

# STRATEGIC PLANNING

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This section is provided for a high level look at the projection of revenues and expenditures for long range planning purposes. The City of Memphis' budget is approved annually, therefore financial data in this section does not represent an approved long-range financial funding plan, and it does not represent the final form of a financial plan that will be presented to the City Council for future consideration.

**Five Year Projection**

Expenditure Types	FY 2019 Adopted	FY2020 Projection	FY2021 Projection	FY2022 Projection	FY2023 Projection
<b>PERSONNEL SERVICES</b>					
Full-Time Salaries	\$ 323,975,328	\$ 323,975,328	\$ 323,975,328	\$ 323,975,328	\$ 323,975,328
Overtime	28,736,450	28,736,450	28,736,450	28,736,450	28,736,450
Holiday Fire/Police	10,972,882	10,972,882	10,972,882	10,972,882	10,972,882
Out of Rank Pay	2,268,488	2,268,488	2,268,488	2,268,488	2,268,488
Hazardous Duty Pay	571,656	571,656	571,656	571,656	571,656
College Incentive Pay	6,298,114	6,298,114	6,298,114	6,298,114	6,298,114
Longevity Pay	2,051,873	2,051,873	2,051,873	2,051,873	2,051,873
Shift Differential	796,388	796,388	796,388	796,388	796,388
Bonus Days	2,190,000	2,190,000	2,190,000	2,190,000	2,190,000
Retirement Benefits	4,152,549	4,152,549	4,152,549	4,152,549	4,152,549
Job Incentive	1,038,400	1,038,400	1,038,400	1,038,400	1,038,400
Required Special License Pay	52,950	52,950	52,950	52,950	52,950
Pension	11,279,705	11,279,705	11,279,705	11,279,705	11,279,705
Supplemental Pension	134,523	134,523	134,523	134,523	134,523
Social Security	316,313	316,313	316,313	316,313	316,313
Pension ADC Funding	41,660,836	41,660,836	41,660,836	41,660,836	41,660,836
Group Life Insurance	850,236	850,236	850,236	850,236	850,236
Unemployment	442,640	442,640	442,640	442,640	442,640
Medicare	4,967,282	4,967,282	4,967,282	4,967,282	4,967,282
Long Term Disability	918,509	918,509	918,509	918,509	918,509
Health Insurance - Premier	27,039,924	27,039,924	27,039,924	27,039,924	27,039,924
Benefits Adjustments	7,393,261	7,393,261	7,393,261	7,393,261	7,393,261
Health Insurance-Local Plus Plan	14,498,316	14,498,316	14,498,316	14,498,316	14,498,316
Salaries - Part Time/Temporary	17,230,252	17,230,252	17,230,252	17,230,252	17,230,252
On the Job Injury	3,662,250	3,662,250	3,662,250	3,662,250	3,662,250
Tuition Reimbursement - New	193,500	193,500	193,500	193,500	193,500
Book Reimbursement - New	6,500	6,500	6,500	6,500	6,500
Student Loan Repayment	360,000	360,000	360,000	360,000	360,000
Payroll Reserve	100	100	100	100	100
Federal Grant Match - Personnel	236,055	236,055	236,055	236,055	236,055
Attrition	(8,084,595)	(8,084,595)	(8,084,595)	(8,084,595)	(8,084,595)
Bonus Pay	35,000	35,000	35,000	35,000	35,000
Expense Recovery - Personnel	(13,741,433)	(13,741,433)	(13,741,433)	(13,741,433)	(13,741,433)
<b>Total Personnel Services</b>	<b>\$ 492,504,256</b>	<b>\$ 492,504,256</b>	<b>\$ 492,504,256</b>	<b>\$ 492,504,256</b>	<b>\$ 492,504,256</b>
<b>MATERIALS AND SUPPLIES</b>					
City Hall Printing	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000
City Hall Postage	1,000	1,000	1,000	1,000	1,000
Document Reproduction - City	2,500	2,500	2,500	2,500	2,500
City Storeroom Supplies	19,790	19,790	19,790	19,790	19,790
Facility Repair & Carpentry	170,358	170,358	170,358	170,358	170,358

**Five Year Projection** *(continued)*

FIVE YEAR BUDGET PROJECTION

Expenditure Types	FY 2019 Adopted	FY2020 Projection	FY2021 Projection	FY2022 Projection	FY2023 Projection
City Shop Charges	10,016,606	10,016,606	10,016,606	10,016,606	10,016,606
Info Sys Phone/Communication	3,374	3,374	3,374	3,374	3,374
City Shop Fuel	6,035,687	6,035,687	6,035,687	6,035,687	6,035,687
Outside Computer Services	4,302,726	4,302,726	4,302,726	4,302,726	4,302,726
City Computer Svc Equipment	1,903,341	2,408,341	2,529,091	2,667,961	2,827,661
Data/Word Processing Equipment	65,100	65,100	65,100	65,100	65,100
Data/Word Process Software	1,122,923	1,122,923	1,122,923	1,122,923	1,122,923
Pers Computer Software	2,006,600	1,665,185	1,665,185	1,665,185	1,665,185
City Telephone/Communications	419,860	419,860	419,860	419,860	419,860
Printing - Outside	271,433	271,433	271,433	271,433	271,433
Supplies - Outside	1,452,449	1,452,449	1,452,449	1,452,449	1,452,449
Food Expense	112,000	112,000	112,000	112,000	112,000
Hand Tools	112,480	112,480	112,480	112,480	112,480
Document Reproduction - Outside	2,058	2,058	2,058	2,058	2,058
Clothing	1,983,258	1,983,258	1,983,258	1,983,258	1,983,258
Household Supplies	848,986	848,986	848,986	848,986	848,986
Ammunition & Explosives	500,500	500,500	500,500	500,500	500,500
Safety Equipment	1,198,780	1,198,780	1,198,780	1,198,780	1,198,780
Drafting/Photo Supplies	34,122	34,122	34,122	34,122	34,122
Medical Supplies	2,602,566	2,602,566	2,602,566	2,602,566	2,602,566
Athletic/Recreational Supplies	184,300	184,300	184,300	184,300	184,300
Outside Postage	790,825	790,825	790,825	790,825	790,825
Asphalt Products	5,084,250	5,084,250	5,084,250	5,084,250	5,084,250
Lumber & Wood Products	30,000	30,000	30,000	30,000	30,000
Paints Oils & Glass	411,000	411,000	411,000	411,000	411,000
Steel & Iron Products	192,000	192,000	192,000	192,000	192,000
Pipe Fittings & Castings	279,000	279,000	279,000	279,000	279,000
Lime Cement & Gravel	70,000	70,000	70,000	70,000	70,000
Chemicals	267,462	267,462	267,462	267,462	267,462
Materials and Supplies	3,762,454	3,762,454	3,762,454	3,762,454	3,762,454
Miscellaneous Expense	119,853	119,853	119,853	119,853	119,853
Library Books	1,290,501	1,290,501	1,290,501	1,290,501	1,290,501
Tower Lease Expense - Library	46,208	46,208	46,208	46,208	46,208
WYPL Arkansas Tower Expense - Library	30,000	30,000	30,000	30,000	30,000
Operation Police Canine	60,000	60,000	60,000	60,000	60,000
Operation Police DUI Unit	75,000	75,000	75,000	75,000	75,000
Operation Police Traffic Unit	100,000	100,000	100,000	100,000	100,000
Operation Police Mounted	50,000	50,000	50,000	50,000	50,000
Operation Police TACT	315,000	315,000	315,000	315,000	315,000
Maintenance Traffic Signal System	200,000	200,000	200,000	200,000	200,000
Operation Police Aircraft	565,669	565,669	565,669	565,669	565,669
Outside Vehicle Repair	385,942	385,942	385,942	385,942	385,942
Outside Equipment Repair/Maintenance	2,203,324	2,203,324	2,203,324	2,203,324	2,203,324

**Five Year Projection** *(continued)*

Expenditure Types	FY 2019 Adopted	FY2020 Projection	FY2021 Projection	FY2022 Projection	FY2023 Projection
Facilities Structure Repair - Outside	768,043	768,043	768,043	768,043	768,043
Horticulture	10,000	10,000	10,000	10,000	10,000
Internal Repairs and Maintenance	405,737	405,737	405,737	405,737	405,737
Special Investigations	200,000	200,000	200,000	200,000	200,000
Legal Services/Court Cost	4,354,685	4,354,685	4,354,685	4,354,685	4,354,685
Medical/Dental/Veterinary	754,300	754,300	754,300	754,300	754,300
Legal Contingency	150,000	150,000	150,000	150,000	150,000
Accounting/Auditing/Cons	379,149	379,149	379,149	379,149	379,149
Advertising/Publication	729,006	729,006	729,006	729,006	729,006
Outside Phone/Communications	3,705,231	3,705,231	3,705,231	3,705,231	3,705,231
Janitorial Services	1,587,555	1,587,555	1,587,555	1,587,555	1,587,555
Security	2,242,035	2,242,035	2,242,035	2,242,035	2,242,035
Photography	650	650	650	650	650
Weed Control/Chemical Service	184,200	184,200	184,200	184,200	184,200
Total Quality Management	300	300	300	300	300
Seminars/Training/Education	754,614	754,614	754,614	754,614	754,614
Fixed Charges	1,286,620	1,286,620	1,286,620	1,286,620	1,286,620
Misc Professional Services	42,820,532	46,177,476	46,177,476	46,177,476	46,177,476
Employee Activities	5,000	5,000	5,000	5,000	5,000
Rewards and Recognition	90,330	90,330	90,330	90,330	90,330
Staff Development	1,000	1,000	1,000	1,000	1,000
Textbooks	103,000	103,000	103,000	103,000	103,000
Travel Expense	831,180	841,180	841,180	841,180	841,180
Unreported Travel	1,350	1,350	1,350	1,350	1,350
Relocation Expense	125,000	125,000	125,000	125,000	125,000
Outside Fuel	42,000	42,000	42,000	42,000	42,000
Mileage	267,751	267,751	267,751	267,751	267,751
Utilities	10,774,754	10,774,754	10,774,754	10,774,754	10,774,754
Sewer Fees	1,331,580	1,331,580	1,331,580	1,331,580	1,331,580
Demolitions	2,450,000	2,450,000	2,450,000	2,450,000	2,450,000
Insurance	5,483,425	5,483,425	5,483,425	5,483,425	5,483,425
Claims	1,155,252	1,155,252	1,155,252	1,155,252	1,155,252
Lawsuits	4,328,776	4,328,776	4,328,776	4,328,776	4,328,776
Hospitality	5,301	5,301	5,301	5,301	5,301
Dues/Memberships/Periodicals	292,317	295,817	295,817	295,817	295,817
Rent	2,313,266	2,313,266	2,313,266	2,313,266	2,313,266
Radio Trunking Lease	2,000	2,000	2,000	2,000	2,000
Misc Services and Charges	3,161,139	3,165,239	3,165,239	3,165,239	3,165,239
Urban Art Maintenance	35,000	35,000	35,000	35,000	35,000
Minor Equipment	110,565	110,565	110,565	110,565	110,565
Equipment Rental	2,155,243	2,155,243	2,155,243	2,155,243	2,155,243
Expense Recovery - Telephones	(804,149)	(804,149)	(804,149)	(804,149)	(804,149)
Expense Recovery - M & S	(12,398,785)	(12,398,785)	(12,398,785)	(12,398,785)	(12,398,785)

**Five Year Projection** *(continued)*

Expenditure Types	FY 2019 Adopted	FY2020 Projection	FY2021 Projection	FY2022 Projection	FY2023 Projection
Federal Grant Match - M & S	166,689	166,689	166,689	166,689	166,689
Catering	58,566	58,566	58,566	58,566	58,566
<b>Total Materials and Supplies</b>	<b>\$ 134,471,488</b>	<b>\$ 138,009,616</b>	<b>\$ 138,130,368</b>	<b>\$ 138,269,232</b>	<b>\$ 138,428,928</b>
<b>CAPITAL OUTLAY</b>					
Furniture/Furnishings	\$ 439,400	\$ 439,400	\$ 439,400	\$ 439,400	\$ 439,400
Computers	6,000	6,000	6,000	6,000	6,000
Prod/Constr/Maint Equipment	44,000	44,000	44,000	44,000	44,000
Equipment	676,000	676,000	676,000	676,000	676,000
Capital Outlay - Expense	2,250	2,250	2,250	2,250	2,250
<b>Total Capital Outlay</b>	<b>\$ 1,167,650</b>	<b>\$ 1,167,650</b>	<b>\$ 1,167,650</b>	<b>\$ 1,167,650</b>	<b>\$ 1,167,650</b>
<b>GRANTS AND SUBSIDIES</b>					
Payment To Subgrantees	\$ 144,475	\$ 144,475	\$ 144,475	\$ 144,475	\$ 144,475
Aging Comission of the Mid-South	143,906	143,906	143,906	143,906	143,906
MIFA General Assistance	669,218	669,218	669,218	669,218	669,218
Section 108 - Court Square	1,519,270	1,519,270	1,519,270	1,519,270	1,519,270
Community Initiatives Grants for Non-Profits	3,225,298	3,225,298	3,225,298	3,225,298	3,225,298
Community Development Grants	300,000	300,000	300,000	300,000	300,000
Start Co.	75,000	75,000	75,000	75,000	75,000
Memphis Film & Tape Commission	218,000	218,000	218,000	218,000	218,000
Homeless Initiative	232,500	232,500	232,500	232,500	232,500
Pensioners Insurance	8,373,569	8,373,569	8,373,569	8,373,569	8,373,569
Downpayment Assist/City	192,930	192,930	192,930	192,930	192,930
Planning & Development	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Memphis River Parks Partnership	2,974,003	2,974,003	2,974,003	2,974,003	2,974,003
Memphis Area Transit Authority	26,670,000	26,670,000	26,670,000	26,670,000	26,670,000
MLGW Citizen's Assistance - Grants	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Family Safety Center of Memphis and Shelby County	250,000	250,000	250,000	250,000	250,000
RBC Training/Certification Program	4,650	4,650	4,650	4,650	4,650
EDGE	3,680,000	3,680,000	3,680,000	3,680,000	3,680,000
Social Services Administration	89,537	89,537	89,537	89,537	89,537
MHA/HCD Community Development Projects	157,000	157,000	157,000	157,000	157,000
Urban Art	150,000	150,000	150,000	150,000	150,000
Juvenile Intervention and Faith-Based Follow Up (JIFF)	150,000	150,000	150,000	150,000	150,000
Middle Income Housing	500,000	500,000	500,000	500,000	500,000
Contr Assist Prog/Bonding	4,650	4,650	4,650	4,650	4,650
Black Business Association	300,000	300,000	300,000	300,000	300,000
Pyramid - Section 108	673,381	673,381	673,381	673,381	673,381
Convention Center	2,434,577	2,434,577	2,434,577	2,434,577	2,434,577
Professional Services	150,000	150,000	150,000	150,000	150,000

**Five Year Projection** *(continued)*

Expenditure Types	FY 2019 Adopted	FY2020 Projection	FY2021 Projection	FY2022 Projection	FY2023 Projection
WIN Operational	50,000	50,000	50,000	50,000	50,000
Ambassador's Fellowship Pay	2,181,173	2,181,173	2,181,173	2,181,173	2,181,173
Innovate Memphis	330,500	330,500	330,500	330,500	330,500
Exchange Club	75,000	75,000	75,000	75,000	75,000
Shelby County School Mixed Drink Proceeds	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
2015 Shelby County School Settlement	1,333,335	1,333,335	1,333,335	1,333,335	1,333,335
Christian Brothers University	500,000	500,000	500,000	500,000	500,000
<b>Total Grants and Subsidies</b>	<b>\$ 64,251,972</b>	<b>\$ 64,251,972</b>	<b>\$ 64,251,972</b>	<b>\$ 64,251,972</b>	<b>\$ 64,251,972</b>
<b>INVENTORY</b>					
Inventory Purchases	\$ 117,793	\$ 117,793	\$ 117,793	\$ 117,793	\$ 117,793
Food Inventory	261,798	261,798	261,798	261,798	261,798
<b>Total Inventory</b>	<b>\$ 379,591</b>	<b>\$ 379,591</b>	<b>\$ 379,591</b>	<b>\$ 379,591</b>	<b>\$ 379,591</b>
<b>EXPENSE RECOVERY</b>					
Expense Recovery - State Street Aid	\$ (16,035,300)	\$ (16,035,300)	\$ (16,035,300)	\$ (16,035,300)	\$ (16,035,300)
<b>Total Expense Recovery</b>	<b>\$ (16,035,300)</b>	<b>\$ (16,035,300)</b>	<b>\$ (16,035,300)</b>	<b>\$ (16,035,300)</b>	<b>\$ (16,035,300)</b>
<b>SERVICE CHARGES</b>					
Credit Card Fees - Expense	\$ 137,372	\$ 137,372	\$ 137,372	\$ 137,372	\$ 137,372
<b>Total Service Charges</b>	<b>\$ 137,372</b>	<b>\$ 137,372</b>	<b>\$ 137,372</b>	<b>\$ 137,372</b>	<b>\$ 137,372</b>
<b>TRANSFERS OUT</b>					
Oper Tfr Out - Debt Service Fund	\$ 4,726,825	\$ 4,726,825	\$ 4,726,825	\$ 4,726,825	\$ 4,726,825
Oper Tfr Out - Library Retirement Fund	1,089,783	1,089,783	1,089,783	1,089,783	1,089,783
Oper Tfr Out - OPEB Fund	2,626,431	2,626,431	2,626,431	2,626,431	2,626,431
<b>Total Transfers Out</b>	<b>\$ 8,443,039</b>	<b>\$ 8,443,039</b>	<b>\$ 8,443,039</b>	<b>\$ 8,443,039</b>	<b>\$ 8,443,039</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 685,320,064</b>	<b>\$ 688,858,176</b>	<b>\$ 688,978,944</b>	<b>\$ 689,117,824</b>	<b>\$ 689,277,504</b>
<b>LOCAL TAXES</b>					
Ad Valorem Tax - Current	\$ 259,190,160	\$ 261,782,064	\$ 264,399,888	\$ 267,043,888	\$ 269,714,336
Ad Valorem Tax - Current Sale of Receivables	7,500,000	7,500,000	7,500,000	7,500,000	7,500,000
Ad Valorem Tax Prior	5,800,000	5,800,000	5,800,000	5,800,000	5,800,000
PILOT's	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Property Taxes Interest & Penalty	4,200,000	4,200,000	4,200,000	4,200,000	4,200,000
Bankruptcy Interest & Penalty	170,000	170,000	170,000	170,000	170,000
Interest & Penalty - Sale of Tax Rec	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Special Assessment Tax	598,000	598,000	598,000	598,000	598,000
Local Sales Tax	113,000,000	114,130,000	115,271,296	116,424,016	117,588,256
Tourism Development Zone Local Sales	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000

**Five Year Projection** *(continued)*

Expenditure Types	FY 2019 Adopted	FY2020 Projection	FY2021 Projection	FY2022 Projection	FY2023 Projection
Alcoholic Beverage Inspection Fee	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Beer Sales Tax	16,500,000	16,500,000	16,500,000	16,500,000	16,500,000
Gross Rec Business Tax	14,000,000	14,000,000	14,000,000	14,000,000	14,000,000
"Interest, Penalties & Commission"	200,000	200,000	200,000	200,000	200,000
Business Tax Fees	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Mixed Drink Tax	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
Excise Tax	954,000	954,000	954,000	954,000	954,000
State Apportionment TVA	7,800,000	7,800,000	7,800,000	7,800,000	7,800,000
Franchise Tax - Telephone	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Cable TV Franchise Fees	4,300,000	4,300,000	4,300,000	4,300,000	4,300,000
Fiber Optic Franchise Fees	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Misc Franchise Tax	850,000	850,000	850,000	850,000	850,000
Misc Tax Recoveries	500,000	500,000	500,000	500,000	500,000
MLGW Pipeline	267,765	267,765	267,765	267,765	267,765
<b>Total Local Taxes</b>	<b>\$ 461,829,920</b>	<b>\$ 465,551,840</b>	<b>\$ 469,310,944</b>	<b>\$ 473,107,680</b>	<b>\$ 476,942,368</b>

**STATE TAXES**

State Income Tax	\$ 5,500,000	\$ 2,500,000	\$ 0	\$ 0	\$ 0
State Sales Tax	56,000,000	56,000,000	56,000,000	56,000,000	56,000,000
Telecommunication Sales Tax	45,000	45,000	45,000	45,000	45,000
State Shared Beer Tax	315,000	315,000	315,000	315,000	315,000
Alcoholic BeverageTax	360,000	360,000	360,000	360,000	360,000
Spec Petroleum Product Tax	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
<b>Total State Taxes</b>	<b>\$ 63,520,000</b>	<b>\$ 60,520,000</b>	<b>\$ 58,020,000</b>	<b>\$ 58,020,000</b>	<b>\$ 58,020,000</b>

**LICENSES AND PERMITS**

Liquor By Ounce License	\$ 215,000	\$ 215,000	\$ 215,000	\$ 215,000	\$ 215,000
Taxi Drivers License	20,500	20,500	20,500	20,500	20,500
Gaming Pub Amus Perm Fee	15,000	15,000	15,000	15,000	15,000
Wrecker Permit Fee	16,000	16,000	16,000	16,000	16,000
Misc Permits	70,000	70,000	70,000	70,000	70,000
Beer Application	60,000	60,000	60,000	60,000	60,000
Auto Registration Fee	12,900,000	12,900,000	12,900,000	12,900,000	12,900,000
Dog License	274,965	274,965	274,965	274,965	274,965
County Dog License Fee	100,000	100,000	100,000	100,000	100,000
Beer Permit Privilege Tax	140,000	140,000	140,000	140,000	140,000
Sidewalk Permit Fees	88,000	88,000	88,000	88,000	88,000
<b>Total Licenses and Permits</b>	<b>\$ 13,899,465</b>	<b>\$ 13,899,465</b>	<b>\$ 13,899,465</b>	<b>\$ 13,899,465</b>	<b>\$ 13,899,465</b>

**FINES AND FORFEITURES**

Court Fees	\$ 4,750,000	\$ 4,750,000	\$ 4,750,000	\$ 4,750,000	\$ 4,750,000
Court Costs	5,750,000	5,750,000	5,750,000	5,750,000	5,750,000

**Five Year Projection** *(continued)*

Expenditure Types	FY 2019 Adopted	FY2020 Projection	FY2021 Projection	FY2022 Projection	FY2023 Projection
Fines & Forfeitures	3,095,000	3,095,000	3,095,000	3,095,000	3,095,000
Seizures	100,000	100,000	100,000	100,000	100,000
Beer Board Fines	100,000	100,000	100,000	100,000	100,000
Library Fines & Fees	400,000	400,000	400,000	400,000	400,000
Delinquent Collection Fees	100,000	100,000	100,000	100,000	100,000
Vacant Property Registration Fee	18,600	18,600	18,600	18,600	18,600
Arrest Fees	125,000	125,000	125,000	125,000	125,000
DUI BAC Fees	2,400	2,400	2,400	2,400	2,400
Sex Offender Registry Fees	93,000	93,000	93,000	93,000	93,000
<b>Total Fines and Forfeitures</b>	<b>\$ 14,534,000</b>	<b>\$ 14,534,000</b>	<b>\$ 14,534,000</b>	<b>\$ 14,534,000</b>	<b>\$ 14,534,000</b>

**CHARGES FOR SERVICES**

Tax Sales Attorney Fees	\$ 525,000	\$ 525,000	\$ 525,000	\$ 525,000	\$ 525,000
Subdivision Plan Inspection Fee	90,000	90,000	90,000	90,000	90,000
Street Cut Inspection Fee	250,000	250,000	250,000	250,000	250,000
Traffic Signals	200,000	200,000	200,000	200,000	200,000
Parking Meters	850,000	850,000	850,000	850,000	850,000
Signs-Loading Zones	15,000	15,000	15,000	15,000	15,000
Arc Lights	4,000	4,000	4,000	4,000	4,000
Wrecker & Storage Charges	500,000	500,000	500,000	500,000	500,000
Shelter Fees	200,000	200,000	200,000	200,000	200,000
Ambulance Service	22,000,000	22,000,000	22,000,000	22,000,000	22,000,000
Parking	522,409	522,409	522,409	522,409	522,409
Senior Citizen's Meals	75,000	75,000	75,000	75,000	75,000
Concessions	1,796,672	1,796,672	1,796,672	1,796,672	1,796,672
Golf Car Fees	1,149,500	1,149,500	1,149,500	1,149,500	1,149,500
Pro Shop Sales	137,300	137,300	137,300	137,300	137,300
Green Fees	1,702,996	1,702,996	1,702,996	1,702,996	1,702,996
Softball	28,000	28,000	28,000	28,000	28,000
Ballfield Permit	18,000	18,000	18,000	18,000	18,000
Class Fees	42,250	42,250	42,250	42,250	42,250
Rental Fees	2,199,305	2,199,305	2,199,305	2,199,305	2,199,305
MLG&W Rent	2,400	2,400	2,400	2,400	2,400
Rent Of Land	31,738	31,738	31,738	31,738	31,738
Police Special Events	250,000	250,000	250,000	250,000	250,000
After School Camp	1,500	1,500	1,500	1,500	1,500
Parking Lots	315,000	315,000	315,000	315,000	315,000
Outside Revenue	184,086	184,086	184,086	184,086	184,086
Tow Fees	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Easements & Encroachments	75,000	75,000	75,000	75,000	75,000
<b>Total Charges for Services</b>	<b>\$ 34,165,156</b>	<b>\$ 34,165,156</b>	<b>\$ 34,165,156</b>	<b>\$ 34,165,156</b>	<b>\$ 34,165,156</b>



**Five Year Projection** *(continued)*

Expenditure Types	FY 2019 Adopted	FY2020 Projection	FY2021 Projection	FY2022 Projection	FY2023 Projection
<b>USE OF MONEY AND PROPERTY</b>					
Interest on Investments	\$ 800,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000
Net Income/Investors	100,000	100,000	100,000	100,000	100,000
State Litigation Tax Commission	120,000	120,000	120,000	120,000	120,000
<b>Total Use of Money and Property</b>	<b>\$ 1,020,000</b>	<b>\$ 1,320,000</b>	<b>\$ 1,320,000</b>	<b>\$ 1,320,000</b>	<b>\$ 1,320,000</b>
<b>FEDERAL GRANTS</b>					
Federal Grants - Others	\$ 2,990,090	\$ 2,990,090	\$ 2,990,090	\$ 2,990,090	\$ 2,990,090
<b>Total Federal Grants</b>	<b>\$ 2,990,090</b>	<b>\$ 2,990,090</b>	<b>\$ 2,990,090</b>	<b>\$ 2,990,090</b>	<b>\$ 2,990,090</b>
<b>STATE GRANTS</b>					
St TN Highway Maint Grant	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000
<b>Total State Grants</b>	<b>\$ 95,000</b>	<b>\$ 95,000</b>	<b>\$ 95,000</b>	<b>\$ 95,000</b>	<b>\$ 95,000</b>
<b>INTERGOVERNMENTAL REVENUES</b>					
International Airport	\$ 3,983,066	\$ 3,983,066	\$ 3,983,066	\$ 3,983,066	\$ 3,983,066
MATA	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
<b>Total Intergovernmental Revenues</b>	<b>\$ 9,983,066</b>	<b>\$ 9,983,066</b>	<b>\$ 9,983,066</b>	<b>\$ 9,983,066</b>	<b>\$ 9,983,066</b>
<b>OTHER REVENUES</b>					
Anti-Neglect Enforcement Program	\$ 1,158,659	\$ 1,158,659	\$ 1,158,659	\$ 1,158,659	\$ 1,158,659
Property Insurance Recoveries	267,998	267,998	267,998	267,998	267,998
Rezoning Ordinance Publication Fees	10,000	10,000	10,000	10,000	10,000
Sale Of Reports	285,423	285,423	285,423	285,423	285,423
Local Shared Revenue	515,956	515,956	515,956	515,956	515,956
City of Bartlett	1,034,000	1,034,000	1,034,000	1,034,000	1,034,000
Utility Warranty Program	500,000	500,000	500,000	500,000	500,000
Miscellaneous Income	566,724	566,724	566,724	566,724	566,724
Sewer Fund Cost Allocation	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000
Miscellaneous Auctions	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
Fire - Misc Collections	20,000	20,000	20,000	20,000	20,000
Cash Overage/Shortage	30	30	30	30	30
Donated Revenue	165,000	165,000	165,000	165,000	165,000
Corporate Sponsorship	75,000	75,000	75,000	75,000	75,000
Grant Revenue - Library	17,000	17,000	17,000	17,000	17,000
Miscellaneous Revenue	59,868	59,868	59,868	59,868	59,868
Recovery Of Prior Year Expense	200,000	200,000	200,000	200,000	200,000
Mow to Own Program - Program Fees	5,850	5,850	5,850	5,850	5,850
<b>Total Other Revenues</b>	<b>\$ 7,556,508</b>	<b>\$ 7,556,508</b>	<b>\$ 7,556,508</b>	<b>\$ 7,556,508</b>	<b>\$ 7,556,508</b>

**Five Year Projection** *(continued)*

Expenditure Types	FY 2019 Adopted	FY2020 Projection	FY2021 Projection	FY2022 Projection	FY2023 Projection
<b>TRANSFERS IN</b>					
In Lieu Of Taxes-MLGW	\$ 63,000,000	\$ 63,000,000	\$ 63,000,000	\$ 63,000,000	\$ 63,000,000
In Lieu Of Taxes-Sewer	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000
Oper Tfr In - Solid Waste Fund	1,065,177	1,065,177	1,065,177	1,065,177	1,065,177
Oper Tfr In - Misc Grants Fund	30,000	30,000	30,000	30,000	30,000
Oper Tfr In - Hotel/Motel Fund	38,000	38,000	38,000	38,000	38,000
Oper Tfr In - Debt Service Fund	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Oper Tfr In - Sewer Operating/CIP	1,737,164	1,737,164	1,737,164	1,737,164	1,737,164
Oper Tfr In - Metro Alarm	450,000	450,000	450,000	450,000	450,000
Oper Tfr In - Storm Water	106,518	106,518	106,518	106,518	106,518
Oper Tfr In - Unemployment Fund	300,000	300,000	300,000	300,000	300,000
<b>Total Transfers In</b>	<b>\$ 75,726,856</b>	<b>\$ 75,726,856</b>	<b>\$ 75,726,856</b>	<b>\$ 75,726,856</b>	<b>\$ 75,726,856</b>
<b>TOTAL REVENUES</b>	<b>\$ (685,320,064)</b>	<b>\$ (686,341,952)</b>	<b>\$ (687,601,088)</b>	<b>\$ (691,397,824)</b>	<b>\$ (695,232,512)</b>
<b>NET EXPENDITURES</b>	<b>\$ 0</b>	<b>\$ 2,516,224</b>	<b>\$ 1,377,856</b>	<b>\$ (2,280,000)</b>	<b>\$ (5,955,008)</b>