

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:

Finance

Metro Alarm Fund revenues and expenditures.

Park Services

Zoo, Memphis Museum Inc. and Martin Luther King Park Improvements grant revenues and expenditures.

Public Works

Solid Waste Management revenues and expenditures.

Office of Planning and Development

Federal, State and Local grant revenues and expenditures.

■ charges for services

Category	FY 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Metro Alarm Fund	(450,955)	(523,313)	(526,873)	(526,873)

Description

This fund is used to account for the enforcement of City Ordinance 4640. The purpose of this ordinance is to encourage alarm users and alarm businesses to maintain operational reliability; properly use alarm systems; and to reduce or eliminate false alarm dispatch requests. The ordinance requires alarm users to maintain valid permits for the operation of alarm systems and establishes a fee structure for such permits.

Operating Budget

Category	FY 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Personnel Services	300,104	206,056	210,473	215,264
Materials & Supplies	81,333	139,959	152,203	141,387
Capital Outlay	19,796	0	0	0
Transfer To Fixed Assets Capital	0	0	0	0
Total Expenditures	401,233	346,015	362,676	356,651
Program Revenue	(450,955)	(523,313)	(526,873)	(526,873)
Revenue Over (Under) Expense	(49,722)	(177,298)	(164,197)	(170,222)
<i>Funded Staffing Level</i>	5.00	5.00	5.00	5.00
Authorized Complement				5

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
Maximize alarm revenue collections	To track and acquire new accounts and maintain billable accounts	Percent increase in revenue collections	14%	5%	10%
Provide employee career development through professional skills training and job-related cross training	To cross-train employees on job-related responsibilities by June 2008	Number of employees cross-trained	6	8	8
	To provide skill enhancement training to employees	Number of new employees attending skills training	3	2	4
Reduce False Alarm (FA) calls/Calls for Service (CFS)	To track False Alarm activity, invoke penalty fees and/or mandate FA Class	Percent reduction of False Alarm Calls	17%	20%	25%



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
		Percent of revenues collected from penalty fees	12%	15%	18%
		Number of False Alarm classes conducted annually	6	9	9
To increase fee structure for commercial/alarm users	To present research and real occurrence status to the Council and Commission for approval in amending the ordinance	Percent increase in revenues collected due to new fee structure	Not Measured	3%	10%

FINANCE

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>Metro Alarm Fund</i>			
ADMR METRO ALARM	1		
CLERK ACCOUNTING A	1		
CLERK GENERAL A	2		
SPEC METRO ALARM	1		
Total Metro Alarm Fund	5		
<u>TOTAL FINANCE</u>	<u>5</u>		



Description

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

Operating Budget

Category	FY 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Materials & Supplies	102,992	95,000	0	95,000
Net Expenditures	102,992	95,000	0	95,000

PARK SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>TOTAL PARK SERVICES</u>	<u>0</u>		



Operating Budget

Category	FY 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Personal Services	1,017,669	1,162,173	625,246	937,869
Supplies/Services	0	0	0	0
Capital Outlay	0	0	0	0
Total Expenditure	1,017,669	1,162,173	625,246	937,869
Expense Recoveries	(1,017,669)	(1,162,173)	(625,246)	(937,869)
Net Expenditures	0	0	0	0



Description

To reimburse the City of Memphis for expenditures on behalf of the Martin Luther King Park Improvements. Funding is provided by a leasing contract with Williams Refinery (MAPCO).

Operating Budget

Category	FY 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Personnel Services	130,800	144,563	161,186	154,142
Materials & Supplies	0	0	39	0
Capital Outlay	0	47,540	47,540	47,540
Transfer To Fixed Assets Capital	0	0	0	0
Total Expenditures	130,800	192,103	208,765	201,682
Program Revenue	(147,200)	(131,000)	(131,000)	(131,000)
Net Expenditures	(16,400)	61,103	77,765	70,682
<i>Funded Staffing Level</i>	1.50	1.50	3.00	3.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
To increase the maintenance level of the existing services at Martin Luther King Park.	To provide site-based personnel	Number of personnel	6	6	6
	To maintain coordination and cooperation between Park Services and Premco	Number of meetings	3	3	3

PARK SERVICES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i>MLK Park Improvements</i>			
Total MLK Park Improvements	<u>0</u>		
<u>TOTAL PARK SERVICES</u>	<u>0</u>		



Operating Budget

Category	FY 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Personnel Services	28,068,914	28,718,318	28,630,940	28,754,922
Materials & Supplies	9,026,574	7,437,725	7,882,901	7,736,240
Capital Outlay	507,743	518,775	277,000	418,775
Transfer To Fixed Assets				
Capital	0	0	0	0
Service charges	13,706,004	14,510,000	14,403,023	13,975,290
Transfers out	0	1,671,149	1,036,068	1,559,657
Total Expenditures	51,309,235	52,855,967	52,229,932	52,444,884
Program Revenue	(48,217,909)	(51,534,394)	(51,614,866)	(52,370,250)
Net Expenditures	3,091,326	1,321,573	615,066	74,634
<i>Funded Staffing Level</i>	653.00	653.00	611.00	607.00
Authorized Complement				611

Description

Provide organizational effectiveness by administrative support to all solid waste service centers.

Operating Budget

Category	FY 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Personnel Services	1,509,984	1,565,377	1,495,490	1,617,120
Materials & Supplies	563,465	584,306	584,630	493,600
Capital Outlay	(4,874)	(6,000)	(6,000)	(6,000)
Transfer To Fixed Assets Capital	0	0	0	0
Total Expenditures	2,068,575	2,143,683	2,074,120	2,104,720
Program Revenue	(47,794,551)	(51,119,394)	(51,145,719)	(52,120,250)
Net Expenditures	(45,725,976)	(48,975,711)	(49,071,599)	(50,015,530)
<i>Funded Staffing Level</i>	37.00	37.00	34.00	36.00
Authorized Complement				37

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
Develop and monitor the service center's annual budget in accordance with the Division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	N/A	Meeting all quarterly forecasts	Meeting all quarterly forecasts
To focus on strategies to improve the Solid Waste Management Department's organizational efficiency and accountability, and provide quality customer service	Complete a study to determine the cost savings feasibility in using City crews to service all or parts of the area currently being serviced by contractors before the current collections contract expires in June 2009	Completion of feasibility study	N/A	Completed feasibility study	New contract executed
	Complete the re-routing of all collection routes by end of the fiscal year in order to increase services through reassigning a percentage of crews to other service initiatives and programs	Completion of re-routing process	N/A	Completed re-routing	Monitor and adjust routes as needed



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
	Implement an aggressive plan which includes reorganizing personnel and responsibilities to reduce the repair completion time of all damaged carts by 15% in order to improve customer satisfaction	Average completion time percentage (Based on open & closed S/R dates)	N/A	5 days	5 days
	Aggressively monitor all personnel responsible for answering the department's phones to ensure proper coverage and professional attitudes at all times in order achieve an average response time of less than 30 seconds and an average service level of 70%	Average response time and service level (Derived from Daily Symposium Telephone Report)	N/A	<30/70%	<30/70%
Ensure employees' skill levels remain high in order to perform their job functions	Require each employee to complete at least 16 hours of mandatory training that covers specific information pertaining to the employee's job functions by the end of the fiscal year	Number of training hours	N/A	560	560

Description

To protect and promote public health by providing solid waste collection services to the citizens of Memphis.

Operating Budget

Category	FY 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Personnel Services	23,885,236	24,367,285	24,374,768	24,277,203
Materials & Supplies	8,268,397	6,467,811	7,009,054	6,899,005
Capital Outlay	512,617	524,775	283,000	424,775
Transfer To Fixed Assets				
Capital	0	0	0	0
Service charges	7,191,226	7,510,000	7,418,498	7,175,290
Transfers out	0	1,671,149	1,036,068	1,559,657
Net Expenditures	39,857,476	40,541,020	40,121,388	40,335,930
<i>Funded Staffing Level</i>	560.00	560.00	523.58	518.00
Authorized Complement				521

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
Develop and monitor the service center's annual budget in accordance with the Division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	N/A	Meeting all quarterly forecasts	Meeting all quarterly forecasts
Improve overall customer service and satisfaction in residential collections, which includes weekly curbside trash, garbage and recycling pick-up service	Implement an aggressive plan to increase customer service relations by reducing the number of valid service complaints by 10% for the fiscal year by monitoring crews' activities and productivity throughout the routes to ensure that every customer has received a level of service that meets their demands and expectations	Percentage of complaint calls	N/A	7,650	6925

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
Reduce employee absenteeism	Implement an aggressive management strategy to improve the overall daily attendance by 15% for the fiscal year by monitoring and regulating sick leave abuse in accordance with established policies	Yearly attendance percentage (Man days worked vs. sick leave and man days worked)	93.6%	93.80%	94.60%
Ensure employees' skill levels remain high in order to perform their job functions	Require each employee to complete at least 10 hours of mandatory health and safety training by the end of the fiscal year	Number of training hours	N/A	5,370	5370
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	Reduce the number of lost time injuries by 15%, by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	20	15.3	15

Description

To process/transfer and dispose of municipal waste for approximately 650,000 residents of Memphis.

Operating Budget

Category	FY 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Personnel Services	1,936,299	2,135,943	2,121,132	2,195,309
Materials & Supplies	50,578	160,815	98,821	87,210
Capital Outlay	0	0	0	0
Transfer To Fixed Assets				
Capital	0	0	0	0
Service charges	6,514,778	7,000,000	6,984,525	6,800,000
Net Expenditures	8,501,655	9,296,758	9,204,478	9,082,519
<i>Funded Staffing Level</i>	45.00	45.00	43.42	43.00
Authorized Complement				43

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
Develop and monitor the service center's annual budget in accordance with the Division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	N/A	Meeting all quarterly forecasts	Meeting all quarterly forecasts
To protect public health and the environment, by providing safe, efficient, and economical disposal service of solid waste in a cost-effective manner	Reduce the number of cubic yards taken to the Class III & IV landfill by 5% for the fiscal year by aggressively monitoring property owners and contractors and holding them more accountable for the removal and disposal of debris outside the scope of City ordinances and continue to develop additional strategies	Percentage of reduction in disposal cost	159,131 cu yd	146,000 cu yd	152,050 cu yd

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
Increase the utilization of the City's investment in its transfer stations and transportation vehicles	Improve efficiency by increasing the total amount of waste processed through the transfer stations versus being delivered directly to the landfill by 10% by the end of the fiscal year	Percentage of waste processed through transfer stations	137,395	175,000	158,000
Ensure employees' skill levels remain high in order to perform their job functions	Require each employee to complete at least 10 hours of mandatory health and safety training by the end of the fiscal year	Number of training hours	N/A	440	440
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	Reduce the number of lost time injuries by 15%, by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	3	1.7	1



Description

To provide the citizens of Memphis the opportunity to participate in a convenient and effective yard waste diversion and curb side recycling program conserving landfill capacity and natural resources.

Operating Budget

Category	FY 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Personnel Services	737,395	649,713	639,550	665,290
Materials & Supplies	144,134	224,793	190,396	256,425
Capital Outlay	0	0	0	0
Transfer To Fixed Assets Capital	0	0	0	0
Total Expenditures	881,529	874,506	829,946	921,715
Program Revenue	(423,358)	(415,000)	(469,147)	(250,000)
Net Expenditures	458,171	459,506	360,799	671,715
<i>Funded Staffing Level</i>	11.00	11.00	10.00	10.00
Authorized Complement				10

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
Develop and monitor the service center's annual budget in accordance with the Division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	N/A	Meeting all quarterly forecasts	Meeting all quarterly forecasts
To protect the environment and conserve natural resources by providing technical assistance on the elimination, reduction, reuse and recycling of wastes and pollutants through diverting the highest possible amount of materials from the landfills	Develop a comprehensive strategy/ plan to increase participation in residential recycling in order to increase the annual volume by 10,000 tons	Number of tons	N/A	10,000	Maintain new participation levels

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2008	Estimated FY 2009	Adopted FY 2010
	Increase education relating to recycling by planning and participating in 50% more activities such as community and education events that provide an opportunity to increase awareness regarding the importance of recycling	Number of events	50	75	75
	Conduct the research needed to determine the feasibility and cost associated with adding one additional Recycling drop-off center in the City to increase the recycling volume	Number of drop-off centers	N/A	Purchased container	Completed in FY09; Delete for FY10
Ensure that each employee's skill levels remain high	Require each employee within the service center to complete at least 16 hours of training that covers specific information pertaining to the employee's job function by the end of the fiscal year	Number of training hours	N/A	160	160

PUBLIC WORKS

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Solid Waste Administration</u>		SUPER TRANSFER STATION	3
ADMR SOLID WASTE OPER	1	TECH DISPOSAL	2
ANALYST PROGRAMMER	1	TECH TRANSFER STATION	1
CLERK ACCOUNTING B	1	Total Solid Waste Disposal	43
CLERK GENERAL B	6	<u>Solid Waste Recycling</u>	
COORD FLEET MAINT	1	ADMR RECYCLING	1
CREWPERSON	2	COORD RECYCLING	1
FOREMAN SOLID WASTE	2	CREWPERSON	1
INSP SERVICE FEE	2	DRIVER TRACTOR TRAILER	1
INSP SERVICE FEE SENIOR	2	MECH HEAVY EQUIP	3
MECH MNT	12	MGR COMPOST	1
MGR SOLID WASTE FEES	1	REP RECYCLING	1
MGR SUPPORT SVCS SWM	1	SECRETARY C	1
SECRETARY A	1	Total Solid Waste Recycling	10
SECRETARY C	1	<u>TOTAL PUBLIC WORKS</u> <u>611</u>	
SPEC HEALTH SAFETY	1		
SPEC SOLID WASTE FEES	1		
SUPER CART CENTRAL	1		
Total Solid Waste Administration	37		
<u>Solid Waste Collections</u>			
ADMR SOLID WASTE SECTOR	2		
CLERK GENERAL A	1		
CLERK GENERAL B	10		
CREWCHIEF	156		
CREWPERSON	249		
DISPATCHER	1		
DRIVER TRUCK	57		
MGR SANITATION AREA	5		
OPER HEAVY EQUIP LD	5		
OPER SPEC EQUIP II	13		
SUPER CLERICAL OPER	2		
SUPER ZONE SANITATION	20		
Total Solid Waste Collections	521		
<u>Solid Waste Disposal</u>			
CREWPERSON	5		
DRIVER TRACTOR TRAILER	20		
DRIVER TRUCK	9		
OPER HEAVY EQUIP	2		
SUPER DISPOSAL SP WASTE	1		



Operating Budget

Category	FY 2008 Actual	FY 2009 Adopted	FY 2009 Forecast	FY 2010 Adopted
Grant Expenditures				
Depot Redevelopment Agency	226,361	216,308	216,308	107,235
Industrial Development Board	589,264	600,000	600,000	600,000
Neighborhood Planning/CRA	213,222	475,782	475,782	490,561
CRA/Projects	5,999,698	3,560,849	3,560,849	3,618,849
Tree Bank	4,720	5,000	5,000	5,000
Total Expenditures	7,033,265	4,857,939	4,857,939	4,821,645
Grant Revenues				
Depot Redevelopment Agency	(226,361)	(216,308)	(216,308)	(107,235)
Industrial Development Board	(589,264)	(600,000)	(600,000)	(600,000)
Neighborhood Planning/CRA	(213,222)	(475,782)	(475,782)	(490,561)
CRA Projects	(5,999,698)	(3,560,849)	(3,560,849)	(3,618,849)
Tree Bank	(4,720)	(5,000)	(5,000)	(5,000)
Total Revenues	(7,033,265)	(4,857,939)	(4,857,939)	(4,821,645)



