

# CAPITAL IMPROVEMENT PLAN



**Fiscal Years 2019 through 2023**

# CIP BUDGET INDEX

## CAPITAL IMPROVEMENT PLAN

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*\* All projects for FY19-23 are listed individually within the appropriate category on the CIP Project Plan page. Project descriptions are provided only for the projects approved to begin or continue in FY19. Descriptions for projects allocated in FY19-FY23 are provided in the "CIP Project Detail" section available on the Shelby County website.*

**CIP Process**

The County annually prepares a five year Capital Improvement Plan (CIP) for capital expenditures, as defined below. Each elected official and division director is asked to evaluate their capital needs for the next five years and to submit their requests for inclusion in the Capital Improvement Plan. Projects are prioritized based on the urgency of the need, as described in the request, with consideration also given to whether the project was included in the prior year CIP. A major factor in determining priorities is whether the project improves the efficiency and effectiveness of County government and provides cost savings to the County. Other factors considered in prioritizing projects include compliance with safety, health or regulatory requirements, public health or safety, economic development, infrastructure preservation and environmental impact. Any projects related to information technology purchases or upgrades are reviewed and rated by the Information Technology Steering Committee. Their recommendations and priorities are reflected in this plan.

Although the five-year Capital Improvement Plan is approved in total, only the budget for the first year is actually adopted as the CIP Budget. This budget is an allocation or indication of intent by the County Commission. The remaining four years are approved as the plan for the subsequent years. All projects in the approved Capital Improvement Budget are subject to subsequent appropriation by the Board of Commissioners. Each project must be approved by a resolution to appropriate the amount for the project and to approve the contract or purchase within the scope of the project. Because it is impossible to plan every asset acquisition need in advance, a contingency has also been provided within the CIP budget for those unexpected items.

**CIP Definition**

A Capital Improvement Project is defined to encompass those steps required to design and construct or purchase a self-contained capital asset, or the acquisition of land regardless of cost. All costs which represent items that are physically a part of a project qualify if the project exceeds a cost of \$100,000, with at least one major component with a cost in excess of \$25,000. Only buildings and property that are directly associated with Shelby County Government and related agencies qualify for receipt of CIP funds; financial assistance provided to other entities for capital projects would be considered grants from the County.

Projects included in the Capital Improvement Plan that cost in excess of \$100,000 must have a useful life of at least ten years, except for computer projects that must have a life of at least five years. Planned asset acquisitions that do not meet these definitions are requested as a part of the operating budget.

**CIP Funding and Schools**

As part of the County's "Debt Management Plan" the County has targeted \$75 million as the maximum annual CIP amount from County funds (debt and pay-as-you-go). About two-thirds of this amount has traditionally been designated on an annual basis for school project funding. However, the amount has varied over the past several years depending on the demonstrated needs of the Shelby County Schools and the variable level of County infrastructure funding requirements.

Funding for the county's portion of the CIP Budget is generally obtained through a short term borrowing program or the issuance of long term general obligation debt. A short term borrowing program may be established each fiscal year to cover the estimated amount of current year payments for projects authorized in that year as well as the payments expected from projects appropriated in previous fiscal years and continuing into the current year. When short term borrowing is used, it is converted to long term general obligation debt within approximately two years after the initial sale.

If a short term borrowing program is utilized, then in addition to establishing the borrowing program size, the County Commission must approve and adopt an initial authorizing bond resolution that provides the funding for the current fiscal year's capital plan. The amount to be authorized in this resolution is based on the assumption that all allocations in the current fiscal year's plan will be appropriated. Any unused prior year authorization may carry forward and be netted against the current year's requirement.

The County provides some funding to CIP for pay-as-you-go rather than debt issuance. Pay-as-you-go funds, to the extent available, will generally be used for smaller projects, projects that have a shorter useful life, and other non-school projects. Debt will be used for schools, large projects and when pay-as-you-go funds are not available. The County intends to develop an ongoing pay-as-you-go program to the extent that funding can be identified.

To provide a more complete overview of total County resources invested in capital assets, any projects funded outside the CIP budget are also listed for reference within this section. Special Revenue, Enterprise or Grant fund sources are utilized for eligible capital projects before CIP funds. Planned capital acquisitions that do not meet the minimum criteria for inclusion in the Capital Improvements Plan based on cost or expected life are also listed.

### **Impact of CIP on Operating Costs**

All projects submitted for consideration in the CIP plan include an analysis of any estimated current or future impact on the annual operating budget. Anticipated revenues, expenditures (or savings) for personnel costs, maintenance or repairs, or other operating costs are disclosed and quantified for evaluation. Recurring annual expenditures associated with capital projects are excluded from CIP funding and included in the operating budget, if necessary. In cases of cost or risk avoidance as the primary impact factor, the nature of the risk or potential cost is identified and assessed. Any additional operating expenditures or anticipated savings related to new capital projects are noted in the project detail.

### **CIP Project Detail**

Detailed project request forms submitted for each capital project are available for review by the County Commissioners and the public on the Finance website. The total amount allocated for individual projects listed in FY19, or year one of the CIP Budget, establishes the specific projects and the maximum amount of contracts that may be awarded and approved for the fiscal year. Projects may be completed and contractors paid within the fiscal year or construction may continue into one or more future years.



**Shelby County Capital Improvement Plan  
Summary of Project Allocations and Funding**

**FY 2019-2023**

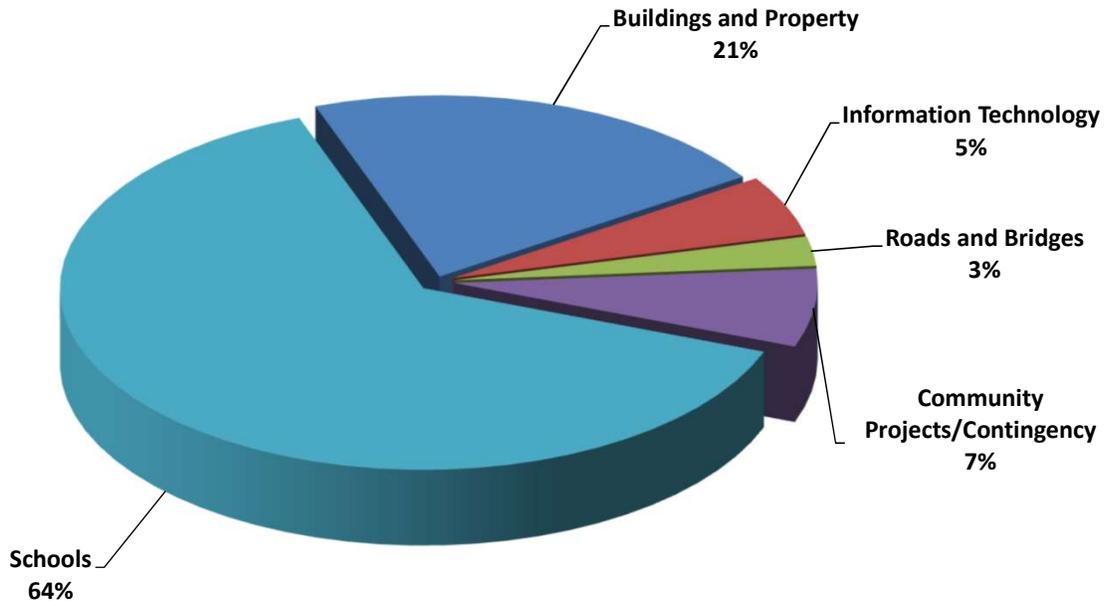
<u>Funding Sources:</u>	FY2019	FY2020	FY2021	FY2022	FY2023	Five Year Total
Federal Funding	5,650,000	24,387,500	33,350,000	19,512,500	1,500,000	84,400,000
State Funding	5,600,000	2,000,000	-	-	-	7,600,000
Other Government Reimbursements	-	500,000	500,000	2,160,000	-	3,160,000
County Funding / Debt	171,153,587	61,398,500	39,908,500	55,147,500	42,843,500	370,451,587
<b>Total Funding Sources</b>	<b>\$ 182,403,587</b>	<b>\$ 88,286,000</b>	<b>\$ 73,758,500</b>	<b>\$ 76,820,000</b>	<b>\$ 44,343,500</b>	<b>\$ 465,611,587</b>

<u>Project Type Summary:</u>	FY2019	FY2020	FY2021	FY2022	FY2023	Five Year Total
Buildings and Property	38,800,000	27,186,000	18,758,500	10,500,000	30,825,000	126,069,500
Information Technology	9,821,620	20,400,000	10,000,000	770,000	3,518,500	44,510,120
Roads and Bridges	4,800,000	26,200,000	25,200,000	20,050,000	-	76,250,000
Community Projects/Contingency	12,700,000	14,500,000	19,800,000	45,500,000	10,000,000	102,500,000
Schools	116,281,967	-	-	-	-	116,281,967
<b>Total Projects</b>	<b>\$ 182,403,587</b>	<b>\$ 88,286,000</b>	<b>\$ 73,758,500</b>	<b>\$ 76,820,000</b>	<b>\$ 44,343,500</b>	<b>\$ 465,611,587</b>

<u>County Allocation Share:*</u>	FY2019	FY2020	FY2021	FY2022	FY2023	Total
County Funding	171,153,587	61,398,500	39,908,500	55,147,500	42,843,500	370,451,587
<b>Total County Allocations</b>	<b>\$ 171,153,587</b>	<b>\$ 61,398,500</b>	<b>\$ 39,908,500</b>	<b>\$ 55,147,500</b>	<b>\$ 42,843,500</b>	<b>\$ 370,451,587</b>

*\*County Share of Allocations excludes Federal, State, & Other Government Reimbursements.*

**FY19 CIP Budget Allocations**





## FY19 - FY23 Capital Improvements Plan - County Share

Project Description	FY19	FY20	FY21	FY22	FY23	FY19-23
<b><u>Buildings &amp; Property:</u></b>						
Aging Commission Relocation	60,000	800,000				860,000
Renovations at East Data Center	300,000	3,000,000				3,300,000
Employee Parking Garage		1,500,000	15,000,000			16,500,000
Land/Mobile Radios	8,000,000	7,386,000				15,386,000
Sheriff's East Complex Upgrades	620,000					620,000
CJC Renovations		1,500,000		5,000,000	5,000,000	11,500,000
Juvenile Court Renovations	220,000	3,000,000		2,500,000	25,000,000	30,720,000
Courthouse Restoration/Records			600,000			600,000
Raleigh Wellness Center			158,500	3,000,000		3,158,500
Corrections Roof Replacement	400,000					400,000
Corrections Kitchen	600,000	10,000,000				10,600,000
Tactical Training Facility					825,000	825,000
Health Services Building	25,000,000		3,000,000			28,000,000
Jail Roof Replacement	1,600,000					1,600,000
Orgill Golf Clubhouse Roof	400,000					400,000
<b>Total Buildings &amp; Property</b>	<b>37,200,000</b>	<b>27,186,000</b>	<b>18,758,500</b>	<b>10,500,000</b>	<b>30,825,000</b>	<b>124,469,500</b>
<b><u>Information Technology Projects:</u></b>						
ERP Replacement		5,000,000	5,000,000			10,000,000
Electronic Filing		350,000				350,000
Voting Machines		5,000,000	5,000,000			10,000,000
Core Infrastructure Refresh		2,000,000				2,000,000
Courtroom Technology Updates		750,000				750,000
Data Governance (Risk /Access)	300,000	300,000				600,000
Datacenter Infrastructure Refresh				770,000	730,000	1,500,000
Regional One EHR System	7,000,000	7,000,000				14,000,000
Jail Security Camera upgrade					2,788,500	2,788,500
Digital Mail & Doc Center Repl	151,620					151,620
County Commission Audio/Video	370,000					370,000
<b>Total Information Technology</b>	<b>7,821,620</b>	<b>20,400,000</b>	<b>10,000,000</b>	<b>770,000</b>	<b>3,518,500</b>	<b>42,510,120</b>
<b><u>Roads &amp; Bridges Projects:</u></b>						
Holmes Road		70,000	1,800,000			1,870,000
Walnut Grove Expansion	125,000	2,862,500				2,987,500
Macon Road	375,000		450,000	4,337,500		5,162,500
Houston Levee Road	450,000		3,600,000			4,050,000
Hacks Cross Road	200,000	2,880,000				3,080,000
Benjestown Pedestrian Bridge				540,000		540,000
<b>Total Roads &amp; Bridges</b>	<b>1,150,000</b>	<b>5,812,500</b>	<b>5,850,000</b>	<b>4,877,500</b>	<b>-</b>	<b>17,690,000</b>
<b><u>Community Projects:</u></b>						
Shelby Farms Operations Center	1,300,000					1,300,000
Big Creek Resiliency Project		2,000,000	1,000,000			3,000,000
Shelby County Sewer System	3,000,000	2,000,000		35,000,000		40,000,000
Youth Villages Sewer Lift Station	400,000					400,000
Agricenter Expo Center Renovation			300,000		4,500,000	4,800,000
FedEx Forum Maintenance	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	15,000,000
Contingency	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
<b>Total Community Projects</b>	<b>8,700,000</b>	<b>8,000,000</b>	<b>5,300,000</b>	<b>39,000,000</b>	<b>8,500,000</b>	<b>69,500,000</b>
<b>County Infrastructure Projects</b>	<b>54,871,620</b>	<b>61,398,500</b>	<b>39,908,500</b>	<b>55,147,500</b>	<b>42,843,500</b>	<b>254,169,620</b>
<b>Schools</b>	<b>116,281,967</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>116,281,967</b>
<b>Total County Allocation</b>	<b>171,153,587</b>	<b>61,398,500</b>	<b>39,908,500</b>	<b>55,147,500</b>	<b>42,843,500</b>	<b>370,451,587</b>



## Summary of FY2019 CIP Allocations by Project - All Funding Sources

Project Number	Project Name	Total Project <sup>1</sup>	County Share <sup>2</sup>
<b><u>BUILDINGS &amp; PROPERTY:</u></b>			
307370	Aging Commission Relocation	\$ 60,000	\$ 60,000
250284	Renovations at East Data Center	300,000	300,000
307386	Health Services Building	25,000,000	25,000,000
610177	Land/Mobile Radio for City/County	8,000,000	8,000,000
610374	Sheriff's East Complex Upgrades	620,000	620,000
350170	Corrections Roof Replacement	2,000,000	400,000
350171	Corrections Kitchen Renovations	600,000	600,000
307369	Juvenile Court Renovations	220,000	220,000
630173	Jail Roof Replacement	1,600,000	1,600,000
301675	Orgill Golf Clubhouse Roof	400,000	400,000
	<b>Buildings and Property Subtotal</b>	<b>38,800,000</b>	<b>37,200,000</b>
<b><u>INFORMATION TECHNOLOGY:</u></b>			
250285	Data Governance (Risk/Access)	300,000	300,000
201271	Regional One EHR System	7,000,000	7,000,000
250286	Digital Mail & Document Center Replacement (Trustee)	151,620	151,620
250287	County Commission Audio/Video Replacement	370,000	370,000
800972	Voting Machines	2,000,000	-
	<b>Information Technology Subtotal</b>	<b>9,821,620</b>	<b>7,821,620</b>
<b><u>ROADS AND BRIDGES SUMMARY:</u></b>			
301082	Walnut Grove Road Expansion	500,000	125,000
301083	Macon Road Expansion	1,500,000	375,000
301084	Houston Levee Road Expansion	1,800,000	450,000
301089	Hacks Cross Road Expansion	1,000,000	200,000
	<b>Roads and Bridges Subtotal</b>	<b>4,800,000</b>	<b>1,150,000</b>
<b><u>COMMUNITY PROJECTS AND CONTINGENCY:</u></b>			
201284	Shelby Farms Operations Center	1,300,000	1,300,000
271271	Big Creek Resiliency Project	4,000,000	-
201272	Shelby County Sewer System	3,000,000	3,000,000
201283	Youth Villages Sewer Lift	400,000	400,000
201299	Contingency	1,000,000	1,000,000
201281	FedEx Forum Maintenance	3,000,000	3,000,000
	<b>Community Projects and Contingency Subtotal</b>	<b>12,700,000</b>	<b>8,700,000</b>
<b><u>SCHOOLS</u></b>			
	Shelby County Schools (project list attache	77.65%	90,292,947
	Arlington School District	3.24%	3,767,536
	Bartlett School District	6.19%	7,197,854
	Collierville School District	5.93%	6,895,521
	Germantown School District	4.16%	4,837,330
	Lakeland School District	1.08%	1,255,845
	Millington School District	1.75%	2,034,934
	<b>Total Schools CIP</b>		<b>116,281,967</b>
<b>TOTAL FY19 CIP ALLOCATIONS</b>		<b>\$ 182,403,587</b>	<b>\$ 171,153,587</b>

<sup>1</sup> Includes Federal, State, or Other Governmental reimbursements

<sup>2</sup> Funded by County Resources (Debt & County Funding)



## Shelby County Capital Improvement Plan Summary of Projects Allocated for 2019

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### **Buildings and Property Projects**

#### **Aging Commission Renovation: \$60,000 (FY20 - \$800,000)**

The Peggy Edmiston Building (PEAB) was built in 1935. During the past 10 years, the County has invested over \$2.5 million in redeveloping the PEAB, however most of the projects addressed site and structural improvements, and mechanical systems (i.e. parking lot improvement, roofing and HVAC). This project addresses building improvements within the Southeast-wing of the complex which houses the Aging Commission. This project includes HVAC ductwork replacement and control upgrades, additional lighting, and electrical upgrades. **Impact on Operating Budget: Utility savings will result from the replacement of HVAC and electrical upgrades.**

#### **East Data Center Renovations: \$300,000 (FY20 - \$3,000,000)**

The County's East Datacenter was constructed in the late 1990's as the disaster recovery site for the County's mainframe computers. The facility was constructed to withstand earthquakes, straight-line winds, and extended power outages. This facility is above the area's flood plains. Over the past decade, the computer room has shrunk, and the facility has transitioned into an active datacenter, with more than half of its floor space repurposed for personnel and support of desktop voice and data equipment. As of November, 2017, the East Datacenter is the primary location for both the County's voice (telephone) system and the County Fire and Sheriff Computer Aided Dispatch (CAD) system, as well as more than 40% of the County's computer systems, and virtually all of the County Assessor's computer systems. The smaller, more resilient, concrete and steel bunker will be constructed adjacent to the existing facility to house the data and voice servers. After the servers have been relocated to the new bunker, the existing facility will receive enhancements to support additional staff and additional self-sufficiency capabilities. **Impact on Operating Budget: Reduced risk of data loss as well as improved efficiency for staff.**

#### **Land/Mobile Radio for City/County: \$8,000,000 (FY20 - \$7,386,000)**

The current radio system is co-owned by the City of Memphis (60%) and Shelby County (40%) and reached end of life for continued support in 2017. The systems are currently housed on nine radio towers providing county-wide coverage for approximately 16,000 local government and public safety radios. The FCC mandates that our system be P-25 compliant, and our current system only partially complies; the only reusable infrastructure will be the physical tower sites. All vehicle and hand-held radios will have to be replaced as well as software and other hardware components. This project outlines only our portion of the project expense. **Impact on Operating Budget: The new radio system is expected to reduce ongoing maintenance costs for repairs of aging handheld radio units.**

#### **Sheriff's East Complex Upgrades: \$620,000**

The Training Academy Annex is in need of repairs, and the parking is not sufficient for the large scale events that it houses. This project will create a new parking area to the east of the main entrance of the Training Academy, provide enhancements to the existing parking lot and make improvements and repairs to Training Academy Annex building to include a new roof, structural repairs and renovations. This project may require drainage, new hard surface, sealing, painting, signage, curb work, roofing, window replacements, erosion control and other work. **Impact on Operating Budget: These repairs will reduce future interior and exterior maintenance costs.**

#### **Juvenile Court Renovations: \$220,000 (FY20 - \$3,000,000, FY22-23 - \$27,500,000)**

Juvenile Court is requesting the installation of a gymnasium with classrooms and office space for the Juvenile Court Detention Center. The Court's current recreation area is an outdoor rooftop gymnasium available for use only 6 months out of the year weather permitting. The proposed modular building would greatly improve the detention recreation program, as well as provide a larger area for HOPE Academy (the detention school operated by Shelby County Schools that provide a regular 6-hour curriculum for detainees). **Impact on Operating Budget: An increase of \$25,000 annually for the additional utilities and**



## Shelby County Capital Improvement Plan Summary of Projects Allocated for 2019

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### **Corrections Roof Replacement: \$400,000 - County Share**

Both the Women's inmate building and the Main Building (Inmate housing, Inmate and Officer's dining rooms, kitchen, processing/intake, gym, Administration) have roofs that Tennessee Corrections Institute (TCI) has mandated must be fixed. Leaking has caused the closure of 15 block. Once the roof is replaced, all blocks can be occupied. Jails throughout the State are requesting transfers. Shelby County could request these transfers for higher revenue once roof is replaced. ***Impact on Operating Budget: A new roof will reduce maintenance costs and prevent further interior and exterior repair costs.***

### **Corrections Kitchen: \$600,000 (FY20 - \$10,000,000)**

The existing kitchen and dining facility at the Shelby County Correction Center was recently inspected for compliance with TCI standards. The comments from the report included the following. "The 2017 inspection report noted several comments concerning the physical plant area of the kitchen. There is a new food service provider that provided a positive impact, however, the kitchen physical plant has not changed significantly from previous inspections. The aging facility presents challenges while continuing to deteriorate. Walls, doors, freezers, and general overall condition of the jail food service area appear to have far outlived its intended use." Expectations that maintenance can continually address and support issues that occur on a daily basis are not reasonable nor do they support good correctional practices. Officials should consider a new kitchen or remodeling the present Kitchen in order to meet all applicable standards in the future. The new kitchen will be approximately 8,800 square feet which will provide food for transport to several housing pods and serve meals in the new 14,500 dining facility. ***Impact on Operating Budget: The new facility will have energy efficient equipment which will reduce the utility cost and the overall maintenance expense of the HVAC equipment, cooking equipment and general repairs.***

### **Health Services Building: \$25,000,000 (FY21 - \$3,000,000)**

The Shelby County Health Department facility is located at 814 Jefferson. The facility is comprised of three buildings: the original two-story building constructed in the 1950s, the six-story addition constructed in 1971, and the auditorium also constructed in 1971. Due to the age of the buildings, major expenditures would be necessary to repair building deficiencies, infrastructure problems and code compliance issues. This project is for the actual construction of the new facility, which will be completed in two phases. The first phase will include construction of the new building in FY19. The second phase will include demolition of the existing building and construction of a new parking lot in FY21. ***Impact on Operating Budget: Cost reductions are anticipated from efficiencies associated with structural and compliance modifications. Improved space utilization will avoid office rentals for staff increases.***

### **Jail Roof Replacement: \$1,600,000**

The roof for the old Jail has to be patched and/or repaired numerous times each year due to exposure to extreme weather conditions. The original installation was completed around 1988. This roof had a 20 year warranty, which expired approximately 8 years ago. ***Impact on Operating Budget: Repair costs will be eliminated for the length of the new warranty.***

### **Orgill Clubhouse Roof: \$400,000**

The existing roof for the Orgill Golf Course Clubhouse was installed in 1994 when the Clubhouse was expanded and consists of a roofing system over rigid insulation with a fluid-applied, waterproofing coating, which was applied over time to seal roof leaks. The existing roof has deteriorated beyond repair. Water infiltration has deteriorated the rigid insulation and destroyed a significant amount of roof decking and interior finishes. The scope of this project includes new low slope replacement roofing system over new roof deck insulation, new storm drains and/or wall scuppers and downspouts, new edge flashings and pitch pockets and expansion joints, repair of roof decking material, repointing and repair of parapet walls, and repair of damaged soffits and facias and exterior ceilings. ***Impact on Operating Budget: A new roof will reduce maintenance costs and prevent further interior and exterior repair costs.***



## Shelby County Capital Improvement Plan Summary of Projects Allocated for 2019

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### Information Technology Projects

#### **Data Governance (Risk/Access): \$300,000 (FY20 - \$300,000)**

The purpose of this project is to provide resources for the purchase and implementation of the Governance Risk and Compliance system to address issues identified in the FY15 HIPAA and HITECH Act risk assessment, covering Health Services, Corrections, the Aging Commission, and Information Technology Services. These issues include the identification of the following insufficiencies in relation to the Health Insurance Portability and Accountability Act; 1)

Phase I - A lack of sufficient data identification, categorization, and access management ensuring that Authorization, Clearance, and Termination processes are completed in an accurate and timely manner and that regular reviews of system access are accomplished as required under the Health Insurance Portability and Accountability Act (HIPAA) requirement §164.308(a)(3)(ii) and the Payment Card Industry Data Security Standard req. 7.

2) Phase II - A lack of sufficient centralized Risk Management systems and processes in County Government as required under HIPAA §164.308(a)(1)(ii)(a) and Payment Card Industry Data Security Standard req. 12.2.

**Impact on Operating Budget: The ongoing cost for system licensing and maintenance is estimated to be \$60,000 per year.**

#### **Regional One EHR System: \$7,000,000 (FY20 - \$7,000,000)**

Per Agenda item 40 of the October 30, 2017 Commission Meeting, CIP funds are intended for Regional One's Electronic Health Records System (EHR) in FY20 in the amount of \$7,000,000. The Cerner EHR system will provide benefits for patients and better position information technology functionality for Regional One. **Impact on Operating Budget: No impact on the County's Operating Budget.**

#### **Digital Mail & Document Center Replacement: \$151,620**

The Trustee's office currently uses a solution that is comprised of hardware and software from Opex Corporation with two Opex Mail Extractor/Digital Scanner units that digitize over 200,000 payments and approx.100,000 documents with multiple images for image-based processing throughout the office. The images captured by these units are used for electronic deposits, digital record retention, and electronic workflows associated with various types of taxpayer correspondence, Tax Relief application processing, Tax Freeze application processing, Quarterly Pay application processing, Wheel Tax reimbursement, Return Mail and Lawsuit Certifications. The original units were purchased in 2004 and 2006 and now have components that have reached end-of-life. **Impact on Operating Budget: Maintenance for the replacements units is approximately \$6,000 less than the maintenance on the old units.**

#### **County Commission Audio/Video System Replacement: \$370,000**

The goal of this project is to significantly improve and upgrade the overall audio and visual experience for both the participants on site in the commission chambers and committee rooms, and providing transparency for distant viewers and listeners by effecting a complete replacement of existing audio/video systems. The audio visual enhancements will be reliable and the latest in audio and video technology in order to provide the best quality available. These enhancements should improve all featured audio capabilities in capturing voice and sound, reduce feedback and filter ambient noises. The installed equipment will be used to facilitate and broadcast live public meetings over the internet, and provide commissioners and their staff with remote A/V collaboration tools that meet their communications requirements. **Impact on Operating Budget: Reduced risk of litigation, as the audio and videos provide access for many county residents to our Public Meetings.**

#### **Voting Machines: \$2,000,000 - State Funding (FY20 - \$5,000,000, FY21 - \$5,000,000 - County Share)**

Replacement of voting machines, tabulation software, servers and electronic pollbooks. Current equipment is nearing end of life and must be replaced by certified equipment. Although Tennessee currently does not require a Voter Verifiable Paper Trail (VVPT), it is anticipated that this will be required by the time of purchase. Equipment with a VVPT comes in two general formats - digital scan of pre-printed paper ballots or a ballot marking system that produces a paper trail. Digital scan has a lower upfront purchase price but has considerably higher operating costs. Ballot marking systems have lower rates of voter error and lower operating costs although they have a higher initial purchase price. **Impact on Operating Budget: A decrease is expected in personnel costs for pollworkers.**



## Shelby County Capital Improvement Plan Summary of Projects Allocated for 2019

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### Roads and Bridges Projects

**Walnut Grove Road Expansion: \$125,000 - County Share (FY20 - \$2,862,500 - County Share only)**

This project improves a 1.0 mile of segment of Walnut Grove Road by widening the existing roadway from two to four lanes, correcting geometry, adding bicycle and pedestrian facilities for improved mobility and widening the bridge over Grays Creek. This project includes improvements at the intersection of Houston Levee Road and Walnut Grove. This route provides one of only two east-west crossings of Grays Creek. ***Impact on Operating Budget: Road expansions increase annual repaving cost; additional funding provided in Roads & Bridges operating budget.***

**Macon Road Expansion: \$375,000 - County Share (FY21-23 - \$4,787,500 - County Share only)**

This project provides 1.73 miles of roadway improvements by widening Macon Road from two to four lanes from Berryhill Road to Houston Levee Road, addition of pedestrian and bicycle facilities, and construction of a new bridge over Gray's Creek. Intersection improvements will be made at Berryhill Road, Lenow Road, Rebel Drive, Big Orange, Far Road, and Houston Levee Road. ***Impact on Operating Budget: Road expansions increase annual repaving cost; additional funding provided in Roads & Bridges operating budget.***

**Houston Levee Road Expansion: \$450,000 - County Share (FY21 - \$3,600,000 - County Share only)**

This project improves Houston Levee Road by widening the segment from Walnut Grove to the Wolf River Bridge from two to four lanes. The roadway segment will include a median with pedestrian and bicycle facilities. Length 1.67 miles. This project improves emergency vehicle access along a major north-south corridor in Shelby County. ***Impact on Operating Budget: Road expansions increase annual repaving cost; additional funding provided in Roads & Bridges operating budget.***

**Hacks Cross Road: \$200,000 - County Share (FY20 - \$2,880,000 - County Share only)**

This project improves a 1.8 mile segment of Hacks Cross Road from Shelby Drive to Stateline Road by widening the roadway from two to seven lanes. The improvements will include pedestrian and bicycle facilities and landscaping. This corridor is a major north-south connector that is highly congested with traffic traveling through Unincorporated Shelby County, the City of Memphis and north Mississippi. Hacks Cross Road has an interchange at State Route 385 which is a significant traffic generator. ***Impact on Operating Budget: Road expansions increase annual repaving cost; additional funding provided in Roads & Bridges operating budget.***

### Community Projects

**Shelby Farms Operations Center: \$1,300,000**

The Shelby Farms Park Conservancy currently utilizes an old barn on Haley Road to store maintenance vehicles, equipment, and displays for park attractions. The barn is a wooden structure originally constructed as part of the County's Penal Farm. The barn is over 75 years old and is in extreme disrepair. This project involves demolition of the existing barn, design of a new structure, and construction of a new insulated metal building to accommodate the maintenance and storage needs of the Conservancy. ***Impact on Operating Budget: This project significantly reduces maintenance costs in coming years, as building will be***

**Big Creek Resiliency Project: \$4,000,000 (100% Grant Funded, County Share = 0)**

Provide an expanded floodway to prevent the City of Millington and the Naval Support Activity from flooding during extreme rain events. These areas have flooded multiple times over the past 15 years with damages exceeding \$500,000,000. This project will increase the storage capacity for storm water to maintain a peak water level during high rain events below the top of the Big Creek Levee. The project will make room for the river to flow around Millington rather than flooding the city. The area will be used as a park and for other recreational activities during the times of normal rainfall. The project protects the area from flooding and provides a new community space that can be used by all residents of Shelby County. ***Impact on Operating Budget: Flood risk reduction. Investment mitigates cost of potential damages and recovery efforts.***



## Shelby County Capital Improvement Plan Summary of Projects Allocated for 2019

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### **Shelby County Sewer System: \$3,000,000 (FY20-23 \$37,000,000)**

The City of Memphis has established a policy to not extend new sewer services outside their municipal boundaries and does not allow for new sewer connections to the existing collection system. The City has requested that the ownership of all existing sewer collection systems located in unincorporated Shelby County transfer to Shelby County. The project would include the receipt of the existing collection system and the construction of a Wastewater Treatment plant located nearby the Wolf River in the Grays creek water shed. **Impact on Operating Budget: Revenue and expenditures will increase to approximately \$2.2 Million in revenue and \$750,000 in additional costs.**

### **Youth Villages Sewer Lift Station: \$400,000**

The wastewater treatment plant serving Youth Villages-Dogwood Campus is needing improvements to operate at a level to meet current discharge permitting requirements. This project installs a pump station at the existing City of Memphis' sewer force main to eliminate the need for the treatment plant. By taking the plant offline, the sewer program liability is greatly reduced and weekly monitoring and maintenance costs are eliminated. **Impact on Operating Budget: A reduced risk of litigation from homeowners.**

### **FedEx Forum Maintenance: \$3,000,000 (\$3,000,000/yr. for subsequent years, FY20-FY23)**

The FedEx Forum is now in its 13th year of operation and the capital needs are increasing. The agreements with the Memphis Grizzlies provide that they will manage the FedEx Forum and the City of Memphis and Shelby County are responsible for the capital needs of the facility to maintain it as a first class NBA Arena. The original financing of the facility included a \$10 million Capital Reserve Fund. The Memphis Grizzlies have had a facility assessment prepared that indicates substantial capital needs going forward as the building ages. **Impact on Operating Budget: Planned maintenance ensures competitive facility and protects revenue stream.**

**Contingency: \$1,000,000** - Included for all years for unanticipated capital needs.

### **Schools**

The County Commission approved a total allocation in the amount of \$116,281,967 for all school districts as a response to a capital improvement request made by SCS. Of this amount, \$25,989,020 is the combined total provided to all other school districts within Shelby County based on the Weighted Full-time Average Daily Attendance, as required by the County by law when providing funds to the Shelby County School District. Specific projects were identified and approved by resolution of the Shelby County Board of Education on May 29th, 2018 as shown on following page. The Commission does not have project approval authority for the municipal school districts.

## Shelby County Schools Capital Projects List

School	Project Description	FY19
<b>New Construction</b>		
Alcy ES	New School	15,120,410
Goodlett ES	New School	29,946,220
	<b>Sub-Total</b>	<b>45,066,630</b>
<b>Deferred Maintenance</b>		
Alton ES	Roofing	581,183
Barret's Chapel K-8	HVAC	624,000
Barret's Chapel K-8	Roofing	154,731
BT Washington HS	HVAC	2,080,000
Chickasaw MS	Roofing	764,660
Dexter ES	HVAC	1,560,000
Douglass K-8	Roofing	449,800
EE Jeter K-8	HVAC	873,600
Germantown ES	HVAC	709,280
Grahamwood ES	HVAC	931,840
Grahamwood ES	Roofing	802,894
Hickory Ridge ES	HVAC	161,720
Hickory Ridge ES	Fire Alarm System	234,000
Highland Oaks ES	HVAC	1,768,000
Holmes Rd ES	HVAC	374,400
Jackson ES	Elevator	156,000
Jackson ES	Roofing	314,860
Lowrance K-8	HVAC	911,040
Lowrance K-8	Roofing	1,008,800
Macon Hall ES	Construction	624,000
Maxine Smith Academy	HVAC	1,643,200
Newberry ES	Roofing	635,440
Oakhaven ES	Roofing	141,237
Oakhaven ES	HVAC	260,000
Raleigh-Bartlett Meadows ES	HVAC	218,504
Raleigh-Bartlett Meadows ES	Fire Alarm System	260,000
Robert R Church ES	HVAC	388,856
Shelby Oaks ES	Windows	234,166
Sherwood ES	Roofing	382,720
Shrine/Sheffield ES	HVAC	1,029,600
Snowden K-8	Windows	1,248,000
White Station ES	Roofing	687,474
White Station HS	Roofing	1,143,392
White Station MS	Fire Alarm System	234,000
Whitehaven HS	HVAC	1,560,000
Whitehaven HS	Windows	285,678
Whitehaven HS	Fire Alarm System	312,000
Whitney ES (ASD)	Roofing	241,992
	<b>Sub-Total</b>	<b>25,991,067</b>
<b>Building Additions</b>		
Cummings ES	Building Addition	437,750
Delano ES	Building Addition	437,750
Douglass K-8	Building Addition	437,750
Germantown ES	Building Addition	3,141,500
Grahamwood ES	Building Addition	437,750
Jackson ES	Building Addition	3,141,500
Kingsbury ES	Building Addition	3,141,500
Macon Hall ES	Building Addition	4,480,500
Newberry ES	Building Addition	3,141,500
Richland ES	Building Addition	437,750
	<b>Sub-Total</b>	<b>19,235,250</b>
	<b>Total</b>	<b>90,292,947</b>

## Capital Assets/Projects Budgeted In Other Funds in FY19

Listed below are capital asset acquisitions or construction projects that have been budgeted for FY19 but will not be funded from CIP. The specific fund and nature of the expenditure is indicated for each.

Amount	Division/Fund	Description of Planned Expenditures:
91,800	Information Technology Svcs	Exagrid Backup expansion
256,274	Public Works	Heavy & Other Equip., Infrastructure, Buildings
37,000	Health Services	Utility & Other Vehicles, Electronics & Other Equip.
2,163,558	Sheriff	Passenger & Other Equip., Electronic & Comp. Equip.
810,000	Sheriff	Vehicles for 30 additional Officers
10,000	Judicial	Electronics & Other Equipment
15,700	Other Elected Officials	Office Furniture & Equip., Electronics & Other Equip.
<b>\$ 3,384,332</b>	<b>Total General Fund</b>	
463,430	Roads & Bridges Fund	Electronics, Utility/Other Vehicles, Heavy Equip.
3,996,125	Roads & Bridges Fund	Asphalt Paving - Infrastructure, Land, & Right of Way
18,757	Register DP Fund	Electronic & Computer Equipment
50,000	Vector Control Fund	Utility & Other Vehicles
3,338	General Sessions Criminal	Electronic & Computer Equipment
15,000	Criminal Court Clerk	Electronic & Computer Equipment
25,000	Sheriff ALERT Fund	Passenger Vehicles & Utility Vehicles
1,095,000	Sheriff Narcotics Fund	Electronic & Computer Equipment, Vehicles
228,991	Storm Water Fund	Construction Contracts
1,056,000	Sewer Maintenance	Architectural & Engineering Services for Cotton Creek
<b>\$ 6,951,641</b>	<b>Total Special Revenue Fund</b>	
103,000	CAO - Office of Preparedness	Electronic & Computer Equipment for Homeland Security
375,000	Planning & Development	Electronic & Computer Equipment and Land Improvements
14,675,000	Planning & Development	Buildings & Improvements, Land, CIP - Construction Contracts for HUD Resiliency Program Projects
11,822,385	Public Works	Congestion Management Projects (CMAQ Grants)
3,399,788	Public Works	Roads & Bridges Maintenance Grant 766 (Paving)
37,119	Corrections	Waste Reduction - Recycle Truck
1,992,245	Sheriff	Next Generation 911 CAD System Fund 264, Justice Assistance Grant (Homeland Security)
129,000	Health Services	Electronic & Computer Equip., Air Pollution and PHEPP Grants
30,700	Attorney General	Electronic & Computer Equip., Justice Assistance Grant
<b>\$ 32,564,237</b>	<b>Total Grant Funds</b>	
265,000	Fire Department	Utility/Other Vehicles, Electronics, & Other Equipment
150,000	Fire Department	Buildings & Improvements
339,300	Corrections	Vehicles, Heavy Equip., Electronic & Comp. Equip.
400,000	Corrections	Buildings & Improvements
<b>\$ 1,154,300</b>	<b>Total Enterprise Funds</b>	
455,600	Fleet Vehicle Replacement Fund	Utility/Other Vehicle Purchases
<b>\$ 455,600</b>	<b>Total Internal Service Funds</b>	
<b>\$ 44,510,110</b>	<b>Total Capital Asset Acquisitions/Projects Not Funded from CIP</b>	