

STRATEGIC PLANNING

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

The administration develops this Five-Year Financial Compilation as an indication of division management's best assessment of future revenues, expenditures and operating results over the five-year forecast period. The review and assessment of this compilation provides an opportunity to put current funding decisions in context with their long-term impacts and affords the administration a realistic projection of the ongoing financial impact of policy decisions. The compilation also provides an opportunity to demonstrate to policy makers the likely impact of financing decisions on the City's long-term financial capacity.

Major goals of the Five-Year Financial Compilation include the following:

- 1 To put the City's annual budget making process into a five-year planning horizon to facilitate prudent financial management.
- 2 To provide an environment for setting revenue and expenditure targets and for evaluating budget priorities in light of projected fiscal conditions.
- 3 To present a picture of the long-term strategic financial issues facing the City, while highlighting funding priorities for budget planning.
- 4 To identify potential structural budget imbalances, surpluses or shortfalls.
- 5 To provide a useful framework for reviewing and refining the City's financial forecasts, as well as its financial management goals and priorities.

In preparing the compilation, consideration is given to historical experience, as well as the economic uncertainties underlying the revenue outlook and growth in expenditures during the five-year period. The City's key assumptions for revenues and expenditures are provided in the following paragraphs.

The revenue projections include only the main revenue sources. Revenues assume that property tax and local business taxes will increase 1% each year, state sales tax will increase 1% each year, and payment in lieu of taxes (PILOTS) will increase \$1.0M each year. The state income tax rate will decrease by 1% each year through 2020, with the tax's abolishment effective January 1, 2021. Given the economic dependency of these revenue categories, especially for housing and employment, revenue projections presented are very conservative.

Most expenditures are planned at baseline amounts of the FY 2018 budget unless there are known changes on the horizon. Personnel Expenditures will increase as a result of increases given to all employees in the FY 2018 budget. Also the City will be increasing its funding of the pension annual required contribution (ARC) each year for the next five years until it achieves 100% pension ARC funding.

The above assumptions are only a few of the many variables that can be modestly anticipated. There are a number of financial decisions that cannot be projected during the development of this data, including changes in the tax rate, the impact of grant awards, the use of technology and the impact of new service delivery strategies.

Five Year Projection

FIVE YEAR BUDGET PROJECTION

Expenditure Types	FY 2018 Adopted	FY2019 Projection	FY2020 Projection	FY2021 Projection	FY2022 Projection
PERSONNEL SERVICES					
Full-Time Salaries	327,990,496	327,990,496	327,990,496	327,990,496	327,990,496
Overtime	27,232,564	27,232,564	27,232,564	27,232,564	27,232,564
Holiday Fire/Police	10,442,261	10,442,261	10,442,261	10,442,261	10,442,261
Out of Rank Pay	2,260,901	2,260,901	2,260,901	2,260,901	2,260,901
Hazardous Duty Pay	572,831	572,831	572,831	572,831	572,831
College Incentive Pay	6,278,909	6,278,909	6,278,909	6,278,909	6,278,909
Longevity Pay	2,028,027	2,028,027	2,028,027	2,028,027	2,028,027
Shift Differential	804,200	804,200	804,200	804,200	804,200
Bonus Days	2,214,700	2,214,700	2,214,700	2,214,700	2,214,700
Retirement Benefits	4,637,367	4,637,367	4,637,367	4,637,367	4,637,367
Job Incentive	1,038,500	1,038,500	1,038,500	1,038,500	1,038,500
Required Special License Pay	52,950	52,950	52,950	52,950	52,950
Pension	17,887,164	17,887,164	17,887,164	17,887,164	17,887,164
Supplemental Pension	131,507	131,507	131,507	131,507	131,507
Social Security	410,243	410,243	410,243	410,243	410,243
Pension ARC Funding	32,639,144	32,639,144	32,639,144	32,639,144	32,639,144
Group Life Insurance	974,059	974,059	974,059	974,059	974,059
Unemployment	432,960	432,960	432,960	432,960	432,960
Medicare	4,509,166	4,509,166	4,509,166	4,509,166	4,509,166
Long Term Disability	888,929	888,929	888,929	888,929	888,929
Health Insurance - Value PPO	541,272	541,272	541,272	541,272	541,272
Health Insurance - Premier	31,550,900	31,550,900	31,550,900	31,550,900	31,550,900
Benefits Adjustments	7,490,462	7,583,565	7,583,565	7,583,565	7,583,565
Health Insurance-Local Plus Plan	11,052,458	11,052,458	11,052,458	11,052,458	11,052,458
Salaries - Part Time/Temporary	13,105,075	13,105,075	13,105,075	13,105,075	13,105,075
On the Job Injury	3,278,311	3,278,311	3,278,311	3,278,311	3,278,311
Tuition Reimbursement - New	200,000	200,000	200,000	200,000	200,000
Book Reimbursement - New	10,000	10,000	10,000	10,000	10,000
Student Loan Repayment	200,000	200,000	200,000	200,000	200,000
Payroll Reserve	7,100	7,100	7,100	7,100	7,100
Attrition	(15,746,856)	(15,746,856)	(15,746,856)	(15,746,856)	(15,746,856)
Expense Recovery - Personnel	(13,396,960)	(13,396,960)	(13,396,960)	(13,396,960)	(13,396,960)
Total Personnel Services	\$481,718,624	\$481,811,712	\$481,811,712	\$481,811,712	\$481,811,712
MATERIALS AND SUPPLIES					
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	19,990	19,990	19,990	19,990	19,990
Facility Repair & Carpentry	182,451	182,451	182,451	182,451	182,451
City Shop Charges	7,438,439	7,438,439	7,438,439	7,438,439	7,438,439

Five Year Projection

Expenditure Types	FY 2018 Adopted	FY2019 Projection	FY2020 Projection	FY2021 Projection	FY2022 Projection
Info Sys Phone/Communication	3,374	3,374	3,374	3,374	3,374
City Shop Fuel	6,099,598	6,099,598	6,099,598	6,099,598	6,099,598
Outside Computer Services	3,579,409	3,579,409	3,579,409	3,579,409	3,579,409
City Computer Svc Equipment	2,644,051	2,644,051	2,644,051	2,644,051	2,644,051
Data/Word Processing Equipment	20,200	20,200	20,200	20,200	20,200
Data/Word Process Software	2,110,225	2,110,225	2,110,225	2,110,225	2,110,225
Pers Computer Software	1,661,685	1,661,685	1,661,685	1,661,685	1,661,685
City Telephone/Communications	608,322	608,322	608,322	608,322	608,322
Printing - Outside	336,987	336,987	336,987	336,987	336,987
Supplies - Outside	1,255,508	1,255,508	1,255,508	1,255,508	1,255,508
Food Expense	112,000	112,000	112,000	112,000	112,000
Hand Tools	121,184	121,184	121,184	121,184	121,184
Document Reproduction - Outside	2,058	2,058	2,058	2,058	2,058
Clothing	1,965,594	1,965,594	1,965,594	1,965,594	1,965,594
Household Supplies	835,486	835,486	835,486	835,486	835,486
Ammunition & Explosives	400,500	400,500	400,500	400,500	400,500
Safety Equipment	885,315	885,315	885,315	885,315	885,315
Drafting/Photo Supplies	34,134	34,134	34,134	34,134	34,134
Medical Supplies	2,399,725	2,399,725	2,399,725	2,399,725	2,399,725
Athletic/Recreational Supplies	94,300	94,300	94,300	94,300	94,300
Outside Postage	751,855	751,855	751,855	751,855	751,855
Asphalt Products	5,062,250	5,062,250	5,062,250	5,062,250	5,062,250
Lumber & Wood Products	30,000	30,000	30,000	30,000	30,000
Paints Oils & Glass	414,000	414,000	414,000	414,000	414,000
Steel & Iron Products	122,700	122,700	122,700	122,700	122,700
Pipe Fittings & Castings	276,738	276,738	276,738	276,738	276,738
Lime Cement & Gravel	70,000	70,000	70,000	70,000	70,000
Chemicals	298,462	298,462	298,462	298,462	298,462
Materials and Supplies	3,261,021	3,261,021	3,261,021	3,261,021	3,261,021
Miscellaneous Expense	103,153	103,153	103,153	103,153	103,153
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	59,000	59,000	59,000	59,000	59,000
Operation Police DUI Unit	15,000	15,000	15,000	15,000	15,000
Operation Police Traffic Unit	70,000	70,000	70,000	70,000	70,000
Operation Police Mounted	63,292	63,292	63,292	63,292	63,292
Operation Police TACT	115,000	115,000	115,000	115,000	115,000
Maintenance Traffic Signal System	4,000	4,000	4,000	4,000	4,000
Operation Police Aircraft	565,669	565,669	565,669	565,669	565,669
Outside Vehicle Repair	3,078,340	3,078,340	3,078,340	3,078,340	3,078,340
Outside Equipment Repair/Maintenance	2,090,312	2,090,312	2,090,312	2,090,312	2,090,312
Facilities Structure Repair - Outside	778,043	778,043	778,043	778,043	778,043

Five Year Projection

FIVE YEAR BUDGET PROJECTION

Expenditure Types	FY 2018 Adopted	FY2019 Projection	FY2020 Projection	FY2021 Projection	FY2022 Projection
Horticulture	10,000	10,000	10,000	10,000	10,000
Internal Repairs and Maintenance	415,737	415,737	415,737	415,737	415,737
Special Investigations	40,000	40,000	40,000	40,000	40,000
Legal Services/Court Cost	3,287,272	3,287,272	3,287,272	3,287,272	3,287,272
Medical/Dental/Veterinary	237,800	237,800	237,800	237,800	237,800
Legal Contingency	150,000	150,000	150,000	150,000	150,000
Accounting/Auditing/Cons	379,150	379,150	379,150	379,150	379,150
Advertising/Publication	494,406	494,406	494,406	494,406	494,406
Outside Phone/Communications	3,367,355	3,367,355	3,367,355	3,367,355	3,367,355
Janitorial Services	1,314,155	1,314,155	1,314,155	1,314,155	1,314,155
Security	1,715,535	1,715,535	1,715,535	1,715,535	1,715,535
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	715,394	715,394	715,394	715,394	715,394
Fixed Charges	1,285,520	1,285,520	1,285,520	1,285,520	1,285,520
Misc Professional Services	40,621,432	40,621,432	40,621,432	40,621,432	40,621,432
Employee Activities	3,000	3,000	3,000	3,000	3,000
Rewards and Recognition	109,950	109,950	109,950	109,950	109,950
Staff Development	1,000	1,000	1,000	1,000	1,000
Textbooks	55,400	55,400	55,400	55,400	55,400
Travel Expense	610,224	610,224	610,224	610,224	610,224
Unreported Travel	3,496	3,496	3,496	3,496	3,496
Relocation Expense	200,000	200,000	200,000	200,000	200,000
Outside Fuel	42,100	42,100	42,100	42,100	42,100
Mileage	263,851	263,851	263,851	263,851	263,851
Utilities	10,066,649	10,066,649	10,066,649	10,066,649	10,066,649
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	6,930,663	6,930,663	6,930,663	6,930,663	6,930,663
Claims	1,175,252	1,175,252	1,175,252	1,175,252	1,175,252
Lawsuits	2,428,775	2,428,775	2,428,775	2,428,775	2,428,775
Hospitality	3,801	3,801	3,801	3,801	3,801
Dues/Memberships/Periodicals	274,567	274,567	274,567	274,567	274,567
Rent	2,077,661	2,077,661	2,077,661	2,077,661	2,077,661
Radio Trunking Lease	2,000	2,000	2,000	2,000	2,000
Misc Services and Charges	3,213,821	3,213,821	3,213,821	3,213,821	3,213,821
Urban Art Maintenance	10,000	10,000	10,000	10,000	10,000
Minor Equipment	108,450	108,450	108,450	108,450	108,450
Equipment Rental	2,481,343	2,481,343	2,481,343	2,481,343	2,481,343
Expense Recovery - Telephones	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)
Expense Recovery - M & S	(12,104,122)	(12,104,122)	(12,104,122)	(12,104,122)	(12,104,122)
Catering	45,000	45,000	45,000	45,000	45,000

Five Year Projection

Expenditure Types	FY 2018 Adopted	FY2019 Projection	FY2020 Projection	FY2021 Projection	FY2022 Projection
Total Materials and Supplies	\$127,062,944	\$127,062,944	\$127,062,944	\$127,062,944	\$127,062,944
CAPITAL OUTLAY					
Furniture/Furnishings	294,700	294,700	294,700	294,700	294,700
Computers	85,000	85,000	85,000	85,000	85,000
Prod/Constr/Maint Equipment	44,000	44,000	44,000	44,000	44,000
Equipment	622,694	622,694	622,694	622,694	622,694
Total Capital Outlay	\$1,046,394	\$1,046,394	\$1,046,394	\$1,046,394	\$1,046,394
GRANTS AND SUBSIDIES					
Payment To Subgrantees	75,475	75,475	75,475	75,475	75,475
Aging Commisison of the Mid-South	143,906	143,906	143,906	143,906	143,906
Elections	0	1,000,000	0	0	0
MIFA General Assistance	669,218	669,218	669,218	669,218	669,218
Section 108 - Court Square	1,851,487	1,851,487	1,851,487	1,851,487	1,851,487
Shelby County Assessor	2,400,000	0	0	0	2,400,000
Community Initiatives Grants for Non-Profits	2,851,147	2,851,147	2,851,147	2,851,147	2,851,147
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	175,000	175,000	175,000	175,000	175,000
Homeless Initiative	232,500	232,500	232,500	232,500	232,500
Pensioners Insurance	11,016,550	11,016,550	11,016,550	11,016,550	11,016,550
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
Riverfront Development	2,974,003	2,974,003	2,974,003	2,974,003	2,974,003
Memphis Area Transit Authority	25,920,040	25,920,040	25,920,040	25,920,040	25,920,040
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	200,000	200,000	200,000	200,000	200,000
RBC Training/Certification Program	4,650	4,650	4,650	4,650	4,650
EDGE	1,980,000	1,980,000	1,980,000	1,980,000	1,980,000
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	200,000	200,000	200,000	200,000	200,000
Pyramid - Section 108	660,112	660,112	660,112	660,112	660,112
Convention Center	2,051,041	2,051,041	2,051,041	2,051,041	2,051,041
WIN Operational	50,000	50,000	50,000	50,000	50,000
Ambassador's Fellowship Pay	2,138,740	2,138,740	2,138,740	2,138,740	2,138,740

Five Year Projection

Expenditure Types	FY 2018 Adopted	FY2019 Projection	FY2020 Projection	FY2021 Projection	FY2022 Projection
Innovate Memphis	387,000	387,000	387,000	387,000	387,000
Exchange Club	75,000	75,000	75,000	75,000	75,000
Shelby County School Mixed Drink Proceeds	3,200,000	3,200,000	3,200,000	3,200,000	3,200,000
2015 Shelby County School Settlement	1,333,335	1,333,335	1,333,335	1,333,335	1,333,335
Total Grants and Subsidies	\$64,708,320	\$63,308,320	\$62,308,320	\$62,308,320	\$64,708,320
INVENTORY					
Inventory Purchases	117,793	117,793	117,793	117,793	117,793
Food Inventory	261,798	261,798	261,798	261,798	261,798
Total Inventory	\$379,591	\$379,591	\$379,591	\$379,591	\$379,591
EXPENSE RECOVERY					
Expense Recovery - State Street Aid	(14,631,700)	(14,631,700)	(14,631,700)	(14,631,700)	(14,631,700)
Total Expense Recovery	\$(14,631,700)	\$(14,631,700)	\$(14,631,700)	\$(14,631,700)	\$(14,631,700)
SERVICE CHARGES					
Credit Card Fees - Expense	137,372	137,372	137,372	137,372	137,372
Total Service Charges	\$137,372	\$137,372	\$137,372	\$137,372	\$137,372
TRANSFERS OUT					
Oper Tfr Out - Misc Grants Fund	5,000	5,000	5,000	5,000	5,000
Oper Tfr Out - CRA Program	2,739,130	2,739,130	2,739,130	2,739,130	2,739,130
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	800,000	800,000	800,000	800,000	800,000
Total Transfers Out	\$8,270,955	\$8,270,955	\$8,270,955	\$8,270,955	\$8,270,955
CONTRIBUTED TO FUND BALANCE					
Contribution To Fund Balance/RE	143,748	143,748	143,748	143,748	143,748
Total Contributed to Fund Balance	\$143,748	\$143,748	\$143,748	\$143,748	\$143,748
TOTAL EXPENDITURES	\$668,836,224	\$667,529,344	\$666,529,344	\$666,529,344	\$668,929,344
CONTRIBUTED FROM FUND BALANCE					
Contributed From Fund Balance	2,400,000	0	0	0	2,400,000
Total Contributed from Fund Balance	\$2,400,000	\$0	\$0	\$0	\$2,400,000
LOCAL TAXES					
Ad Valorem Tax - Current	250,500,000	253,100,000	255,700,000	258,300,000	261,500,000
Ad Valorem Tax - Current Sale of Receivables	7,500,000	7,500,000	7,500,000	7,500,000	7,500,000

Five Year Projection

Expenditure Types	FY 2018 Adopted	FY2019 Projection	FY2020 Projection	FY2021 Projection	FY2022 Projection
Ad Valorem Tax Prior	5,200,000	5,200,000	5,200,000	5,200,000	5,200,000
PILOT's	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
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	558,000	558,000	558,000	558,000	558,000
Local Sales Tax	113,000,000	114,130,000	115,271,296	116,424,016	117,255,256
Tourism Development Zone Local Sales	1,980,000	1,980,000	1,980,000	1,980,000	1,980,000
Alcoholic Beverage Inspection Fee	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Beer Sales Tax	17,500,000	17,500,000	17,500,000	17,500,000	17,500,000
Gross Rec Business Tax	13,500,000	13,500,000	13,500,000	13,500,000	13,500,000
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	7,400,000	7,400,000	7,400,000	7,400,000	7,400,000
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	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000
Cable TV Franchise Fees	4,300,000	4,300,000	4,300,000	4,300,000	4,300,000
Fiber Optic Franchise Fees	950,000	950,000	950,000	950,000	950,000
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	300,962	300,962	300,962	300,962	300,962
Total Local Taxes	\$450,662,976	\$454,392,960	\$458,134,272	\$461,886,976	\$465,918,208

STATE TAXES

State Income Tax	11,000,000	8,400,000	5,800,000	3,200,000	0
State Sales Tax	55,000,000	55,550,000	56,105,500	56,666,556	57,233,220
Telecommunication Sales Tax	55,000	55,000	55,000	55,000	55,000
State Shared Beer Tax	315,000	315,000	315,000	315,000	315,000
Alcoholic BeverageTax	340,000	340,000	340,000	340,000	340,000
Spec Petroleum Product Tax	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
Total State Taxes	\$68,010,000	\$65,960,000	\$63,915,500	\$61,876,556	\$59,243,220

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	11,000	11,000	11,000	11,000	11,000
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	12,500,000	12,500,000	12,500,000	12,500,000	12,500,000
Dog License	274,965	274,965	274,965	274,965	274,965

Five Year Projection

Expenditure Types	FY 2018 Adopted	FY2019 Projection	FY2020 Projection	FY2021 Projection	FY2022 Projection
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
Total Licenses and Permits	\$13,494,465	\$13,494,465	\$13,494,465	\$13,494,465	\$13,494,465

FINES AND FORFEITURES

Court Fees	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Court Costs	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000
Fines & Forfeitures	3,105,000	3,105,000	3,105,000	3,105,000	3,105,000
Seizures	100,000	100,000	100,000	100,000	100,000
Beer Board Fines	110,000	110,000	110,000	110,000	110,000
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	215,000	215,000	215,000	215,000	215,000
DUI BAC Fees	2,400	2,400	2,400	2,400	2,400
Sex Offender Registry Fees	110,000	110,000	110,000	110,000	110,000
Total Fines and Forfeitures	\$15,161,000	\$15,161,000	\$15,161,000	\$15,161,000	\$15,161,000

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
Animal Vaccination	32,000	32,000	32,000	32,000	32,000
Ambulance Service	21,260,000	21,260,000	21,260,000	21,260,000	21,260,000
Parking	527,497	527,497	527,497	527,497	527,497
Senior Citizen's Meals	75,000	75,000	75,000	75,000	75,000
Concessions	2,149,152	2,149,152	2,149,152	2,149,152	2,149,152
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	47,310	47,310	47,310	47,310	47,310
Rental Fees	1,979,047	1,979,047	1,979,047	1,979,047	1,979,047
MLG&W Rent	2,400	2,400	2,400	2,400	2,400

Five Year Projection

Expenditure Types	FY 2018 Adopted	FY2019 Projection	FY2020 Projection	FY2021 Projection	FY2022 Projection
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
Day Camp Fees	260,200	260,200	260,200	260,200	260,200
After School Camp	2,100	2,100	2,100	2,100	2,100
Parking Lots	315,000	315,000	315,000	315,000	315,000
Outside Revenue	125,295	125,295	125,295	125,295	125,295
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
Total Charges for Services	\$33,801,536	\$33,801,536	\$33,801,536	\$33,801,536	\$33,801,536

USE OF MONEY AND PROPERTY

Interest on Investments	115,000	115,000	115,000	115,000	115,000
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
Total Use of Money and Property	\$335,000	\$335,000	\$335,000	\$335,000	\$335,000

FEDERAL GRANTS

Federal Grants - Others	328,800	328,800	328,800	328,800	328,800
Total Federal Grants	\$328,800	\$328,800	\$328,800	\$328,800	\$328,800

STATE GRANTS

St TN Highway Maint Grant	830,362	830,362	830,362	830,362	830,362
St TN Interstate	800,000	800,000	800,000	800,000	800,000
Total State Grants	\$1,630,362	\$1,630,362	\$1,630,362	\$1,630,362	\$1,630,362

INTERGOVERNMENTAL REVENUES

International Airport	3,543,149	3,543,149	3,543,149	3,543,149	3,543,149
MATA	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Total Intergovernmental Revenues	\$8,543,149	\$8,543,149	\$8,543,149	\$8,543,149	\$8,543,149

OTHER REVENUES

Anti-Neglect Enforcement Program	200,000	200,000	200,000	200,000	200,000
Property Insurance Recoveries	374,221	374,221	374,221	374,221	374,221
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	1,482,056	1,482,056	1,482,056	1,482,056	1,482,056
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	736,030	736,030	736,030	736,030	736,030
Sewer Fund Cost Allocation	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000

Five Year Projection

Expenditure Types	FY 2018 Adopted	FY2019 Projection	FY2020 Projection	FY2021 Projection	FY2022 Projection
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	141,500	141,500	141,500	141,500	141,500
Corporate Sponsorship	70,000	70,000	70,000	70,000	70,000
Grant Revenue - Library	17,000	17,000	17,000	17,000	17,000
Commissions	20,000	20,000	20,000	20,000	20,000
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
Total Other Revenues	\$7,830,978	\$7,830,978	\$7,830,978	\$7,830,978	\$7,830,978
TRANSFERS IN					
In Lieu Of Taxes-MLGW	58,700,000	58,700,000	58,700,000	58,700,000	58,700,000
In Lieu Of Taxes-Sewer	5,500,000	5,500,000	5,500,000	5,500,000	5,500,000
Oper Tfr In - Hotel/Motel Fund	38,000	38,000	38,000	38,000	38,000
Oper Tfr In - Sewer Operating/CIP	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
Oper Tfr In - Metro Alarm	100,000	100,000	100,000	100,000	100,000
Oper Tfr In - Unemployment Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Transfers In	\$66,638,000	\$66,638,000	\$66,638,000	\$66,638,000	\$66,638,000
TOTAL REVENUES	\$(668,836,224)	\$(668,116,224)	\$(669,813,056)	\$(671,526,848)	\$(675,324,736)
NET EXPENDITURES	\$0	\$(586,880)	\$(3,283,712)	\$(4,997,504)	\$(6,395,392)

