs conducted for next Budget Year  
Current Year 2nd Quarter GOPM Actuals reviewed

### February, March

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

### April

Operating Budget/CIP is presented to the City Council on the third Council Tuesday in April  
Current Year 3<sup>rd</sup> Quarter Actuals reviewed

### May, June

Budget hearings with the City Council Operating Budget and CIP Committee  
Property Tax Rate set and adopted and tax bills prepared by Treasurer's Office

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

Special Revenue Funds account for earmarked revenue as opposed to many revenue sources which are accounted for in the General Fund. The earmarked revenue is then used to finance various authorized expenditures. Many federal and state grants are reported in Special Revenue Funds.

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

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

Enterprise Funds account for activities by which the government provides goods and services which are (1) rendered primarily to the general public, (2) financed substantially or entirely through user charges, and (3) intended to be self-supporting. They are usually established for public utilities, transit systems, golf courses, etc.

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

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

### **Fund Balance**

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

The City of Memphis strives to maintain a General Fund balance of 10% of expenditures as a standing fiscal policy. For FY2012 and FY2013 forecast, the spendable fund balance is \$61.7 million and \$57.8 million, respectively.

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

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

Statement 54 distinguishes fund balance between amounts that are considered completely “nonspendable” such as fund balance associated with inventories, and other “spendable” amounts that are classified based on the relative strength of the constraints that control the purposes for which specific

amounts can be spent. Beginning with the most binding constraints, fund balance amounts are reported in the following classifications.

*Nonspendable* - amounts that cannot be spent because they are either (a) not spendable form or (b) legally or contractually required to remain intact.

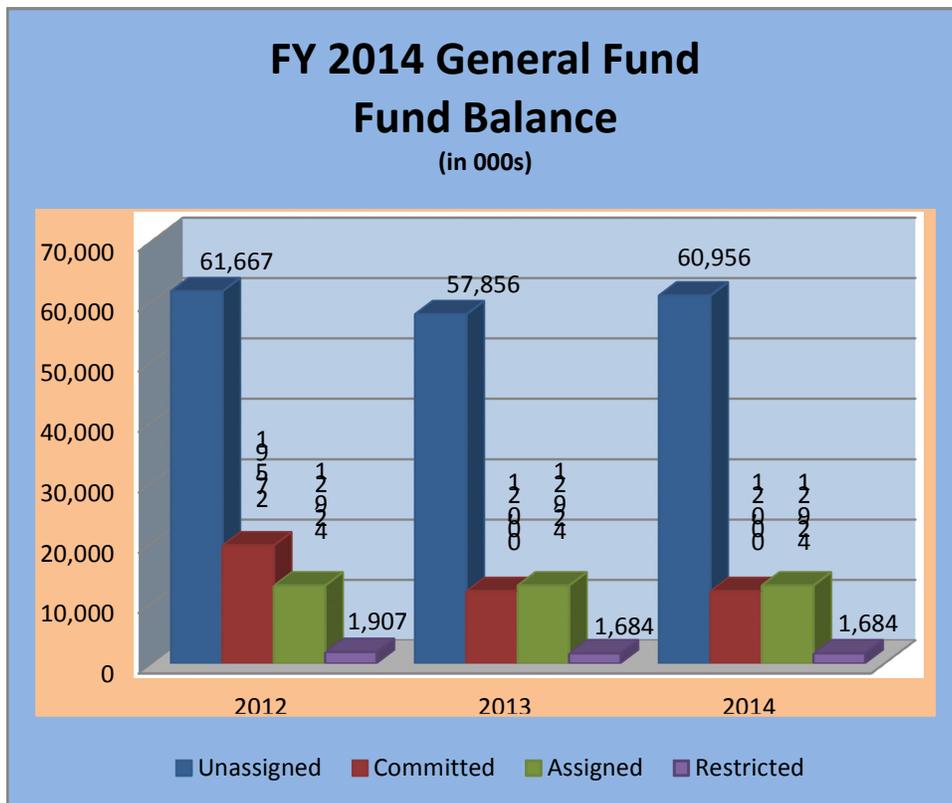
*Restricted* - amounts constrained by external parties, constitutional provision, or enabling legislation. Effectively, restrictions may only be changed or lifted with the consent of the resource provider.

*Committed* - amounts formally constrained by a government using its highest level of decision-making authority (i.e. City Council). The commitment of these funds can only be changed by the government taking the same formal action that imposed the constraint originally.

*Assigned* - amounts a government intends to use for a particular purpose. Intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority (Finance Director).

*Unassigned* - residual amounts that are otherwise not constrained at all will be reported in the general fund. These are technically available for any purpose.

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# FINANCIAL SUMMARY

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## Budget Overview

### The City's Mission and Priorities

*The City's Mission:* to provide responsive and cost effective services through the enhancement of employees, neighborhoods, youth and business development.

*The City's Priorities:*

1. Create safe and vibrant neighborhoods – *goal:* To enhance crime prevention, provide support for at-risk and ex-offender populations, and promote community partnerships and citizen participation.
2. Grow prosperity and opportunity for all – *goal:* Improved business incentives and business-related government processes, and the elimination of barriers related to economic issues.
3. Invest in our young people – *goal:* Education and developing opportunities to retain and attract youth for productive service to our businesses and communities.
4. Advance a culture of excellence in government – *goal:* Reformation of government processes and improvement of organizational coordination, clarification of customer service standards, improving internal quality assessment and accountability, and both increasing and improving opportunities for citizen feedback.

The Fiscal Year 2014 (FY) budget funds all aspects of the aforementioned priorities that will help accomplish our Mission.

For FY 2014, the nature of expenditures has changed with Memphis City Schools (MCS) transitioning to Shelby County, effective July 2014. To recap, the City of Memphis has funded Memphis City Schools (MCS) at historical funding levels (averaging \$60.0 million) without a dedicated revenue stream, essentially causing expense reductions and one-time measures to balance our budget. With the Maintenance of Effort funding ceasing in FY 2013 this budget resets revenues and expenditures for one time measures that supported school funding.

The Proposed FY 2014 *general fund budget* is \$622.5 million dollars. This is \$25.9 million less than FY 13's adopted budget of \$648.4 million. The budget presented herein, is considered to be a "continuation budget". As a continuation budget the revenues and expenses for FY 2014 are essentially at the same level as FY 2013. In practice though there are some notable revenue and expenditure modifications that define our budget numbers.

Revenues have decreased by approximately \$25.5 million. Major increases and decreases from the FY 2013 to the FY 2014 budget proposal are as follows:



## FINANCIAL SUMMARY

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- ❖ \$(19.5) million - Use of Reserve
- ❖ \$ (8.0) million - Tax Revenue Shortfall to FY 2013 budget
- ❖ \$ ( 4.0) million - Revenue (tax rate) moved to Debt Fund
- ❖ \$ 2.5 million - MLGW Water Pilot to offset like expenditures
- ❖ \$ 3.5 million - One time revenue expectations from FEMA and Shelby Co.

Expenditures, although reduced by \$52.7 million, formerly contributed to MCS, produced no reductions in real terms. All MCS funding went to necessary expenditure increases or restored one time measures. The partial restoration of the \$4.62% salary reduction (to be restored at 2.3% in January 2014) cost approximately \$3.0 million; however, it is almost entirely offset by higher attrition budgets, especially in safety. Other necessary expenditure increases that used the school funding are:

- ❖ \$22.0 million – The restoration of Pensioner’s Insurance
- ❖ \$10.0 million – Debt service cost increase (debt costs moved to Debt Fund)
- ❖ \$17.0 million – Sustained growth in safety (Policing) *from FY 2012 to present*
- ❖ \$ 3.6 million – Safety spending for promotional testing in Police and Fire
- ❖ \$ 2.0 million – Blight control
- ❖ \$ 2.0 million - Utility costs primarily for water
- ❖ \$ .4k Restoration of Whitehaven golf
- ❖ \$ .4k Implementation of the neighborhood watch program

Notable decreases in FY 2014 include the removal of funding from the Motor Vehicle Inspection Bureau and the elimination of the “transfer out” to the *Debt Fund*. The Debt Fund will be supported by a tax rate that matches the fund’s needs. This is the first year of an increasing Debt Fund requirement.

The administration remains committed to seeking and evaluating opportunities to reduce costs and ensure the most cost effective service delivery options are in place.



# FINANCIAL SUMMARY

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## **Other Funds Discussion**

### ***Debt Service Fund***

The Debt Service Fund provides for the accumulation of resources for the payment of principal, interest, and other costs of the City's general obligation bond debt. Debt Service Fund revenue is provided by an apportionment of the tax rate. For FY 2014 the tax rate for the debt fund (before the reappraisal adjustment) is \$0.8456. This is \$0.13 cents higher than the FY 2013 budget. The reapportionment of the tax rate decreases funds available to the general fund.

The FY 2014 reapportioned rate allows for the payment of the increased cost of the retirement of debt from prior refinancing done to fund MCS. The reapportionment would have actually been higher as the debt service obligation for FY 2014 is \$20 million above the FY 2013 level, however market conditions have presented a refinancing opportunity that should yield savings of \$10 million. The debt fund is budgeted to use approximately \$7.9 million of its fund balance to meet its \$211M budget for FY 2014. The fund balance at the end of FY 2104 is expected to be \$11.7 million.

Future year's debt service will continue to increase, *for another eight years*, which will present challenges on the horizon. Although the City anticipates that it will refund additional bonds in FY 2014, our practice is to include the refunding of only bond anticipation notes in the Debt Service Fund's budget.

### ***Enterprise Fund***

Enterprise Funds account for the acquisition, operation and maintenance of the City's facilities. The Enterprise Fund revenues, composed of Sewer and Storm funds, will approximate last year's budget. Total enterprise fund revenue is budgeted for \$128 million; \$104 million for the Sewer Fund, and \$24 million for the Storm Water Fund respectively.

The Sewer Fund is expected to generate an increase in its fund balance of \$21.4 million; however, this funds available balance is financing federal mandates.

The Storm Water Fund will use \$2.9 million of its fund balance to meet the proposed expense budget for FY 2014.

### ***Internal Service Fund***

Internal Service Funds (ISF) are used to budget for the costs of goods and services provided by one division to other City divisions. The City of Memphis' ISF's are the Health-care Fund and the Fleet Fund. The costs in these funds are reimbursed by the divisions utilizing the goods and services provided by the ICFs.

## FINANCIAL SUMMARY

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The Healthcare Fund is budgeting revenues of \$125.1 and expenses of \$127 million for FY 2014. This will produce a deficit for FY 2014 of \$1.9 million.

The Fleet Fund will have revenues and expenses that almost break even. Revenues and expenses are \$33.6 million respectively.

### ***Special Revenue Fund***

Special Revenue Funds (SRF) provide budgets with revenue received for specific purposes that are restricted to expenditures for specific purposes. Solid Waste and Metro Alarms are the major Special Revenue Funds. Other funds that make up the Special Revenue Fund can be found in the Special Revenue section of this document.

The largest fund, Solid Waste is budgeted to use \$5.5 million of its fund balance.

The detail of each fund is presented in the other funds section located in this document.



**PROPERTY TAX REVENUES**

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

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

In 2005, Memphis' assessed value of real property

- 84.62% Residential
- 7.74% Commercial
- 1.87% Industrial
- 0.09% Farm
- 0.08% Multiple

**Assessment Percentage of Appraisal**

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

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

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

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

To calculate the property tax bill, the assessed value is divided by \$100 and the result is multiplied by the tax rate. For example, a residential property appraised at \$100,000 would be assessed at \$25,000 (the \$100,000 appraised value times the 25% residential assessment ratio). With a tax rate set at \$3.43, the calculation is:

$$\begin{aligned} \text{tax} &= (\$25,000/\$100) \times \$3.43 \text{ per } \$100 \\ &= \$250 \times \$3.43 = \$857.50 \end{aligned}$$

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

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

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

Historical property tax rates are displayed in the table below.

**HISTORY OF PROPERTY TAXES**

<b>Tax Year</b>	<b>Fiscal Year</b>	<b>General Fund</b>	<b>Schools</b>	<b>Debt Service</b>	<b>Capital Pay Go</b>	<b>Total Rate</b>
1979	1980	1.740800	1.519200	0.476100	0.0000	3.74
1980	1981	1.720000	1.060000	0.290000	0.0000	3.07
1981	1982	2.000000	1.140000	0.410000	0.0000	3.55
1982	1983	2.080000	1.140000	0.450000	0.0000	3.67
1983	1984	1.680000	1.000000	0.450000	0.0000	3.13
1984	1985	1.680000	1.000000	0.450000	0.0000	3.13
1985	1986	1.830000	1.030000	0.450000	0.0000	3.31
1986	1987	1.909800	1.030000	0.370200	0.0000	3.31
1987	1988	1.896660	1.030000	0.383340	0.0000	3.31
1988	1989	1.588270	1.090000	0.631730	0.0000	3.31
1989	1990	1.662870	1.030000	0.617130	0.0000	3.31
1990	1991	1.620490	1.030000	0.659510	0.0000	3.31
1991	1992	1.094100	0.665655	0.386900	0.0000	2.15
1992	1993	1.304296	0.804955	0.566704	0.0000	2.68
1993	1994	1.610611	0.967537	0.596990	0.0000	3.18
1994	1995	1.672400	0.967538	0.535200	0.0000	3.18
1995	1996	1.672400	0.967538	0.535200	0.0000	3.18
1996	1997	1.672400	0.967538	0.535200	0.0000	3.18
1997	1998	1.672400	0.967538	0.535200	0.0000	3.18
1998	1999	1.376300	0.840675	0.548800	0.0000	2.77
1999	2000	1.376300	0.840675	0.548800	0.0000	2.77
2000	2001	1.751000	0.894900	0.724100	0.0000	3.37
2001	2002	1.678500	0.857800	0.694100	0.0000	3.23
2002	2003	1.675300	0.857800	0.694100	0.0032	3.23
2003	2004	1.675300	0.857800	0.694100	0.0032	3.23
2004	2005	1.675300	0.857800	0.694100	0.0032	3.23
2005	2006	1.908800	0.827100	0.694100	0.0032	3.43
2006	2007	1.908800	0.827100	0.694100	0.0032	3.43
2007	2008	1.908800	0.827100	0.694100	0.0032	3.43
2008	2009	2.342700	0.190000	0.714100	0.0032	3.25
2009	2010	2.291700	0.186800	0.714100	0.0031	3.19
2010	2011	2.291700	0.186800	0.714100	0.0031	3.19
2011	2012	2.471700	0.000000	0.714100	0.0031	3.19
2012	2013	2.291700	0.100000	0.715200	0.0031	3.11
2013	2014	2.261300	0.000000	0.845600	0.0031	3.11
2013	2014 *	2.464900	0.000000	0.921700	0.0034	3.39

\* Estimated certified rate - budget neutral



# FINANCIAL SUMMARY

# AUTHORIZED COMPLEMENT

	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>
	<b>Adopted</b>	<b>Adopted</b>	<b>Proposed</b>
<b>General Fund</b>			
City Attorney	65	58	58
City Council	25	25	25
City Court Clerk	65	59	59
City Court Judges	5	5	5
City Engineering	124	120	118
Community Development	112	0	0
Executive	53	38	37
Finance	81	81	75
Fire Services	1862	1830	1834
General Services	125	235	194
HCD	5	5	5
Human Resources	46	48	44
Information Services	17	17	17
Park & Neighborhoods	237	510	470
Police Services	3028	3032	3032
Public Services	377	0	0
Public Works	128	227	197
<b>General Fund Total</b>	<b>6355</b>	<b>6290</b>	<b>6170</b>



# FINANCIAL SUMMARY

# AUTHORIZED COMPLEMENT

	FY 2012 Adopted	FY 2013 Adopted	FY 2014 Proposed
<b>Enterprise Funds</b>			
Sewer Treatment & Collection- Operating Fund	289	299	299
Storm Water Fund	146	162	180
<b>Enterprise Funds Total</b>	<b>435</b>	<b>461</b>	<b>479</b>
<b>Internal Service Funds</b>			
Health Insurance Fund	12	14	14
Fleet Management Fund	158	132	137
<b>Internal Service Funds Total</b>	<b>170</b>	<b>146</b>	<b>151</b>
<b>Special Revenue Fund</b>			
Metro Alarm Fund	6	7	7
MLK Park Improvements	0	3	3
Solid Waste Management Fund	604	621	619
<b>Special Revenue Fund Total</b>	<b>610</b>	<b>631</b>	<b>629</b>
<b>Total Authorized Complement</b>	<b>7505</b>	<b>7528</b>	<b>7429</b>



## Revenue Forecasting Methodology

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

A team of three Ph.D. economists report on current economic trends that influence the City of Memphis. National, state and local economic indicators receive full discussion in both an oral presentation and written documents. These perspectives are essential for the finance department to understand and respond to a second area of focus. In the second part of the quarterly report, the team prepares numerical forecasts for the current fiscal year's end-of-year revenues, for the next fiscal year, and for each year out for ten years.

The forecasts are for more than fifty revenue variables, including total revenue for the city's general fund, subgroups of revenue sources, and individual revenue sources. The format of the forecast involves a median forecast as the single most likely value and a high/low range to indicate the degree of uncertainty. Also, for the most important single revenue sources and for total revenue, there is a more detailed risk analysis. This involves developing a downside risk assessment expressed as the probability that revenues will be at or below important levels.

The smallest revenue sources are forecasted with autoregressive, integrated, moving average models estimated with monthly or annual data that extends back to 1968 in some cases. Major revenue sources get forecasts from at least two alternative statistical models. For some variables, seasonal patterns are so reliable that end-of-year totals are accurately predicted from year-to-date data used in some of the quarterly updates. For longer-term forecasts, entirely different models are necessary.

For some of the revenue sources, national and regional economic indicators are useful to add to short and long term forecast accuracy. These statistical models are combinations of autoregressive, integrated, moving average (ARIMA) modeling and regression analysis. Although some series are estimated with single equation models, others have simultaneous equation models.

Stochastic simulations of the short- and long-term models generate empirical estimates of the probability distributions for the revenue sources. These distributions are reported both for the current fiscal year and the next fiscal year. These simulation results are used to report the high/low ranges for the revenue sources and the detailed risk analyses. The high/low range end points are defined to cover the middle 50 percent of the estimated distributions for the forecasted variables. They are, in fact, the first and third quartiles that surround the median forecast. These intervals are reported for detailed lists of revenue sources, for subcategories of the general fund, and for total revenue.

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

## ■ operating budget

Sources of Revenue	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Contributed from Fund Balance	0	19,571,990	22,406,740	0
Local Taxes	442,408,015	425,357,522	419,957,830	416,340,170
State Taxes	54,675,672	53,845,114	54,070,000	54,070,000
Licenses and Permits	9,998,807	10,035,658	10,218,088	10,222,500
Fines and Forfeitures	10,387,078	13,161,600	12,306,991	14,500,000
Charges for Services	1,570,134	1,712,400	1,315,000	1,362,500
Use of Money and Property	416,265	467,151	348,842	349,000
Federal Grants	782,109	0	0	0
State Grants	134,949	0	0	0
Other Revenues	16,350,704	3,241,911	5,027,902	6,911,911
Transfers In	66,549,876	76,305,897	71,313,897	72,113,000
Total Revenues\Transfers	603,273,609	603,699,243	596,965,290	575,869,081
Division Revenues	40,366,488	44,779,343	45,358,820	46,668,029
<b>Total Revenue\Others Sources</b>	<b>647,616,178</b>	<b>648,478,586</b>	<b>642,324,110</b>	<b>622,537,110</b>

# GENERAL FUND

# GENERAL FUND REVENUES

Sources of Revenue	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
<b>Contributed from Fund Balance</b>				
Contributed From Fund Balance	0	19,571,990	22,406,740	0
<b>Total Contributed from Fund Balance</b>	<b>0</b>	<b>19,571,990</b>	<b>22,406,740</b>	<b>0</b>
<b>Local Taxes</b>				
Beer Sales Tax	15,725,388	16,200,000	16,500,000	16,500,000
MLGW/Williams Pipeline	315,874	315,870	315,870	315,870
Bankruptcy Interest & Penalty	190,530	161,600	161,600	162,000
Ad Valorem Tax - Current One Time Assessment	19,404,847	0	0	0
Ad Valorem Tax Prior	5,659,456	5,050,000	4,100,000	4,000,000
Alcoholic Beverage Inspection Fee	4,504,408	4,200,000	4,200,000	4,200,000
Warrants and Levies	258	300	300	300
Franchise Tax - Telephone	1,200,164	0	1,000,000	900,000
Cable TV Franchise Fees	4,035,582	4,444,000	4,200,000	4,300,000
Misc Franchise Tax	812,171	700,000	725,000	750,000
Misc Tax Recoveries	2,235,434	2,300,000	2,100,000	782,000
Business Tax Fees	1,059,470	959,500	1,000,000	1,000,000
Ad Valorem Tax Prior - Sale	13,747,865	13,000,000	0	0
Bank Excise Tax	154,908	155,000	259,900	200,000
Ad Valorem Tax - Prior One Time Assessment	0	0	165,000	0
PILOT's	5,485,359	4,646,000	5,000,000	5,000,000
Local Sales Tax	98,547,615	100,495,000	99,100,000	100,000,000
Gross Rec Business Tax	10,484,286	10,100,000	10,100,000	10,500,000
Interest, Penalties & Commission	199,328	230,230	200,000	200,000
Interest & Penalty - Sale of Tax Rec	1,336,655	1,350,022	1,459,062	1,400,000
Ad Valorem Tax - Current	242,360,967	246,430,000	242,000,000	239,000,000
Property Taxes Interest & Penalty	4,274,213	4,040,000	4,200,000	4,200,000
State Appointment TVA	7,670,906	7,676,000	7,500,000	7,500,000
Special Assessment Tax	159,070	150,000	130,000	130,000
Mixed Drink Tax	2,843,261	2,754,000	2,754,000	2,800,000
Ad Valorem - Current Sale	0	0	12,787,098	12,500,000
<b>Total Local Taxes</b>	<b>442,408,015</b>	<b>425,357,522</b>	<b>419,957,830</b>	<b>416,340,170</b>
<b>State Taxes</b>				
State Shared Beer Tax	317,545	340,000	315,000	315,000
Spec Petroleum Product Tax	1,327,699	1,479,600	1,325,000	1,325,000
Telecommunication Sales Tax	37,285	50,000	40,000	40,000
State Income Tax	8,820,636	7,650,000	7,700,000	7,700,000
Alcoholic Beverage Tax	290,697	275,914	290,000	290,000



# GENERAL FUND

# GENERAL FUND REVENUES

Sources of Revenue	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
State Sales Tax	43,881,810	44,049,600	44,400,000	44,400,000
<b>Total State Taxes</b>	<b>54,675,672</b>	<b>53,845,114</b>	<b>54,070,000</b>	<b>54,070,000</b>
<b>Licenses and Permits</b>				
Beer Permit Privilege Tax	142,546	140,000	140,000	140,000
Wrecker Permit Fee	12,108	9,088	9,088	10,000
Gaminy Pub Amus Perm Fee	13,708	13,000	13,000	13,500
Beer Application	67,958	57,570	65,000	65,000
Taxi Drivers License	22,048	17,000	17,000	20,000
Liquor By Ounce License	203,198	210,000	204,000	204,000
Misc Permits	80,006	70,000	70,000	70,000
Auto Registration Fee	9,457,235	9,519,000	9,700,000	9,700,000
<b>Total Licenses and Permits</b>	<b>9,998,807</b>	<b>10,035,658</b>	<b>10,218,088</b>	<b>10,222,500</b>
<b>Fines and Forfeitures</b>				
Fines & Forfeitures	109,882	100,000	6,991	100,000
Arrest Fees	299,754	262,600	200,000	200,000
Court Fees	4,780,162	6,650,000	6,000,000	8,100,000
Court Costs	5,113,202	6,049,000	6,000,000	6,000,000
Beer Board Fines	84,078	100,000	100,000	100,000
<b>Total Fines and Forfeitures</b>	<b>10,387,078</b>	<b>13,161,600</b>	<b>12,306,991</b>	<b>14,500,000</b>
<b>Charges for Services</b>				
Parking Meters	469,794	795,000	400,000	800,000
MLG&W Rent	1,581	2,400	0	0
Parking Lots	315,000	315,000	315,000	315,000
Tax Sales Attorney Fees	783,759	600,000	600,000	247,500
<b>Total Charges for Services</b>	<b>1,570,134</b>	<b>1,712,400</b>	<b>1,315,000</b>	<b>1,362,500</b>
<b>Use of Money and Property</b>				
Net Income/Investors	170,509	100,000	58,842	59,000
Interest on Investments	118,133	294,000	175,000	175,000
State Litigation Tax Commission	127,623	73,151	115,000	115,000
<b>Total Use of Money and Property</b>	<b>416,265</b>	<b>467,151</b>	<b>348,842</b>	<b>349,000</b>
<b>Federal Grants</b>				
Federal Grants - Others	782,109	0	0	0
<b>Total Federal Grants</b>	<b>782,109</b>	<b>0</b>	<b>0</b>	<b>0</b>



# GENERAL FUND

# GENERAL FUND REVENUES

Sources of Revenue	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
<b>State Grants</b>				
TEMA Reimbursement	134,949	0	0	0
<b>Total State Grants</b>	<b>134,949</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Revenues</b>				
Commercial Revitalization Fee	0	50,000	0	0
Sale Of Capital Assets	8,947,257	25,000	1,481,008	0
Recovery Of Prior Year Expense	978,045	155,000	175,000	200,000
Sewer Fund Cost Allocation	1,075,000	1,075,000	1,075,000	1,075,000
Cash Overage/Shortage	4,997	0	800	0
City Property Damage Reim	238,885	100,000	100,000	100,000
Miscellaneous Income	2,661,088	36,911	130,300	3,536,911
Court Reimbursement	632	0	0	0
Local Shared Revenue	79,090	0	0	0
Miscellaneous Auctions	2,365,710	1,800,000	2,000,000	2,000,000
Insurance Refund	0	0	65,794	0
<b>Total Other Revenues</b>	<b>16,350,704</b>	<b>3,241,911</b>	<b>5,027,902</b>	<b>6,911,911</b>
<b>Transfers In</b>				
In Lieu Of Taxes-MLGW	55,104,934	54,700,000	51,439,000	52,139,000
Tfr In - State Street Aid	0	15,400,000	14,700,000	14,800,000
In Lieu Of Taxes-Sewer	4,644,942	3,874,897	3,874,897	3,874,000
Tfr In - Solid Waste Fund	0	1,031,000	0	0
Tfr In - Sewer Operating/CIP	1,300,000	1,300,000	1,300,000	1,300,000
Tfr In - Debt Service Fund	5,500,000	0	0	0
<b>Total Transfers In</b>	<b>66,549,876</b>	<b>76,305,897</b>	<b>71,313,897</b>	<b>72,113,000</b>
<b>Total Revenues\Transfers</b>	<b>603,273,609</b>	<b>603,699,243</b>	<b>596,965,290</b>	<b>575,869,081</b>





■ operating budget

Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	411,388,763	422,574,409	428,569,659	425,097,554
Materials & Supplies	89,296,659	111,392,308	122,899,241	118,991,141
Capital Outlay	678,127	0	205,817	304,250
Grants & subsidies	63,944,351	51,135,809	58,926,813	70,826,845
Inventory	224,986	38,350	199,016	342,839
Transfers out	78,107,211	63,337,710	62,639,331	6,971,369
Contribution to Fund Balance	0	0	0	3,112
Total Expenditures	643,640,097	648,478,586	673,439,877	622,537,110
Program Revenue	(40,366,488)	(44,779,343)	(45,358,820)	(46,668,029)
Net Expenditures	603,273,609	603,699,243	596,965,290	575,869,081



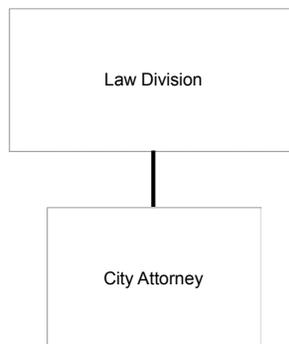
## ■ Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	4,284,172	4,309,140	4,301,619	4,385,322
Materials & Supplies	9,841,702	5,371,916	7,510,307	5,195,937
Total Expenditures	14,125,874	9,681,056	11,811,926	9,581,259
Program Revenue	(468,356)	0	(6,028)	0
Net Expenditures	13,657,518	9,681,056	11,805,898	9,581,259
<i>Funded Staffing Level</i>				58.00
Authorized Complement				58

## Mission

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

## Structure



## Services

The City Attorney's Office defends and prosecutes litigation on behalf of the City in all lawsuits filed in all courts, agencies or commissions. It provides advice and counsel on municipal processes to ensure compliance with the City Charter, State and Federal laws. It provides legal research, opinions, and advice to all divisions of the City government. It provides advice and counsel regarding ordinances, resolutions, agreements, contracts and other legal documents. The Claims Office receives, investigates, processes and resolves third-party claims filed against the City of Memphis and tracks and monitors lawsuits filed against the City and recovers claims on behalf of the City. The Risk Management Department identifies, plans, implements, and monitors exposures to losses in order to alleviate or reduce the amount paid which ultimately preserves and protects the City's financial assets. The Office of Grants Compliance provides comprehensive oversight of all City grants to ensure compliance and the proper administration of federal, state and private grant funds, identifies grant opportunities and provides assistance to all city divisions with the processing of grant applications. The Permits Office bills, collects and issues permits as mandated by controlling ordinances, monitors permit holder compliance with city ordinances and state law, and serves as

the administrative office for both the Alcohol Commission and the Transportation Commission. The 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.



**■ charges for services**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Property Insurance Recoveries	(465,875)	0	0	0
Miscellaneous Income	(2,481)	0	(6,028)	0
<b>Total Charges for Services</b>	<b>(468,356)</b>	<b>0</b>	<b>(6,028)</b>	<b>0</b>

### City Attorney

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

#### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	4,284,172	4,309,140	4,301,619	4,385,322
Materials & Supplies	9,841,702	5,371,916	7,510,307	5,195,937
Total Expenditures	14,125,874	9,681,056	11,811,926	9,581,259
Program Revenue	(468,356)	0	(6,028)	0
Net Expenditures	13,657,518	9,681,056	11,805,898	9,581,259
<i>Funded Staffing Level</i>				58.00
Authorized Complement				58

**Legal level consolidation of City Attorney's Office, Claims, Risk Management, Telecom Franchise, Delinquent Collections, Permits, Grants Compliance, Ethics Office and Civilian Law Enforcement Review Board.**





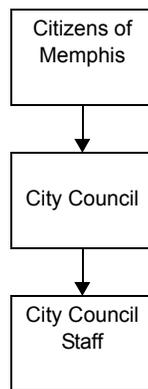
## ■ Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	1,295,365	1,332,581	1,351,158	1,344,529
Materials & Supplies	203,157	162,605	204,008	146,950
Net Expenditures	1,498,522	1,495,186	1,555,166	1,491,479
<i>Funded Staffing Level</i>				25.00
Authorized Complement				25

## MISSION

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

## STRUCTURE



## SERVICES

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

### City Council

*The powers and duties of the City Council are contained in state law and City ordinances, resolutions and regulations. In carrying out their statutory duties, the City's elected officials do the following adopt ordinances, resolutions, policies and regulations for the health, safety and welfare of the current and future inhabitants of the City of Memphis.*

#### Operating Budget

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	1,295,365	1,332,581	1,351,158	1,344,529
Materials & Supplies	203,157	162,605	204,008	146,950
Net Expenditures	1,498,522	1,495,186	1,555,166	1,491,479
<i>Funded Staffing Level</i>				25.00
Authorized Complement				25

# CITY COUNCIL

# AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
<u>City Council</u>			
ADMR COUNCIL STAFF	1		
ADMR STAFF ASST	1		
ANALYST RESEARCH SR	3		
ASST ADMINISTRATIVE	6		
ATTORNEY STAFF	1		
COUNCIL CHAIR	1		
COUNCIL MEMBER	12		
<b>Total City Council</b>	<b><u>25</u></b>		
<b><u>TOTAL CITY COUNCIL</u></b>	<b><u>25</u></b>		





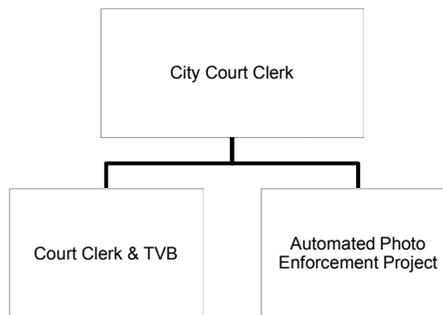
## ■ Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	3,062,730	2,997,734	3,226,276	3,145,555
Materials & Supplies	1,488,526	1,759,619	1,897,127	1,979,619
Capital Outlay	0	0	0	150,000
Total Expenditures	4,551,256	4,757,353	5,123,403	5,275,174
Program Revenue	(1,619,966)	(1,400,000)	(1,800,524)	(1,800,000)
Net Expenditures	2,931,290	3,357,353	3,322,879	3,475,174
<i>Funded Staffing Level</i>				59.00
Authorized Complement				59

## Mission

To efficiently and effectively manage the collection of all fees and fines owed for City traffic violations and the records pertaining to these transactions.

## Structure



## Services

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

**■ charges for services**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Court Fees	20,758	0	126	0
Fines & Forfeitures	(1,637,773)	(1,400,000)	(1,800,000)	(1,800,000)
Sale Of Reports	(2,951)	0	(650)	0
Total Charges for Services	(1,619,966)	(1,400,000)	(1,800,524)	(1,800,000)

### City Court Clerk & TVB

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

#### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	2,954,234	2,870,849	3,087,325	3,008,259
Materials & Supplies	229,908	395,212	453,801	315,212
Total Expenditures	3,184,142	3,266,061	3,541,126	3,323,471
Program Revenue	17,807	0	(524)	0
Net Expenditures	3,201,949	3,266,061	3,540,602	3,323,471
<i>Funded Staffing Level</i>				56.00
Authorized Complement				56

### Automated Photo Enforcement

Red Light Camera is a proven tool in slowing drivers down, resulting in a significant reduction in vehicle collisions. This program will provide safety improvements on roadways with known vehicle safety concerns.

#### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	108,496	126,885	138,951	137,296
Materials & Supplies	1,258,618	1,364,407	1,443,326	1,664,407
Capital Outlay	0	0	0	150,000
Total Expenditures	1,367,114	1,491,292	1,582,277	1,951,703
Program Revenue	(1,637,773)	(1,400,000)	(1,800,000)	(1,800,000)
Net Expenditures	(270,659)	91,292	(217,723)	151,703
<i>Funded Staffing Level</i>				3.00
Authorized Complement				3

# CITY COURT CLERK

# AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
<i>City Court Clerk &amp; TVB</i>			
ASST ADMINISTRATIVE	1		
CLERK COURT REC	1		
CLERK COURT REC SR	46		
COURT CLERK CHIEF DEPUTY	1		
COURT CLERK CITY	1		
DEPUTY TVB CHIEF	1		
MGR INFO TECH TVB	1		
SUPER TVB	4		
<b>Total City Court Clerk &amp; TVB</b>	<b>56</b>		
<i>Automated Photo Enforcement</i>			
CLERK COURT REC SR	3		
<b>Total Automated Photo Enforcement</b>	<b>3</b>		
<b><u>TOTAL CITY COURT CLERK</u></b>	<b><u>59</u></b>		



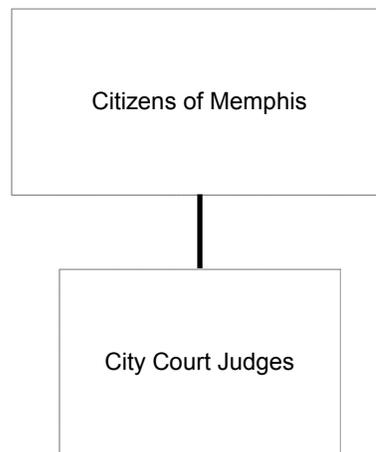
## ■ Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	557,126	549,914	544,357	547,047
Materials & Supplies	28,860	50,823	50,823	50,823
Net Expenditures	585,986	600,737	595,180	597,870
<i>Funded Staffing Level</i>			5.00	5.00
Authorized Complement				5

## MISSION

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

## STRUCTURE



## SERVICES

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

### City Court Judges

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

#### Operating Budget

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	557,126	549,914	544,357	547,047
Materials & Supplies	28,860	50,823	50,823	50,823
Net Expenditures	585,986	600,737	595,180	597,870
<i>Funded Staffing Level</i>				5.00
Authorized Complement				5

# CITY COURT JUDGES

# AUTHORIZED COMPLEMENT

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





## ■ Operating Budget

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	5,668,331	0	0	0
Materials & Supplies	643,940	0	0	0
Capital Outlay	0	0	0	0
Total Expenditures	6,312,271	0	0	0
Program Revenue	(1,174,726)	0	0	0
Net Expenditures	5,137,545	0	0	0
<i>Funded Staffing Level</i>			0.00	0.00

■ charges for services

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Special Assessment Tax	(573,125)	0	0	0
St TN Interstate	(601,601)	0	0	0
Total Charges for Services	(1,174,726)	0	0	0

**Community Enhancement - Administration**

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	376,909	0	0	0
Materials & Supplies	117,558	0	0	0
Net Expenditures	494,467	0	0	0
<i>Funded Staffing Level</i>			0.00	0.00

**Legal level consolidation of *Administration and Compliance*.**

**Community Enhancement**

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	5,291,422	0	0	0
Materials & Supplies	526,382	0	0	0
Capital Outlay	0	0	0	0
Total Expenditures	5,817,804	0	0	0
Program Revenue	(1,174,726)	0	0	0
Net Expenditures	4,643,078	0	0	0
<i>Funded Staffing Level</i>			0.00	0.00

**Legal level consolidation of *Grounds Maintenance, City Beautiful and Systematic Code Enforcement*.**

**COMMUNITY ENHANCEMENT**

*AUTHORIZED COMPLEMENT*

<b>Position Title</b>	<b>Authorized Positions</b>	<b>Position Title</b>	<b>Authorized Positions</b>
<u><b>TOTAL COMMUNITY ENHANCEMENT</b></u>	<u><b>0</b></u>		



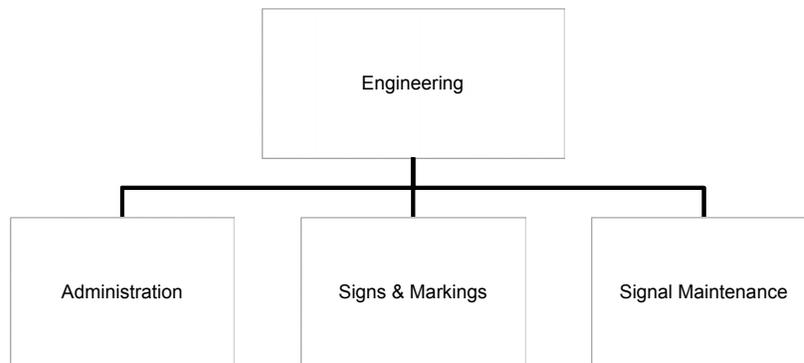
## ■ Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	6,296,375	6,563,428	6,591,845	6,606,307
Materials & Supplies	(622,614)	1,744,457	2,124,158	1,745,009
Total Expenditures	5,673,761	8,307,885	8,716,003	8,351,316
Program Revenue	(871,520)	(758,763)	(758,763)	(758,763)
Net Expenditures	4,802,241	7,549,122	7,957,240	7,592,553
<i>Funded Staffing Level</i>				118.00
Authorized Complement				118

## Mission

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

## Structure



## Services

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

## ■ charges for services

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Subdivision Plan Inspection Fee	(155,992)	(90,000)	(90,000)	(90,000)
Street Cut Inspection Fee	(256,419)	(250,000)	(250,000)	(250,000)
Traffic Signals	(220,426)	(200,000)	(200,000)	(200,000)
Signs-Loading Zones	(24,428)	(15,000)	(15,000)	(15,000)
Arc Lights	(3,786)	(4,000)	(4,000)	(4,000)
Sale Of Reports	(9,289)	(14,363)	(14,363)	(14,363)
MLG&W Rent	(2,400)	(2,400)	(2,400)	(2,400)
St TN Highway Maint Grant	(119,585)	(95,000)	(95,000)	(95,000)
Miscellaneous Income	(7)	0	0	0
Sidewalk Permit Fees	(79,188)	(88,000)	(88,000)	(88,000)
<b>Total Charges for Services</b>	<b>(871,520)</b>	<b>(758,763)</b>	<b>(758,763)</b>	<b>(758,763)</b>

### Administration

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

#### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	2,751,813	2,799,911	2,812,765	2,818,241
Materials & Supplies	53,624	464,445	788,077	464,997
Total Expenditures	2,805,437	3,264,356	3,600,842	3,283,238
Program Revenue	(751,935)	(663,763)	(663,763)	(663,763)
Net Expenditures	2,053,502	2,600,593	2,937,079	2,619,475
<i>Funded Staffing Level</i>				62.00
Authorized Complement				62

**Legal level consolidation of *Civil Design & Administration, Mapping & Property, Construction Inspections, Traffic Engineering and Building Design & Construction.***

### Signs & Markings

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

#### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	1,830,356	1,898,874	1,945,407	1,948,234
Materials & Supplies	(344,180)	643,425	698,772	643,425
Total Expenditures	1,486,176	2,542,299	2,644,179	2,591,659
Program Revenue	(119,585)	(95,000)	(95,000)	(95,000)
Net Expenditures	1,366,591	2,447,299	2,549,179	2,496,659
<i>Funded Staffing Level</i>				28.00
Authorized Complement				28

### Signal Maintenance

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

#### Operating Budget

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	1,714,206	1,864,643	1,833,673	1,839,832
Materials & Supplies	(332,058)	636,587	637,309	636,587
Net Expenditures	1,382,148	2,501,230	2,470,982	2,476,419
<i>Funded Staffing Level</i>				28.00
Authorized Complement				28

# CITY ENGINEERING

# AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
<i>Civil Design &amp; Administration</i>		Painter LO	2
ADMR LAND DEVELOP BUDGET	1	SPEC FLAGMAN OFFICER	5
ADMR TRANS PLAN DESIGN	1	<b>Total Signs &amp; Markings</b>	<b>28</b>
ASST ADMINISTRATIVE	1	<i>Signal Maintenance</i>	
CHIEF SURVEYOR PARTY	1	AIDE SIGNAL	9
CLERK ACCOUNTING A	1	CLERK GENERAL A	1
CLERK GENERAL A	3	MGR SIGNAL MNT CONST	1
COORD ADMIN SUPPORT	1	SPEC PROCUREMENT	1
COORD LAND DEV	1	TECH SIGNAL	16
COORD PLANS REVIEW PROJECT	1	<b>Total Signal Maintenance</b>	<b>28</b>
DIRECTOR ENGINEERING DEPUTY	1	<b><u>TOTAL CITY ENGINEERING 118</u></b>	
ENGINEER CITY CIVIL DESIGN	1		
ENGINEER CITY	1		
ENGINEER DESIGN SENIOR	3		
SECRETARY B	2		
SPEC DOCUMENT	1		
SUPER MAPPING	1		
TECH ENGINEERING AA	4		
INSP ZONE CONSTRUCTION	12		
MGR CONSTRUCTION INSP	1		
SUPER CONSTRUCTION INSP	4		
COLLECTOR METER	2		
COORD ADA RAMP PROGRAM	1		
COORD BIKEWAY PEDESTRIAN	1		
ENG DESIGNER AA	1		
ENGINEER CITY TRAFFIC	1		
ENGINEER DESIGN	2		
ENGINEER TRAFFIC	2		
REPAIRER PARKING METER	1		
SUPER PARKING METER REP	1		
TECH PARKING ENFORCEMENT	4		
MGR ENG PROJECT	3		
SUPER OFFICE ENG	1		
<b>Total Civil Design &amp; Administration</b>	<b>62</b>		
<i>Signs &amp; Markings</i>			
COUNTER TRAFFIC	3		
MGR STREET SIGNS MARK	1		
PAINTER	17		





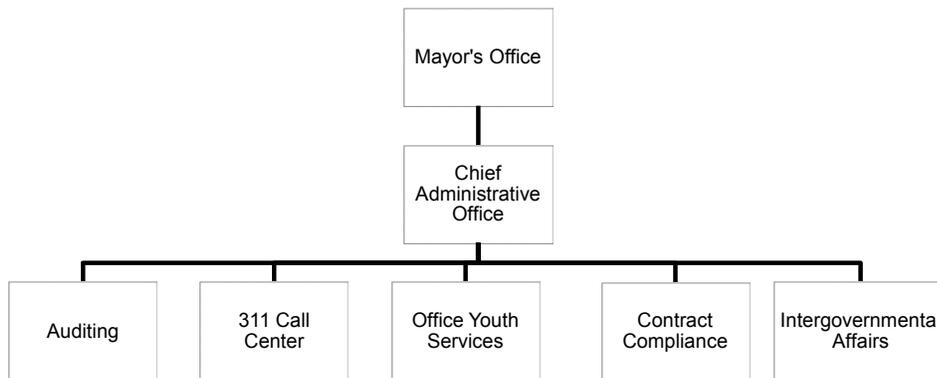
# ■ Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	2,857,216	2,894,019	2,711,693	2,822,388
Materials & Supplies	1,071,659	1,264,068	1,028,112	1,696,930
Grants & subsidies	855,990	859,140	210,968	1,062,458
Total Expenditures	4,784,865	5,017,227	3,950,773	5,581,776
Program Revenue	(11,783)	0	0	0
Net Expenditures	4,773,082	5,017,227	3,950,773	5,581,776
<i>Funded Staffing Level</i>				36.00
Authorized Complement				37

## MISSION

The mission of the City of Memphis Government, through its employees, is to ensure responsive and cost-effective services for our citizens, which optimize every individual's opportunity for an enhanced quality of life and the pursuit of success as a valued member of our diverse communities.

## STRUCTURE



## SERVICES

The Executive Division is made up of seven service areas. The Mayor's Office ensures that the City Charter and Ordinances are observed, promotes economic and industrial development, and addresses citizens' issues of concern related to City government. The Chief Administrative Office (CAO) directs the operations of the City divisions following the policies of the Mayor, protects and maintains City assets, plans and coordinates functions necessary to achieve the City's stated goals and objectives. The Auditing Service Center provides analyses, appraisals, valuations, counsel, information, and recommendations concerning activities being reviewed. The Mayor's 311 Call Center provides citizens with the most effective and efficient information relating to City government and their concerns. The Office of Youth Services addresses issues challenging youth in the community by implementing special initiatives and focuses on building the capacity of

neighborhood and community groups in partnership with City government. Contract Compliance provides information and assistance to Minority & Women Business Enterprises (M/WBE) to increase their ability to compete for City contracts, monitors M/WBE goals, facilitates the Diversity Developer Incubator which stimulates M/WBE participation in real estate development. The Intergovernmental Affairs Office serves as a liaison between the City Administration, Federal and State lobbyists and legislators as well as Federal and State administrations.



## ■ charges for services

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Local Shared Revenue	(2,283)	0	0	0
Miscellaneous Income	(9,500)	0	0	0
Total Charges for Services	(11,783)	0	0	0

### Mayor's Office

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

#### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	826,796	844,109	859,086	864,341
Materials & Supplies	232,721	169,054	67,595	169,054
Total Expenditures	1,059,517	1,013,163	926,681	1,033,395
Program Revenue	(11,783)	0	0	0
Net Expenditures	1,047,734	1,013,163	926,681	1,033,395
<i>Funded Staffing Level</i>				9.00
Authorized Complement				9

### Chief Administrative Office

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

#### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	479,062	475,762	476,589	477,573
Materials & Supplies	42,211	72,855	44,205	84,855
Grants & subsidies	0	0	0	232,500
Net Expenditures	521,273	548,617	520,794	794,928
<i>Funded Staffing Level</i>				5.00
Authorized Complement				5

### Auditing

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

#### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	461,099	491,662	510,951	508,747
Materials & Supplies	354,650	331,450	631,129	343,206
Net Expenditures	815,749	823,112	1,142,080	851,953
<i>Funded Staffing Level</i>				7.00
Authorized Complement				7

### 311 Call Center

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

#### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	318,252	413,013	412,132	449,279
Materials & Supplies	5,652	67,622	9,856	34,622
Net Expenditures	323,904	480,635	421,988	483,901
<i>Funded Staffing Level</i>				10.00
Authorized Complement				10

### Office of Youth Services and Community Affairs

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

#### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	350,460	289,382	140,415	216,043
Materials & Supplies	273,754	461,313	82,036	462,545
Grants & subsidies	855,990	859,140	210,968	829,958
Net Expenditures	1,480,204	1,609,835	433,419	1,508,546
<i>Funded Staffing Level</i>				1.00
Authorized Complement				1

**Legal level consolidation of *Human Services, Neighborhood and Community Affairs, Youth Services and Memphis Youth Achieve.***

### EMA

#### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	421,547	0	0	0
Materials & Supplies	162,671	0	0	0
Net Expenditures	584,218	0	0	0
<i>Funded Staffing Level</i>				0.00

***This service transition to Shelby County for the coordination of all municipalities located within Shelby County.***

### Contract Compliance

The Office of Contract Compliance serves as the support agency and administrative arm to the Minority and Women Business Enterprise Participation Program. The purpose of the agency is to ensure that the legislative intent of the City's Ordinance 4288 et. Seq., which created the M/WBE program, is carried out in all procurement activities and opportunities. This office will serve as a catalyst through which Minority and Women Business Enterprises can fully participate in the economic expansion of the Memphis business community. This office will facilitate participation of public and private sector business entities in local M/WBE development through direct/indirect procurement opportunities.

#### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	0	235,726	237,590	236,330
Materials & Supplies	0	51,512	4,846	53,012
Net Expenditures	0	287,238	242,436	289,342
<i>Funded Staffing Level</i>				3.00
Authorized Complement				3

### Intergovernmental Affairs

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

#### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	0	144,365	66,121	70,075
Materials & Supplies	0	110,262	189,500	549,636
Net Expenditures	0	254,627	255,621	619,711
<i>Funded Staffing Level</i>				1.00
Authorized Complement				2

**EXECUTIVE**

**AUTHORIZED COMPLEMENT**

<b>Position Title</b>	<b>Authorized Positions</b>	<b>Position Title</b>	<b>Authorized Positions</b>
<u>Mayor's Office</u>		<u>Intergovernmental Affairs</u>	
ASST ADMINISTRATIVE	2	ADMR INTERGOV	1
CHIEF STAFF SPEC ASST/COMM	1	COORD INTERGOV	1
COORD CITY HALL SECURITY	1	<b>Total Intergovernmental Affairs</b>	<b>2</b>
MAYOR	1		
SECRETARY A	1		
SPEC CITY BRAND MARKETING	1		
SPECIAL ASST MAYOR YOUTH COM- MUNITY	1		
SPECIAL ASST RESEARCH INNOV	1		
<b>Total Mayor's Office</b>	<b>9</b>		
<u>Chief Administrative Office</u>			
ASST ADMINISTRATIVE	1		
COORD RESEARCH EXEC	1		
OFFICER CHIEF ADMIN	1		
OFFICER CHIEF ADMIN DEPUTY	1		
SECRETARY A	1		
<b>Total Chief Administrative Office</b>	<b>5</b>		
<u>Auditing</u>			
AUDITOR CITY	1		
AUDITOR INFORMATION TECH	1		
AUDITOR INTERNAL	2		
AUDITOR SUPERVISING	2		
SECRETARY A	1		
<b>Total Auditing</b>	<b>7</b>		
<u>311 Call Center</u>			
SECRETARY A	1		
SPEC CITIZEN INFORM	8		
SUPER CITIZEN SVC CTR	1		
<b>Total 311 Call Center</b>	<b>10</b>		
<u>Youth Services</u>			
MGR YOUTH SVCS	1		
<b>Total Youth Services</b>	<b>1</b>		
<u>Contract Compliance</u>			
ANALYST CONTRACT COMPLIANCE	2		
OFFICER CONTRACT COMPLIANCE	1		
<b>Total Contract Compliance</b>	<b>3</b>		
		<b><u>TOTAL EXECUTIVE</u></b>	<b><u>37</u></b>



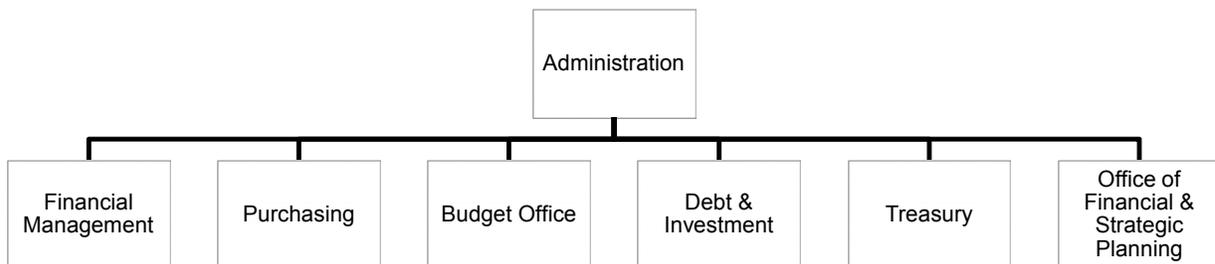
## ■ Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	3,833,735	3,816,514	3,869,690	3,891,075
Materials & Supplies	818,813	948,944	1,225,827	870,388
Capital Outlay	3,750	0	0	1,000
Total Expenditures	4,656,298	4,765,458	5,095,517	4,762,463
Program Revenue	(13,319)	(10,000)	(10,000)	(10,000)
Net Expenditures	4,642,979	4,755,458	5,085,517	4,752,463
<i>Funded Staffing Level</i>				75.00
Authorized Complement				75

## MISSION

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

## STRUCTURE



## SERVICES

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

■ charges for services

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Rezoning Ordinance Publication Fees	(6,250)	(10,000)	(10,000)	(10,000)
Local Shared Revenue	(87)	0	0	0
Miscellaneous Income	(6,982)	0	0	0
Total Charges for Services	(13,319)	(10,000)	(10,000)	(10,000)

Other services provided by Finance can be found under the following tab:  
**Metro Alarm Fund - Special Revenue Funds**

**Administration**

*To provide leadership and direction to all Finance Division service centers and to coordinate all financial functions of the City. Along ensuring all contracts and/or subcontractors awarded city-funded projects are in compliance and adhering to the Prevailing Wage Ordinance adopted by the City's.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	380,529	366,751	350,467	369,504
Materials & Supplies	121,117	74,593	129,176	77,343
Capital Outlay	625	0	0	1,000
Net Expenditures	502,271	441,344	479,643	447,847
<i>Funded Staffing Level</i>				5.00
Authorized Complement				5

**Legal level consolidation of Administration and Prevailing Wage Office.**

**Financial Management**

*To ensure the integrity of the City's financial information by preparing and maintaining accurate accounting records, providing timely and accurate financial reports to City Divisions management and staff, and preparing the Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting principles and legal requirements. This legal level includes Accounts Payable, Payroll and Records Management service centers.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	1,477,248	1,339,032	1,336,563	1,352,813
Materials & Supplies	108,461	144,540	171,270	144,540
Capital Outlay	625	0	0	0
Total Expenditures	1,586,334	1,483,572	1,507,833	1,497,353
Program Revenue	(6,308)	(10,000)	(10,000)	(10,000)
Net Expenditures	1,580,026	1,473,572	1,497,833	1,487,353
<i>Funded Staffing Level</i>				30.00
Authorized Complement				30

**Legal level consolidation of Accounting, Accounts Payable, Payroll and Records Management.**

**Purchasing**

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

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	503,815	606,459	628,345	656,882
Materials & Supplies	92,096	97,075	136,400	121,925
Capital Outlay	625	0	0	0
Total Expenditures	596,536	703,534	764,745	778,807
Program Revenue	(6,982)	0	0	0
Net Expenditures	589,554	703,534	764,745	778,807
<i>Funded Staffing Level</i>				11.00
Authorized Complement				11

**Budget Office**

*The Budget Office seeks to maximize City resources by identifying cost-saving measures, monitoring financial trends, assisting the divisions in developing their budgets, evaluating performance indicators and making improvements to the budget process, culminating in the accurate and timely publication of the City's annual operating and capital budgets, which play a vital role in communicating to the citizens of Memphis the uses of their tax dollars.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	386,451	421,279	465,846	431,770
Materials & Supplies	38,086	46,500	59,180	53,350
Capital Outlay	625	0	0	0
Total Expenditures	425,162	467,779	525,026	485,120
Program Revenue	(29)	0	0	0
Net Expenditures	425,133	467,779	525,026	485,120
<i>Funded Staffing Level</i>				7.00
Authorized Complement				7

### Debt Management

To provide funds for capital improvement projects as needed while minimizing the impact of debt payments on current and future revenues.

#### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	119,411	97,940	104,160	104,193
Materials & Supplies	10,936	13,521	16,570	16,775
Capital Outlay	625	0	0	0
Net Expenditures	130,972	111,461	120,730	120,968
<i>Funded Staffing Level</i>				4.00
Authorized Complement				4

### City Treasurer

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

#### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	870,516	894,867	893,834	885,305
Materials & Supplies	339,128	476,615	549,795	358,255
Capital Outlay	625	0	0	0
Revenue Over (Under) Expense	1,210,269	1,371,482	1,443,629	1,243,560
<i>Funded Staffing Level</i>				17.00
Authorized Complement				17

### Office of Financial & Strategic Planning

To Monitor and evaluate existing revenue trends and development new revenue enhancement opportunities, while supporting the development of strategic fiscal policy.

#### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	95,765	90,186	90,475	90,608
Materials & Supplies	108,989	96,100	163,436	98,200
Net Expenditures	204,754	186,286	253,911	188,808
<i>Funded Staffing Level</i>				1.00
Authorized Complement				1

# FINANCE

# AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
<u>Administration</u>		<u>Budget Office</u>	
ASST ADMINISTRATIVE	1	ANALYST FINANCIAL SR	4
DIRECTOR FINANCE	1	COORD BUDGET MGMT	1
DIRECTOR FINANCE DEPUTY	1	MGR RES MGMT BUDGET	1
MGR PREVAILING WAGE PROJECT	1	SECRETARY A	1
SECRETARY B	1	<b>Total Budget Office</b>	<b>7</b>
<b>Total Administration</b>	<b>5</b>	<u>Debt/Investment Management</u>	
<u>Financial Accounting</u>		ANALYST INVESTMENT SR	1
ACCOUNTANT LEAD	5	COORD DEBT	1
ANALYST APPLICATION	1	DIRECTOR FINANCE DEPUTY	1
ANALYST FINANCIAL ACCOUNTING	2	MGR INVESTMENT	1
ACCOUNTANT SENIOR	2	<b>Total Debt/Investment Management</b>	<b>4</b>
COMPTROLLER	1	<u>City Treasurer</u>	
COMPTROLLER ACCOUNTING DEPUTY	2	ANALYST APPLICATION	1
COORD FINANCIAL MGMT	1	SPEC TAXPAYER SVCS	9
COMPTROLLER ACCTS PAY REC DEPUTY	1	SPEC TAXPAYER SVCS SR	2
SUPER ACCOUNTS PAYABLE	1	SUPER TREASURY TAX SVCS	3
TECH ACCOUNTS PAYABLE	2	TREASURER	1
TECH ACCOUNTS PAYABLE SR	3	TREASURER ASST	1
ANALYST PAYROLL CONTROL	1	<b>Total City Treasurer</b>	<b>17</b>
COMPTROLLER PAYROLL DEPUTY	1	<u>Office of Financial &amp; Strategic Planning</u>	
COORDINATOR PENSION PAYROLL	1	MGR PLNG STRATEGIC INT	1
SPEC PAYROLL	2	<b>Total Office of Financial &amp; Strategic Planning</b>	<b>1</b>
SUPER PAYROLL	1		
SECRETARY COUNCIL RECORDS	2		
TECH DOCUMENT	1		
<b>Total Financial Accounting</b>	<b>30</b>	<b>TOTAL FINANCE</b>	<b>75</b>
<u>Purchasing</u>			
AGENT PURCHASING	1		
AGENT PURCHASING ASST	1		
AGENT PURCHASING ADMIN ASST	1		
ANALYST BUYER	2		
ANALYST BUYER SENIOR	1		
ANALYST CONTRACT	3		
COORD FIXED ASSET	1		
SPEC PURCHASING	1		
<b>Total Purchasing</b>	<b>11</b>		





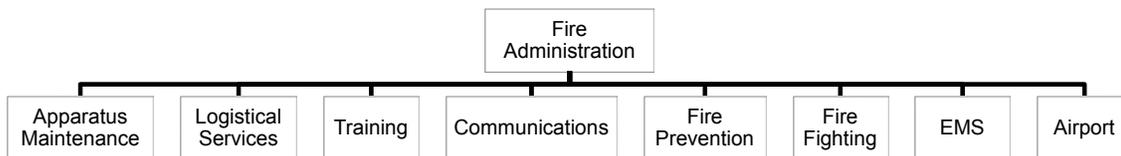
## ■ Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	135,995,857	137,288,427	139,757,588	140,215,369
Materials & Supplies	15,543,019	16,539,449	17,680,974	18,071,684
Capital Outlay	474,657	0	92,813	35,250
Transfers out	315,675	0	361,023	0
Total Expenditures	152,329,208	153,827,876	157,892,398	158,322,303
Program Revenue	(24,109,162)	(22,550,060)	(24,712,671)	(23,950,060)
Net Expenditures	128,220,046	131,277,816	133,179,727	134,372,243
<i>Funded Staffing Level</i>				1,834.00
Authorized Complement				1,834

## MISSION

The Division of Fire Services will provide immediate, compassionate community protection within a team environment and with a commitment to excellence.

## STRUCTURE



## SERVICES

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

■ charges for services

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Anti-Neglect Enforcement Program	(173,343)	(200,000)	(200,000)	(200,000)
Property Insurance Recoveries	(8,471)	0	(8,200)	0
Ambulance Service	(20,132,530)	(18,700,000)	(20,000,000)	(20,100,000)
Board Of Adjustment - Filing Fee	325	0	0	0
Federal Grants - Others	(24,257)	0	(800,000)	0
Local Shared Revenue	(24,396)	0	(1,750)	0
International Airport	(3,630,059)	(3,630,060)	(3,630,060)	(3,630,060)
Fire - Misc Collections	(116,431)	(20,000)	(70,153)	(20,000)
Recovery Of Prior Year Expense	0	0	(2,508)	0
<b>Total Charges for Services</b>	<b>(24,109,162)</b>	<b>(22,550,060)</b>	<b>(24,712,671)</b>	<b>(23,950,060)</b>

**Administration**

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

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	1,523,902	1,568,817	1,518,759	1,611,179
Materials & Supplies	390,780	1,124,421	777,318	1,070,627
Total Expenditures	1,914,682	2,693,238	2,296,077	2,681,806
Program Revenue	(130)	0	(1,753)	0
Net Expenditures	1,914,552	2,693,238	2,294,324	2,681,806
<i>Funded Staffing Level</i>				22.00
Authorized Complement				22

**Apparatus Maintenance**

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

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	1,231,198	2,764,735	2,734,090	3,128,913
Materials & Supplies	6,260,778	6,125,760	6,383,630	6,125,450
Capital Outlay	177,905	0	88,883	0
Total Expenditures	7,669,881	8,890,495	9,206,603	9,254,363
Program Revenue	(40,617)	0	(14,026)	0
Net Expenditures	7,629,264	8,890,495	9,192,577	9,254,363
<i>Funded Staffing Level</i>				44.00
Authorized Complement				44

**Logistical Services**

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

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	637,501	805,576	722,863	810,864
Materials & Supplies	645,737	904,452	959,082	904,452
Capital Outlay	213,220	0	3,930	0
Total Expenditures	1,496,458	1,710,028	1,685,875	1,715,316
Program Revenue	(150)	0	(232)	0
Net Expenditures	1,496,308	1,710,028	1,685,643	1,715,316
<i>Funded Staffing Level</i>				18.00
Authorized Complement				18

**Training**

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

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	1,836,160	2,168,731	2,177,331	2,250,817
Materials & Supplies	335,541	373,758	360,516	448,576
Total Expenditures	2,171,701	2,542,489	2,537,847	2,699,393
Program Revenue	(10,921)	0	(8,309)	0
Net Expenditures	2,160,780	2,542,489	2,529,538	2,699,393
<i>Funded Staffing Level</i>				29.00
Authorized Complement				29

**Communications**

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

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	4,014,904	4,489,864	4,156,956	4,551,350
Materials & Supplies	767,677	522,900	844,233	1,182,900
Capital Outlay	77,160	0	0	0
Total Expenditures	4,859,741	5,012,764	5,001,189	5,734,250
Program Revenue	(8,026)	0	(41)	0
Net Expenditures	4,851,715	5,012,764	5,001,148	5,734,250
<i>Funded Staffing Level</i>				65.00
Authorized Complement				65

**Fire Prevention**

*Enforcement of the fire code through investigation, inspection, and education. The Fire Prevention Service Center focuses primarily on arson investigation, while continuing efforts to inspect buildings, educate the public on fire safety, and review fire safety plans. Fire Prevention provides state-certified inspectors who ensure response to plan reviews and inspections within 2 work days of receipt. New state laws provide fire investigators with police powers to facilitate investigations and apprehension of criminals. The public educators teach fire safety in a fire-related educational environment. The Anti-Neglect section inspects buildings or structures that are dangerous, neglected, or abandoned. This section is self-supporting and operates on fees collected from property owners for failure to maintain the structures.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	4,472,236	4,861,619	4,427,838	4,875,130
Materials & Supplies	178,668	224,836	171,838	198,806
Total Expenditures	4,650,904	5,086,455	4,599,676	5,073,936
Program Revenue	(191,559)	(215,000)	(215,000)	(215,000)
Net Expenditures	4,459,345	4,871,455	4,384,676	4,858,936
<i>Funded Staffing Level</i>				64.00
Authorized Complement				64

**Fire Fighting**

*Fire Fighting provides emergency response through community-based fire and emergency medical service, with an emphasis on pre-hospital care and disaster preparedness. The mission statement of the Fire Fighting Service Center identifies all aspects of fire suppression and fire-based EMS services that are provided to the citizens of Memphis. This service center is charged with reducing the risk of life, health and property from fire, trauma, acute illness, hazardous environmental conditions and any other type of disaster.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	90,785,627	85,475,438	91,008,961	88,287,511
Materials & Supplies	2,447,798	2,399,743	2,823,764	2,968,302
Transfers out	315,675	0	361,023	0
Total Expenditures	93,549,100	87,875,181	94,193,748	91,255,813
Program Revenue	(54,618)	(5,000)	(806,750)	(5,000)
Net Expenditures	93,494,482	87,870,181	93,386,998	91,250,813
<i>Funded Staffing Level</i>				1,152.00
Authorized Complement				1,152

**Emergency Medical Services**

*To provides emergency pre-hospital medical response to the ill and injured citizens and visitors in the City of Memphis. The Memphis Fire Department has developed an EMS System which integrates three main components for the delivery of emergency medical care.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	28,719,466	31,815,025	30,257,649	31,443,003
Materials & Supplies	4,420,044	4,578,740	5,077,755	4,928,740
Total Expenditures	33,139,510	36,393,765	35,335,404	36,371,743
Program Revenue	(20,173,082)	(18,700,000)	(20,036,500)	(20,100,000)
Net Expenditures	12,966,428	17,693,765	15,298,904	16,271,743
<i>Funded Staffing Level</i>				407.00
Authorized Complement				407

**Airport**

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

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	2,774,863	3,338,622	2,753,141	3,256,602
Materials & Supplies	95,996	284,839	282,838	243,831
Capital Outlay	6,372	0	0	35,250
Total Expenditures	2,877,231	3,623,461	3,035,979	3,535,683
Program Revenue	(3,630,059)	(3,630,060)	(3,630,060)	(3,630,060)
Net Expenditures	(752,828)	(6,599)	(594,081)	(94,377)
<i>Funded Staffing Level</i>				33.00
Authorized Complement				33

# FIRE SERVICES

# AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
<u>Administration</u>		SPEC MATERIAL FIRE	7
ACCOUNTANT ASSOCIATE A	2	SUPER BUILDING GRDS MNT	1
ADMR FIRE SVCS	1	<b>Total Logistical Services</b>	<b>18</b>
ANALYST PERSONNEL FIRE	1	<u>Training</u>	
ANALYST PERSONNEL FIRE SR	1	ANALYST DATA	1
ASST ADMINISTRATIVE	1	CHIEF BATTALION FIRE	2
CHIEF FIRE DEPUTY	1	CHIEF DIVISION	2
CHIEF LOGISTICAL SVCS DEPUTY	1	CHIEF SPEC OPER DEPUTY	1
CLERK GENERAL A	1	LIEUTENANT FIRE	15
CLERK GENERAL B	1	OFFICER EMA OPER	5
COORD ADMIN SUPPORT	1	SECRETARY B	1
COORD GRANTS CONTRACTS RESEARCH	1	SECRETARY EMA	1
DIRECTOR FIRE SVCS	1	SPEC AUDIO VISUAL PROD	1
DIRECTOR FIRE DEPUTY	1	<b>Total Training</b>	<b>29</b>
LIEUTENANT FIRE	2	<u>Communications</u>	
MGR ENG PROJECT	1	COMMANDER WATCH	5
SECRETARY A	2	COORD GIS TECH FIRE	1
SPEC FIRE PAYROLL	3	COORD INFO SYS CAD	1
<b>Total Administration</b>	<b>22</b>	MGR COMMUNICATIONS FIRE	1
<u>Apparatus Maintenance</u>		OPER FIRE ALARM I	5
CHIEF BATTALION FIRE	1	OPER FIRE ALARM II	5
CLERK INVENT CONTROL SR	2	OPER FIRE ALARM III	33
COORD OSHA FIRE	2	OPER FIRE ALARM SR	9
ELECT MNT FIRE	2	PARAMEDIC QUALITY ASSURANCE	2
MECH AIRMASK MAINT	3	SECRETARY C	1
MECH MASTER	21	SPEC COMM DATA	2
MECH MASTER LO	2	<b>Total Communications</b>	<b>65</b>
MGR APPR MASK	1	<u>Fire Prevention</u>	
REPAIRER FIRE HYDRT	5	ASST FIRE PREVENTION	3
REPAIRER FIRE HYDRT LO	1	CHIEF FIRE INVESTIGATOR	1
SECRETARY C	1	CLERK ACCOUNTING B	1
SUPER APPARATUS MAINT	3	INSP FIELD ANTINEGLECT	4
<b>Total Apparatus Maintenance</b>	<b>44</b>	INSP FIRE	30
<u>Logistical Services</u>		INVESTIGATOR FIRE	10
ACCOUNTANT ASSOCIATE A	1	MARSHAL FIRE	1
CLERK INVENT CONTROL SR	1	MARSHAL FIRE ASST	1
CREWPERSON	7	MGR FIRE PREVENTION	4
MGR LOGISTICAL SVCS	1	MGR INVEST SVCS	1



# FIRE SERVICES

# AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
SECRETARY B	1		
SECRETARY C	1		
SPEC FIRE EDUCATION	3		
SPEC FIRE PROTECTION	1		
SPEC INVESTIGATIVE PROC B	1		
SUPER ANTINEGLECT	1		
<b>Total Fire Prevention</b>	<b>64</b>		
<u>Fire Fighting</u>			
CHIEF BATTALION FIRE	42		
CHIEF DIVISION	7		
DRIVER FIRE	262		
LIEUTENANT FIRE	252		
PRIVATE FIRE II	589		
<b>Total Fire Fighting</b>	<b>1152</b>		
<u>Emergency Medical Services</u>			
CHIEF BATTALION EMS	5		
CHIEF DIVISION EMS	1		
CHIEF FIRE EMS DEPUTY	1		
CLERK ACCOUNTING B	1		
CLERK GENERAL A	1		
CLERK GENERAL B	1		
LIEUTENANT EMS	26		
PARAMEDIC FIREFIGHTER	369		
SECRETARY B	2		
<b>Total Emergency Medical Services</b>	<b>407</b>		
<u>Airport</u>			
CHIEF AIR RESCUE	4		
CHIEF DIVISION	1		
DRIVER FIRE	8		
LIEUTENANT FIRE	6		
PARAMEDIC FIREFIGHTER	3		
PRIVATE FIRE II	11		
<b>Total Airport</b>	<b>33</b>		
<b><u>TOTAL FIRE SERVICES</u></b>	<b><u>1834</u></b>		





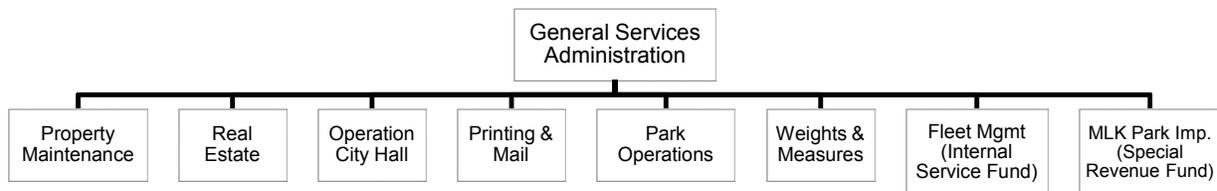
## ■ Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	7,035,095	14,581,556	14,224,571	12,939,411
Materials & Supplies	4,519,908	7,883,145	8,333,713	7,522,561
Capital Outlay	0	0	54,975	35,000
Inventory	168,029	0	132,498	0
Total Expenditures	11,723,032	22,464,701	22,747,357	20,496,972
Program Revenue	(774,290)	(2,353,650)	(961,263)	(774,344)
Net Expenditures	10,948,742	20,111,051	21,786,094	19,722,628
<i>Funded Staffing Level</i>				194.00
Authorized Complement				194

## MISSION

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

## STRUCTURE



## SERVICES

The Division of General Services works in a number of ways to support the other divisions that make up the City's service and administrative system. General Services ensures that the 900+ publicly owned facilities function properly and meet the Americans with Disabilities Act (ADA) accessibility requirements. The Division provides maintenance for the City's vehicle fleet, handles the sale and acquisition of real property, maintains easements and rights-of-way, and establishes programs which emphasize city cleanliness and beautification.

## ■ charges for services

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Fiber Optic Franchise Fees	(584,678)	(444,842)	(444,842)	(444,842)
Weights/Measures Fees	0	(500,000)	(100,000)	(100,000)
Fleet/Mobile Fees	0	(1,170,723)	(170,723)	0
Rental Fees	0	(1,200)	(1,200)	0
Rent Of Land	(86,099)	(43,130)	(43,130)	(43,130)
Outside Revenue	(41,169)	0	(7,613)	0
P & S Printing	(550)	0	0	0
St TN Highway Maint Grant	0	(111,372)	(111,372)	(111,372)
Easements & Encroachments	(75,740)	(82,383)	(82,383)	(75,000)
Total Charges for Services	(788,236)	(2,353,650)	(961,263)	(774,344)

**Other services provided by General Services can be found under the following tabs:**  
**MLK Park Improvements - Special Revenue Fund**  
**Fleet Management - Internal Service Fund**

**Administration**

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

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	439,941	572,463	578,919	576,973
Materials & Supplies	55,485	151,058	151,058	164,778
Net Expenditures	495,426	723,521	729,977	741,751
<i>Funded Staffing Level</i>				7.00
Authorized Complement				7

**Property Maintenance**

*Property Maintenance provides customers with cost-effective maintenance and repair; administers warranties for City facilities; make recommendations on all plans regarding construction and major repairs; and provides an aggressive preventive maintenance program focusing on our customers' needs and expectations.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	5,074,827	6,120,617	5,577,867	6,153,104
Materials & Supplies	2,283,956	3,080,871	3,222,049	2,737,168
Net Expenditures	7,358,783	9,201,488	8,799,916	8,890,272
<i>Funded Staffing Level</i>				85.00
Authorized Complement				85

**Real Estate**

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

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	305,390	327,609	329,626	331,531
Materials & Supplies	47,190	71,532	67,482	64,195
Total Expenditures	352,580	399,141	397,108	395,726
Program Revenue	(746,517)	(570,355)	(570,355)	(562,972)
Net Expenditures	(393,937)	(171,214)	(173,247)	(167,246)
<i>Funded Staffing Level</i>				5.00
Authorized Complement				5

**Operation City Hall**

*The Operation of City Hall provides a safe, clean and comfortable environment for employees and visitors to City Hall, and provides timely, efficient, and quality service to employees inside City Hall.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	887,628	943,516	1,010,471	967,467
Materials & Supplies	1,143,895	1,230,610	1,284,587	1,216,486
Net Expenditures	2,031,523	2,174,126	2,295,058	2,183,953
<i>Funded Staffing Level</i>				15.00
Authorized Complement				15

**Printing/Mail Services**

*Printing/Mail Services provides quality services to all City Government centers and is responsible for city print jobs, inter-office and postal delivery of mail, the administration of the copier contracts, and handles the purchasing of all paper for the city in the most cost efficient and expeditious manner to meet the needs of the customers.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	380,906	444,409	456,241	418,780
Materials & Supplies	1,088,516	1,485,215	1,744,139	1,669,189
Inventory	168,029	0	132,498	0
Total Expenditures	1,637,451	1,929,624	2,332,878	2,087,969
Program Revenue	(41,719)	0	(7,613)	0
Net Expenditures	1,595,732	1,929,624	2,325,265	2,087,969
<i>Funded Staffing Level</i>				10.00
Authorized Complement				10

**Park Operations**

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

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	0	3,808,161	3,923,148	3,936,442
Materials & Supplies	0	1,540,006	1,540,006	1,583,747
Capital Outlay	0	0	0	35,000
Total Expenditures	0	5,348,167	5,463,154	5,555,189
Program Revenue	0	(112,572)	(112,572)	(111,372)
Net Expenditures	0	5,235,595	5,350,582	5,443,817
<i>Funded Staffing Level</i>				61.00
Authorized Complement				61

### Weights and Measures

*Weights and Measures register and certify commercial weighing and measuring devices to assure fairness to the citizens in transactions of measured goods and services.*

#### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	0	2,364,781	2,348,299	555,114
Materials & Supplies	0	323,853	327,471	86,998
Capital Outlay	0	0	54,975	0
Total Expenditures	0	2,688,634	2,730,745	642,112
Program Revenue	0	(1,670,723)	(270,723)	(100,000)
Net Expenditures	0	1,017,911	2,460,022	542,112
<i>Funded Staffing Level</i>				11.00
Authorized Complement				11

Motor Vehicle Inspection Bureau function was transferred to the State of Tennessee beginning fiscal year FY2014.

# GENERAL SERVICES

# AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
<u>Administration</u>		<u>Operation City Hall</u>	
ASST ADMINISTRATIVE	1	CREWPERSON	1
COORD BUDGET CONTRACT GS	1	MECH BUILDING MNT CH	3
COORD COMPLIANCE QUALITY	1	MGR BLDG MNT CITY HALL	1
COORD HR GEN SVCS	1	OPER 1ST CL STEAM REF	5
DIRECTOR GENERAL SVCS	1	SPEC CITY HALL OPER ADMIN	1
DIRECTOR GENERAL SVCS DEPUTY	1	SUPER BLDG MNT CITY HALL	1
SPEC CUST SVC ADMIN	1	WATCHMAN	3
<b>Total Administration</b>	<b>7</b>	<b>Total Operation City Hall</b>	<b>15</b>
<u>Property Maintenance</u>		<u>Printing Services Administration</u>	
ADMR PROPERTY MAINT	1	CLERK MAIL DISTRIBUTION BINDERY	3
ASST CRAFTS	6	CLERK MAIL DISTRIBUTION BINDERY LD	1
CARPENTER MNT	13	MGR PRINTING MAIL	1
CREWPERSON SEMISKILLED	1	PRINTER	2
ELECT MNT	10	SPEC GRAPHIC DESIGN	1
FINISHER CONCRETE	2	SUPER BUSINESS AFFAIRS PRINTING	1
FOREMAN GEN PROPERTY MNT	3	SUPER PRINTING	1
GROUNDSMAN	1	<b>Total Printing Services Administration</b>	<b>10</b>
MASON BRICK	2	<u>Park Operations</u>	
MECH AUTO CAD MNT	1	ADMR PARK MAINT CONST	1
MECH BUILDING MNT	6	CLERK PAYROLL A	1
MGR PROPERTY SUPPORT SERVICES	1	CREWCHIEF	9
OPER HEAVY EQUIP	2	DRIVER TRUCK	31
PAINTER	4	FOREMAN ZONE MNT	7
PLUMBER MNT	13	HORICULTURIST	1
ROOFER	3	MECH HEAVY EQUIP	1
SUPER BUSINESS AFFAIRS	1	MECH MNT	4
SUPER CRAFT PROP MAINT	4	OPER HEAVY EQUIP	1
TECH AC REF SVC	10	OPER SWEEPER	1
TECH ACCOUNTS PAYABLE	1	SUPER BUSINESS AFFAIRS	1
<b>Total Property Maintenance</b>	<b>85</b>	SUPER PARK CONST MAINT	1
<u>Real Estate Department</u>		TRIMMER TREE	2
ADMR REAL ESTATE	1	<b>Total Park Operations</b>	<b>61</b>
AGENT RIGHT OF WAY	1		
AGENT RIGHT OF WAY SR	1		
SUPER REAL ESTATE	1		
TECH REAL ESTATE	1		
<b>Total Real Estate Department</b>	<b>5</b>		



**GENERAL SERVICES**

*AUTHORIZED COMPLEMENT*

Position Title	Authorized Positions	Position Title	Authorized Positions
<i>Weights &amp; Measures</i>			
CLERK GENERAL B	1		
INSP WEIGHTS MEASURES	7		
MGR VEHICLE INSP WGHTS	1		
SUPER BUSINESS AFFAIRS MVI	1		
SUPER WEIGHTS MEASURES	1		
<b>Total Weights and Measures</b>	<b>11</b>		
<b><u>TOTAL GENERAL SERVICES</u></b>		<b><u>194</u></b>	



# GRANTS & AGENCIES

# SUMMARY

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
<b><u>Grant Agencies</u></b>				
Black Business Association	200,000	200,000	200,000	200,000
Bonus Pay	750	0	0	0
Chamber Foundation	1,350,000	1,350,000	2,700,000	1,350,000
EDGE	0	2,500,000	4,600,000	2,100,000
Economic Development	520,000	0	1,500,000	0
Exchange Club	0	0	0	25,000
Expense Recovery - M & S	(3,761,846)	0	0	0
Facility Management Program Expense	1,152,500	1,815,000	1,700,000	1,815,000
Family Safety Center of Memphis and Shelby County	125,000	100,000	100,000	100,000
Full-Time Salaries	(142)	0	0	0
Holiday Salary Full Time	142	0	0	0
Human Services Grants	1,000,000	0	0	0
Innovation Delivery Team Grant - Wells Fargo	0	0	1,600,000	0
Juvenile Intervention and Faith-Based Follow Up (JIFF)	0	150,000	300,000	150,000
Launch Memphis	25,000	25,000	25,000	25,000
MLGW Citizen's Assistance - Grants	998,902	1,000,000	2,001,098	1,000,000
Medicare	21	0	0	0
Memphis Mobile Market	0	0	0	15,000
Memphis Multicultural Arts Enrichment Center	57,700	0	1,600,000	0
Tfr Out - BOE Tax Fund	71,804,240	52,750,000	52,750,000	0
Tfr Out - CRA Program	2,309,959	2,339,130	2,339,130	2,339,130
Tfr Out - Debt Service Fund	0	4,000,000	3,000,000	0
Tfr Out - Unemployment Fund	0	100,000	100,000	100,000
Payment To Subgrantees	0	0	5,700	0
Professional Services	(10,000)	0	0	0
Sick Leave	(330)	0	0	0
Sickle Cell Center Foundation	0	0	500,000	250,000
Social Security	(21)	0	0	0
WIN Operational	(68)	0	0	0
<b>Total Grant Agencies</b>	<b>75,771,807</b>	<b>66,329,130</b>	<b>75,020,928</b>	<b>9,469,130</b>



# GRANTS & AGENCIES

# SUMMARY

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
<b><u>Government/Shared Agencies</u></b>				
Coliseum	132,513	150,000	53,630	0
Convention Center	1,000,000	2,000,000	2,000,000	2,000,000
Delta Commission on Aging	143,906	143,906	143,906	143,906
Elections	824,819	75,000	75,000	75,000
Landmarks	145,281	212,367	212,583	211,639
Memphis Area Transit Authority	16,930,000	19,615,398	22,615,398	19,615,000
Memphis Film & Tape Commission	150,000	150,000	150,000	150,000
Planning and Development	1,184,464	1,940,000	1,000,000	1,600,000
Pensioners Insurance	25,424,119	7,029,392	7,029,392	29,000,000
Pyramid	212,200	500,000	743	0
Riverfront Development	2,373,859	2,373,859	2,373,862	2,373,859
Shelby County	2,787,077	4,000,000	0	0
Shelby County Assessor	0	414,129	414,129	414,129
Urban Art	130,000	130,000	130,000	130,000
<i>Total Government/Shared Agencies</i>	51,438,238	38,734,051	36,198,643	55,713,533
<i>Total City Expenditures</i>	127,210,045	105,063,181	111,219,371	65,182,663
<i>Total Revenue</i>	(1,154,700)	(1,816,500)	(1,701,500)	(1,817,500)
<i>Net City Expenditures</i>	126,055,345	103,246,681	109,518,071	63,365,163



*Planning and Development is a joint agency serving both the City of Memphis and Shelby County. Its mission includes the development of plans and programs that results in thriving, livable neighborhoods, better job opportunities, enhanced human potential and safe and efficient buildings.*

**Operating Budget**

<b>Category</b>	<b>FY2012 Actual</b>	<b>FY2013 Adopted</b>	<b>FY2013 Forecast</b>	<b>FY2014 Proposed</b>
Personnel Services	1,191,618	1,381,375	1,304,552	1,446,294
Supplies/Services	282,458	532,375	194,902	483,085
Fees/Permits	(169,824)	(162,411)	(150,382)	(165,000)
Gross Operating	1,304,252	1,751,339	1,349,072	1,764,379
Other P&D Expenses	1,064,676	2,128,661	650,928	1,435,621
Net Operating	2,368,928	3,880,000	2,000,000	3,200,000
City Share (50%)	1,184,464	1,940,000	1,000,000	1,600,000
Net City Expenditures	1,184,464	1,940,000	1,000,000	1,600,000

*The Memphis Landmarks Commission's purpose is to protect and promote significant historical; and architectural resources for cultural and future citizens of the city by ensuring design compatibility within locally zoned historic districts, advocating re-use and rehabilitation of historic properties, educating the public about the importance and value of historic resources and implementing the city's Historic Preservation Plan.*

### Operating Budget

Category	FY2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	143,006	170,017	170,233	169,289
Material & Supplies	2,275	9,150	9,150	9,150
Operating Transfers Out		33,200	33,200	33,200
Gross Expenditures	145,281	212,367	212,583	211,639
Total Revenue	(2,200)	(1,500)	(1,500)	(2,500)
Net City Expenditures	143,081	210,867	211,083	209,139

**Description**

*To provide the safest, cleanest, most efficient and most progressive transit service as the mode of choice for the people in the Memphis area, thereby fostering development, increasing mobility, alleviating congestion and pollution within board-established performance levels and within available financial resources.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
City Funding	16,930,000	19,615,398	22,615,398	19,615,000



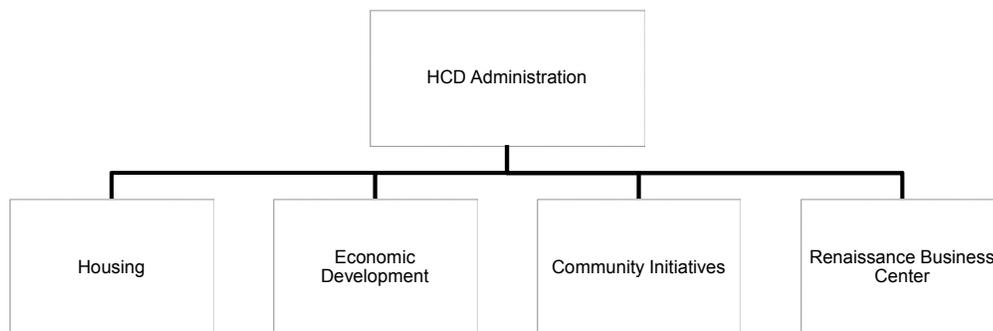
## ■ Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	269,528	261,180	269,667	266,687
Materials & Supplies	123,438	183,988	196,588	177,506
Grants & subsidies	4,992,008	4,145,775	5,151,629	6,413,275
Total Expenditures	5,384,974	4,590,943	5,617,884	6,857,468
Program Revenue	(26,000)	0	0	(2,500,000)
Net Expenditures	5,358,974	4,590,943	5,617,884	4,357,468
<i>Funded Staffing Level</i>				5.00
Authorized Complement				5

## MISSION

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

## STRUCTURE



## SERVICES

The Division of Housing and Community Development (HCD), along with the Memphis Housing Authority (MHA), works to develop affordable housing options and neighborhood revitalization through down-payment assistance, homeownership counseling and single-family housing rehabilitation. HCD works to improve the development of Memphis neighborhoods, communities and economy by targeting single-family housing production, offering infrastructure assistance by site or project, determining the contribution of land and land acquisition for special projects, developing area neighborhood plans and housing and environmental standard inspections.

**■ charges for services**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Miscellaneous Income	(26,000)	0	0	0
Construction Period Rent	0	0	0	(2,500,000)
Total Charges for Services	(26,000)	0	0	(2,500,000)

## Housing

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

### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	90,436	89,548	89,548	88,283
Materials & Supplies	13,306	58,221	58,221	51,739
Grants & subsidies	196,078	192,930	292,546	192,930
Total Expenditures	299,820	340,699	440,315	332,952
Program Revenue	(26,000)	0	0	0
Net Expenditures	273,820	340,699	440,315	332,952
<i>Funded Staffing Level</i>				2.00
Authorized Complement				2

## Economic Development

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

### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Grants & subsidies	4,155,207	3,101,670	3,427,253	5,309,626
Total Expenditures	4,155,207	3,101,670	3,427,253	5,309,626
Program Revenue	0	0	0	(2,500,000)
Net Expenditures	4,155,207	3,101,670	3,427,253	2,809,626
<i>Funded Staffing Level</i>				0.00

**Community Initiatives**

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

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Materials & Supplies	381	15,598	15,598	15,598
Grants & subsidies	630,879	841,875	1,422,530	901,419
Net Expenditures	631,260	857,473	1,438,128	917,017
<i>Funded Staffing Level</i>				0.00

**Renaissance Business Center**

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

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	179,092	171,632	180,119	178,404
Materials & Supplies	109,751	110,169	122,769	110,169
Grants & subsidies	9,844	9,300	9,300	9,300
Net Expenditures	298,687	291,101	312,188	297,873
<i>Funded Staffing Level</i>				3.00
Authorized Complement				3

**HCD**

*AUTHORIZED COMPLEMENT*

Position Title	Authorized Positions	Position Title	Authorized Positions
<i>Housing</i>			
ANALYST LOAN	2		
<b>Total Housing</b>	<u>2</u>		
<i>Renaissance Development Center</i>			
ANALYST PERFORMANCE	1		
COORD BUSINESS DEV	1		
MGR ECONOMIC DEV	1		
<b>Total Renaissance Development Center</b>	<u>3</u>		
<b><u>TOTAL HCD</u></b>	<u>5</u>		





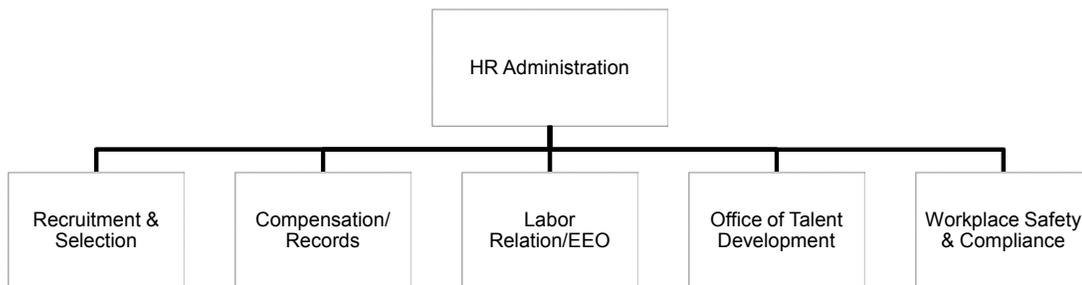
## ■ Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	3,291,908	3,795,887	3,498,188	4,049,413
Materials & Supplies	1,385,514	3,384,091	3,319,571	2,276,361
Capital Outlay	0	0	578	0
Grants & subsidies	275,555	0	35,763	0
Total Expenditures	4,952,977	7,179,978	6,854,100	6,325,774
Program Revenue	(14,979)	0	(2,919)	0
Net Expenditures	4,937,998	7,179,978	6,851,181	6,325,774
<i>Funded Staffing Level</i>				44.00
Authorized Complement				44

## Mission

The mission of the Human Resources Division is to deliver best-in-class Human Resources services to all internal and external customers by working collaboratively, proactively and responsively.

## Structure



## Services

The Human Resources Division incorporates all the service centers that address employee relations and employment functions. The Division manages the Employee Assistance Program, employee training, labor relations, employee recruiting and retention, employee activities, health care and pension administration and maintains all personnel files. Job posting, entrance promotional and durational register testing, medical exams, compensation, benefits enrollment and new employee orientation all fall under the HR umbrella.

■ charges for services

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Gym Fees	(14,979)	0	0	0
Total Charges for Services	(14,979)	0	0	0

Other services provided by Human Resources can be found under the following tab:  
**Health Insurance - Internal Service Funds**

**Administration/Employee Assistance Program**

*To provide the City of Memphis government with effective and efficient human resource services which focus on customer needs and support achievement of the City's strategic goals. To create and administer programs that contributes to personal, physical and professional development of employees.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	373,544	1,049,187	668,019	510,847
Materials & Supplies	119,898	151,518	106,646	154,518
Net Expenditures	493,442	1,200,705	774,665	665,365
<i>Funded Staffing Level</i>				7.00
Authorized Complement				7

**Benefits Administration**

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	263,762	0	0	0
Materials & Supplies	125,096	0	0	0
Grants & subsidies	275,555	0	0	0
Total Expenditures	664,413	0	0	0
Program Revenue	(14,979)	0	0	0
Net Expenditures	649,434	0	0	0
<i>Funded Staffing Level</i>				0.00

**Recruitment and Selection**

*To provide consistent employment practices while maintaining compliance with state and federal guidelines.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	937,270	873,896	1,011,796	1,173,236
Materials & Supplies	881,541	2,282,323	2,644,612	1,280,251
Net Expenditures	1,818,811	3,156,219	3,656,408	2,453,487
<i>Funded Staffing Level</i>				11.00
Authorized Complement				11

**Compensation/Records Administration**

*To develop and administer effective salary/compensation and human resource data management programs which support the City's recruiting, retention, and employment efforts.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	754,613	738,256	699,127	719,764
Materials & Supplies	10,986	21,500	9,526	21,750
Net Expenditures	765,599	759,756	708,653	741,514
<i>Funded Staffing Level</i>				12.00
Authorized Complement				12

**Labor Relations**

*To support and promote the City's Labor Relations Equal Employment Opportunity, HIPAA, ADA and FMLA standards.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	279,110	308,052	347,020	365,726
Materials & Supplies	23,394	39,300	49,977	39,300
Net Expenditures	302,504	347,352	396,997	405,026
<i>Funded Staffing Level</i>				4.00
Authorized Complement				4

**Office of Talent Development**

*To foster an organizational culture which demonstrate a continuous practice of service excellence.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	368,300	485,610	432,178	967,691
Materials & Supplies	143,266	221,400	168,487	193,646
Net Expenditures	511,566	707,010	600,665	1,161,337
<i>Funded Staffing Level</i>				6.00
Authorized Complement				6

**Workplace Safety & Compliance**

*To reduce OJI costs by implementing mandatory training across all divisions, strictly enforcing drug-testing policy and conducting compliance audits to reduce accidents that result in loss work time and damages.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	314,132	340,886	340,048	312,149
Materials & Supplies	75,577	668,050	335,961	586,896
Capital Outlay	0	0	578	0
Net Expenditures	389,709	1,008,936	676,587	899,045
<i>Funded Staffing Level</i>				4.00
Authorized Complement				4

# HUMAN RESOURCES

# AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
<u>Administration</u>		<u>Office of Talent Development</u>	
ASST ADMINISTRATIVE	1	ANALYST LEARNING SR	1
COORD BUDGET HR	1	COORD LEARNING	1
COORD HRMS SUPPORT	1	COORD PERFORMANCE REVIEW	1
COORD SAFETY	1	OFFICER LEARNING CHIEF	1
DIRECTOR HUMAN RESOURCES	1	SECRETARY A	1
DIRECTOR HUMAN RESOURCES DEP- UTY	1	SPEC SUPPORT SERVICES OTD	1
SPEC HR ADMIN	1	<b>Total Office of Talent Development</b>	<b>6</b>
<b>Total Administration</b>	<b>7</b>	<u>Workplace Safety &amp; Compliance</u>	
<u>Recruitment and Selection</u>		COORD COMPLIANCE & TRAINING	1
ANALYST EMPLOYMENT SR	2	COORD OJI	1
COORD RECRUIT & SELECTION	1	MGR WORKPLACE SAFETY COMPL	1
COORD TESTING RECRUIT	3	SPEC DRUGFREE WORKPLACE	1
COORD TESTING RECRUIT LD	1	<b>Total Workplace Safety &amp; Compliance</b>	<b>4</b>
MGR EMPLOYMENT	1	<b><u>TOTAL HUMAN RESOURCES</u></b>	
SECRETARY HR B	1	<b><u>44</u></b>	
SUPER CLERICAL OPER	1		
SUPER EMPLOYMENT	1		
<b>Total Recruitment &amp; Selection</b>	<b>11</b>		
<u>Compensation/Records Administration</u>			
ANALYST COMPENSATION LD	1		
ANALYST COMPENSATION SR	2		
CLERK FILE	1		
COORD POSITION CONTROL DATA	1		
MGR COMPENSATION DATA MGMT	1		
SECRETARY HR B	1		
SPEC DATA MGMT	1		
SPEC DATA MGMT SR	1		
SUPER DATA MGMT/RECORDS	1		
TECH DATA MGMT	1		
TECH RECORDS DATA	1		
<b>Total Compensation/Records Administration</b>	<b>12</b>		
<u>Labor Relations</u>			
COORD EEO LABOR RELATIONS	2		
MGR LABOR REL EEO OFFICER	1		
SPEC LABOR HR	1		
<b>Total Labor Relations</b>	<b>4</b>		





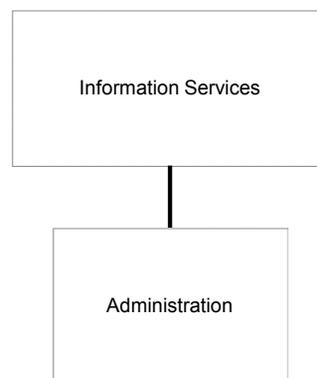
## ■ Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	1,276,295	1,463,220	1,488,551	1,486,303
Materials & Supplies	14,152,754	13,802,450	14,676,650	13,784,706
Total Expenditures	15,429,049	15,265,670	16,165,201	15,271,009
Program Revenue	(583,924)	(600,000)	(600,000)	(152,000)
Net Expenditures	14,845,125	14,665,670	15,565,201	15,119,009
<i>Funded Staffing Level</i>				17.00
Authorized Complement				17

## Mission

To be a premier Information Technology organization which leverages technology to provide business value through the deployment of emerging technologies that meets business goals, reduces operating costs and maximizes efficiency and effectiveness.

## Structure



## Services

The Office of Information Services provides information technology services and consulting in support of the City’s business goals. Information Services implements the City’s short and long-term information technology needs through business strategic planning, budget planning, business process, and re-engineering technology recommendations to resolve business and organizational challenges. Information Services’ technology partner, a contracted vendor, provides the daily operation and support of the City’s data processing and telecommunication services, application development and maintenance, help desk, system security and other critical projects.

■ charges for services

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Local Shared Revenue	(130,833)	(100,000)	(100,000)	(102,000)
MHA	(453,091)	(500,000)	(500,000)	(50,000)
Total Charges for Services	(583,924)	(600,000)	(600,000)	(152,000)

**Information Services**

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

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	1,276,295	1,463,220	1,488,551	1,486,303
Materials & Supplies	14,152,754	13,802,450	14,676,650	13,784,706
Total Expenditures	15,429,049	15,265,670	16,165,201	15,271,009
Program Revenue	(583,924)	(600,000)	(600,000)	(152,000)
Net Expenditures	14,845,125	14,665,670	15,565,201	15,119,009
<i>Funded Staffing Level</i>				17.00
Authorized Complement				17

**Legal level consolidation of *Administration and Radio Maintenance*.**

**INFORMATION SERVICES**

*AUTHORIZED COMPLEMENT*

Position Title	Authorized Positions	Position Title	Authorized Positions
<i>Administration</i>			
ANALYST PROCUREMENT IT	2		
ANALYST TELECOMMUNICATIONS	1		
ASST ADMINISTRATIVE	1		
COORD GIS TECHNICAL	1		
COORD INFORMATION TECH	1		
COORD TECHNOLOGY SVCS	1		
MGR BUDGET CONTRACT	1		
MGR GIS PROGRAM	1		
OFFICER CHIEF INFO SECURITY	1		
OFFICER CHIEF INFO	1		
OFFICER CHIEF INFO DEPUTY	1		
OFFICER INFORMATION TECH	4		
SPEC COMPLIANCE IT	1		
<b>Total Administration</b>	<b>17</b>		
 <b><u>TOTAL INFORMATION SERVICES</u></b>			<b><u>17</u></b>



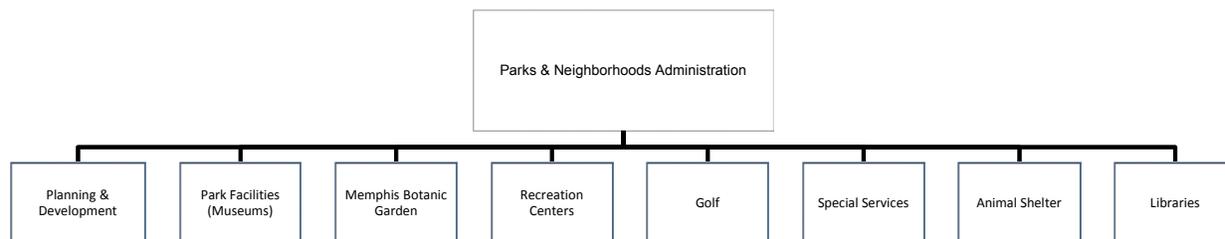
## ■ Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	15,169,144	25,307,445	25,438,670	25,649,255
Materials & Supplies	13,739,903	16,930,793	18,055,851	18,239,641
Capital Outlay	49,868	0	51,926	83,000
Grants & subsidies	0	669,218	669,218	819,218
Inventory	56,957	38,350	66,393	342,839
Transfers out	351,556	352,556	352,556	350,431
<b>Total Expenditures</b>	<b>29,367,428</b>	<b>43,298,362</b>	<b>44,634,614</b>	<b>45,484,384</b>
Program Revenue	(6,675,239)	(8,743,274)	(8,603,453)	(8,941,381)
<b>Net Expenditures</b>	<b>22,692,189</b>	<b>34,555,088</b>	<b>36,031,161</b>	<b>36,543,003</b>
<i>Funded Staffing Level</i>				469.00
Authorized Complement				469

## Mission

To initiate strategically sound, positive programming and policies that will meet and exceed citizen expectations in order to deliver City services in the best manner possible. To improve the quality of services delivered to our citizens as a result of increased public awareness campaigns, training for our employees, and overall responsiveness to issues identified by our internal and external customers through coordination with City divisions, intergovernmental agencies and the private sector overall.

## Structure



## Services

The Division of Parks and Neighborhoods supports an active civic culture reflective of the diversity of the community’s voices. The Division provides an array of services that range from culture and leisure, animal control, library services, neighborhoods, services targeting the youth and senior populations, management and maintenance for museums, entertainment venues, green spaces, recreation and sports facilities, re-entry opportunities for individuals with single felony convictions, and promoting the “Memphis Sound” locally and nationally.

## ■ charges for services

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Dog License	0	(274,965)	(274,965)	(274,965)
County Dog License Fee	0	(83,568)	(83,568)	(83,568)
Library Fines & Fees	0	(500,000)	(500,000)	(500,000)
Shelter Fees	0	(181,239)	(181,239)	(181,239)
Animal Vaccination	0	(18,234)	(18,234)	(18,234)
Admissions - School Groups	0	(14,000)	(2,248)	(14,000)
Admissions - Groups	0	(2,900)	0	(2,900)
Admissions - Museum Workshops	(24,492)	(17,800)	(17,800)	(17,800)
Admissions - General	(218,144)	(269,900)	(252,900)	(279,600)
Museum Planetarium Fee	(71,471)	(67,000)	(67,000)	(75,000)
Parking	(351,898)	0	0	0
Senior Citizen's Meals	(97,822)	(90,000)	(90,000)	(90,000)
Concessions	(1,143,755)	(323,200)	(299,178)	(372,283)
Golf Car Fees	(1,197,151)	(1,052,976)	(1,057,519)	(1,092,692)
Pro Shop Sales	(81,338)	(67,100)	(62,100)	(101,067)
Green Fees	(1,796,381)	(1,605,000)	(1,451,700)	(1,643,035)
Softball	(112,070)	(97,000)	(97,000)	(100,000)
Basketball	(39,800)	(35,000)	(35,000)	(35,000)
Football	(1,950)	0	(1,900)	(2,500)
Ballfield Permit	(18,033)	(25,000)	(25,000)	(18,000)
Class Fees	(79,324)	(76,500)	(76,500)	(68,500)
Rental Fees	(708,291)	(322,500)	(342,059)	(322,500)
Day Camp Fees	(196,183)	(212,700)	(212,700)	(212,700)
After School Camp	(2,920)	(4,500)	(4,500)	(3,000)
Outside Revenue	(107,650)	(1,579,758)	(1,625,327)	(1,582,258)
St TN Highway Maint Grant	(111,186)	0	0	0
Local Shared Revenue	(220,563)	(706,709)	(706,709)	(730,709)
City of Bartlett	0	(1,034,000)	(1,034,000)	(1,034,000)
Miscellaneous Income	(88,593)	(65,525)	(67,513)	(69,831)
Cash Overage/Shortage	(6,224)	(200)	(794)	0
Grant Revenue - Library	0	(16,000)	(16,000)	(16,000)
<b>Total Charges for Services</b>	<b>(6,675,239)</b>	<b>(8,743,274)</b>	<b>(8,603,453)</b>	<b>(8,941,381)</b>

**Administration**

*To maximizes and coordinates administrative support for Park's service centers to enhance efficient and effective delivery of services.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	614,163	950,783	909,533	981,211
Materials & Supplies	80,850	325,728	499,993	1,613,230
Net Expenditures	695,013	1,276,511	1,409,526	2,594,441
<i>Funded Staffing Level</i>				11.00
Authorized Complement				11

**Legal level consolidation of *Administration*, Business Affairs and Public Relations.**

**Planning & Development**

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

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	180,357	170,377	171,056	71,019
Materials & Supplies	7,114	15,404	15,404	20,404
Net Expenditures	187,471	185,781	186,460	91,423
<i>Funded Staffing Level</i>				3.00
Authorized Complement				3

**Park Operations**

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

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	3,856,945	0	0	0
Materials & Supplies	1,873,248	0	0	0
Capital Outlay	453	0	0	0
Total Expenditures	5,730,646	0	0	0
Program Revenue	(126,341)	0	0	0
Net Expenditures	5,604,305	0	0	0
<i>Funded Staffing Level</i>				0.00

**Park Facilities**

*Park Facilities provides diverse leisure activities and services to the citizens of Memphis.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	1,920,563	1,835,201	1,871,344	1,857,448
Materials & Supplies	1,271,205	1,390,462	1,374,217	1,426,764
Total Expenditures	3,191,768	3,225,663	3,245,561	3,284,212
Program Revenue	(335,133)	(418,600)	(379,948)	(436,300)
Net Expenditures	2,856,635	2,807,063	2,865,613	2,847,912
<i>Funded Staffing Level</i>				28.00
Authorized Complement				28

**Legal level consolidation of Museums, Historic Homes and Nature Center.**

**Zoo**

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

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	42,660	0	0	0
Materials & Supplies	2,108,143	2,522,744	2,522,744	2,535,910
Capital Outlay	48,475	0	50,000	0
Net Expenditures	2,199,278	2,522,744	2,572,744	2,535,910
<i>Funded Staffing Level</i>				0.00

**Brooks Museum**

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

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Materials & Supplies	614,460	571,448	571,528	571,448
Net Expenditures	614,460	571,448	571,528	571,448
<i>Funded Staffing Level</i>				0.00

**Memphis Botanic Garden**

*The Memphis Botanic Garden is dedicated to being an exemplary regional center for horticultural and environmental enrichment.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	222,919	211,462	177,871	169,584
Materials & Supplies	350,002	278,463	120,933	317,920
Net Expenditures	572,921	489,925	298,804	487,504
<i>Funded Staffing Level</i>				4.00
Authorized Complement				5

**Parks Sports Centers**

*Fairgrounds and Stadium facilitates sports and entertainment events and merchandise promotion for citizens of Memphis and the Mid-South.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Materials & Supplies	2,274,568	1,696,447	1,967,279	1,802,239
Transfers out	351,556	352,556	352,556	350,431
Total Expenditures	2,626,124	2,049,003	2,319,835	2,152,670
Program Revenue	(1,638,417)	(1,579,758)	(1,653,048)	(1,579,758)
Net Expenditures	987,707	469,245	666,787	572,912
<i>Funded Staffing Level</i>				0.00

**Recreation**

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

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	5,992,907	5,675,760	5,550,557	5,639,809
Materials & Supplies	2,730,933	2,689,905	2,845,891	2,689,905
Capital Outlay	940	0	1,926	0
Total Expenditures	8,724,780	8,365,665	8,398,374	8,329,714
Program Revenue	(1,042,533)	(1,147,700)	(1,151,200)	(1,160,100)
Net Expenditures	7,682,247	7,217,965	7,247,174	7,169,614
<i>Funded Staffing Level</i>				84.00
Authorized Complement				84

**Legal level consolidation of Senior Centers, Skinner Center, Athletics, Tennis, Recreation Operations, Summer Programs, Community Centers and Aquatics.**

**Golf**

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

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	2,338,630	1,925,824	2,027,730	2,056,913
Materials & Supplies	2,382,338	1,859,291	2,343,307	1,896,087
Capital Outlay	0	0	0	83,000
Inventory	56,957	38,350	66,393	342,839
Total Expenditures	4,777,925	3,823,465	4,437,430	4,378,839
Program Revenue	(3,532,815)	(3,059,501)	(2,929,838)	(3,277,508)
Net Expenditures	1,245,110	763,964	1,507,592	1,101,331
<i>Funded Staffing Level</i>				14.00
Authorized Complement				14

**Special Services**

*Special Services comprise of Second Chance, Community Affairs, and Music Commission. The programs provide training, advocacy, capacity building, and technical assistance to a diverse group of citizens.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	0	454,522	729,889	782,498
Materials & Supplies	350	265,541	132,936	140,550
Grants & subsidies	0	669,218	669,218	669,218
<b>Total Expenditures</b>	<b>350</b>	<b>1,389,281</b>	<b>1,532,043</b>	<b>1,592,266</b>
Program Revenue	0	(50,000)	0	0
<b>Net Expenditures</b>	<b>350</b>	<b>1,339,281</b>	<b>1,532,043</b>	<b>1,592,266</b>
<i>Funded Staffing Level</i>				11.00
Authorized Complement				11

**Legal level consolidation of Second Chance, Community Affairs, and Music Commission.**

**Animal Shelter**

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

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	0	2,476,427	2,469,567	2,586,087
Materials & Supplies	0	620,655	908,180	701,254
<b>Total Expenditures</b>	<b>0</b>	<b>3,097,082</b>	<b>3,377,747</b>	<b>3,287,341</b>
Program Revenue	0	(562,715)	(562,715)	(562,715)
<b>Net Expenditures</b>	<b>0</b>	<b>2,534,367</b>	<b>2,815,032</b>	<b>2,724,626</b>
<i>Funded Staffing Level</i>				49.00
Authorized Complement				49



**Libraries**

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

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	0	11,692,602	11,531,123	11,504,686
Materials & Supplies	0	4,694,705	4,758,979	4,673,930
Total Expenditures	0	16,387,307	16,290,102	16,178,616
Program Revenue	0	(1,925,000)	(1,926,704)	(1,925,000)
Net Expenditures	0	14,462,307	14,363,398	14,253,616
<i>Funded Staffing Level</i>				264.00
Authorized Complement				264

**Neighborhood Watch**

*The Neighborhood Watch program is made up of citizens who take the initiative to help prevent crime in their neighborhoods. Participants keep an eye out for their neighbors and their homes by taking note of unusual activity and reporting the proper information to the authorities in the event of a crime.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	0	0	0	115,000
Materials & Supplies	0	0	0	85,000
Grants & subsidies	0	0	0	150,000
Total Expenditures	0	0	0	300,000
Expense Recovery	0	0	0	(300,000)
Net Expenditures	0	0	0	0
<i>Funded Staffing Level</i>				1.00
Authorized Complement				1

**PARKS & NEIGHBORHOODS**

**AUTHORIZED COMPLEMENT**

Position Title	Authorized Positions	Position Title	Authorized Positions
<u>Administration</u>			
ASST ADMINISTRATIVE	2	SUPER PLANETARIUM CF	1
DIRECTOR PARKS & NEIGHBORHOODS	1	SUPER BOX OFFICE	1
DIRECTOR PARKS OPERATIONS DEPUTY	1	SUPER EXHIBIT GRAPHIC SVCS	1
DIRECTOR PUBLIC SVCS DEPUTY	1	<b>Total Park Facilities</b>	<b>28</b>
COORD ADMIN BUDGET	1	<u>Memphis Botanic Garden</u>	
MGR ADMIN SVCS PARKS	1	BOTANIST BOTANICAL CTR	1
SUPER HR PARKS	1	CREWCHIEF	1
SUPER PAYROLL ACCOUNTING	1	CREWPERSON	1
MGR COMMUNITY AFFAIRS	1	RECEPTIONIST	1
MGR PUBLIC AFFAIRS	1	SUPER BOTANTICAL GRDNS	1
<b>Total Administration</b>	<b>11</b>	<b>Total Memphis Botanic Garden</b>	<b>28</b>
<u>Planning &amp; Development</u>		<u>Recreation Centers</u>	
ADMR PLANNING DEV	1	COOK	3
CLERK GENERAL A	2	CUSTODIAN	4
<b>Total Planning &amp; Development</b>	<b>3</b>	DIRECTOR COMMUNITY CTR	5
<u>Park Facilities</u>		DIRECTOR COMMUNITY CTR ASST	3
MGR HISTORIC PROPERTIES	1	CUSTODIAN	1
CURATOR BACKYARD WILDLIFE CTR	1	DIRECTOR COMMUNITY CTR	1
FOREMAN GROUNDS MNT	2	SPEC ATHLETIC	1
MGR LICHTERMAN NATURE CTR	1	MGR ATHLETICS	1
SUPER OPERATIONS LNC	1	SPEC ATHLETIC	2
TEACHER NATURALIST CF	1	CLERK ACCOUNTING B	1
ADMR PROGRAMS	1	DIRECTOR PARK RECREATION DEPUTY	1
CLERK ACCOUNTING B	1	SPEC RECREATION ADMINISTRATIVE	1
CLERK PAYROLL A	1	ADMR RECREATION SVCS	1
CONSERVATOR	1	CUSTODIAN	19
COORD EXHIBITS GRAPHIC SVCS	1	DIRECTOR COMMUNITY CTR	23
COORD FACILITIES	1	DIRECTOR COMMUNITY CTR ASST	12
CREWPERSON	4	MGR RECREATION PROG	2
DIRECTOR MUSEUM	1	SECRETARY C	1
MGR COLLECTIONS	1	MGR AQUATIC	1
MGR EDUCATION	1	SUPER AQUATIC	1
MGR EXHIBITS GRAPHICS	1	<b>Total Recreation Centers</b>	<b>84</b>
MGR SCHOOL TEACHER SVCS	1	<u>Golf</u>	
RECEPTIONIST	1	ADMR GOLF ENTERPRISE	1
REGISTRAR MUSEUM	1	FOREMAN GOLF COURSE MNT	5
SPEC EXHIBITS MEDIA	1		



**PARKS & NEIGHBORHOODS**

**AUTHORIZED COMPLEMENT**

Position Title	Authorized Positions	Position Title	Authorized Positions
MGR FACILITY GOLF I	2	ASST LIBRARY IR	5
MGR FACILITY GOLF II	4	ASST STAFF LIBRARY	3
SECRETARY B	1	CLERK ACCOUNTS PAY A	1
SUPER GOLF	1	CLERK ACQUISITION SR	3
<b>Total Golf</b>	<b>14</b>	CLERK DELIVERY & DIST	17
<b><u>Special Services</u></b>		CLERK ITEM CONTROL	4
CLERK GENERAL A	1	CLERK ITEM CONTROL SR	1
COORD WORKFORCE DEV	1	CLERK LIBRARY DELIVERY	5
DIRECTOR EXECUTIVE	1	CLERK LIBRARY DEPT	3
SPEC WORKFORCE DEV	2	CLERK SERIALS SR	1
COORD COMMUNITY RESOURCES	1	CLERK SORTING ROOM	1
MGR MULTICULTURAL AFF	1	CLERK STANDING ORDER	1
SECRETARY B	1	COORD BROADCAST ENG	1
SPEC COMMUNITY OUTREACH	1	COORD BROADCAST PROGRAM	1
DIRECTOR EXEC MUSIC COMMIS- SIONER	1	COORD HR LIBRARY	1
SPEC MUSIC COMMISSION	1	COORD INTEGRATED LIBRARY SYS	1
<b>Total Special Services</b>	<b>11</b>	COORD LIBRARY ADULT SVCS	1
<b><u>Animal Shelter</u></b>		COORD LIBRARY YOUTH SVCS	1
ADMR ANIMAL SHELTER	1	COORD SECURITY	1
CLERK GENERAL B	5	COORD VOLUNTEER	1
DIRECTOR VETERINARY MEDICAL	1	DIRECTOR COMM OUTREACH-SPEC	
MGR OPERATIONS ANIMAL SVCS	1	PROJ ASST	1
OFFICER ANIMAL SERVICES	20	DIRECTOR LIBRARY COMMUNICATION	
OFFICER ANIMAL SERVICES SR	1	ASST	1
SPEC SUPPORT SVCS	1	DIRECTOR LIBRARY	1
SUPER ADMINISTRATIVE AS	1	DIRECTOR LIBRARY DEPUTY	1
SUPER FIELD AS	1	HELPER BUILDING MNT	1
SUPER SHELTER	1	KEEPER LIBRARY STOREROOM	1
TECH ANIMAL CARE	14	LIBRARIAN I	27
TECH ANIMAL CARE SR	1	LIBRARIAN II	3
VETERINARIAN ANIMAL SHELTER	1	LIBRARIAN COLLECTION DEV	2
<b>Total</b>	<b>49</b>	LIBRARIAN COMPUTER RESOURCES	1
<b><u>Libraries</u></b>		LIBRARIAN CUSTOMER SVC	9
ADMR LIBRARY SUPPORT SVCS	1	MGR ACQUISITIONS	1
ANALYST BUYER	1	MGR BROADCAST	1
ARTIST LIBRARY GRAPHICS	1	MGR CATALOGUING	1
ASST LIBRARY CATALOGUING	2	MGR CIRC SVCS	1
ASST LIBRARY CUSTOMER SVC	32	MGR COLLECTION DEV	1
		MGR DELIVERY & DIST	1
		MGR DIGITAL PROJECTS	1
		MGR FACILITIES	1



**PARKS & NEIGHBORHOODS**

*AUTHORIZED COMPLEMENT*

<b>Position Title</b>	<b>Authorized Positions</b>	<b>Position Title</b>	<b>Authorized Positions</b>
MGR FINANCE LIBRARY	1		
MGR IT SUPPORT	1		
MGR LIBRARY AGENCY I	5		
MGR LIBRARY AGENCY II	3		
MGR LIBRARY AGENCY III	7		
MGR LIBRARY AGENCY IV	5		
MGR LIBRARY MATERIAL SVC	1		
MGR PUBLIC SVCS CENTRAL	1		
MGR REGIONAL LIBRARY	2		
MGR STAFF DEVELOPMENT	1		
PROCESSOR LIBRARY MATERIAL	5		
PRODUCER EDITING GRAPHICS	1		
REP CIRCULATION	40		
REP CIRCULATION SR	10		
SECRETARY A	1		
SPEC BENEFITS	1		
SPEC CIRC SVC SUPPORT	1		
SPEC DEVELOPMENT I	1		
SPEC HRIS	1		
SUPER CIRC ILL II	2		
SUPER CIRCULATION I	4		
SUPER CIRCULATION II	7		
SUPER PAGE OPERATIONS	2		
SUPER PUBLIC RELATIONS	1		
SUPER PUBLIC SVCS	6		
TECH BROADCAST PRODUCTION	2		
TECH COPIER	1		
TECH LIBRARY BUILDING MNT	3		
TECH LIBRARY	2		
	<hr/>		
<b>Total Libraries</b>	<b>264</b>		
 <i>Neighborhood Watch</i>			
PROGRAM COORDINATOR	1		
	<hr/>		
<b>Total Neighborhood Watch</b>	<b>1</b>		
 <b><u>TOTAL PARKS &amp; NEIGHBORHOODS</u></b>			
	<b><u>470</u></b>		



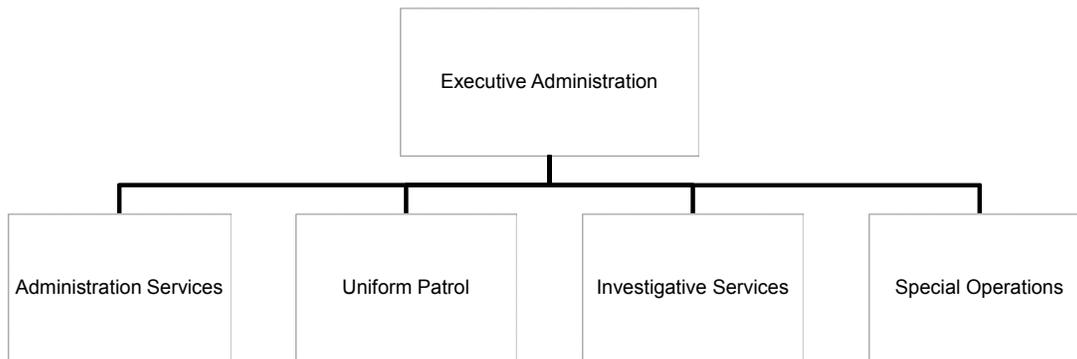
## ■ Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	199,566,274	208,923,077	212,324,869	208,903,940
Materials & Supplies	18,991,866	24,945,326	26,766,713	28,450,322
Capital Outlay	82,679	0	(2,500)	0
Inventory	0	0	125	0
Transfers out	3,375,217	3,762,824	3,703,422	4,148,608
Total Expenditures	222,016,036	237,631,227	242,792,629	241,502,870
Program Revenue	(3,178,966)	(4,707,237)	(3,615,904)	(3,924,122)
Net Expenditures	218,837,070	232,923,990	239,176,725	237,578,748
<i>Funded Staffing Level</i>				2,994.00
Authorized Complement				3,032

## MISSION

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

## STRUCTURE



## SERVICES

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

## ■ charges for services

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Fines & Forfeitures	(75,742)	(65,000)	(65,000)	(65,000)
Seizures	0	0	(41,610)	(41,610)
DUI BAC Fees	(5,873)	(4,500)	(2,400)	(2,400)
Sex Offender Registry Fees	(59,250)	(49,000)	(60,000)	(60,000)
Wrecker & Storage Charges	(668,339)	(1,028,920)	(670,000)	(670,000)
Sale Of Reports	(353,053)	(259,060)	(259,060)	(259,060)
Police Special Events	(531,779)	(750,000)	(700,000)	(700,000)
Tow Fees	(1,000,642)	(1,099,214)	(1,028,000)	(1,028,000)
Officers in the Schools	0	(100,000)	(1,475)	(1,475)
Federal Grants - Others	(157,573)	(117,197)	(117,197)	(117,197)
Local Shared Revenue	(85,370)	(893,000)	(600,000)	(893,000)
Cash Overage/Shortage	109	0	0	(30)
Insurance Refund	(90,000)	0	0	0
Miscellaneous Revenue	(151,454)	(341,346)	(71,132)	(86,350)
<b>Total Charges for Services</b>	<b>(3,178,966)</b>	<b>(4,707,237)</b>	<b>(3,615,874)</b>	<b>(3,924,122)</b>

### Executive Administration

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

#### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	24,864,006	28,419,907	28,231,618	30,491,913
Materials & Supplies	1,250,600	2,969,934	4,542,102	6,946,135
Total Expenditures	26,114,606	31,389,841	32,773,720	37,438,048
Program Revenue	(307,912)	(235,483)	(185,197)	(201,197)
Net Expenditures	25,806,694	31,154,358	32,588,523	37,236,851
<i>Funded Staffing Level</i>				409.00
Authorized Complement				410

**Legal level consolidation of Administration, Vice & Narcotics, Inspectional Services, Training Academy and Research & Development.**

### Administrative Services

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

#### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	17,374,518	17,939,234	18,525,534	19,345,950
Materials & Supplies	4,948,641	7,939,789	8,813,149	8,110,842
Transfers out	3,375,217	3,762,824	3,703,422	4,148,608
Total Expenditures	25,698,376	29,641,847	31,042,105	31,605,400
Program Revenue	(492,075)	(1,411,120)	(861,760)	(1,154,760)
Net Expenditures	25,206,301	28,230,727	30,180,345	30,450,640
<i>Funded Staffing Level</i>				305.00
Authorized Complement				307

**Legal level consolidation of Support Services, Communication Services, Financial Services, Personnel Services, Information Technology, Property & Evidence, Radio Maintenance and Real Time Crime Center.**

### Uniforms Patrol

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

#### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	110,980,648	110,500,954	114,443,664	112,649,522
Materials & Supplies	9,485,614	8,829,468	8,681,265	8,675,529
Capital Outlay	0	0	(2,500)	0
Total Expenditures	120,466,262	119,330,422	123,122,429	121,325,051
Program Revenue	(538,000)	(750,000)	(704,057)	(703,650)
Net Expenditures	119,928,262	118,580,4227	122,418,372	120,621,401
<i>Funded Staffing Level</i>				1,626.00
Authorized Complement				1,638

### Investigative Services

*Investigate Services provides the traditional investigative process required of the police detective in pursuing the successful solving of crimes committed against persons and property as stated in the overall mission of the Memphis Police Services Division.*

#### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	27,474,393	26,374,010	25,006,188	22,866,045
Materials & Supplies	1,909,355	2,456,982	2,126,482	2,113,716
Capital Outlay	2,704	0	0	0
Inventory	0	0	125	0
Total Expenditures	29,386,452	28,830,992	27,132,795	24,979,761
Program Revenue	(1,728,127)	(2,202,134)	(1,845,015)	(1,844,640)
Net Expenditures	27,658,325	26,628,858	25,287,780	23,135,121
<i>Funded Staffing Level</i>				343.00
Authorized Complement				356



### Special Operations

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

#### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	18,872,709	25,688,972	26,117,865	23,550,510
Materials & Supplies	1,397,656	2,749,153	2,603,715	2,604,100
Capital Outlay	79,975	0	0	0
Total Expenditures	20,350,340	28,438,125	28,721,580	26,154,610
Program Revenue	(112,852)	(108,500)	(19,875)	(19,875)
Net Expenditures	20,237,488	28,329,625	28,701,705	26,134,735
<i>Funded Staffing Level</i>				311.00
Authorized Complement				321

**Legal level consolidation of *Special Operations*, *Traffic Bureau* and *Crime Prevention*.**

**POLICE SERVICES**

**AUTHORIZED COMPLEMENT**

<b>Position Title</b>	<b>Authorized Positions</b>	<b>Position Title</b>	<b>Authorized Positions</b>
<u>Executive Administration</u>		SUPER CENTRAL RECORDS	1
ASST ADMINISTRATIVE	1	SUPER PHOTO GRAPHIC ARTS	1
CHIEF POLIC SVCS DEPUTY	5	SUPER RADIO DISPATCH	17
CLERK GENERAL A	7	TECH PHOTO LAB	2
COLONEL LIEUTENANT	13	ADMR POLICE FINANCE	1
DIRECTOR POLICE SVCS	1	SPEC PROCUREMENT	1
DIRECTOR POLICE SVCS DEPUTY	1	ANALYST FINANCIAL POLICE SR	2
LIEUTENANT POLICE	33	INSTALLER COMM SAFETY EQUIP	4
MAJOR	4	SPEC POLICE PAYROLL	8
MGR REAL TIME CRIME CTR SYSTEM	1	SUPER POLICE PAYROLL	1
NURSE OCCUPATIONAL HEALTH	1	ANALYST PERSONNEL POLICE	1
OFFICER POLICE II	196	ANALYST PERSONNEL POLICE SR	1
SECRETARY A	6	SPEC PERSONNEL PAYROLL	1
SECRETARY B	3	SUPER POLICE PERSONNEL	1
SERGEANT	55	ADMR DATABASE POLICE	1
ANALYST CRIME	1	ANALYST SYSTEM SOFTWARE LD	2
COLONEL POLICE	1	LIEUTENANT POLICE	13
SECRETARY C	1	MAJOR	2
TRANSCRIPTIONIST	3	OFFICER POLICE II	23
ANALYST POLICE EMPLOYMENT	1	PROGRAMMER SYSTEM SR	1
COORD TRAINING PSYCH	1	SERGEANT	4
GUNSMITH FIREARMS INST	1	ATTENDANT PROPERTY ROOM	18
OFFICER POLICE LEP II	1	SUPER RADIO MAINTENANCE	3
OFFICER POLICE TACT	1	TECH POLICE RADIO	7
RECRUIT POLICE	69	TECH POLICE RADIO LO	1
MGR GRANTS POLICE	1	SUPER PROPERTY EVID SHIFT	8
SPEC GRANT ADMIN	2	ANALYST CRIME	5
<b>Total Executive Administration</b>	<b>410</b>	ANALYST CRIME SR	4
		ANALYST PROGRAMMER	1
<u>Administrative Services</u>		MGR CRIME ANALYSIS	1
CLERK GENERAL A	5	<b>Total Administrative Services</b>	<b>307</b>
MESSENGER	1		
OPER DIGITAL PRESS	1	<u>Uniform Patrol</u>	
SUPER FLEET MAINT	1	CLERK GENERAL A	16
SUPER MATERIAL PUB	1	CLERK GENERAL B	7
ARTIST COMPOSITE	1	CLERK INVENT CONTROL	13
MGR RADIO MAINTENANCE	1	COLONEL LIEUTENANT	16
CLERK GENERAL B	14	COLONEL POLICE	9
DISPATCHER POLICE RADIO	145	LIEUTENANT POLICE	148
MGR COMMUNICATIONS POLICE	1	MAJOR	23



**POLICE SERVICES**

**AUTHORIZED COMPLEMENT**

Position Title	Authorized Positions	Position Title	Authorized Positions
OFFICER POLICE II	1321	PILOT HELICOPTER	3
OFFICER POLICE II PROB	59	SECRETARY B	1
OFFICER POLICE LEP II	8	MAJOR	4
OFFICER POLICE TACT	2	OFFICER POLICE TACT	17
SECRETARY B	9	SERGEANT	51
SERGEANT	4	LIEUTENANT POLICE TACT	2
SUPER ARREST DATA ENTRY	1	MAJOR TACT	1
SUPER CLERICAL OPER	6	OFFICER POLICE II	180
TECH PARKING ENFORCEMENT	1	OFFICER POLICE II PROB	3
<b>Total Uniform Patrol</b>	<b>1638</b>	SUPER AVIATION SHOP	1
		<b>Total Special Operations</b>	<b>321</b>
<u>Investigative Services</u>			
CLERK GENERAL B	2		
MGR FLEET SVCS	1		
MGR VEHICLE SUPPORT SVCS	1		
REP VEHICLE STORAGE SVC	21		
SUPER SHIFT AUCTION LEAD	2		
SUPER VEHICLE STORAGE SVC	4		
CLERK GENERAL A	8		
COUNSELOR FAMILY TROUBLE CTR	2		
LIEUTENANT POLICE	49		
CRIMINALIST	1		
MAJOR	3		
EXAMINER LATENT PRINT	5		
TRANSCRIPTIONIST	5		
SPEC INVESTIGATIVE PROC A	1		
SPEC INVESTIGATIVE PROCB	1		
OFFICER POLICE II	36		
SECRETARY B	2		
SERGEANT	210		
COLONEL LIEUTENANT	1		
COLONEL POLICE	1		
<b>Total Investigative Services</b>	<b>356</b>		
<u>Special Operations</u>			
CLERK GENERAL A	4		
COLONEL LIEUTENANT	1		
COLONEL POLICE	1		
LIEUTENANT POLICE	50		
COORD SCHOOL CROSSING GUARD	1		
MECH HELICOPTER LEAD FT	1		
		<b><u>TOTAL POLICE SERVICES</u></b>	<b><u>3032</u></b>





## ■ Operating Budget

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	16,353,677	0	0	0
Materials & Supplies	5,424,552	0	0	0
Capital Outlay	67,173	0	0	0
Grants & subsidies	1,098,809	0	0	0
Total Expenditures	22,944,211	0	0	0
Program Revenue	(3,213,771)	0	0	0
Net Expenditures	19,730,440	0	0	0
<i>Funded Staffing Level</i>				0.00

**■ charges for services**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Dog License	(323,673)	0	0	0
County Dog License Fee	(115,343)	0	0	0
Library Fines & Fees	(583,191)	0	0	0
Misc Inspection Fees	(771)	0	0	0
Weights/Measures Fees	(239,659)	0	0	0
Fleet/Mobile Fees	(129,640)	0	0	0
Shelter Fees	(139,475)	0	0	0
Animal Vaccination	(23,017)	0	0	0
Federal Grants - Others	(13,577)	0	0	0
State Grant - Library	(136,500)	0	0	0
Local Shared Revenue	(376,726)	0	0	0
City of Bartlett	(1,035,265)	0	0	0
Miscellaneous Income	(63,257)	0	0	0
Donated Revenue	153	0	0	0
Grant Revenue - Library	(34,080)	0	0	0
Misc. Library Revenue	250	0	0	0
<b>Total Charges for Services</b>	<b>(3,213,771)</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Administration**

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	420,172	0	0	0
Materials & Supplies	80,172	0	0	0
Net Expenditures	500,344	0	0	0
<i>Funded Staffing Level</i>				0.00

**Special Services**

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	597,357	0	0	0
Materials & Supplies	73,231	0	0	0
Grants & subsidies	1,098,809	0	0	0
Net Expenditures	1,769,397	0	0	0
<i>Funded Staffing Level</i>				0.00

**Animal Services**

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	2,105,352	0	0	0
Materials & Supplies	614,864	0	0	0
Total Expenditures	2,720,216	0	0	0
Program Revenue	(602,831)	0	0	0
Net Expenditures	2,117,385	0	0	0
<i>Funded Staffing Level</i>				0.00

**Sexual Assault Center**

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Materials & Supplies	5,939	0	0	0
Net Expenditures	5,939	0	0	0
<i>Funded Staffing Level</i>				0.00

**Motor Vehicle Inspections**

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	2,280,979	0	0	0
Materials & Supplies	212,956	0	0	0
Capital Outlay	0	0	0	0
Total Expenditures	2,493,935	0	0	0
Program Revenue	(370,070)	0	0	0
Net Expenditures	2,123,865	0	0	0
<i>Funded Staffing Level</i>				0.00

**Music Commission**

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	154,676	0	0	0
Materials & Supplies	21,011	0	0	0
Total Expenditures	175,687	0	0	0
Program Revenue	(50,000)	0	0	0
Net Expenditures	125,687	0	0	0
<i>Funded Staffing Level</i>				0.00

**Library**

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	10,795,141	0	0	0
Materials & Supplies	4,415,555	0	0	0
Capital Outlay	67,173	0	0	0
Total Expenditures	15,277,869	0	0	0
Program Revenue	(2,190,870)	0	0	0
Net Expenditures	13,086,999	0	0	0
<i>Funded Staffing Level</i>				0.00

**PUBLIC SERVICES &  
NEIGHBORHOODS**

*AUTHORIZED COMPLEMENT*

Position Title	Authorized Positions	Position Title	Authorized Positions
<p><b><u>TOTAL PUBLIC SERVICES &amp; NEIGHBORHOODS</u></b></p>	<p><b><u>0</u></b></p>		





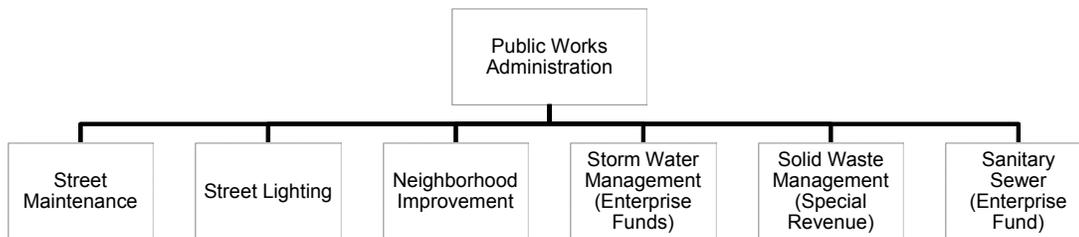
## ■ Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	4,432,482	8,434,757	8,703,785	8,561,589
Materials & Supplies	5,712,357	16,411,484	20,115,609	18,773,554
Capital Outlay	0	0	162,276	0
Total Expenditures	10,144,839	24,846,241	28,981,670	27,335,143
Program Revenue	(451,868)	(1,839,859)	(2,039,859)	(2,039,859)
Net Expenditures	9,692,971	23,006,382	26,941,811	25,295,284
<i>Funded Staffing Level</i>				197.00
Authorized Complement				197

## MISSION

Using sound engineering, economic and management principles, the Public Works Division preserves and enhances the quality of life by utilizing strategies that are both cost effective and efficient in the delivery of services that are intended to protect the health, safety and welfare of the community through the maintenance and rehabilitation of the City’s infrastructure, collection and disposal of solid waste, collection and treatment of waste water, and the removal of blighted conditions.

## STRUCTURE



## SERVICES

Services provided by the Division of Public Works are instrumental in the City’s system for addressing environmental, public health, and local transportation issues. The Division provides residents with weekly collection of garbage, recyclables and trash, maintaining an emphasis on recycling all possible materials to reduce landfill costs and produce revenue from household recyclables and compost from yard waste. Public Works manages the maintenance of streets with services including asphalt paving, pothole and cut/patch repair, the removal of snow and ice from bridges and streets, as well as installation and care of streetlights. The Division operates and maintains the City’s wastewater collection and treatment system, including two treatment plants, is responsible for protecting the city from flooding and ensuring reduction of pollution from urban runoff. The Division also works to promote cleaner and greener communities, while working to eliminate blight through education and the enforcement of codes and ordinances.

## ■ charges for services

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Special Assessment Tax	0	(398,000)	(398,000)	(398,000)
St TN Highway Maint Grant	(449,854)	(691,859)	(691,859)	(691,859)
St TN Interstate	0	(750,000)	(950,000)	(950,000)
Miscellaneous Revenue	(2,014)	0	0	0
Total Charges for Services	(451,868)	(1,839,859)	(2,039,859)	(2,039,859)

**Other services provided by Public Works can be found under the following tabs:**

**Solid Waste - Special Revenue Funds**

**Sanitary Sewer Systems - Enterprise Funds**

**Storm Water System - Enterprise Funds**

**Administration**

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

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	476,120	532,193	530,385	538,365
Materials & Supplies	186,008	690,582	990,582	751,833
Total Expenditures	662,128	1,222,775	1,520,967	1,290,198
Program Revenue	(449,854)	(691,859)	(691,859)	(691,859)
Net Expenditures	212,274	530,916	829,108	598,339
<i>Funded Staffing Level</i>				12.00
Authorized Complement				12

**Street Maintenance**

*Street Maintenance provides and maintains the safest and smoothest roadway system for the citizens of Memphis.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	3,956,362	4,203,235	4,571,767	4,235,024
Materials & Supplies	(1,287,426)	1,823,762	2,962,103	2,080,001
Total Expenditures	2,668,936	6,026,997	7,533,870	6,315,025
Program Revenue	(2,014)	(750,000)	(950,000)	(950,000)
Net Expenditures	2,666,922	5,276,997	6,583,870	5,365,025
<i>Funded Staffing Level</i>				113.00
Authorized Complement				113

**Street Lighting**

*Street Lighting provides administrative direction, approval and funding for all roadway lighting within the City to enhance visibility and assist roadway users during evening hours.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Materials & Supplies	6,742,447	11,962,154	11,912,019	12,006,734
Net Expenditures	6,742,447	11,962,154	11,912,019	12,006,734
<i>Funded Staffing Level</i>				0.00

**Neighborhood Improvements**

*Neighborhood Improvements focus on improving the quality of life for the citizens of Memphis through a constant effort to beautify the city and eradicate blight. This section continues to combat community cleanliness with street sweeping, litter removal, weed control, and enforcing housing code violations while maintaining safety, health and environmental standards for the community and the citizens of Memphis.*

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	0	3,699,329	3,601,633	3,788,200
Materials & Supplies	71,328	1,934,986	4,250,905	3,934,986
Capital Outlay	0	0	162,276	0
Total Expenditures	71,328	5,634,315	8,014,814	7,723,186
Program Revenue	0	(398,000)	(398,000)	(398,000)
Net Expenditures	71,328	5,236,315	7,616,814	7,325,186
<i>Funded Staffing Level</i>				72.00
Authorized Complement				72

**Legal level consolidation of Neighborhood Improvement Administration, Code Enforcement, Grounds Services, and City Beautiful.**



**PUBLIC WORKS**

**AUTHORIZED COMPLEMENT**

<b>Position Title</b>	<b>Authorized Positions</b>	<b>Position Title</b>	<b>Authorized Positions</b>
<i>Administration</i>		SUPER STREET MAINT	1
ADMR FINANCE/PERSONNEL	1	SUPER ZONE HEAVY EQUIP	1
ANALYST PERSONNEL PW	1	<b>Total Street Maintenance</b>	<b>113</b>
ANALYST USER SUPPORT	1	<i>Neighborhood Improvements</i>	
ASST ADMINISTRATIVE	1	ADMR NEIGHBORHOOD IMPROV	1
CLERK ACCOUNTING A	1	COORD ADMIN BUDGET CE	1
COORD QUALITY PROGRAM	1	DIRECTOR NEIGHBORHOOD IMPROV DEPUTY	1
COORD TITLE VI STREET LIGHT	1	SECRETARY A	1
DIRECTOR MAINTENANCE DEPUTY	1	SUPER OFFICE CD	1
DIRECTOR PUBLIC WORKS	1	COORD CONDEMNATION INSPECT	1
SPEC PERSONNEL PAYROLL	1	COORD COURT HOUSING INSP	1
SUPER BUDGET ACCT PW	1	COORD HEARING	1
SUPER PAYROLL PERSONNEL	1	INSP CODE ENFORCEMENT	40
<b>Total Administration</b>	<b>12</b>	MGR ZONE HOUSING IMPROVE	3
<i>Street Maintenance</i>		OPER DATA ENTRY A	2
ADMR STREET MAINT	1	SPEC CONDEMNATION	1
CLERK GENERAL A	1	SUPER CODE ENFORCEMENT	3
CLERK INVENT CONTROL	1	SUPER DATA TRANSCRIBER	1
COORD ENG STREET MNT	1	CLERK GENERAL B	1
CREWPERSON	11	CREWPERSON	2
CREWPERSON SEMISKILLED	18	FOREMAN GROUNDS MNT	2
DISPATCHER	1	INSP WEED	2
FOREMAN MNT PUB WKS	8	MGR 25 SQ PROG	1
FOREMAN POTHOLE CREW	2	SUPER BUSINESS AFFAIRS	1
FOREMAN RIGHT OF WAY MAINT	2	SUPER HORTICULTURE	1
GREASER	1	COORD EDUCATION	1
HELPER MECH HEAVY EQUIP	1	COORD PROGRAM CB	1
MECH HEAVY EQUIP	1	MGR CITY BEAUTIFUL	1
MECH MNT	1	SPEC TECH SUPPORT CB	1
MGR STREET MAINT	2	<b>Total Neighborhood Improvements</b>	<b>72</b>
OPER ASPHALT PLANT	2		
OPER EQUIPMENT	25		
OPER HEAVY EQUIP	13		
OPER SPECIAL EQUIP	8		
SCREWMAN ASPHALT LUTE	6		
SERVICEMAN VEHICLE	1		
SUPER ASPHALT PLANT	1		
SUPER RECORDS INVENTORY	1		
SUPER SHIFT PUB WKS	2		
		<b><u>TOTAL PUBLIC WORKS</u></b>	<b><u>197</u></b>





## DEBT SERVICE FUND OVERVIEW

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The **Debt Service Fund** is used to account for the accumulation of resources for and the payment of general long-term debt principal, interest and related costs.

The Debt Service Fund accounts for the periodic deposits of revenue and loan payments to assure the timely availability of sufficient moneys for the payment of the City's general obligation debt and other related debt and costs. Since 1957 the City has issued its general obligation debt, which has the pledge of the full faith and credit of the City of Memphis, as a source of funding for projects in the City's capital improvements plan.

The City's most recent general obligation bond issue was assigned a Aa2 credit rating with a stable outlook by Moody's Investors Service, Inc. and a AA credit rating with a stable outlook by Standard and Poor's. The City's general obligation bonds' strong credit rating is a contributing factor to the low interest rates that the City receives on its debt. Credit ratings provide potential buyers a simple measure of the relative creditworthiness of the City's debt.

The major source of revenue used to pay the City general obligation debt is ad valorem property taxes. Although recent economic conditions have a negative impact on property tax collections, local option sales tax collections have performed well. As a means of diversifying Debt Service Fund revenues, a portion of the City's local option sales tax collections is transferred into the Debt Service Fund and used as a new source of revenue to pay the City's general obligation debt. This added level of diversification should reduce the impact an economic downturn would have on the Debt Service Fund.

# DEBT SERVICE FUND OVERVIEW

Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Forecast	FY 2014 Proposed
<b>Revenues</b>				
Current Property Taxes	75,833,777	75,683,000	75,000,000	89,294,091
Delinquent Property Taxes	1,786,592	1,200,000	900,000	100,000
Sale of Delinquent Accounts	3,971,902	2,000,000	3,990,632	3,900,000
In Lieu Of Taxes-Contractual	1,649,996	1,655,000	1,655,000	1,650,000
Local Sales Tax	8,719,369	7,140,000	7,140,000	7,200,000
County Hotel-Motel Tax	803,540	0	0	0
States Taxes -Tourism Development Zone	13,013,706	0	12,118,185	11,900,000
Fed Grants - Build America Bonds	2,467,043	2,273,000	2,273,000	2,075,429
Use of Money	71,292	66,000	138,918	125,000
Intergovernmental Revenues				
Memphis Shelby County Airport Authority	2,072,428	0	0	0
Other	<u>3,047,500</u>	<u>776,862</u>	<u>776,000</u>	<u>778,569</u>
<b>Total Revenues</b>	113,437,145	90,793,862	103,991,735	117,023,089
<b>Other Sources</b>				
Transfer in General Fund	4,042,448	8,314,000	8,314,000	4,694,835
Municipal State Aid Fund	1,768,300	1,768,300	1,768,300	1,768,300
Transfer in CRA Program	2,586,000	2,592,700	5,852,700	0
Transfer in Stormwater Fund	4,412,440	4,412,000	4,412,000	3,000,000
Transfer In Solid Waste	2,589,178	3,516,142	3,516,142	3,516,142
Hotel Motel Tax	1,336,430	1,182,632	1,182,632	1,181,457
Operating transfers in components units:				
Contribution from Fund Balance	0	17,014,118	12,674,431	7,913,512
Proceeds From Refunding Bonds	98,746,231	0	0	71,975,000
Proceeds From Loan	<u>26,744,908</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total Other Sources	142,225,935	38,799,892	37,720,205	94,049,246
<b>Total Revenue/Other Sources</b>	255,663,079	129,593,754	141,711,940	211,072,335



## DEBT SERVICE FUND OVERVIEW

Category	FY 2012 Actual	FY 2013 Budget	FY 2013 Forecast	FY 2014 Proposed
<b>Expenditures</b>				
Redemption of Serial Bonds and Notes	36,873,804	70,168,036	70,168,036	72,862,512
Interest	59,768,797	59,070,718	59,070,719	53,207,323
Pyramid Bonds - Principal				
Pyramid Bonds - Interest	4,940,753	0	8,429,721	8,429,721
Bond Issuance Costs	715,204	0	0	0
Remarketing Costs				742,500
Other	218,489	355,000	355,000	385,000
Operating Transfer Out (General Fund)	5,500,000	0	0	0
Retirement of Refunded Debt	<u>98,096,798</u>	<u>0</u>	<u>0</u>	<u>71,975,000</u>
<b>Total Expenditures</b>	<b>206,113,844</b>	<b>129,593,754</b>	<b>138,023,476</b>	<b>207,602,056</b>
<b>Other Uses</b>				
Contribution to Committed Fund Balance	15,101,235	0	0	0
Contribution to Restricted Fund Balance	<u>34,448,000</u>	<u>0</u>	<u>3,688,465</u>	<u>3,470,280</u>
Total Other Uses	49,549,235	0	3,688,465	3,470,280
<b>Total Expenditures/Other Sources</b>	<b>255,663,079</b>	<b>129,593,754</b>	<b>141,711,940</b>	<b>211,072,335</b>
Contribution to (Use of) Restricted Fund Balance	34,448,000	0	3,688,465	3,470,280
Restricted Fund Balance - Beg. of Year	0	0	34,448,000	38,136,465
Restricted Fund Balance - End of Year	34,448,000	0	38,136,465	41,606,744
Contribution to (Use of) Committed Fund Balance	15,101,235	(17,014,118)	(12,674,431)	(7,913,512)
Committed Fund Balance - Beginning of Year	17,201,000	32,302,235	32,302,235	19,627,804
Committed Fund Balance - End of Year	32,302,235	15,288,117	19,627,804	11,714,292





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

**Sewer Fund**

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

**Storm Water Fund**

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

## SEWER FUND

## SUMMARY

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Adopted
<b>Revenues</b>				
Sewer Fees	101,061,017	101,000,000	103,300,000	103,493,000
Sewer Connections	130,250	150,000	100,000	150,000
Special Sewer Connections	52,254	100,000	68,000	75,000
Rents	32,000	32,000	32,000	32,000
Subdivision Development Fees	521,196	550,000	200,000	250,000
Other Revenue/Prior Yr Expense Recovery	158,643	150,000	100,000	150,000
Total Charges for Services	101,955,360	101,982,000	103,800,000	104,150,000
Interest on Investments	187,553	250,000	200,000	100,000
<b>Total Revenue</b>	<b>102,142,913</b>	<b>102,232,000</b>	<b>104,000,000</b>	<b>104,250,000</b>
<b>Expenditures</b>				
Environmental Inspections	5,143,516	5,848,423	5,432,920	6,065,917
T E Maxson Treatment Plant - South	13,892,820	15,799,557	17,419,534	15,994,561
M C Stiles Treatment Plant - North	14,413,716	15,902,972	13,943,472	15,285,283
Lift Stations	1,297,743	1,321,528	1,409,162	1,560,009
Environmental Administration	1,202,045	4,203,115	4,942,717	3,974,981
Environmental Maintenance	5,888,600	13,063,065	8,330,686	13,165,693
Sanitary Sewer Design	916,417	922,574	923,371	927,395
Dividend to General Fund	1,300,000	1,300,000	1,300,000	1,300,000
Cost Allocation - General Fund	1,075,000	1,075,000	1,075,000	1,075,000
In Lieu of Tax	4,644,942	4,000,000	4,000,000	4,600,000
Materials & Supplies	1,607,243	0	1,711,526	1,675,000
Payment on Debt Service	16,834,000	16,802,000	17,050,000	17,038,000
Bond Sale	150,000	150,000	150,000	0
State Loan Principal & Interest	141,000	141,000	141,000	150,000
Increase (Decrease) in Net Assets	33,635,871	21,702,766	26,170,612	21,438,161
<b>Total Expenditures</b>	<b>102,142,913</b>	<b>102,232,000</b>	<b>104,000,000</b>	<b>104,250,000</b>



## Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	18,305,673	18,970,677	17,513,683	19,214,879
Materials & Supplies	22,623,342	37,109,518	31,703,106	36,301,460
Capital Outlay	3,657,930	5,041,539	7,816,165	5,808,500
Transfer To Fixed Assets				
Capital	(1,956,342)	(4,060,500)	(4,665,500)	(4,351,000)
Gain (loss) on sale of assets	38,657	0	0	0
Total Expenditures	42,669,260	57,061,234	52,367,454	56,973,839
Program Revenue	(2,427,347)	(1,565,000)	(1,420,487)	(1,015,000)
Net Expenditures	40,241,913	55,496,234	50,946,967	55,958,839
<i>Funded Staffing Level</i>				299.00
Authorized Complement				299

## PW/Environmental Inspections

## Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	3,430,673	3,290,173	3,172,670	3,398,667
Materials & Supplies	1,396,144	2,327,250	1,910,250	2,327,250
Capital Outlay	465,782	931,000	1,490,000	1,190,000
Transfer To Fixed Assets Capital	(149,083)	(700,000)	(1,140,000)	(850,000)
Total Expenditures	5,143,516	5,848,423	5,432,920	6,065,917
Program Revenue	(11,543)	0	(1,619)	0
Net Expenditures	5,131,973	5,848,423	5,431,301	6,065,917
<i>Funded Staffing Level</i>				61.00
Authorized Complement				61

## PW/T.E. Maxson Treatment Plant - South

## Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	4,405,005	4,939,979	4,522,915	5,014,130
Materials & Supplies	9,021,238	10,659,578	11,172,283	10,680,431
Capital Outlay	1,142,566	1,940,000	3,428,000	1,813,000
Transfer To Fixed Assets Capital	(675,989)	(1,740,000)	(1,740,000)	(1,513,000)
Total Expenditures	13,892,820	15,799,557	17,383,198	15,994,561
Program Revenue	(49,007)	(15,000)	(15,000)	(15,000)
Net Expenditures	13,843,813	15,784,557	17,368,198	15,979,561
<i>Funded Staffing Level</i>				73.00
Authorized Complement				73

## PW/Maynard C. Stiles Treatment Plant - North

## Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	5,111,977	5,380,599	4,878,600	5,382,962
Materials & Supplies	8,878,327	10,357,334	8,558,862	9,602,321
Capital Outlay	1,132,765	1,095,539	1,438,438	1,630,000
Transfer To Fixed Assets Capital	(709,353)	(930,500)	(930,500)	(1,330,000)
Total Expenditures	14,413,716	15,902,972	13,945,400	15,285,283
Program Revenue	(2,310,734)	(1,550,000)	(1,403,233)	(1,000,000)
Net Expenditures	12,102,982	14,352,972	12,542,167	14,285,283
<i>Funded Staffing Level</i>				78.00
Authorized Complement				78

## PW/Lift Stations

## Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	604,998	579,798	568,892	583,779
Materials & Supplies	565,698	719,730	624,270	871,230
Capital Outlay	124,530	132,000	216,000	185,000
Transfer To Fixed Assets Capital	2,517	(110,000)	0	(80,000)
Total Expenditures	1,297,743	1,321,528	1,409,162	1,560,009
Program Revenue	(36)	0	0	0
Net Expenditures	1,297,707	1,321,528	1,409,162	1,560,009
<i>Funded Staffing Level</i>				8.00
Authorized Complement				8

## PW/Environmental Administration

## Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	644,493	897,076	772,465	886,722
Materials & Supplies	526,817	3,295,039	4,133,525	3,070,259
Capital Outlay	30,735	41,000	36,727	46,000
Transfer To Fixed Assets Capital	0	(30,000)	0	(28,000)
Total Expenditures	1,202,045	4,203,115	4,942,717	3,974,981
Program Revenue	3,000	0	0	0
Net Expenditures	1,205,045	4,203,115	4,942,717	3,974,981
<i>Funded Staffing Level</i>				11.00
Authorized Complement				11

## PW/Environmental Maintenance

## Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	3,371,993	3,219,444	2,933,736	3,280,190
Materials & Supplies	2,166,362	9,513,621	5,066,950	9,513,003
Capital Outlay	759,072	880,000	1,185,000	922,500
Transfer To Fixed Assets Capital	(424,434)	(550,000)	(855,000)	(550,000)
Gain (loss) on sale of assets	26,107	0	0	0
Total Expenditures	5,899,100	13,063,065	8,330,686	13,165,693
Program Revenue	(59,027)	0	(635)	0
Net Expenditures	5,840,073	13,063,065	8,330,051	13,165,693
<i>Funded Staffing Level</i>				57.00
Authorized Complement				57

**Eng/Sanitary Sewer Design****Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	736,534	663,608	664,405	668,429
Materials & Supplies	68,756	236,966	236,966	236,966
Capital Outlay	2,480	22,000	22,000	22,000
Net Expenditures	807,770	922,574	923,371	927,395
<i>Funded Staffing Level</i>				11.00
Authorized Complement				11

**SEWER FUND**

**AUTHORIZED COMPLEMENT**

<b>Position Title</b>	<b>Authorized Positions</b>	<b>Position Title</b>	<b>Authorized Positions</b>
<u>PW/Environmental Inspections</u>		<u>PW/Maynard C. Stiles Treatment Plant - North</u>	
AIDE POLLUTION CONTROL	8	ANALYST LAB	6
CLERK GENERAL A	2	CHEMIST QUALITY CONTROL	1
CREWPERSON SEMISKILLED	14	CHEMIST WTP	1
DISPATCHER	5	CHEMIST WTP ASST	1
ENG DESIGNER ENVIRONMENTAL AA	1	CLERK GENERAL A	2
ENGINEER ENVIRONMENTAL	2	CLERK INVENT CONTROL SR	1
INSP POLLUTION CONTROL	14	COORD INDUSTRIAL PRETREAT ENG	1
OPER STOPPAGE SEWER	10	CUSTODIAN	1
SCHEDULER PLANNER	1	ELECT MNT WTP	3
SUPER SHIFT PUB WKS	4	ENG DESIGNER ENVIRONMENTAL A	2
<b>Total PW/Environmental Inspections</b>	<b>61</b>	ENGINEER ENVIRONMENTAL	2
<u>PW/T.E. Maxson Treatment Plant - South</u>		FOREMAN GEN WTP E I	1
CLERK GENERAL A	1	FOREMAN GEN WTP MECH	3
CLERK GENERAL B	1	MECH MNT WTP II	11
CLERK INVENT CONTROL SR	1	MECH SHOP	1
ELECT MNT WTP	2	MGR WTP	1
FOREMAN GEN WTP E I	1	MGR WTP MNT	1
FOREMAN GEN WTP MECH	4	MGR WTP PROCESSING	1
MECH HEAVY EQUIP	2	OPER HEAVY EQUIP	5
MECH MNT WTP II	16	OPER MECHANICAL	9
MECH SHOP	1	OPER RNT	4
MECHANIC MNT WTP I	4	OPER WASTE TREAT I	1
MGR WTP	1	OPER WASTE TREAT II	8
MGR WTP MNT	1	PAINTER	1
MGR WTP PROCESSING	1	SCHEDULER PLANNER	1
OPER HEAVY EQUIP	2	SPEC INDUST PRETREAT	1
OPER MECHANICAL	9	SUPER OM SHIFT	2
OPER RNT	4	SUPER WTP OPERATIONS	1
OPER WASTE TREAT I	1	TECH CONTROL WTP	3
OPER WASTE TREAT II	8	TECH INDUSTRIAL PRETREAT	2
PAINTER	1	<b>Total PW/Maynard C. Stiles Treatment Plant - North</b>	<b>78</b>
SECRETARY B	1	<u>PW/Lift Stations</u>	
SPREADER SLUDGE	5	ENGINEER STATIONARY I	1
SUPER OM SHIFT	2	ENGINEER STATIONARY II	2
SUPER WTP OPERATIONS	1	HELPER MAINTENANCE	3
TECH CONTROL WTP	3	MGR SEWER LIFT STAT MNT	1
<b>Total PW/T.E. Maxson Treatment Plant - South</b>	<b>73</b>	PAINTER	1
		<b>Total PW/Lift Stations</b>	<b>8</b>



**SEWER FUND**

*AUTHORIZED COMPLEMENT*

<b>Position Title</b>	<b>Authorized Positions</b>	<b>Position Title</b>	<b>Authorized Positions</b>
<i><u>PW/Environmental Administration</u></i>			
ACCOUNTANT ASSOCIATE A	2		
ADMR ENGINEERING	1		
ADMR ENVIRON CONST ADMIN	2		
ADMR WASTE COLLECT FAC	1		
ADMR WTP FACILITIES	1		
ENGINEER ENVIRONMENTAL	2		
MGR SUPPORT SVCS	1		
SECRETARY A	1		
<b>Total PW/Environmental Administration</b>	<b>11</b>		
<i><u>PW/Environmental Maintenance</u></i>			
CLERK GENERAL A	1		
CLERK GENERAL B	1		
CLERK INVENT CONTROL SR	1		
COORD SEWER CONSTRUCTION	1		
DISPATCHER	1		
FOREMAN SEWER MNT	4		
MECH HEAVY EQUIP	3		
MGR ENVIRONMENTAL MNT	1		
OPER BACKHOE	1		
OPER HEAVY EQUIP	6		
PIPELAYER	24		
PROGRAM ANALYST (ISL)	1		
SUPER SEWER MAINT	1		
SUPER SHIFT PUB WKS	4		
WORKER CONCRETE	7		
<b>Total PW/Environmental Maintenance</b>	<b>57</b>		
<i><u>ENG/Sanitary Sewer Design</u></i>			
ENGINEER DESIGN	2		
ENGINEER DESIGN SENIOR	1		
INSP ZONE CONSTRUCTION	4		
SECRETARY B	1		
TECH ENGINEERING AA	3		
<b>Total ENG/Sanitary Sewer Design</b>	<b>11</b>		
<b><u>TOTAL SEWER FUND</u></b>	<b><u>299</u></b>		



# STORM WATER FUND

# SUMMARY

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Proposed
<b>Revenues</b>				
Storm Water Fees	23,713,314	23,500,000	24,138,170	24,250,000
Fines & Forfeitures	9,850	0	12,750	10,000
State Grant	275,774	0	0	0
Other Revenue/Prior Yr Expense Recovery	26,186	0	1,250,000	0
<b>Total Revenue</b>	<b>24,025,124</b>	<b>23,500,000</b>	<b>25,400,920</b>	<b>24,260,000</b>
<b>Expenditures</b>				
PW/Drain Maintenance	8,557,763	7,581,119	8,904,128	9,140,522
PW/Heavy Equipment Services	1,308,472	5,830,952	5,265,214	5,848,862
PW/Flood Control	1,380,008	1,400,065	1,442,451	1,484,048
PW/Storm Water	1,108,914	1,553,312	1,752,977	3,790,599
CE/Street Sweeping	2,560,702	0	0	0
Eng/Drainage Design	261,497	276,323	520,430	729,900
Cost Allocation - General Fund	300,000	300,000	300,000	300,000
MLG&W Billing	485,510	485,510	482,763	485,000
Depreciation	2,826,048	1,049,073	2,686,340	2,387,340
Transfer Out - Debt Service	4,412,440	4,412,440	4,412,440	3,000,000
Increase in Net Assets	823,770	611,206	(365,823)	(2,906,271)
<b>Total Expenditures</b>	<b>24,025,124</b>	<b>23,500,000</b>	<b>25,400,920</b>	<b>24,260,000</b>



## Operating Budget

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	7,384,167	9,633,838	8,694,768	10,730,621
Materials & Supplies	2,582,490	5,323,893	6,361,601	7,764,930
Capital Outlay	2,651,247	1,684,040	2,848,202	2,508,380
Total Expenditures	12,617,904	16,641,771	17,904,571	21,003,931
Program Revenue	(36,036)	0	(14,535)	(10,000)
Net Expenditures	12,581,868	16,641,771	17,890,036	20,993,931
<i>Funded Staffing Level</i>				180.00
Authorized Complement				180

**Storm Water Management**

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	7,206,221	9,471,395	8,547,068	10,144,601
Materials & Supplies	2,498,939	5,212,053	5,990,911	7,623,090
Capital Outlay	2,651,247	1,682,000	2,846,162	2,506,340
Total Expenditures	12,356,407	16,365,448	17,384,141	20,274,031
Program Revenue	(36,036)	0	(14,535)	(10,000)
Net Expenditures	12,320,371	16,365,448	17,369,606	20,264,031
<i>Funded Staffing Level</i>				171.00
Authorized Complement				171

**Street Sweeping Storm Water**

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	1,545,497	0	0	0
Materials & Supplies	1,015,205	0	0	0
Total Expenditures	2,560,702	0	0	0
Program Revenue	(275,774)	0	0	0
Net Expenditures	2,284,928	0	0	0
<i>Funded Staffing Level</i>				0.00

## ENG/Drainage Design

## Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	177,946	162,443	147,700	586,020
Materials & Supplies	83,551	111,840	370,690	141,840
Capital Outlay	0	2,040	2,040	2,040
Net Expenditures	261,497	276,323	520,430	729,900
<i>Funded Staffing Level</i>				9.00
Authorized Complement				9

# STORM WATER FUND

# AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
<i>Storm Water</i>		ENGINEER STATIONARY II	2
ADMR DRAIN MAINT	1	FOREMAN GEN STATIONARY ENG	1
AIDE ENGINEER	2	HELPER MAINTENANCE	5
AIDE POLLUTION CONTROL (ISL)	1	MECH SHOP	1
CHIEF SURVEYOR PARTY	1	COORD STORMWATER PROJ	4
CLERK GENERAL A	3	ENGINEER ENVIRONMENTAL	1
CLERK INVENT CONTROL	1	MGR ENVIRON PROJECT	1
COORD DRAIN MAINT ENGINEERING	1	TECH ENVIRONMENTAL	3
CREWPERSON SEMISKILLED	12	<b>Total Public Works Storm Water</b>	<b>171</b>
DISPATCHER	1		
ENGINEER COORDINATOR (ISL)	1	<i>ENG/Drainage Design</i>	
FINISHER CONCRETE	2	CLERK GENERAL B	1
FOREMAN MNT PUB WKS	10	CONSTRUCTION INSPECTORS (ISL)	4
HEALTH AND SAFETY OFFICER (ISL)	1	DESIGN ENGINEER (ISL)	1
INSP POLLUTION CONTROL (ISL)	2	ENGINEER DESIGN SENIOR (1-ISL)	2
MAINTENANCE FOREMAN (ISL)	1	TECH ENGINEERING AA	1
MASON BRICK	3	<b>Total ENG/Drainage Design</b>	<b>9</b>
MGR DRAIN MAINT	1		
OPER EQUIPMENT	18	<b><u>TOTAL STORM WATER FUND</u></b>	<b><u>180</u></b>
OPER HEAVY EQUIP	14		
OPER STOPPAGE SEWER	3		
OPER SURVEY INST	1		
PIPELAYER (3-ISL)	15		
SCHEDULER PLANNER	3		
SEMI-SKILLED (ISL)	3		
SUPER RECORDS INVENTORY	1		
SUPER SHIFT PUB WKS	4		
WORKER CONCRETE (ISL)	7		
DRIVER TRACTOR TRAILER	2		
GREASER	1		
HELPER MECHANIC	1		
MECH HEAVY EQUIP	3		
MECH MASTER	2		
MGR HEAVY EQUIP SVCS	1		
OPER SWEEPER	21		
SERVICEMAN VEHICLE	1		
SUPER HEAVY EQUIP	1		
SUPER ZONE HEAVY EQUIP	1		
CREWPERSON	1		
ENGINEER STATIONARY I	5		



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

**Health Insurance**

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

**Fleet Management**

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

**Health Fund****Description**

This Fund provide high-quality and cost-effective benefit programs that are responsive to the needs of the employees, retirees, and City and to market those programs effectively.

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
<b>Operating Revenue</b>	<b>105,975,489</b>	<b>122,126,931</b>	<b>104,100,264</b>	<b>125,112,317</b>
Personnel Services	727,576	931,342	935,939	977,798
Materials & Supplies	5,284,871	6,874,000	6,226,557	6,959,335
Capital Outlay	0	5,000	20,329	5,000
Grants & subsidies	0	459,120	0	0
Claims incurred	102,451,466	108,238,032	111,792,761	114,098,732
Transfers out	0	2,167,956	3,842,498	5,019,496
<b>Total Operating Expenses</b>	<b>108,463,913</b>	<b>118,675,450</b>	<b>122,818,084</b>	<b>127,060,361</b>
Operating Net Income (Loss)	2,488,424	(3,451,481)	(18,717,820)	(1,948,044)

# HUMAN RESOURCES

# AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
<i>Health Fund</i>			
SECRETARY A	1		
SECRETARY HR B	1		
COORD EMPLOYEE SPEC SVCS	1		
SPEC WELLNESS FITNESS	1		
TECH RECORDS DATA	1		
MGR BENEFITS WELLNESS PROG	1		
COORD WELLNESS EDUCATION	1		
MGR BENEFITS OPERATIONS	1		
OFFICER BENEFITS	1		
SPEC BENEFITS TECH	1		
SPEC BENEFITS	4		
	<b>Total Health Fund</b>		<b>14</b>
	<b><u>TOTAL HUMAN RESOURCES</u></b>		<b><u>14</u></b>



### Fleet Management

*Vehicle Maintenance provides quality maintenance and repairs to all City vehicles (except Public Works Heavy Equipment & Fire Services) in a fast and efficient manner, in order to decrease a unit's downtime.*

#### Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	10,595,671	8,933,145	9,122,647	9,571,712
Materials & Supplies	3,089,859	2,155,112	2,723,883	3,415,525
Capital Outlay	120,860	0	41,057	110,100
Transfer To Fixed Assets				
Capital	(41,113)	0	0	0
Inventory	19,703,686	28,561,856	24,700,770	19,502,833
Gain (loss) on sale of assets	230,417	0	0	0
Total Expenditures	33,699,380	39,650,113	36,588,357	32,600,170
Program Revenue	(28,512,934)	(34,372,428)	(32,970,000)	(32,578,100)
Net Expenditures	5,186,446	5,277,685	3,618,357	22,070
<i>Funded Staffing Level</i>				135.00
Authorized Complement				137

**GENERAL SERVICES**

*AUTHORIZED COMPLEMENT*

Position Title	Authorized Positions	Position Title	Authorized Positions
<i>Fleet Management</i>			
ADMR FLEET SVCS	1		
CLERK INVENT CONTROL	3		
CLERK INVENT CONTROL SR	5		
CREWPERSON	3		
DRIVER FUEL TRUCK	2		
FOREMAN AUTO MECHANICS	8		
HELPER MECHANIC	34		
MECH MASTER	38		
MECH MASTER LO	17		
MGR FINANCE FLEET	1		
MGR FLEET SVCS	2		
MGR PROCUREMENT & INV FLEET	1		
SPEC FUEL MGMT	1		
SUPER BUSINESS AFFAIRS	1		
SUPER FUEL SUPPLIES & INV	1		
TECH ACCOUNTS PAYABLE	4		
TECH AUTOMOTIVE RESTORATION	8		
WELDER MASTER	7		
<b>Total Fleet Management</b>	<b>137</b>		
<b><u>TOTAL VEHICLE MAINTENANCE FUND</u></b>			<b><u>137</u></b>





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

**Public Works**

Solid Waste Management revenues and expenditures.

**Finance**

Metro Alarm Fund revenues and expenditures.

**Parks & Neighborhoods**

Zoo grant revenues and expenditures.

**General Services**

Martin Luther King Park Improvements revenues and expenditures.

**Office of Planning and Development**

Federal, State and Local grant revenues and expenditures.

## Solid Waste Management

## Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	26,239,623	29,924,608	26,529,390	29,800,870
Materials & Supplies	10,969,074	12,805,221	13,431,932	13,231,273
Capital Outlay	535,244	475,000	679,636	1,679,886
Service charges	14,555,639	14,767,027	15,162,248	15,596,427
Transfers out	2,589,178	3,947,142	3,516,142	5,316,142
Total Expenditures	54,888,758	61,918,998	59,319,348	65,624,598
Program Revenue	(60,170,212)	(58,732,125)	(60,584,456)	(60,123,152)
Net Expenditures	(5,281,454)	3,186,873	(1,265,108)	5,501,446
<i>Funded Staffing Level</i>				619.00
Authorized Complement				619

**PUBLIC WORKS**

**AUTHORIZED COMPLEMENT**

<b>Position Title</b>	<b>Authorized Positions</b>	<b>Position Title</b>	<b>Authorized Positions</b>
<i>Solid Waste Management</i>		ADMR RECYCLING	1
ACCOUNTANT ASSOCIATE A	1	MGR COMPOST	1
ADMR SOLID WASTE OPER	1	MGR RECYCLING	1
CLERK ACCOUNTING B	1	REP RECYCLING	1
CLERK GENERAL B	14	SECRETARY C	1
COORD FLEET MAINT	1		
DIRECTOR SOLID WASTE DEPUTY	1		
FOREMAN SOLID WASTE	2		
INSP SERVICE FEE	2		
INSP SERVICE FEE SENIOR	2		
MECH HEAVY EQUIP	6		
MECH MNT	12		
MGR COMPOST ENV PROJ	1		
MECH HEAVY EQUIP LD	1		
MGR SOLID WASTE FEES	1		
MGR SUPPORT SVCS SWM	1		
SECRETARY A	1		
SPEC HEALTH SAFETY	1		
SPEC SOLID WASTE FEES	1		
SUPER CART CENTRAL	1		
ADMR SOLID WASTE SECTOR	2		
CLERK GENERAL A	1		
CREWCHIEF	156		
CREWPERSON	254		
DISPATCHER	1		
DRIVER TRUCK	67		
FOREMAN GROUNDS MNT	1		
MGR HEAVY EQUIP OPER SW	1		
MGR SANITATION AREA	4		
OPER HEAVY EQUIP	4		
OPER HEAVY EQUIP LD	6		
OPER SPEC EQUIP II	13		
SUPER AREA IMPROVEMENT	5		
SUPER CLERICAL OPER	2		
SUPER ZONE SANITATION	18		
DRIVER TRACTOR TRAILER	21		
SUPER DISPOSAL SP WASTE	1		
SUPER TRANSFER STATION	3		
TECH DISPOSAL	2		
TECH TRANSFER STATION	1		
		<b><u>TOTAL PUBLIC WORKS</u></b>	<b><u>619</u></b>



### Metro Alarm Fund

#### Operating Budget

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	264,991	308,733	310,377	309,187
Materials & Supplies	158,613	216,770	152,209	358,170
Total Expenditures	423,604	525,503	462,586	667,357
Program Revenue	(478,863)	(512,650)	(113,868)	(616,450)
Revenue Over (Under) Expense	(55,259)	12,853	348,718	50,907
<i>Funded Staffing Level</i>				7.00
Authorized Complement				7



**Zoo Grant**

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	0	0	330,461	332,317
Total Expenditures	0	0	330,461	332,317
Program Revenue	(180,149)	0	(72,757)	0
Net Expenditures	(180,149)	0	257,704	332,317
<i>Funded Staffing Level</i>				7.00
Authorized Complement				7

**PARKS & NEIGHBORHOODS**

*AUTHORIZED COMPLEMENT*

Position Title	Authorized Positions	Position Title	Authorized Positions
<i>Zoo Grant</i>			
CURATOR ZOO	1		
CURATOR ZOO ASST	1		
SECRETARY A	1		
ZOOKEEPER	3		
ZOOKEEPER CAT COUNTRY	1		
<b>Total Zoo Grant</b>	<u>7</u>		
<b><u>TOTAL GENERAL SERVICES</u></b>	<u>7</u>		



**MLK Park Improvements**

**Operating Budget**

<b>Category</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Adopted</b>	<b>FY 2013 Forecast</b>	<b>FY 2014 Projected</b>
Personnel Services	210,551	0	0	0
Materials & Supplies	3,240	0	0	0
Capital Outlay	2,288	0	0	0
Transfer To Fixed Assets Capital	0	0	0	0
Total Expenditures	216,079	0	0	0
Program Revenue	(138,085)	0	0	0
Net Expenditures	77,994	0	0	0
<i>Funded Staffing Level</i>				0.00

## MLK Park Improvements

## Operating Budget

Category	FY 2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY 2014 Projected
Personnel Services	0	210,842	180,624	184,076
Materials & Supplies	0	0	600	600
Capital Outlay	0	47,540	47,540	47,540
Total Expenditures	0	258,382	228,764	232,216
Program Revenue	0	(140,446)	(140,446)	(131,000)
Net Expenditures	0	117,936	88,318	101,216
<i>Funded Staffing Level</i>				3.00

**GENERAL SERVICES**

*AUTHORIZED COMPLEMENT*

Position Title	Authorized Positions	Position Title	Authorized Positions
<i>MLK Park Improvements</i>			
DRIVER TRUCK	2		
FOREMAN GROUND MAINT	1		
<b>Total MLK Park Improvements</b>	<b>3</b>		

# PLANNING & DEVELOPMENT

## Operating Budget

Category	FY2012 Actual	FY 2013 Adopted	FY 2013 Forecast	FY2014 Proposed
<b>Grant Expenditures</b>				
Depot Redevelopment Agency	71,937	0	0	0
Industrial Development Board	686,330	500,000	200,000	500,000
Neighborhood Planning/CRA	99,715	542,098	100,000	200,000
CRA/Projects(230401)	4,201,123	4,867,700	3,500,000	2,500,000
Tree Bank	770	30,000	2,000	40,000
Community Challenge	146,096	883,500	460,000	780,000
<b>Total Expenditures:</b>	<b>5,205,971</b>	<b>6,823,298</b>	<b>4,262,000</b>	<b>4,020,000</b>
<b>Grant Revenues</b>				
Depot Redevelopment Agency	(85,709)	0	0	0
Industrial Development Board	(423,856)	(500,000)	(353,843)	(500,000)
Neighborhood Planning/CRA	(115,500)	(542,098)	(200,000)	(200,000)
CRA Projects (230401)	(4,750,000)	(4,867,700)	(3,500,000)	(2,500,000)
Tree Bank	(11,360)	(30,000)	(8,000)	(40,000)
Community Challenge	(146,096)	(883,500)	(460,000)	(780,000)
<b>Total Revenues</b>	<b>(5,532,521)</b>	<b>(6,823,298)</b>	<b>(4,521,843)</b>	<b>(4,020,000)</b>

Please note that CRA and Depot will change when annual increase is added to salaries





**Memphis at a Glance**

**Government**

The City of Memphis was incorporated in 1826. The present Charter was adopted in 1968, establishing a Mayor-Council form of government. In 1995, the Council adopted a new district plan for the 13 Council positions. A total of nine districts were created. Seven districts have one representative each and two “super districts” have three representatives each.

**Demographics**

**Land Area**

Memphis - 2011 .....	348.9 sq. miles
Counties: .....	Sq. Miles
Shelby (includes Memphis) .....	755
Crittenden .....	610
DeSoto .....	478
Tipton .....	459
Fayette .....	704
Marshall .....	706
Tate .....	404
Tunica .....	455
Total .....	4,571

**Population**

2011 (est.) .....	644,073
2016 (proj.) .....	646,242

**Age (2011)**

Under 5 .....	7.5%
5 - 14 .....	13.8%
15 - 19 .....	7.7%
20 - 24 .....	8.2%
25 - 34 .....	15.3%
35 - 44 .....	12.6%
45 - 54 .....	13.4%
55 - 64 .....	11.1%
65 - 75 .....	5.6%
75+ years .....	4.8%

**Sex**

Male .....	47.5%
Female .....	52.5%

**Race**

White .....	29.3%
Black .....	63.2%
Asian & Pacific Islander .....	1.6%
Other .....	12.6%

**Climate**

Avg. Summer Temp .....	80
Avg. Winter Temp .....	43
Avg. Annual Temp .....	62
Avg. Precipitation .....	54 inches
Avg. Snowfall .....	4.6 inches
Elevation .....	262 feet

**Economics**

**Major Employers**

Federal Express .....	30,000
Memphis Bd. of Education .....	16,119
U.S. Government .....	15,375
Methodist Healthcare .....	8,700
Baptist Memorial Hospitals .....	3,500
Shelby County Government .....	5,971
Memphis City Government .....	7,274
Wal-Mart .....	6,000
Naval Support Activity .....	4,076
TN State Government .....	8,600
Shelby Co. Bd. of Education .....	5,200
Park Place Entertainment .....	4,057
University of UT – Memphis .....	3,500
Internal Revenue Service .....	4,000
Kroger Delta Marketing .....	3,500
United Postal Service .....	3,500
First Tennessee Bank .....	4,000
International Paper .....	3,200
St. Jude Hospital .....	3,200
University of Memphis .....	2,800

**Unemployment Rates**

(2011 Avg.)	
Memphis MSA .....	9.9%
Shelby County .....	9.9%
Tennessee .....	9.2%
United States .....	9.0%

**Household Income**

(2011 Est. avg.)	
Memphis .....	\$52,207
Shelby County .....	\$62,735
Memphis MSA .....	\$61,707

**Sales Tax**

Local .....	2.25%
State .....	7.00%

**Property Tax Rates**

(Per \$100 value)	
Memphis City .....	\$3.01
Shelby County .....	\$4.09
Total in Memphis City Limits .....	\$7.07

**Memphis at a Glance**

**Retail Sales**

**Shelby County (In Billions)**

2006 .....	\$13.0
2007 .....	\$13.0
2008 .....	\$12.9
2009 .....	\$11.7
2010 .....	\$12.1

**Bond Rating**

**General Obligation Bonds**

Moody's .....	Aa2
Standard & Poor.....	AA
Fitch .....	AA-

**Sanitary Sewage System Revenue Bonds**

Moody's .....	Aa3
Standard & Poors.....	AA
Fitch .....	AA-

**Real Estate**

<b>Real Estate</b>	<b>Sq. Feet</b>
Office Space .....	19,668,600
Vacancy Rate.....	20.0%
Industrial Space .....	174,058,949
Vacancy Rate.....	13.94%

**Office Space**

Total Market Size (sq.ft.) ...	19,668,600
Square Feet Available.....	4,627,532
Vacancy Rate.....	20.0%
Net Absorption (sq.ft.) .....	58,018
Asking Direct Lease Rate (\$/sq.ft.) .....	\$17.72

**Industrial Space**

Total Market Size (sq.ft.) .	174,058,949
New Construction (sq.ft.).....	Not Avail.
Square Feet Available.....	26,624,151
Vacancy Rate.....	13.94%
Net Absorption (sq.ft.) .....	(1,697,405)
Avg. Gross Lease Rates	
100,000+sq. ft. (\$/s.f.) .....	\$2.93
Psychiatrists/Psychologists .....	264
Ambulatory Surgical Centers .....	25

**Education**

**Memphis City Schools**

Total Enrollment.....	113,570
Number of Schools:	

Elementary.....	112
Middle/Junior.....	45
High School.....	39
Specialty Centers.....	36

**College Entrance Exam Scores**

ACT:	
Memphis City Schools .....	16.2
Shelby County Schools.....	20.7
Tennessee .....	19.0
U.S.....	21.1

**Service Statistics**

**Fire**

Uniform strength .....	1,604
Fire Stations.....	57
Divisions.....	2
Battalions .....	11
Number of engine companies .....	56
Number of truck companies .....	22
Hazardous Materials Squads.....	2
Air Crash Apparatus.....	3
Emergency Medical Units .....	34

**Police**

Uniform strength .....	2,385
Number of Precincts .....	10
Number of Squad cars in fleet .....	1,575+

**Airport**

Annual Departures .....	146,527
Airlines .....	15
Freight Carriers .....	7
Total Passengers .....	3,712,578
Total Cargo (lbs.) .....	7,531,000,000
(Busiest cargo airport in the world)	

**Public Works**

**Solid Waste/Garbage Collection**

Tons Solid Waste Disposed...	283,817
Tons Solid Waste Diverted ....	136,452
Homes Recycling (curbside) ..	185,032

**Street Maintenance**

Total Road Lane Miles .....	6,750
Curb & Gutter Miles .....	6,060



**Memphis at a Glance**

Street Lights ..... 83,800  
 Tons Asphalt Produced ..... 85,700  
 Lane Miles Resurfaced ..... 236

**Storm Drainage System**

Roadside Ditches (miles)..... 1,690  
 Underground Pipes..... 2,650 miles  
 Storm Water Inlets ..... 70,000

**Sewer System**

Sewer (miles)..... 3,605  
 Sewer Pump Stations ..... 103  
 Daily Usage (gals/day) ..... 177 million

**T.E. Maxson Treatment Plant**

Wastewater Treated (gal.) . 27.4 billion  
 Sludge Disposal (lbs.)..... 144.5 million

**M. C. Stiles Treatment Plant**

Wastewater Treated (gal.) . 37.2 billion  
 Sludge Disposal (lbs.)..... 76 million

**Flood Control**

Pumping Stations ..... 11  
 Earth Levees (miles)..... 20  
 Flood Gates ..... 32  
 Reservoirs (acres) ..... 643  
 Flood Wall (linear ft.) ..... 17,089

**City Engineering**

**Traffic Control**

Signals repaired or replaced..... 4,951  
 Bicycle Lanes ..... 37

**Park Services**

**Recreation**

Parks ..... 158  
 Acreage ..... 5,410  
 Golf Courses..... 8  
 Aquatic Sights..... 17  
 Community Centers..... 25  
 Tennis Centers ..... 7  
 Walking Trails ..... 55  
 Playgrounds..... 109  
 Fairgrounds Building (sq. ft.)..... 47,500  
 Liberty Bowl seating capacity .. 61,008  
 Zoo Acreage ..... 36  
 Senior Centers..... 4  
 Libraries ..... 18

**Other Recreation Facilities**

Liberty Bowl Memorial Stadium  
 Memphis Pink Palace Museum

Fairgrounds/Tiger Lane  
 Memphis Zoological Gardens  
 Memphis Botanic Garden  
 Lichterman Nature Center  
 Mud Island River Park  
 Brooks Museum  
 Levitt Shell

**Services Provided By Other Governmental Units**

**Education**

Memphis Board of Education

**Health & Human Services**

Memphis/Shelby County Health Department

**Library Services**

Memphis/Shelby County Public Library and Information Center

**Public Housing**

Memphis Housing Authority

**Public Transportation**

Memphis Area Transit Authority

**Utilities**

Memphis Light Gas & Water Division



**AAM.** American Association of Museums

**AED.** Automatic External Defibrillator

**ADA.** American Disabilities Act

**ALS.** Advanced Life Support

**APCO.** Association of Public Safety Communications Officials

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

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

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

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

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

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

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

**BDC.** Business Development Center

**BLS.** Basic Life Support

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

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

**CCE.** Construction Code Enforcement

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

**CDC.** Center for Disease Control

**CE.** Continuing Education

**CFS.** Calls for Service

**CIP.** Capital Improvement Program. Adopted plan of public improvements, scheduled on a priority basis, for the current

fiscal year and the succeeding four years, including estimated costs and funding sources.

**C.L.E.** Continuing Legal Education Credits

**CLERB.** Citizens' Law Enforcement Review Board

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

**CSFP.** Commodity Supplemental Food Program

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

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

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

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

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

**COUNTY ASSESSOR.** Appraises all real and personal property in Shelby County and maintains the necessary data to provide the taxing jurisdictions with the certified assessments and any changes made as prescribed by Tennessee Code Annotated.

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

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

**DRA.** Depot Redevelopment Agency

**DRS.** Department of Regional Services

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

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

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

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

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

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

**EEOC.** Equal Employment Opportunity Commission

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

**EMS.** Emergency Medical Services

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

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

**ESL.** English as a second language

**ECONOMIC DEVELOPMENT LOANS.** Small business loan program that provides gap financing and economic opportunities for qualified Memphis businesses  
The City will lend 20% or a maximum of \$250,000 for each business.

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

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

**FA.** False Alarms

**FEMA.** Federal Emergency Management Association

**FF.** Fire Fighter

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

**FIRE Act.** Fire Investment and Response Enhancement Act

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

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

**FMZ.** Fire Management Zone

**FTE.** Full Time Equivalent

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

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

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

**GMAQ.** Greater Memphis Association for Quality

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

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

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

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

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

**Haz Mat.** Hazardous Materials

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

**HUD.** Housing and Urban Development

**ICS.** Incident Command System

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

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

**LEPC.** Local Emergency Planning Committee

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

**LOCAL SHARED REVENUE.** Revenue received from Shelby County Government.

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

- (a)The employee's division will investigate the facts of the matter.
- (b)The employee will be given notice of the charges and an opportunity to be heard by the employee's division director.
- (c)Termination for just cause can then occur, if warranted.

**MBOC.** Minority Business Opportunity Committee

**MCVB.** Memphis Convention & Visitor's Bureau

**M.F.D.** Memphis Fire Department

**M.H.A.** Memphis Housing Authority

**MMI.** Memphis Museums, Inc.

**MOU.** Memorandum of Understanding

**M.P.A.** Memphis Police Association

**M.P.D.** Memphis Police Department

**M/WBE.** Minority/Women Business Enterprise

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

**MLG&W.** Memphis Light, Gas and Water. City owned utility that provides electricity, gas, and water to citizens of Shelby County, Tennessee

MLG&W is managed by its President and a five member Board of Commissioners who are nominated by the City Mayor and approved by the City Council. MLG&W's annual budget and rates require the approval of the City Council.



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

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

**NASA.** National Aeronautics and Space Administration

**NFPA.** National Fire Protection Association

An organization devoted to the promotion of fire safety and awareness.

**NP/CRA.** Neighborhood Planning/Community Redevelopment Agency

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

**NYSC.** National Youth Sports Coach Association

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

**OJI**

On The Job Injury

**OON**

Office of Nursing

**OSHA.** Occupational Safety and Health Administration

Monitors the adherence to federal health and safety regulations in the workplace in order to reduce job injuries.

**PILOT.** Pay In Lieu of Taxes

**PM.** Preventative Maintenance

**PPO/POS.** Preferred Provider Organization/ Point of Service

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

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

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

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

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

**PRECINCT.** Geographic sub-division of the Police Division.

**PROPERTY TAX RATE.** The property tax rate is set by an ordinance. The Adopted FY 2006 tax rate is \$3.4332 on each \$100 of assessed value of each species of taxable property within the City. The taxes are apportioned as follows: Board of Education of the Memphis City Schools \$0.8271; General Purposes of the City of Memphis \$1.9088; Debt Service of the City of Memphis \$0.6941; Capital Pay-Go \$0.0032

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

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

**SCBA.** Self Contained Breathing Apparatus

Equipment used by firefighters to provide oxygen and eliminate smoke inhalation.

**SCCB.** Shelby County Conservation Board

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

**SLM.** Spanish language materials

**SOP.** Standard Operating Procedure

Guidelines set by the service center

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

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

**SPECIAL OPERATIONS RESPONSE TEAM (SORT).** The

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

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

**STEP.** Solid Waste Management. Public Work's legal level responsible for the collection, disposal, and recycling of solid waste.

**TCA.** Tennessee Code Annotated

**TCP.** Traffic Control Plan

**TN-TF1.** Tennessee Task Force 1

**T.Q.S.** Total Quality Service

**T.V.A.** Tennessee Valley Authority

**TELE-SERVE.** A reporting system that frees officers from non-violent report calls so they can focus on more violent offenses. Citizens can make minor criminal reports by telephone, which reduces, call volume and response times.

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

**UCA.** Uniform Certification Agency

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

**VFC.** Vaccines for Children

**WIC.** Women, Infants and Children

**WMD.** Weapons of Mass Destruction

**W.O.** Work Order

