

**Government**

Shelby County was incorporated in 1819. Since the implementation of the Restructure Act in 1976, the County has operated under the Mayor-Commission form of government. The County is divided into five districts, with 13 elected representatives on the County Board of Commissioners. Other Elected Officials include the Sheriff, County Clerk, Court Clerks (5), Assessor, Register, and Trustee. All elected officials serve four year terms.

**The County Seal**



As with most counties in Tennessee, the Shelby County seal was adapted as a variation of the Tennessee state seal. The date shown is the date that Shelby County was established. The upper half of the seal features a tobacco plant, a plow, a sheaf of wheat, a cotton plant and an iris (state flower) as representations of "Agriculture." The lower half depicts a flatboat and sail with the word "Commerce".

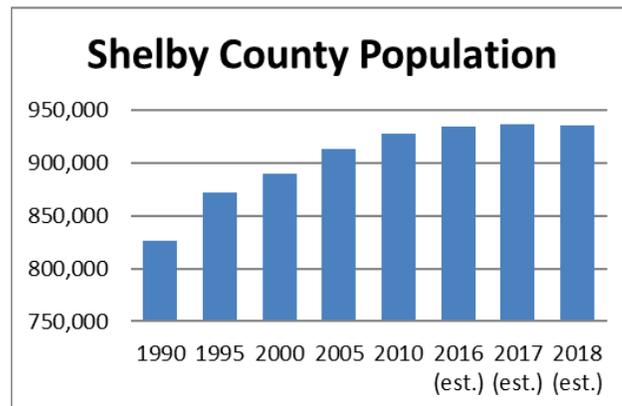
**Geographics**

Land Area ..... 763 square miles  
 Water Area ..... 22 square miles  
 Elevation ..... 331 feet  
 Average precipitation ..... 54.65 inches  
 Average annual temperature ..... 62.0  
 Freeze free period ..... 230 days

**Adjacent Counties:**

North ..... Tipton County  
 East ..... Fayette County  
 Southeast ..... Marshall County, Mississippi  
 South ..... DeSoto County, Mississippi  
 West ..... Crittenden County, Arkansas

**Demographics**



**Population Density (sq. mile):**

Shelby County ..... 1,226  
 Nashville-Davidson County ..... 1,408  
 Atlanta Metro ..... 3,740  
 New York City ..... 27,752

**Municipalities within Shelby County (Pop.):**

Memphis ..... 650,618  
 Arlington ..... 11,697  
 Bartlett ..... 59,315  
 Collierville ..... 50,616  
 Germantown ..... 39,099  
 Lakeland ..... 12,617  
 Millington ..... 10,685  
 Unincorporated Area ..... 101,117  
**Total** ..... 935,764

*(70% of County residents live within the City of Memphis)*

**Racial Mix:**

Black ..... 54.2%  
 White ..... 35.6%  
 Hispanic ..... 6.5%  
 Asian ..... 2.7%  
 All Other ..... 1.0%

**Sex:**

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

**Age Characteristics:**

Ages 0 to 19 ..... 27.5%  
 Ages 20 to 39 ..... 28.6%  
 Ages 40 to 69 ..... 35.7%  
 Age 70 and over ..... 8.2%  
 Median age ..... 35.4 years

Source: census.gov QuickFacts

**Education**

**Public School Enrollment (ADM\* basis):**

2013.....	143,849
2014.....	141,680
2015.....	138,820
2016.....	134,790
2017.....	132,691
2018.....	137,613

\*ADM: Average Daily Student Membership (Enrollment)

**SCS District Funding Source:**

Local.....	37.3%
State.....	45.0%
Federal/Other.....	17.7%

Source: TN Department of Education data downloads

**Community Education Level:**

(in population 25 years or older)

Less than high school diploma.....	11.1%
High school grad (includes equivalency).....	27.7%
Some college, no degree.....	23.0%
Associate's degree.....	6.5%
Bachelor's degree.....	18.4%
Graduate or professional degree.....	13.3%

Source: US Census Bureau American Fact Finder – Educational Attainment 2017 American Community Survey 1-Year Estimates

**Economics**

**Unemployment Rates:**

Memphis City.....	4.0%
Shelby County.....	3.6%
Tennessee.....	3.5%
United States.....	3.7%

Source: Bureau of Labor Statistics

**Median Household Income:**

Memphis.....	\$39,333
Shelby County.....	\$49,647
Tennessee.....	\$51,340
United States.....	\$60,336

**Families below poverty level:**

Memphis.....	19.9%
Shelby County.....	14.1%
Tennessee.....	10.9%
United States.....	9.5%

**Median Home Values:**

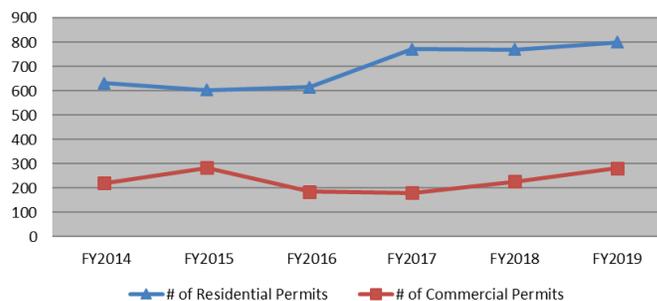
Memphis.....	\$98,700
Shelby County.....	\$148,600
Tennessee.....	\$167,500
United States.....	\$217,600

Source: census.gov American Fact Finder Guided Search 2017 American Community Survey 1-Year Estimates

**New Building Permits Issued in Shelby County:**

	# of Residential Permits	# of Commercial Permits
FY2014	632	221
FY2015	603	284
FY2016	615	185
FY2017	772	180
FY2018	770	228
FY2019	800	283

Shelby County New Building Permits Issued



**New Building Valuations in Shelby County:**

FY2014	\$149,651,542	\$327,645,118
FY2015	\$149,282,660	\$355,451,694
FY2016	\$158,822,753	\$267,853,737
FY2017	\$198,634,413	\$438,403,641
FY2018	\$207,934,976	\$288,065,568
FY2019	\$221,687,427	\$921,442,372

**Sales Tax Rates:**

(Arlington, Bartlett, Collierville, Germantown, Lakeland, and Millington add .50% for a total of 9.75%)

Local.....	2.25%
State.....	7.00%
Total.....	9.25%

**Property Tax Rates for FY 2020 (Tax year 2019):**

(Per \$100 assessed value)

Shelby County.....	\$4.05
Memphis City.....	\$3.19
Arlington.....	\$1.15
Bartlett.....	\$1.83
Collierville.....	\$1.83
Germantown.....	\$1.95
Lakeland.....	\$1.25
Millington.....	\$1.53

Source: Shelby County Assessor Website (2019 Property Tax Calculator)

### Top 10 Employers for Shelby County, Tennessee

(Includes Surrounding Metro Area)

Rank	Employer	Type of Business	Number of Local Employees	Percentage of Total Employment
1	Federal Express Corporation	Transportation	30,000	4.6%
2	Tennessee State Government	State Government	14,500	2.2%
3	United States Government	Federal Government	13,400	2.1%
4	Methodist Le Bonheur Healthcare	Health Care	12,923	2.0%
5	Shelby County Schools	Public School System	11,500	1.8%
6	Baptist Memorial Health Care	Health Care	7,405	1.1%
7	City of Memphis	City Government	7,000	1.1%
8	The Kroger Co.	Retail Groceries	6,560	1.0%
9	Naval Support Activity Mid South	Military Installation	6,500	1.0%
10	Wal-Mart Stores Inc.	Retail Operations	6,280	1.0%
Total Employed by Top 10			116,068	17.9%
Total Employed by Other Employers			533,932	82.1%
Total Metro Area Employment			650,000	100.0%

**Source:** Largest employer data is taken from the Memphis Business Journal Book of Lists 2018-2019 published Dec. 28, 2018. Total employment data is included in the Book of Lists 2018-2019. Metro Area includes Tipton and Fayette counties in TN; DeSoto, Marshall, Tate, and Tunica counties in MS; and Crittenden County in AR.

### Principal Property Tax Payers for Shelby County, Tennessee

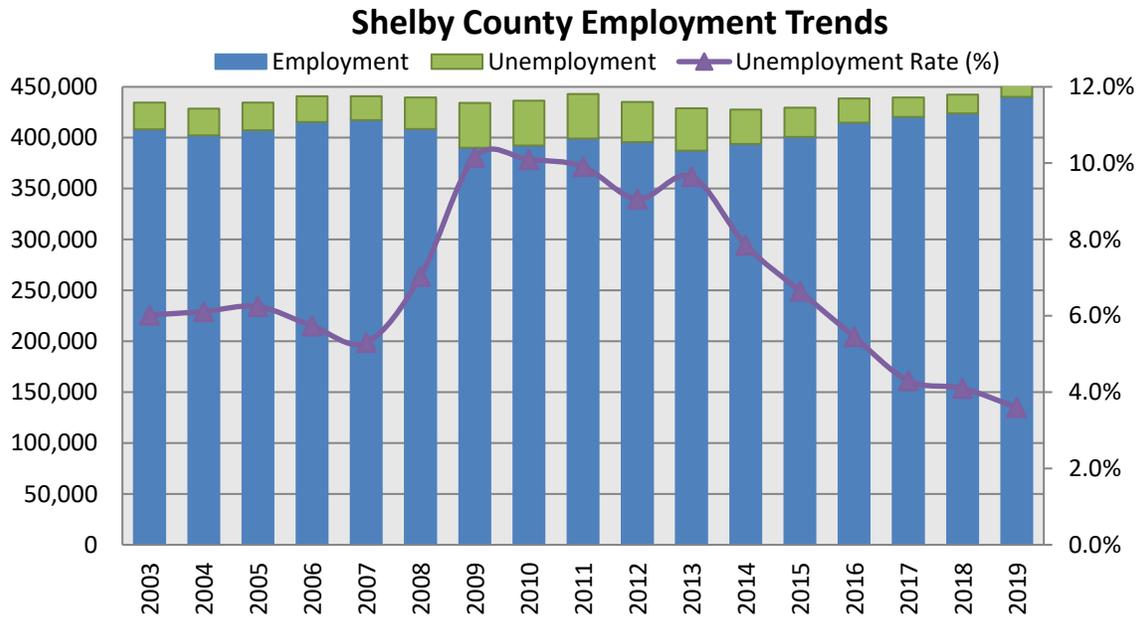
Rank	Name of Taxpayer	Type of Business	Taxable Assessed Value	Percentage of Total Assessed Value
1	Federal Express Corporation	Transportation	\$ 765,612,812	3.76%
2	AT&T Mobility LLC	Telecommunications	78,004,720	0.38%
3	Lightman Michael A	Commercial Real Estate	76,025,610	0.37%
4	G&I VII Retail Carriage LLC	Retail Operations	71,885,120	0.35%
5	Kroger Companies	Grocery Retailers	71,710,615	0.35%
6	Exter Property Group	Commercial Real Estate	65,229,640	0.32%
7	AMISUB (SFH) Inc.	Health Care	65,138,115	0.32%
8	Galleria at Wolfchase LLC	Retail Operations	64,520,470	0.32%
9	Boyle Investment Co	Commercial Real Estate	50,422,765	0.25%
10	Baptist Memorial Hospital	Health Care	49,680,675	0.24%
Total Assessed Valuation of Top 10 Taxpayers			1,358,230,542	6.67%
Balance of Assessed Valuation			19,012,831,799	93.33%
Total Assessed Valuation			\$20,371,062,341	100.00%

**Source:** Shelby County Assessor and Trustee Offices, Fiscal 2019.

Demographic/Economic Trends Shelby County, Tennessee

Year	County Population	Personal Income	Per Capita Income	Unemployment Rate
2003	906,733	\$ 31,568,228	\$ 34,815	6.0%
2004	909,643	\$ 32,577,779	\$ 35,814	6.1%
2005	913,201	\$ 33,518,771	\$ 36,705	6.2%
2006	920,106	\$ 35,616,975	\$ 38,710	5.7%
2007	921,119	\$ 36,827,361	\$ 39,981	5.3%
2008	920,685	\$ 36,928,724	\$ 40,110	7.0%
2009	922,541	\$ 35,471,764	\$ 38,450	10.1%
2010	928,652	\$ 36,711,896	\$ 39,532	10.1%
2011	933,011	\$ 38,439,044	\$ 41,199	9.9%
2012	938,965	\$ 40,257,876	\$ 42,875	9.1%
2013	938,091	\$ 39,873,746	\$ 42,505	9.7%
2014	937,162	\$ 40,897,269	\$ 43,639	7.9%
2015	936,131	\$ 42,104,984	\$ 44,978	6.6%
2016	934,603	\$ 43,210,184	\$ 46,234	5.5%
2017	936,961	\$ 44,650,627	\$ 47,655	4.3%
2018	935,764	N/A	N/A	4.1%
2019	N/A	N/A	N/A	3.6%

Source: Population and personal income data provided by the U.S. Bureau of the Census through Bureau of Economic Analysis (BEA). Unemployment rates provided by Tennessee Department of Labor and Workforce Development.



Source: Jobs4tn.gov – Labor Market Information - Historical Data Analysis – Labor Force Employment and Wage Data.

Assessed and Estimated Values of Taxable Property									
Fiscal Year	Tax Year	Total Direct Tax Rate	Total Taxable Assessed Value (a) (b)	Estimated Actual Taxable Value	Assessed Value as % of Actual Value (c)	Assessed Values by Source			
						Residential Property %	Commercial Property %	Personal Property %	Public Utilities %
2005	2004	4.04	15,185,856,085	50,841,730,464	29.87%	54.1%	31.8%	8.1%	6.0%
2006	(d) 2005	4.04	17,220,258,313	57,726,276,478	29.83%	54.7%	31.8%	7.5%	6.0%
2007	2006	4.04	17,502,758,132	58,862,669,304	29.73%	55.4%	31.1%	7.6%	5.9%
2008	2007	4.04	17,720,591,975	59,900,899,755	29.58%	56.5%	30.7%	7.3%	5.5%
2009	2008	4.04	18,089,304,129	61,383,315,080	29.47%	56.7%	30.6%	7.8%	5.0%
2010	(d) 2009	4.02	19,657,378,625	66,374,654,928	29.62%	55.7%	32.0%	7.5%	4.8%
2011	2010	4.02	19,640,892,490	64,183,574,936	30.60%	55.8%	32.0%	7.1%	5.2%
2012	2011	4.02	18,999,484,095	64,287,973,983	29.55%	56.4%	30.7%	7.3%	5.6%
2013	2012	4.02	18,847,860,547	63,834,911,731	29.53%	56.5%	30.0%	7.6%	5.8%
2014	(d) 2013	4.38	18,165,887,331	60,586,935,365	29.98%	52.8%	32.6%	8.4%	6.2%
2015	2014	4.37	17,966,889,260	59,884,233,964	30.00%	53.2%	31.4%	8.2%	7.2%
2016	2015	4.37	17,939,879,870	59,897,289,027	29.95%	53.5%	31.8%	8.0%	6.8%
2017	2016	4.37	18,102,855,449	60,418,966,162	29.96%	53.4%	31.8%	8.1%	6.8%
2018	2017	4.11	20,247,539,027	67,338,526,740	30.07%	52.7%	33.4%	7.5%	6.4%
2019	2018	4.05	20,371,062,341	67,794,202,302	30.05%	52.8%	33.3%	7.7%	6.3%

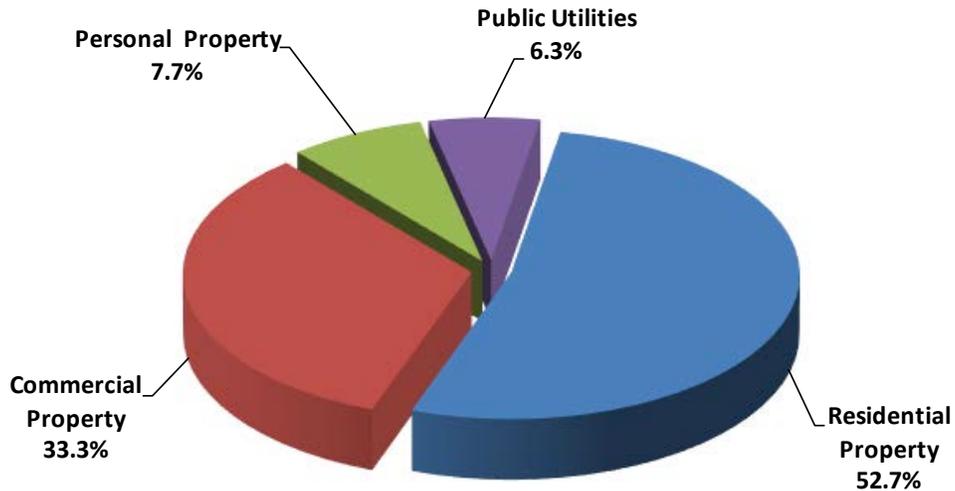
(a) *Public Utilities information is based on information received from the State of Tennessee Comptroller of the Treasury assessments.*

(b) *Assessed value is the most current tax year value prepared by the County Assessor of Property as of April 20 prior to the beginning of each fiscal year.*

(c) *The State of Tennessee tax statues classify property as follows for computing assessed valuations:*  
*Real Estate-Residential and Farms 25% of actual value*  
*Real Estate-Commercial and Industrial 40% of actual value*  
*Personal Property-Commercial and Industrial 30% of actual value*  
*Public Utilities 55% of actual value*

(d) *The effect of property reappraisals are reflected in FY 2006, 2010 and 2014 amounts.*

Assessed Values by Source

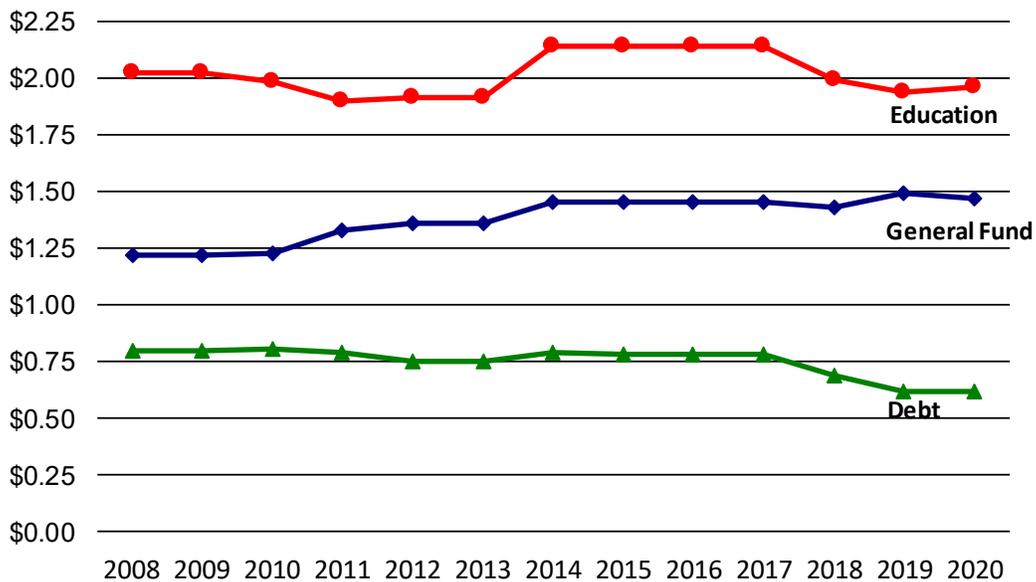


**Direct and Overlapping Property Tax Rates Trends**

FISCAL YEAR	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
<b>DIRECT TAX RATES: (a)</b>													
General Fund	1.22	1.22	1.23	1.33	1.36	1.36	1.45	1.45	1.45	1.45	1.43	1.49	1.47
Education (b)	2.02	2.02	1.98	1.90	1.91	1.91	2.14	2.14	2.14	2.14	1.99	1.94	1.96
Debt Service	0.80	0.80	0.81	0.79	0.75	0.75	0.79	0.78	0.78	0.78	0.69	0.62	0.62
<b>Total Direct Rate</b>	<b>4.04</b>	<b>4.04</b>	<b>4.02</b>	<b>4.02</b>	<b>4.02</b>	<b>4.02</b>	<b>4.38</b>	<b>4.37</b>	<b>4.37</b>	<b>4.37</b>	<b>4.11</b>	<b>4.05</b>	<b>4.05</b>
<b>Rural School Bonds (c)</b>													
	0.05	0.05	0.04	0.04	0.04	0.04	0.04	-	-	-	-	-	-
<b>Total Tax Rate</b>	<b>4.09</b>	<b>4.09</b>	<b>4.06</b>	<b>4.06</b>	<b>4.06</b>	<b>4.06</b>	<b>4.42</b>	<b>4.37</b>	<b>4.37</b>	<b>4.37</b>	<b>4.11</b>	<b>4.05</b>	<b>4.05</b>
<b>OVERLAPPING RATES: (d)</b>													
Memphis (e)	3.43	3.25	3.20	3.20	3.20	3.20	3.40	3.40	3.40	3.40	3.27	3.19	3.19
Arlington	1.00	1.00	1.00	1.00	1.00	1.00	1.15	1.15	1.15	1.15	1.15	1.15	1.15
Bartlett	1.54	1.54	1.49	1.49	1.49	1.49	1.62	1.62	1.62	1.62	1.83	1.83	1.83
Collierville	1.28	1.28	1.18	1.18	1.43	1.43	1.43	1.53	1.78	1.78	1.63	1.83	1.83
Germantown	1.54	1.54	1.43	1.43	1.49	1.49	1.93	1.93	1.93	1.93	1.97	1.95	1.95
Millington	1.23	1.23	1.23	1.23	1.23	1.23	1.53	1.53	1.53	1.53	1.53	1.53	1.53
Lakeland (f)	-	-	-	-	-	-	0.85	0.85	1.40	1.40	1.25	1.25	1.25

- (a) Direct rates apply to all property owners within Shelby County
- (b) The portion of property taxes designated for education is allocated among the Shelby County Board of Education and the municipal school districts based on the average daily attendance.
- (c) Beginning in 2003 an additional tax rate was established to fund Rural School Bonds and was applied only to taxpayers living outside the City of Memphis (about 30% of the county population). That rate was discontinued effective July 1, 2014.
- (d) Overlapping rates are those that apply only to property owners within the named municipality. These rates are in addition to the Direct rates for those areas.
- (e) Approximately 70% (or over two-thirds) of the County's population resides in the City of Memphis.  
Note: Tax rate changes in 2010, 2014, and 2018 reflect the results of countywide reappraisals.
- (f) Prior to FY 2014 the City of Lakeland did not have a property tax.

Direct Tax Rate Trends



<b>ACA</b>	Affordable Care Act
<b>ADA</b>	Americans with Disabilities Act
<b>ADA</b>	Average Daily Attendance
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CAO</b>	Chief Administrative Officer
<b>COBRA</b>	Consolidated Omnibus Budget Reconciliation Act
<b>CPA</b>	Certified Public Accountant
<b>CDBG</b>	Community Development Block Grant
<b>CIP</b>	Capital Improvement Program
<b>CPI</b>	Consumer Price Index
<b>DOT</b>	Department of Transportation
<b>EDA</b>	Economic Development Administration
<b>EEO</b>	Equal Employment Opportunity
<b>EMCP</b>	Extendible Municipal Commercial Paper
<b>EPA</b>	Environmental Protection Agency
<b>FASB</b>	Financial Accounting Standards Board
<b>FEMA</b>	Federal Emergency Management Agency
<b>FLSA</b>	Fair Labor Standards Act
<b>FMLA</b>	Family and Medical Leave Act
<b>FTE</b>	Full-Time Equivalent
<b>FY</b>	Fiscal Year
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GARF</b>	Grant Accounting Report Form
<b>GASB</b>	Governmental Accounting Standards Board
<b>GIS</b>	Geographic Information Systems
<b>GOB</b>	General Obligation Bonds
<b>GFOA</b>	Government Finance Officers Association
<b>HUD</b>	Federal Department of Housing and Urban Development
<b>HVAC</b>	Heating, Ventilation & Air Conditioning
<b>LAN</b>	Local Area Network
<b>LOSB</b>	Locally-Owned Small Business
<b>MATA</b>	Memphis Area Transit Authority
<b>MHA</b>	Memphis Housing Authority
<b>MLG&amp;W</b>	Memphis Light, Gas & Water
<b>M/WBE</b>	Minority/Woman Business Enterprise
<b>OJI</b>	On the Job Injury
<b>OPD</b>	Office of Planning & Development
<b>OPEB</b>	Other Post-Employment Benefits
<b>OSHA</b>	Occupational Safety and Health Administration
<b>O&amp;M</b>	Operating & Maintenance
<b>PILOT</b>	Payment In Lieu of Taxes
<b>RFP</b>	Request for Proposal (bid)
<b>SWAT</b>	Special Weapons and Tactics
<b>TCA</b>	Tennessee Code Annotated
<b>TDZ</b>	Tourist Development Zone
<b>TIF</b>	Tax Increment Financing
<b>TVA</b>	Tennessee Valley Authority
<b>WFTE</b>	Weighted Full Time Equivalent

**Accrual Basis of Accounting** – Recognizes revenues in the period earned and expenses in the period incurred, regardless of when the cash is actually received or spent.

**Actual** – Expenditures and/or revenues realized in the past.

**Adopted Budget** – A plan of financial operation, legally approved by the Commission, to provide an estimate of expenditures for a given fiscal year and a proposed means of financing them.

**The Patient Protection and Affordable Care Act (PPACA)** – Federal law enacted in 2010 intended to extend health coverage to more Americans and to control costs within the health care system.

**Allocation** – Funds set aside or designated for specific purposes. An allocation does not authorize the expenditure of funds.

**Annual Budget** – A budget developed and enacted to apply to a single fiscal year.

**Appropriation** – An authorization by the Commission that permits the County to incur obligations and to make expenditures of governmental resources. An appropriation is usually limited in amount and duration.

**Assessed Value** – The fair market value of real estate and personal property as determined by the Assessor's Office as a basis for levying property taxes.

**Assessment** – An assessment is a percentage of the appraised value used to calculate property taxes.

**Asset** – Any tangible or intangible item to which a value can be assigned. An asset can be durable such as machinery or financial such as cash, accounts receivable, due from a primary government or investments.

**Asset Acquisition** – An operating expense used for the procurement of capital expenditures such as land, buildings, equipment, infrastructure and vehicles.

**Balanced Budget** – A budget developed wherein estimated revenues, including budgeted fund balance, meet or could exceed budgeted expenditures.

**Base (Baseline) Budget** – An estimate of the funding required to continue existing programs at the currently budgeted level of service from one fiscal year to the next.

**Bond** – A written promise to pay a specified sum of money (the face value or principal amount) at a specified date or dates in the future (the maturity date) together with periodic interest at a specified rate.

**Bond Rating** – An evaluation of creditworthiness performed by an independent rating service.

**Budget Amendment** – A revision to the adopted budget during the fiscal year as achieved by line item transfer or by resolution as approved by the Mayor and the Clerk of the County Commission.

**Budget Calendar** – A schedule of certain steps to be followed in the budgetary process and the dates by which each step must be completed.

**CAFR (Comprehensive Annual Financial Report)** – The audited annual financial report of the government, showing financial position and results of operations for the fiscal year, along with schedules detailing other financial matters.

**COLA** – Cost of Living Adjustment; An increase in salaries to offset the adverse effect of inflation on compensation.

**Capital Budget** – A five-year budget for capital expenditures. A capital improvement includes only those items constructed or purchased for one hundred thousand (\$100,000) dollars or more or involve the acquisition of land, regardless of cost.

**Capital Expenditures** – Expenditures related to the purchase of equipment, facility modifications, land, or other fixed assets not included in the CIP.

**Capital Improvement Program (CIP)** – A multi-year plan for the acquisition, expansion or rehabilitation of any element of the County's infrastructure and the proposed methods for financing the projects.

**Carry Forward Encumbrance** – Appropriations brought forward from a previous year to continue or complete a specific project, program or activity.

**Certified Tax Rate** – Rate which will yield the taxing entity the same property tax revenue that it budgeted in the previous year, excluding new growth.

**Component Unit** – An organization that is legally separate from the County, but for whom the County has shared financial responsibility, such as the MED.

**Contingency** – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Credit Rating Agencies** – Independent organizations that assess the credit worthiness of debt. Three major rating agencies are Standard & Poor's, Moody's Investor Service and Fitches Ratings.

**Debt** – An obligation to repay an amount owed; debt securities, such as bonds are forms of debt that bind the county to repay the security holder. Debts are also known as liabilities.

**Debt Service** – Payment of principal and interest on bonds and other debt instruments according to a predetermined payment schedule.

**Debt Service Fund** – A fund used to account for the accumulation of resources for, and the payment of long-term debt principal, interest and related costs (except for bonds issued for Proprietary Funds, which are reported as liabilities of the respective Proprietary Fund).

**Deficit** – The excess of expenditures over revenues within a given fund during a defined accounting period.

**Department** – The second largest organizational unit within County government; several departments may comprise a single division.

**Depreciation** – The decrease in value of physical assets due to use and passage of time.

**Distinguished Budget Presentation Award** - The GFOA established the Distinguished Budget Presentation Awards to encourage state and local governments to prepare budget documents that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's recommended practices on budgeting.

**Division** – Identifies the largest organizational unit within the County; usually comprised of several departments.

**Effectiveness Measures** – The results and outcomes of an activity; they assist in managing resources effectively and define what resulted from a job task.

**Efficiency Measures** – The relationship between business performance and resources such as manpower; these measures assist in managing whether a task was completed with the minimum expenditure of time and effort.

**Employee Benefits** – May include health, life and long term disability insurance; and may include payments to which employees or former employees may be entitled under a pension plan, including death and unemployment benefits.

**Encumbrance** – Obligations in the form of purchase orders or contracts that are chargeable to an appropriation and for which a part of the appropriation is reserved. Encumbrances are eliminated when paid or when an actual liability is set up.

**Enterprise Fund** – A governmental accounting fund in which the services provided are financed through user fees in a manner similar to private business. Rate schedules are established to ensure that the revenues generated are adequate to meet all necessary costs of operations.

**Equity** – In the statement of net assets, equity is equal to assets minus liabilities or total net assets. The equity component of modified accrual fund-based financial statements is reported as fund balance rather than net assets, which is used in the full accrual statement.

**Excise Tax** – Form of consumption tax; it is levied on the consumption of a particular type of good or participation in a certain type of activity. Whereas general sales taxes are broad-based, excise taxes are more narrowly targeted.

**Expenditure** – The incurrence of an actual liability in accordance with Shelby County Government authority.

**Expense Recoveries** – Funds paid to a County division to cover the cost of services performed for another division.

**Extendible Municipal Commercial Paper** – A short-term borrowing mechanism available to municipal governments with an extendible maturity date.

**FASB** – The Financial Accounting Standards Board that defines GAAP for private sector entities. Occasionally, GASB and FASAB make FASB standards applicable to national, state or local government.

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

**Family and Medical Leave Act (FMLA)** – Federal legislation that states that eligible employees are entitled to 12 work weeks of leave during any 12 month period of time for health-related reasons for either the employee or their family.

**Fiduciary Fund** – Fund that is used to report assets held in a trustee or agency capacity for others and therefore cannot be used to support the government's own programs.

**Fiscal Year** – A consecutive twelve (12) month period designated as the operating year by an entity. For Shelby County, the fiscal year begins July 1 and ends June 30 of the following calendar year.

**Fixed Assets** – Assets with a useful life in excess of one year and an initial cost exceeding \$5000. Classifications include land, buildings, machinery, furniture, equipment and construction in progress.

**Full-Time Equivalent (FTE)** – A measure of the effective number of authorized positions, indicating the percentage of time a position or group of positions is funded. An FTE of 1.00 is usually equal to 2,080 hours of work per year.  $FTE = (\text{hours worked per week}/40) \times (\text{months funded}/12)$ .

**Fund** - An accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for specific activities or objectives.

**Fund Balance** – A term used to express the equity (excess of assets minus liabilities) of governmental fund types and trust funds.

**Fund Transfers** – Interfund activity with and among fund categories, typically a legally authorized transfer from a fund receiving revenue to another fund through which the resources are to be expended. The budget treats the transfer as an expenditure of the first fund and revenue to the second fund.

**GAAP (Generally Accepted Accounting Principles)** – Nationally recognized uniform principles, standards, and guidelines for financial accounting and reporting, governing the form and content of financial statements of an entity.

**GASB (Governmental Accounting Standards Board)** – The oversight body that establishes governmental GAAP, equivalent to the private sector FASB.

**GFOA (Government Finance Officers Association)** – The professional association of state/provincial and local finance officers in the United States and Canada.

**General Fund** – A fund used to account for all monies received and disbursed for general municipal government purposes including all assets, liabilities, reserves, fund balances, revenues and expenditures which are not accounted for in any other fund.

**General Obligation (GO) debt** – Bonds and notes used to borrow money, backed by the full

faith, credit, and taxing power of the County Government.

**Goal** – The underlying reason for the provision of County services.

**Governmental Fund** – A fund with the objective of having sufficient resources available to provide services to the public, with the exception of those resources accounted for in proprietary and fiduciary funds. A governmental fund's measurement focus is on the determination of financial position and changes in financial position. The four types of governmental funds used in the County are the General Fund, Special Revenue Funds, Debt Service Fund and Capital Improvements Fund.

**Grant** – A contribution of assets (usually cash) by one governmental unit or organization to another. Typically, these contributions are made to local governments from the State and Federal governments for a specified purpose.

**Grant Match** – Costs or in-kind services required to match the grantor share of grant program costs.

**In Lieu of Taxes** – A payment made to compensate the county for a portion or all of the tax revenue it loses because of the nature of the ownership or use of certain real property; it usually relates to foregone property tax revenue.

**Independent Audit** – An audit conducted by certified public accounting (CPA) auditors who are independent of the government.

**Infrastructure** – The underlying foundation and facilities on which the continuance and growth of a jurisdiction depends, such as streets, roads, bridges, sewers, and water systems.

**Interfund Transfers** – Amounts transferred from one fund to another.

**Internal Control** – The development and management of the accounting system regarding: (1) the safeguarding of assets against loss from unauthorized use or disposition; and (2) the reliability of financial records for preparing financial statements and maintaining accountability for assets.

**Internal Service Fund** – A fund established to finance and account for services and commodities furnished by one department to another department within the same governmental unit on a cost reimbursement basis.

**Investment** – Securities and real estate purchased and held for the production in income in the form of interest, dividends, rentals or base payments.

**Lapse Restriction** – An account that reduces appropriated salary funds by the amount of expected or realized savings related to vacant positions.

**Legal Level** – The numbered organizational level at which an operating budget has been adopted by the Commission.

**Liability** – Debt or other legal obligations resulting from past transactions which must be liquidated, renewed or refunded at some future date.

**Limited Obligation Debt** – Debt secured by a pledge of the collections from a specified tax rather than by all general revenues.

**Line Item** – An account for recording specific revenues or expenditures within a fund or department; several “line item” accounts may be summarized in an expenditure category or “account pool”.

**Line Item Transfers** – A transfer of an unused portion of an appropriation to another department/section within a division’s budget.

**Long-Term Debt** – Debt that matures more than one year after issue.

**Major Funds** – Funds that include more than 10% of total appropriated revenues.

**Maturities** – The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

**Memorandum of Understanding (MOU)** – A negotiated agreement between the County and various bargaining units regarding policies, procedures or labor compensation.

**Mission** – A clear, concise statement of broad purpose for a division or department.

**Modified Accrual Accounting** – A basis of accounting, required for use by governmental funds, in which 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.

**Municipality** – A political unit, such as a city or town or village, incorporated for local self-government; a body of officials appointed to manage the business of a local political unit.

**Note** – A form of debt that is shorter in term than bonds, and often used for short-term capital project financing in anticipation of a future bond package with terms more advantageous for the government.

**OPEB (Other Post Employment Benefits)** – retired employees of the county and former employees receiving long-term disability benefits through the county’s program may participate in post-employment benefits through the Shelby County OPEB Trust. The Trust is a single-employer defined benefit plan.

**OSHA (Occupational Safety and Health Administration)** – Monitors the adherence to federal health and safety regulations in the workplace in order to reduce job injuries.

**Object class** – A budget or accounting category that defines the resources to be applied to specific types of inputs such as personnel, travel, tools or supplies.

**Objective** – A measurable statement of the actual results that a program expects to achieve in support of a stated goal.

**Operating Budget** – A plan of current expenditures and the proposed means of financing them; the annual appropriation to maintain the provision of County services to the public.

**Ordinance** – Legislation that is approved on three readings by the Commission and signed by the Mayor.

**Operating Transfer In** – Transfer (payment) from other funds which are not related to rendering of services.

**Pay-As-You-Go** – A term used to describe a policy of financing capital outlays from current revenues rather than through issue of debt instruments.

**Performance Measures** – Data collected to determine how well a service center or program is achieving its goals and objectives.

**Position Control Budget** – The number of authorized positions funded by the Operating Budget, including full-time, part-time, and seasonal (durational) employees.

**Program** – A specific and distinguishable unit of work or service performed.

**Property Tax** – An ad valorem (value-based) tax levied on real and personal property according to the property’s assessed valuation and the tax rate.

**Proposed Budget** – The Operating Budget presented and recommended by the Mayor to the Commission for further review/revision before adoption.

**Proprietary Funds** – These funds call for the services rendered under these accounts to be paid for by their patrons who use them, basically working like a business. Examples include enterprise funds and internal service funds.

**Regional One (Formerly Known As “The Med”)** – The Regional Medical Center at Memphis, also known as the Med, is an acute care teaching hospital that serves a six-state region within 150 miles of Memphis, Tennessee. It is a component unit of the county.

**Reserve** – An account used to indicate that a portion of a fund’s assets are legally restricted for a specific purpose and is, therefore, not available for further appropriation or expenditure.

**Resolution** – An official enactment by the Commission to establish legal authority for County officials to obligate and expend funds.

**Retained Earnings** – An equity account reflecting the accumulated earnings of an enterprise or internal service fund.

**Revenue** – Funds that the government receives as income to support expenditures.

**Revenue Bonds** – Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund.

**Risk Management** – The group manages a program for Shelby County employees that may have been injured or become ill because of their jobs. Other functions include administration and enforcement of OSHA regulations.

**Section** – Identifies the third highest level of organization within the County government associated with a specific activity or function. Several sections may together comprise one department.

**Single Audit Act** – The federal law requiring a comprehensive government-wide audit of all federal financial assistance.

**Special Funded Projects** – Ones that are either jointly governed with the county and other participants, part of a joint venture or related to the county such as the Med, which is a component unit of the county. In many cases, there is some type of financial accountability related to these projects.

**Special Revenue Funds** – A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes (such as education or roads).

**Statute** – A written law passed by the state legislature enacted to prescribe conduct, appropriate public monies, and in general promote the public welfare.

**Supplies** – The account class that includes articles and items that are consumed or materially altered when used by operating activities, such as office supplies, maintenance parts and minor equipment.

**Tax Increment Financing** – A public financing mechanism for municipal governments to promote economic development by directing future tax revenue from increases in assessed property values for use within specifically designated districts.

**The Tennessee Valley Authority** – A federally owned corporation created to provide electricity generation, flood control, manufacturing and economic development in the Tennessee Valley. The TVA’s jurisdiction covers most of Tennessee.

**Unincorporated Area** – Areas of Shelby County not incorporated into a city, for example areas placed on an annexation reserve such as the Memphis annexation reserve.

**Workload/Performance Indicators** – Specific quantitative measures of work performed within an activity or program (i.e. total miles of roads paved) to measure demand, workload, efficiency, effectiveness, quality, achievement or outcomes.

**Yield** – The rate earned on an investment based on the price paid for the investment, the interest earned during the period held, and the selling price or redemption value of the investment.

## Appendix C

## Current Shelby County Contact Information

SHELBY COUNTY ADMINISTRATION BUILDING  
SHELBY COUNTY WEBSITE

160 N. Main St., Suite 1134, Memphis, TN 38103  
<http://www.shelbycountyttn.gov>

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### MAYOR

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<b>MAYOR</b>	<b>Lee Harris</b>	160 N. Main St., Suite 1134, Memphis, TN 38103	222-2000
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### BOARD OF COMMISSIONERS

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<b>CHAIRMAN</b>	<b>Van Turner</b>	160 N. Main St., Suite 600, Memphis, TN 38103	222-1000
<b>CHAIRMAN PRO TEMPORE</b>	<b>Eddie S. Jones, Jr.</b>	160 N. Main St., Suite 600, Memphis, TN 38103	222-1000

<b>ADMINISTRATOR</b>	<b>Qur'an Folsom</b>	160 N. Main St., Suite 600, Memphis, TN 38103	222-1000
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### OTHER ELECTED OFFICIALS

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<b>SHERIFF</b>	<b>Floyd Bonner, Jr.</b>	201 Poplar Ave., Suite 902, Memphis, TN 38103 <a href="http://www.shelby-sheriff.org">http://www.shelby-sheriff.org</a>	222-5000
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<b>ASSESSOR OF PROPERTY</b>	<b>Melvin Burgess</b>	1075 Mullins Station Rd., Memphis, TN 38134 <a href="http://www.assessor.shelby.tn.us">http://www.assessor.shelby.tn.us</a>	222-7001
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<b>COUNTY CLERK</b>	<b>Wanda Halbert</b>	150 Washington Ave., Memphis, TN 38103	222-3000
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<b>COUNTY REGISTER</b>	<b>Shelandra Ford</b>	1075 Mullins Station Rd., Suite 165 Memphis, TN 38134 <a href="http://register.shelby.tn.us">http://register.shelby.tn.us</a>	222-8100
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<b>COUNTY TRUSTEE</b>	<b>Regina Morrison Newman</b>	157 Poplar Ave., Suite 200, Memphis, TN 38103 <a href="http://www.shelbycountytrustee.com">http://www.shelbycountytrustee.com</a>	432-4829
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### JUDICIAL OFFICERS

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<b>ATTORNEY GENERAL</b>	<b>Amy P. Weirich</b>	201 Poplar Ave., Memphis, TN 38103 <a href="http://www.scdag.com">http://www.scdag.com</a>	222-1300
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<b>CHANCERY COURT CLERK</b>	<b>Donna Russell</b>	140 Adams Ave., Suite 308, Memphis, TN 38103 <a href="http://chancerycourt.co.shelby.tn.us/">http://chancerycourt.co.shelby.tn.us/</a>	222-3903
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<b>CIRCUIT COURT CLERK</b>	<b>Temika Gipson</b>	140 Adams Ave., Room 324, Memphis, TN 38103 <a href="http://www.circuitcourt.co.shelby.tn.us">www.circuitcourt.co.shelby.tn.us</a>	222-3802
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<b>CRIMINAL COURT CLERK</b>	<b>Heidi Kuhn</b>	201 Poplar Ave., Room 4-01, Memphis, TN 38103 <a href="http://www.criminalcourt.co.shelby.tn.us">http://www.criminalcourt.co.shelby.tn.us</a>	222-3200
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<b>GENERAL SESSIONS COURT CLERK</b>	<b>Edward L. Stanton, Jr.</b>	140 Adams Ave., Suite 137, Memphis, TN 38103 <a href="http://www.generalsessionscourt.co.shelby.tn.us">www.generalsessionscourt.co.shelby.tn.us</a>	222-1390
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<b>JUVENILE COURT CLERK</b>	<b>Janis Fullilove</b>	616 Adams Ave., Memphis, TN 38105	405-8843
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<b>PROBATE COURT CLERK</b>	<b>William Morrison</b>	140 Adams Ave., Room 124, Memphis, TN 38103 <a href="http://www.shelbyprobate.com">http://www.shelbyprobate.com</a>	222-3750
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## Appendix C

## Current Shelby County Contact Information

### DIVISION ADMINISTRATIVE OFFICES

<b>CHIEF ADMINISTRATIVE OFFICE</b> Patrice Thomas, CAO Dr. LaSonya Hall, Deputy CAO	160 N. Main St., Suite 1122, Memphis, TN 38103 160 N. Main St., Suite 1124, Memphis, TN 38103	222-2050 222-2053
<b>COUNTY ATTORNEY</b> Marlinee Iverson, County Attorney	160 N. Main St., Suite 9500, Memphis, TN 38103	222-2100
<b>ADMINISTRATION &amp; FINANCE</b> Chris Mclean, Director	160 N. Main St., Suite 1128, Memphis, TN 38103	222-2210
<b>INFORMATION TECHNOLOGY SERVICES</b> John Halbert, Chief Information Officer	160 N. Main St., Suite 1125, Memphis, TN 38103	222-2095
<b>PLANNING &amp; DEVELOPMENT</b> John Zeanah, Director	125 N. Main St., Room 468, Memphis, TN 38103 <a href="http://www.dpdgov.com">http://www.dpdgov.com</a>	576-7197
<b>PUBLIC WORKS</b> Cliff Norville, Director	160 N. Main St., Suite 1127, Memphis, TN 38103	222-2036
<b>CORRECTIONS</b> Anthony Alexander, Director	1045 Mullins Station Rd., Memphis, TN 38134	222-8906
<b>HEALTH SERVICES</b> Alisa Haushalter, Director	814 Jefferson Ave., Memphis, TN 38103	222-9000
<b>COMMUNITY SERVICES</b> Dorcas Young Griffin, Director	160 N. Main St., Suite 350, Memphis, TN 38103	222-2040

### OTHER DEPARTMENTS

<b>AGING COMMISSION</b> Kim Daugherty, Administrator	2670 Union Ave., Suite 1000, Memphis, TN 38112 <a href="http://www.agingcommission.org">http://www.agingcommission.org</a>	222-4100
<b>CRIME VICTIMS CENTER</b> Sandra Bromley, Administrator	1750 Madison Ave., Suite 100, Memphis, TN 38104 <a href="http://www.shelbycountytn.gov/crimevictimscenter">Shelby County, TN - Official Website - Crime Victims Center</a>	222-3950
<b>DIVORCE REFEREE</b> Cary C. Woods, Divorce Referee	140 Adams Ave., Room 327, Memphis, TN 38103	222-2150
<b>FIRE SERVICES</b> Alvin Benson, Fire Chief	1075 Mullins Station Rd., Bldg. "C", 2nd Floor, Memphis, TN 38103 <a href="http://www.scfdsn.org">http://www.scfdsn.org</a>	222-8010
<b>HUMAN RESOURCES</b> Dr. LaSonya Hall, Administrator	160 N. Main St., Suite 1124, Memphis, TN 38103	222-2053
<b>JURY COMMISSION</b> Tiffany Kimmons, Jury Commission Coordinator	157 Poplar Ave., Room 136, Memphis, TN 38103	222-1650
<b>PUBLIC AFFAIRS</b> Steve Shular, Public Affairs Officer	160 N. Main St., Suite 1141, Memphis, TN 38103	222-2047
<b>PUBLIC DEFENDER</b> Phyllis Aluko, Chief Public Defender	201 Poplar Ave., Suite 201, Memphis, TN 38103	222-2800
<b>PURCHASING</b> Christin Webb, Administrator	160 N. Main St., Suite 900, Memphis, TN 38103	222-2250
<b>ELECTION COMMISSION</b> Linda Phillips, Administrator	150 Washington, Memphis, TN 38103	222-1200

The Shelby County Charter requires the Mayor to prepare and submit a consolidated budget to the Board of County Commissioners for approval or amendment and to determine the amount of taxes necessary to be levied. Adoption of the budget is by resolution; the tax rate is set by ordinance after three readings.

The following resolutions/ordinances are included on the following pages for reference. These documents are also posted on the county website in their entirety at <http://www.shelbycountyttn.gov>.

- Resolution Approving and Appropriating the Shelby County Operating Budget for Fiscal Year 2020 (with Exhibits)
- Ordinance Fixing the Tax Rate for Shelby County for the Tax Year 2019 (Fiscal Year 2020)
- Resolution Approving the Shelby County Capital Improvement Budget for Fiscal Year 2020 and the Corresponding Five Year Capital Improvement Plan for Fiscal Years 2021-2024. (Exhibits have not been duplicated in the Appendix because they are presented in the CIP section of the budget document)