

Fiscal Year 2020

Proposed Budget



Shelby County, Tennessee

Mayor Lee Harris

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SHELBY COUNTY, TENNESSEE

PROPOSED BUDGET

Fiscal Year 2020



Mayor Lee Harris

Prepared by the Department of Finance:

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Shelby County Government

Tennessee

For the Fiscal Year Beginning

July 1, 2018

A handwritten signature in black ink, appearing to read "Jeffrey R. Egan".

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Shelby County Government, Tennessee for its annual budget for the fiscal year beginning July 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a, operating guide, as a financial plan, and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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Shelby County Board of Commissioners

July 1, 2018 – June 30, 2019

Van Turner, Chairman, District 12
Mark Billingsley, Chair Pro Tempore, District 4

Amber Mills	District 1	Mickell Lowery	District 8
David Bradford	District 2	Edmund Ford, Jr.	District 9
Mick Wright	District 3	Reginald Milton	District 10
Michael Whaley	District 5	Eddie Jones	District 11
Willie Brooks	District 6	Brandon Morrison	District 13
Tami Sawyer	District 7		

Elected Officials

Assessor of Property	Melvin Burgess
Attorney General	Amy P. Weirich
County Clerk	Wanda Halbert
County Mayor	Lee Harris
County Register	Shelandra Y. Ford
County Trustee	Regina Morrison Newman
Juvenile Court Clerk	Janis Fullilove
Chancery Court Clerk & Master	Donna Russell (Appointed)
Circuit Court Clerk	Temika D. Gipson
Criminal Court Clerk	Heidi Kuhn
General Sessions Court Clerk	Edward L. Stanton, Jr.
Probate Court Clerk	Bill Morrison
Sheriff	Floyd Bonner, Jr.

Shelby County Administrative Officials***Lee Harris, Mayor***

Chief Administrative Officer	Patrice Thomas
Chief Information Officer	John Halbert
Director of Administration and Finance	Chris Mclean
County Attorney	Marlinee Clark Iverson
Director of Planning and Development	John Zeanah
Director of Public Works	Tom Needham
Director of Corrections	Anthony Alexander
Director of Health Services	Alisa Haushalter
Director of Community Services	Dorcas Young

Vasco A. Smith Administration Building

160 North Main Street

Memphis, Tennessee 38103

<http://www.shelbycountyttn.gov>

Format and Organization of the Budget Document:

As the **Table of Contents** illustrates, this summary book divides the budget information into multiple sections according to funds or divisions. Pages are numbered consecutively throughout the book with tabs added for convenience.

The **Introduction** section includes the **Mayor's Letter of Transmittal**, a list of County Officials, a countywide organizational chart and this format guide. The **Budget Overview** is intended to provide a comprehensive outline of key budget information and changes for the proposed fiscal year.

The **All Funds Summary** presents the overall budget of Shelby County with summary information related to revenue and expenditure trends, the Position Control Budget, and Fund Balances.

The **General Fund Summary** highlights the same basic information and trends as the "All Funds Summary" – with a focus only on the General Fund.

Division Summaries are provided for each division of the Mayor's Administration and for the offices of the Sheriff, Judicial, and Other Elected Officials. The following information is included in each section:

- **Organizational Charts by Program** provide a visual guide to the structure of each division for financial reporting purposes. These charts are not intended to reflect the reporting hierarchy of specific positions.
- **Division Overview** narrative to present the Division mission and goals and Departmental structure.
- The "**Budget Highlights**" page summarizes on one page any budgetary issues/trends/challenges the division or office faces, along with a financial summary that notes any significant changes from the prior or current year budget. All funding sources are noted, as well as any increases requested for the proposed year. Additional pages are provided for multiple fund activity or increase requests.
- **Financial Summaries** are included for each division to present Prime Account Reports, Sources and Uses, Net Expenditures by Department/Fund and the Full-Time Equivalent (FTE) position count of permanent full-time and part-time positions only. Temporary employees are not included in the FTE count.

The **Education** section presents the Education Fund information which accounts for taxes collected and allocated for school operations.

The **Debt Service** section includes Shelby County debt management policy, the use and purpose of debt and its limits and capital financing funding types.

The **CIP** section provides a summary of the five year Capital Improvement Plan (CIP) for capital expenditures. Detailed project sheets are provided on the website.

The **Appendix** presents supplemental information related to understanding budget terminology or other financial data.

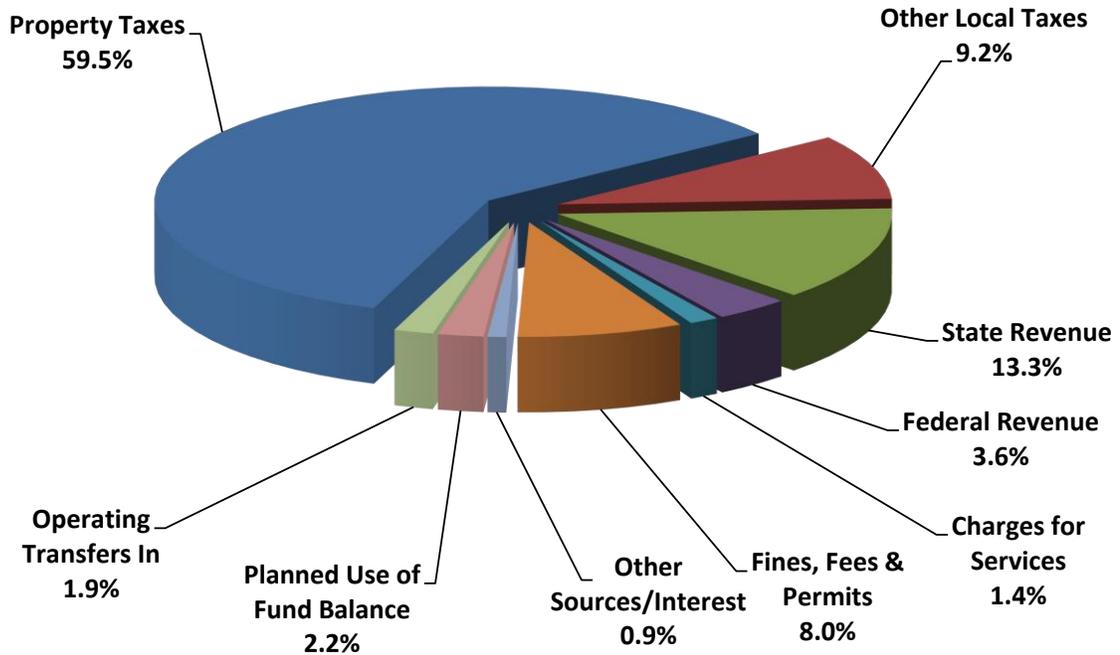
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ALL FUNDS SUMMARY



FY 2020 PROPOSED BUDGET

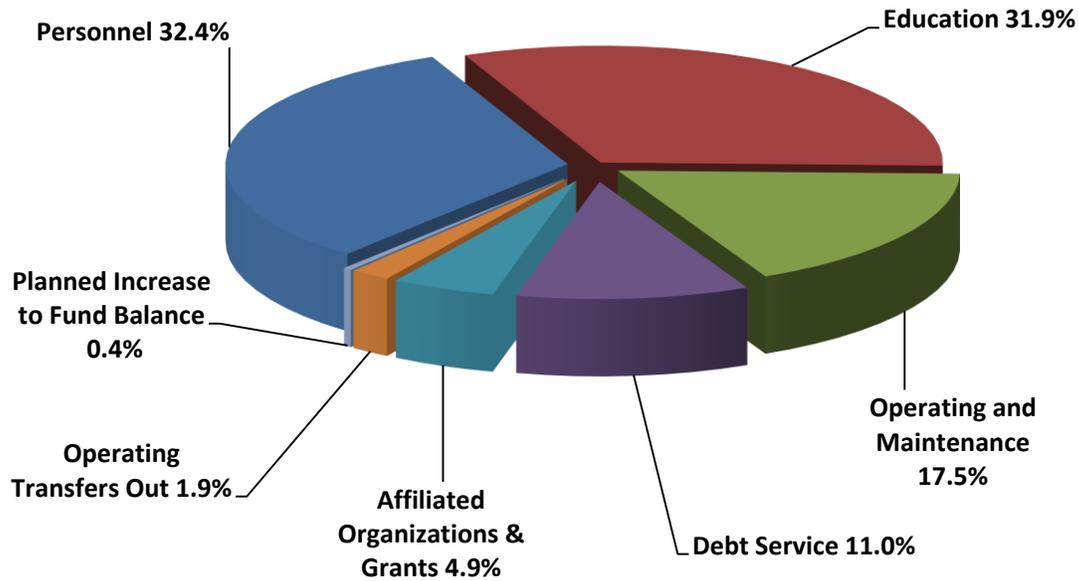
Where the Money Comes From....



SOURCES OF FUNDS:

	<u>FY20 Proposed</u>	<u>FY19 Amended</u>
Revenue:		
Property Taxes	\$ 795,192,705	\$ 803,055,000
Intergovernmental-State	177,781,277	191,650,232
Other Local Taxes	123,441,517	123,321,000
Fines, Fees & Permits	107,166,514	105,587,471
Intergovernmental-Federal	49,364,414	49,907,416
Charges for Services	18,461,433	18,547,373
Other Revenue/Interest	11,789,858	8,369,331
Subtotal	<u>1,283,197,718</u>	<u>1,300,437,823</u>
Other Sources:		
Planned Use of Fund Balance	29,177,931	45,407,044
Operating Transfers In	25,968,800	19,755,326
Other Financial Sources	250,000	114,729,312
Subtotal	<u>55,396,731</u>	<u>179,891,682</u>
Total Appropriation Sources	<u>\$ 1,338,594,449</u>	<u>\$ 1,480,329,505</u>

.....and Where the Money Goes



USE OF FUNDS:

	<u>FY20 Proposed</u>	<u>FY19 Amended</u>
Personnel	\$ 433,719,460	\$ 432,741,081
Education	427,259,000	433,718,319
Operating and Maintenance	234,318,770	254,329,408
Debt Service	147,589,449	263,685,123
Affiliated Organizations & Grants	64,923,902	72,240,590
Operating Transfers Out	25,818,998	23,614,984
Planned Increase to Fund Balance	4,964,869	-
Total Appropriation Uses	<u>\$ 1,338,594,449</u>	<u>\$ 1,480,329,505</u>

COUNTY WIDE SUMMARY

All Funds

PRIME ACCOUNTS

ACCT DESCRIPTION	FY16 ACTUAL	FY17 ACTUAL	FY18 ACTUAL	FY19 AMENDED	FY20 PROPOSED
40 - Property Taxes	(756,449,189)	(764,259,946)	(795,913,271)	(803,055,000)	(795,192,705)
41 - Other Local Taxes	(107,820,954)	(109,137,255)	(117,780,093)	(123,321,000)	(123,441,517)
43 - Intergovernmental Revenues-State	(135,228,917)	(131,211,023)	(123,839,191)	(191,650,232)	(177,781,277)
44 - Intergovernmental Revenues-Federal	(28,727,496)	(25,960,195)	(33,061,960)	(49,907,416)	(49,364,414)
45 - Charges for Services	(13,279,330)	(14,523,475)	(15,908,615)	(18,547,373)	(18,461,433)
46 - Fines, Fees & Permits	(99,531,851)	(99,920,259)	(97,926,836)	(105,587,471)	(107,166,514)
47 - Other Revenue	(6,251,106)	(5,366,249)	(3,291,025)	(6,242,331)	(5,441,971)
48 - Investment Income	(2,550,577)	(2,032,858)	(5,022,667)	(2,127,000)	(6,347,887)
TOTAL REVENUE	(1,149,839,420)	(1,152,411,259)	(1,192,743,656)	(1,300,437,823)	(1,283,197,718)
51 - Salaries-Regular Pay	252,497,393	252,000,587	257,875,248	311,599,020	316,854,377
52 - Salaries-Other Compensation	21,604,521	24,853,221	30,263,789	26,361,732	27,285,556
55 - Fringe Benefits	93,824,321	105,213,373	111,313,922	128,987,779	123,157,803
56 - Vacancy Savings	-	-	-	(34,207,450)	(33,578,276)
TOTAL SALARIES	367,926,235	382,067,181	399,452,959	432,741,081	433,719,460
60 - Supplies & Materials	16,244,938	15,680,939	16,180,072	21,517,013	20,196,037
64 - Services & Other Expenses	23,959,847	22,861,295	22,988,489	57,441,535	55,574,134
66 - Professional & Contracted Services	62,631,976	62,063,882	63,035,680	88,698,865	80,774,529
67 - Rent, Utilities & Maintenance	20,776,115	21,158,463	21,343,662	29,483,808	28,018,568
68 - Interfund Services	7,497,287	8,258,423	8,720,807	10,504,300	10,212,512
70 - Capital Asset Acquisitions	23,443,211	23,232,939	20,293,064	53,515,130	44,669,746
79 - Depreciation Expense	(1,160,915)	(1,369,850)	(417,186)	(1)	(1)
TOTAL OPERATING & MAINT	153,392,458	151,886,091	152,144,589	261,160,651	239,445,526
80 - DEBT SERVICE EXPENDITURE	280,854,154	248,949,902	147,970,628	263,685,123	147,589,449
89 - AFFILIATED ORGANIZATIONS	(1) 439,707,685	465,079,347	472,303,295	495,715,536	482,982,902
90 - GRANTS	4,764,000	4,299,500	6,155,280	10,243,373	9,200,000
95 - CONTINGENCIES & RESTRICTIONS	-	-	-	(6,831,243)	(5,126,755)
94 - OTHER SOURCES & USES	(86,235,568)	(100,907,901)	(175,679)	(114,729,312)	(250,000)
TOTAL EXPENDITURES	1,160,408,963	1,151,374,120	1,177,851,072	1,341,985,209	1,307,560,581
9998 - PLANNED FUND BALANCE INCREASE	-	-	-	-	4,964,869
9999 - PLANNED FUND BALANCE DECREASE	-	-	-	(45,407,044)	(29,177,931)
NET USE OF FUND BALANCE	-	-	-	(45,407,044)	(24,213,062)
96 - OPERATING TRANSFERS IN	(21,294,841)	(17,933,217)	(19,428,049)	(19,755,326)	(25,968,800)
98 - OPERATING TRANSFERS OUT	27,490,019	24,664,751	17,985,394	23,614,984	25,818,998
NET TRANSFERS	6,195,178	6,731,533	(1,442,654)	3,859,658	(149,802)
TOTAL COUNTYWIDE	16,764,721	5,694,395	(16,335,239)	-	-

(1) Includes Education expense

COUNTY WIDE SUMMARY

All Funds

SOURCES AND USES BY FUND/DIVISION

<i>FUND/DIVISION:</i>	FY20 SOURCES OF FUNDS			FY20 USES OF FUNDS			NET OPERATIONS
	REVENUE + OTHER SOURCES	TRANSFERS IN	FUND BALANCE	EXPENSES	TRANSFERS OUT	FUND BALANCE	
GENERAL FUND:							
Administration & Finance	(346,442,890)	(74,802)	(1,250,000)	41,590,209	21,038,905	-	(285,138,578)
Information Technology	(2,057,250)	-	-	12,349,639	-	-	10,292,390
Planning & Development	-	-	-	337,404	64,361	-	401,765
Public Works	(3,084,485)	(40,460)	-	26,271,627	50,000	-	23,196,682
Health Services	(4,304,650)	(797,300)	-	31,505,522	2,118,644	-	28,522,215
Community Services	(900,000)	-	-	10,446,760	-	-	9,546,760
Sheriff	(5,900,000)	(85,000)	-	183,286,923	18,219	-	177,320,142
Judicial	(28,319,100)	(30,993)	-	71,794,401	504,829	-	43,949,137
Elected Officials	(45,189,508)	-	-	37,098,994	-	-	(8,090,514)
TOTAL GENERAL FUND	(436,197,883)	(1,028,555)	(1,250,000)	414,681,480	23,794,958	-	-
SPECIAL REVENUE FUNDS:							
Education Fund	(423,284,357)	(3,974,643)	-	427,259,000	-	-	-
Pre-K Fund	(6,000,000)	-	-	6,000,000	-	-	-
Hotel-Motel Tax Fund	(18,274,231)	-	-	14,830,045	-	3,444,186	-
Roads & Bridges Fund	(14,677,635)	-	(2,622,576)	17,047,324	252,887	-	-
Narcotics Funds	(2,979,000)	-	(9,760)	2,988,760	-	-	-
Car Rental Tax Fund	(2,500,000)	-	-	2,500,000	-	-	-
Mosquito & Rodent Control Fund	(3,578,000)	-	(599,636)	4,177,636	-	-	-
Air Emission Fees Fund	(886,400)	-	(168,141)	1,034,541	20,000	-	-
Register DP Fund	(281,345)	-	-	281,345	-	-	-
General Sessions DP Fund	(328,200)	-	(337,510)	665,710	-	-	-
Veteran's Court	(6,550)	-	-	6,550	-	-	-
Criminal Court DP Fund	(20,800)	-	(95,000)	115,800	-	-	-
Economic Development Fund	(70,000)	-	(1,600,000)	1,670,000	-	-	-
Stormwater Fees Fund	(787,000)	-	(451,582)	1,238,582	-	-	-
Sewer Maintenance Fund	(56,000)	-	(1,150,000)	1,206,000	-	-	-
DUI Treatment Fines Fund	(35,000)	-	(30,000)	65,000	-	-	-
Drug Court Program Fund	(386,367)	-	(310,168)	696,535	-	-	-
Tax Increment Fund	(6,500,000)	-	-	6,500,000	-	-	-
TOTAL SPECIAL REVENUE	(480,650,885)	(3,974,643)	(7,374,372)	488,282,827	272,887	3,444,186	-
ENTERPRISE FUNDS:							
Corrections Fund	(39,364,207)	(15,314,262)	(4,383,174)	58,284,419	777,224	-	-
Fire Services Fund	(26,097,864)	-	-	25,666,652	7,935	423,277	-
Codes Enforcement Fund	(13,973,500)	(1,500,000)	-	14,038,853	337,241	1,097,406	-
TOTAL ENTERPRISE FUNDS	(79,435,571)	(16,814,262)	(4,383,174)	97,989,924	1,122,400	1,520,683	-
INTERNAL SERVICE FUNDS:							
IT Internal Service Fund	(5,232,060)	-	(2,727,829)	7,959,889	-	-	-
Fleet Vehicle Replacement Fund	(490,200)	-	-	490,200	-	-	-
Fleet Services	(3,028,486)	-	-	3,028,486	-	-	-
TOTAL INTERNAL SERVICES	(8,750,746)	-	(2,727,829)	11,478,575	-	-	-
GRANT FUNDS	(142,763,299)	(4,151,340)	(1,818,012)	148,103,899	628,753	-	-
DEBT SERVICE FUND	(135,649,334)	-	(11,624,543)	147,273,877	-	-	-
ALL FUNDS TOTAL	(1,283,447,717)	(25,968,800)	(29,177,931)	1,307,810,582	25,818,998	4,964,869	-

COUNTY WIDE SUMMARY

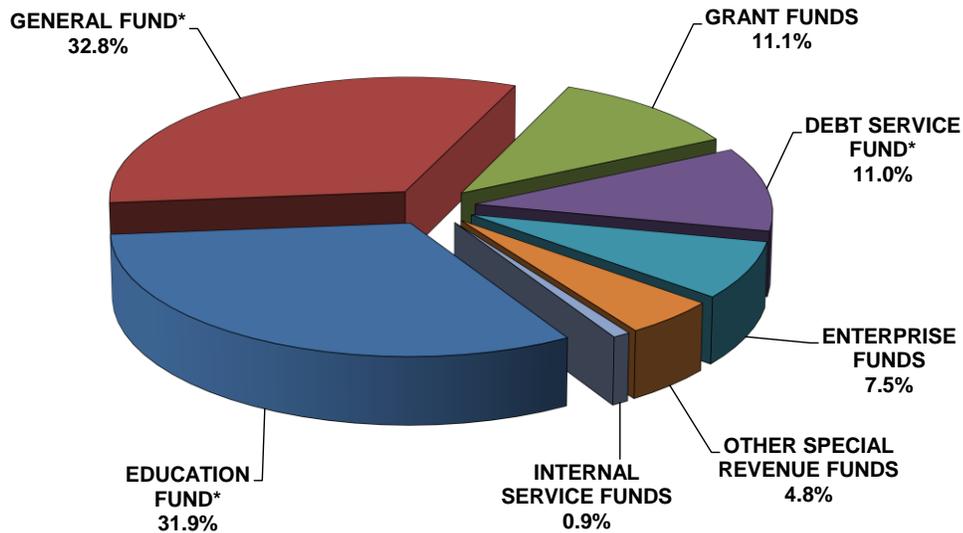
All Funds

TOTAL SOURCES AND USES BY FUND TYPE

<u>FUND TYPE:</u>	FY20 SOURCES OF FUNDS			FY20 USES OF FUNDS			NET OPERATIONS	
	REVENUE + OTHER SOURCES	TRANSFERS IN	FUND BALANCE	EXPENSES	TRANSFERS OUT	FUND BALANCE	NET FUND	% of Total
GENERAL FUND*	(436,197,883)	(1,028,555)	(1,250,000)	414,681,480	23,794,958	-	-	32.8%
EDUCATION FUND*	(423,284,357)	(3,974,643)	-	427,259,000	-	-	-	31.9%
DEBT SERVICE FUND*	(135,649,334)	-	(11,624,543)	147,273,877	-	-	-	11.0%
GRANT FUNDS	(142,763,299)	(4,151,340)	(1,818,012)	148,103,899	628,753	-	-	11.1%
ENTERPRISE FUNDS	(79,435,571)	(16,814,262)	(4,383,174)	97,989,924	1,122,400	1,520,683	-	7.5%
OTHER SPECIAL REVENUE	(57,366,528)	-	(7,374,372)	61,023,827	272,887	3,444,186	-	4.8%
INTERNAL SERVICE FUNDS	(8,750,746)	-	(2,727,829)	11,478,575	-	-	-	0.9%
ALL FUNDS TOTAL	(1,283,447,717)	(25,968,800)	(29,177,931)	1,307,810,582	25,818,998	4,964,869	-	100.0%

*Identified as Major Funds - defined as more than 10% of total appropriated revenues

FY20 Uses by Fund



Major Funds for Shelby County include the Education Fund (32.9% of total), the General Fund (33.9% of total) and the Debt Service Fund (10.9% of total).

COUNTY WIDE SUMMARY

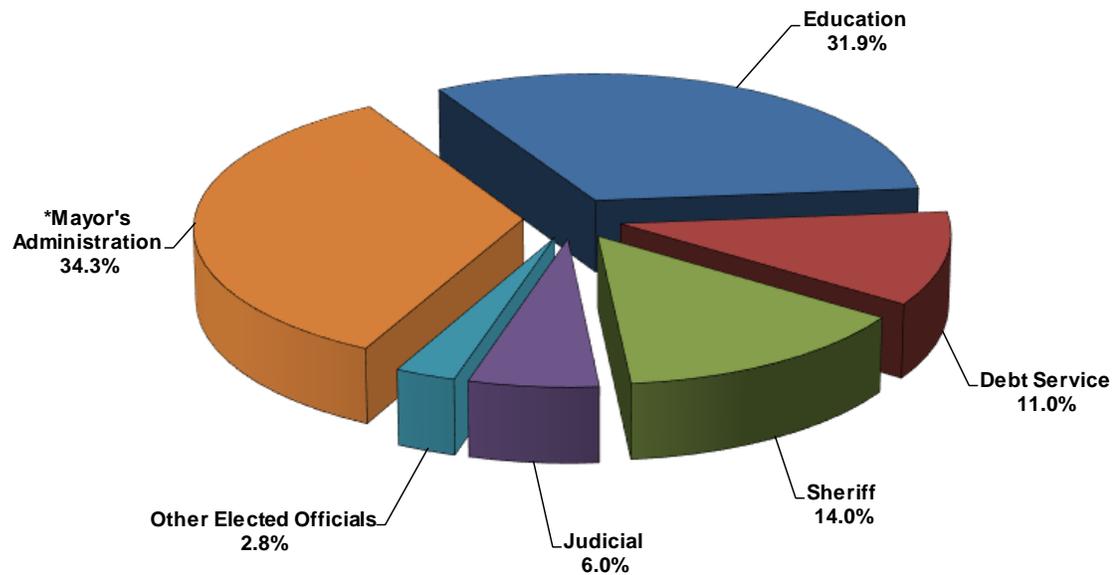
All Funds

TOTAL SOURCES AND USES BY DIVISION

DIVISION NAME	FY20 SOURCES OF FUNDS			FY20 USES OF FUNDS			NET OPERATIONS	
	REVENUE + OTHER SOURCES	TRANSFERS IN	FUND BALANCE	EXPENSES	TRANSFERS OUT	FUND BALANCE	NET TOTAL	% of Total
Education	(423,284,357)	(3,974,643)	-	427,259,000	-	-	-	31.9%
Sheriff	(9,605,899)	(103,219)	(9,760)	186,935,801	103,219	-	177,320,142	14.0%
Debt Service	(135,649,334)	-	(11,624,543)	147,273,877	-	-	-	11.0%
Public Works *	(61,940,358)	(351,282)	(4,780,299)	89,494,061	351,282	423,277	-	6.7%
Administration & Finance *	(396,834,923)	(74,802)	(2,850,000)	90,138,055	21,038,905	3,444,186	(285,138,578)	8.6%
Judicial	(34,850,321)	(535,822)	(773,373)	79,572,831	535,822	-	43,949,137	6.0%
Corrections *	(40,271,766)	(16,091,486)	(4,383,174)	59,969,202	777,224	-	-	4.5%
Health Services *	(43,397,975)	(2,935,944)	(1,027,953)	73,273,144	2,610,944	-	28,522,215	5.7%
Community Services *	(35,723,572)	-	-	45,270,332	-	-	9,546,760	3.4%
Other Elected Officials	(45,470,853)	-	-	37,380,339.16	-	-	(8,090,514)	2.8%
Planning & Development *	(43,129,051)	(1,901,602)	(1,001,000)	44,934,410	401,602	1,097,406	401,765	3.5%
Information Technology *	(7,289,309)	-	(2,727,829)	20,309,528	-	-	10,292,390	1.5%
Pre-K *	(6,000,000)	-	-	6,000,000	-	-	-	0.4%
ALL FUNDS TOTAL	(1,283,447,718)	(25,968,800)	(29,177,931)	1,307,810,581	25,818,998	4,964,869	-	100.0%

* Divisions of the Mayor's Administration

FY20 Uses by Division



Education represents the largest functional division of county expenditures.

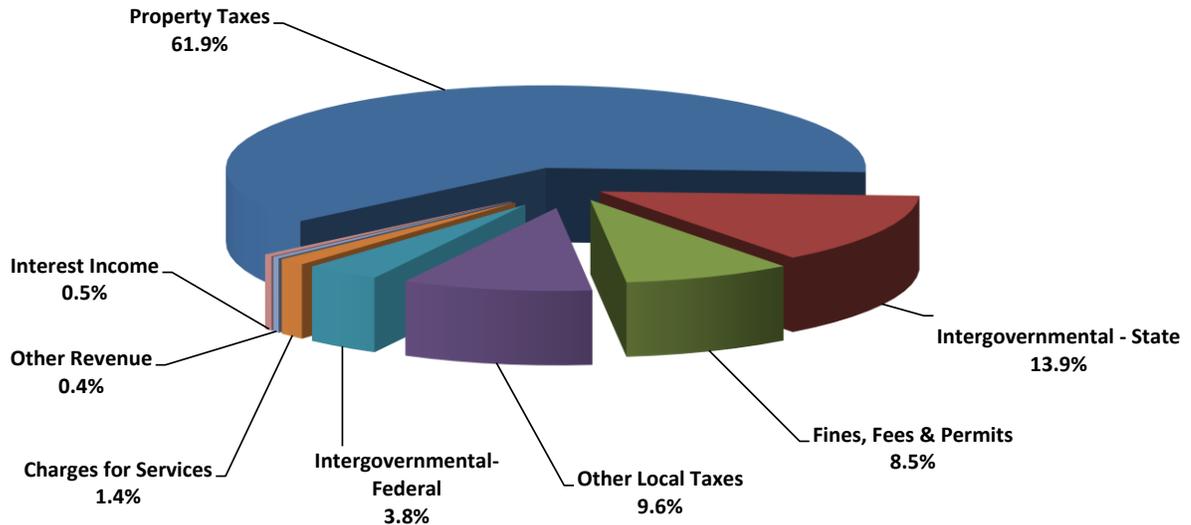
COUNTY WIDE SUMMARY

All Funds

REVENUE OVERVIEW

REVENUE SOURCE	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
40 - Property Taxes % of Total	756,449,189 65.8%	764,259,946 66.3%	795,913,271 66.7%	803,055,000 61.8%	795,192,705 62.0%
43 - Intergovernmental - State % of Total	135,228,917 11.8%	131,211,023 11.4%	123,839,191 10.4%	191,650,232 14.7%	177,781,277 13.9%
41 - Other Local Taxes % of Total	107,820,954 9.4%	109,137,255 9.5%	117,780,093 9.9%	123,321,000 9.5%	123,441,517 9.6%
46 - Fines, Fees & Permits % of Total	99,531,851 8.7%	99,920,259 8.7%	97,926,836 8.2%	105,587,471 8.1%	107,166,514 8.5%
44 - Intergovernmental-Federal % of Total	28,727,496 2.5%	25,960,195 2.3%	33,061,960 2.8%	49,907,416 3.8%	49,364,414 3.8%
45 - Charges for Services % of Total	13,279,330 1.2%	14,523,475 1.3%	15,908,615 1.3%	18,547,373 1.4%	18,461,433 1.4%
47 - Other Revenue % of Total	6,251,106 0.5%	5,366,249 0.5%	3,291,025 0.3%	6,242,331 0.5%	5,441,971 0.4%
48 - Interest Income % of Total	2,550,577 0.2%	2,032,858 0.2%	5,022,667 0.4%	2,127,000 0.2%	6,347,887 0.5%
TOTAL REVENUE - ALL FUNDS	1,149,839,420	1,152,411,259	1,192,743,656	1,300,437,823	1,283,197,718
% Change from Prior Year		0.2%	3.5%	9.0%	-1.3%

Countywide Revenue Overview



Property Taxes provide the largest single source of revenue for Shelby County.

Revenue Projections and Assumptions

Preparing a balanced budget based on conservative revenue estimates is fundamental to maintaining a strong financial position. Since property taxes account for 62% of Countywide revenue, reaching consensus on this revenue forecast is an important basis for budget development. Property taxes have been projected based upon historical trends, current year actual collections, and appraisal adjustments, with extensive collaboration with the County Trustee and County Assessor. Analysis of local, state, and national economic trends and statistical indicators is an integral part of this forecasting process. If necessary, estimates are adjusted before the final budget is approved to reflect results of the certified tax roll, final appeals of assessment, and updated current year collections.

Our dependence on this revenue source makes the impact of declining real estate values and foreclosures a real concern, particularly during economic downturns. However, the County has very little opportunity to diversify its revenue sources because most other local taxes, fines, fees and permits are largely established and regulated by State law. The County has attempted to maintain stable property tax rates to avoid the need to adapt to cyclical economic and fiscal conditions. This has been accomplished without the use of fund balance or the use of non-recurring revenue sources to fund ongoing expenditures.

Property Tax Rates

The Property Tax Rate is set by the County Commission as a part of the annual budget adoption process. Rates are set at a level determined to be necessary to maintain a balanced budget while providing appropriate services to County residents. Appraisals for residential and commercial properties are prepared by the Shelby County Assessor of Property and re-evaluated every four years, except for public utilities which are assessed by the Tennessee Regulatory Authority. Personal property is reappraised by the Assessor on an annual basis. The appraised value is the estimated market value at a specified point in time.

The assessed value is the basis for property taxes on various types of property, including:

- Real property – land, structures, lease-hold improvements (realty tax)
- Personal property – business furnishings and equipment (personalty tax)
- Public utility property – real and personal property owned by utilities and organizations regulated by the State

Some properties are exempt from property tax assessments such as governments, religious, and charitable institutions. The State of Tennessee tax statutes classify types of 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

Residential properties account for about 53% of total assessed values throughout the County, with commercial properties at about 32%, personal property at 8% and utilities at 7%.

Based on property tax assessments provided by the Assessor's office and the property tax rate as set by the County Commission, the Trustee calculates the amount of property tax bills. Tax bills are mailed by September and become delinquent if not paid by the last day in February of the following year.

Property Tax Calculation

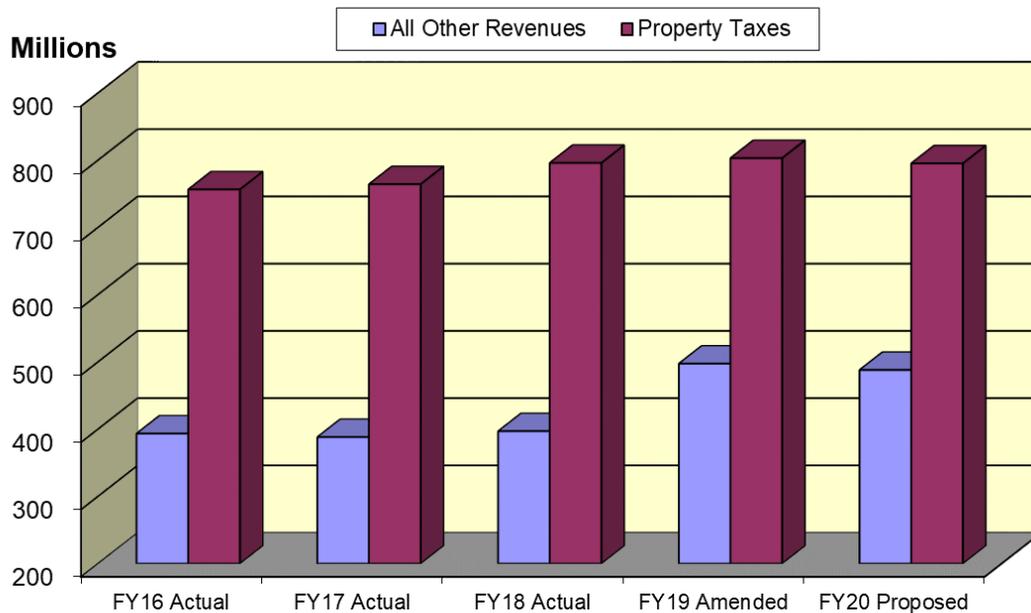
The County Commission approved a tax rate of \$4.05 for tax year 2018 (Fiscal Year 2019).

To calculate a property tax bill, the assessed value is divided by \$100, with the result multiplied by the effective tax rate. The example below shows this calculation for a tax rate of \$4.05 on a residential property assessed at \$100,000:

- 1) \$100,000 appraised value x 25% assessed value for residential property = \$25,000
- 2) \$25,000 / \$100 = \$250
- 3) \$250 x \$4.05 = \$1,012.50 tax due

A commercial property of the same appraised value would be assessed at 40% for a tax due amount of \$1,620.

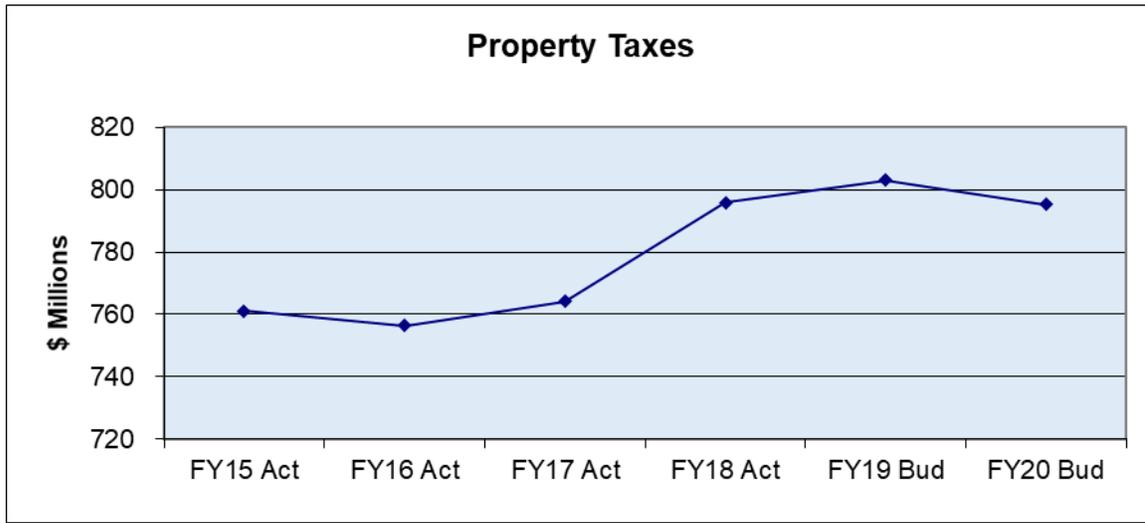
Revenue Trends



Revenue trends demonstrate the stability of Shelby County revenue sources

Property Tax Revenue

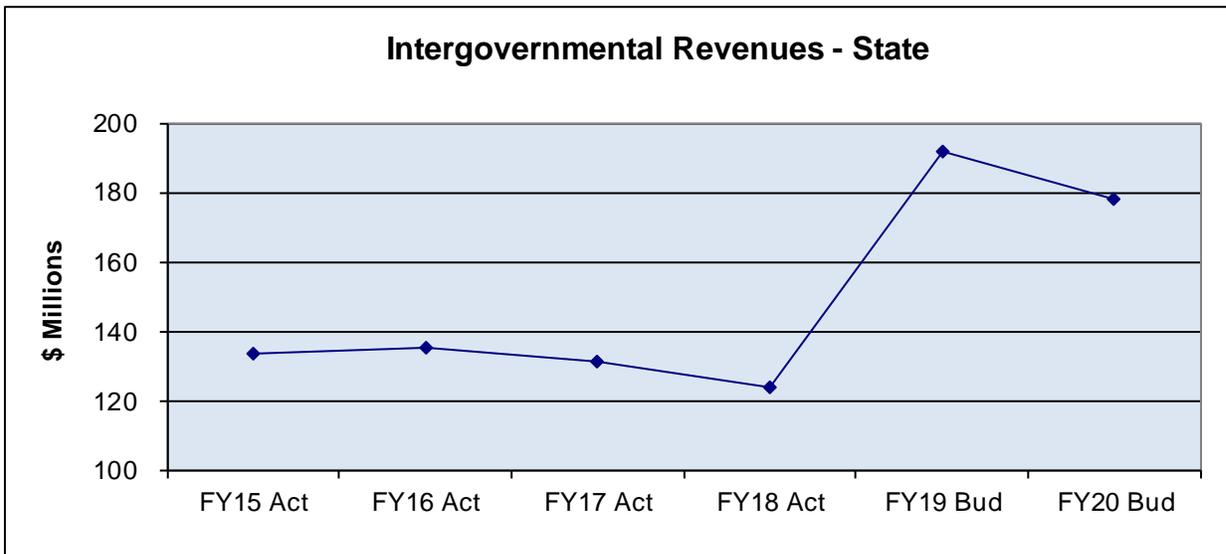
Property Taxes account for 62.0% of all County revenue sources. Based on a tax rate of \$4.05, Current Property Taxes have been projected at \$774 million for the FY 2020 Proposed Budget. As a result of current year collection trends, along with lower than anticipated assessment growth, property tax revenue is projected to decrease by 1.0%. Delinquent tax revenue remains at the current budget of \$21 million. One cent of the tax rate is estimated to generate \$1,937,000 in revenue.



Intergovernmental Revenues (State) received from the State of Tennessee contribute the second largest source of income to the County, representing 13.9% of total income (\$177.8 million). Statewide revenue collections are distributed to the municipalities on the basis of population, as prescribed by the Tennessee Code Annotated. The primary contributor to the decrease in FY20 is due to a decrease in activity for FY20 in the National Disaster Resilience Program and a reduction in State of Tennessee cost reimbursements for the Corrections Center.

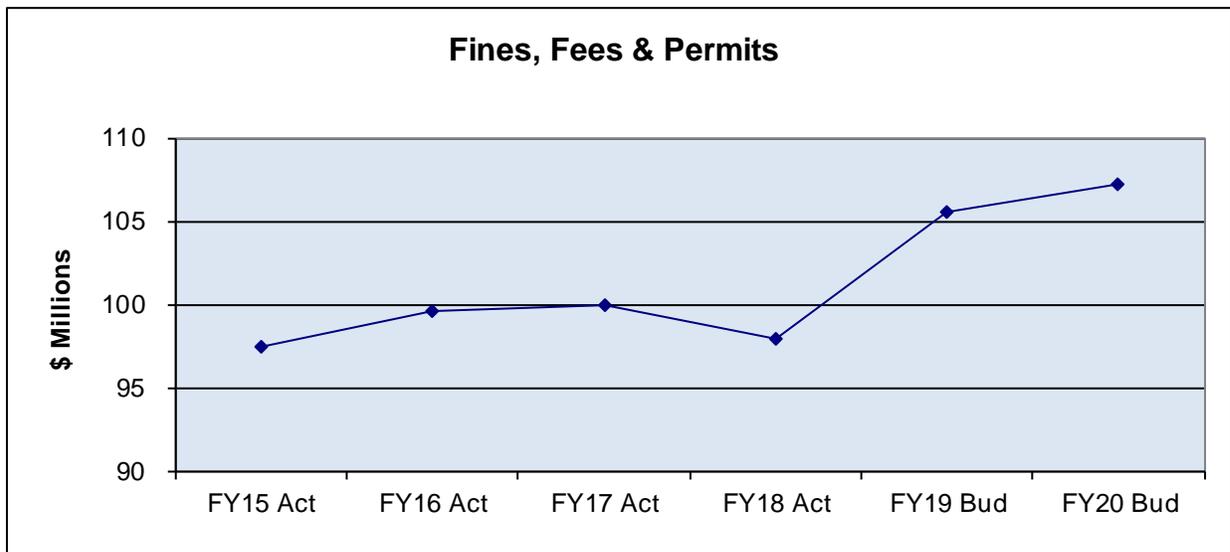
Significant revenue sources in this category include:

- State grant funding for specified programs (\$100.0 million).
- Corrections reimbursements for housing of inmates charged with felony crimes (\$38.2 million). This represents a 9% decrease from the FY19 budget.
- As a result of the Tennessee Improve Act, enacted in FY17, State gasoline tax revenue will increase by \$700 thousand in FY20 to \$12.2 million. The TVA Replacement tax (\$7.5 million) and Bank Excise taxes (\$2.5 million) are also significant revenue sources for the County.
- State cost reimbursements include funding for the Public Defender (\$5.4 million) and for prisoners housed at the Shelby County Jail (\$2.7 million).



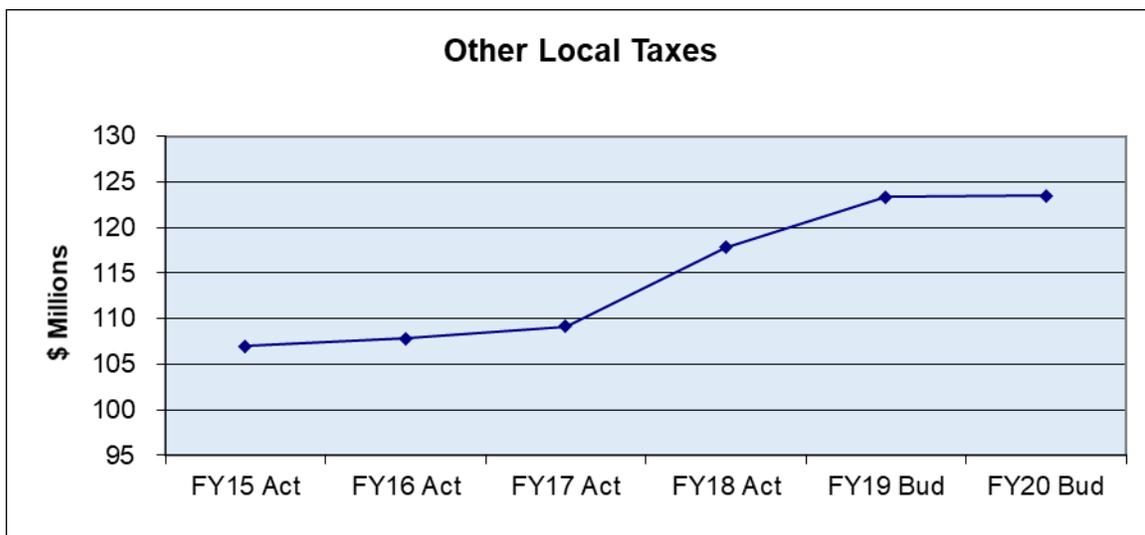
Fines, Fees & Permits account for 8.4% of total revenues (\$107.1 million). Collections in this category have increased over the past few years as economic conditions have improved. Significant fees collected from businesses, residents, and organizations for services provided include:

- County Trustee's commission for collection of property taxes (\$22.1 million).
- Fire Protection fees collected in the unincorporated areas of Shelby County (\$21.0 million).
- Various fees and permits charged by Elected Officials (County Clerk, Register, Courts).



Other Local Taxes contribute another 9.6% or \$123.4 million. Significant local tax revenues are generated from:

- Wheel Tax - collected by the County Clerk as vehicle licenses are issued or renewed. All proceeds are allocated to Education for operating costs. (\$34.9 million).
- Hotel & Motel Tax - a 5% tax collected on room rentals as funding for the Sports Authority debt and Convention and Visitors Bureau (\$18.0 million).
- Exempt Property in Lieu of Taxes (PILOT) taxes (\$22.3 million, including MLG&W)
- Business or Gross receipts taxes (\$16.8 million) and local share of Sales Tax (\$8.3 million).
- Interest & Penalty on Taxes (\$7.5 million) and litigation taxes (\$3.0 million)
- Car Rental Tax – a 3% tax collected on vehicle rental as funding for NBA arena (\$2.5 million).
- Tax Increment Financing (TIF) fund utilizing incremental tax revenue growth over a baseline year to pay for community or site-specific improvements (\$8.8 million). Amounts paid to the Community Redevelopment Agency (CRA) were not recorded on County financial records prior to FY18.



Intergovernmental Revenues (Federal & Local) received from the Federal Government and local municipalities represent 3.8% of total income, or \$49.4 million in revenue.

Significant revenue sources in this category include:

- Federal and Local grant funding for specified programs (\$32.6 million).
- Federal reimbursement for Qualified School Construction Bond (QSCB) payments (\$3.1 million).
- Reimbursement from local municipalities for elections (\$2.3 million), for the billing and collection of delinquent property taxes including litigation costs (\$1.6 million), and for ambulance and 911 services (\$1.5 million).
- Cost sharing with the City of Memphis for Codes Enforcement operations (\$1.5 million) and the National Disaster Resilience Grant Design Project (\$4.0 million).

Charges for Services - \$18.5 million budgeted in FY20 representing only 1.4% of all revenues. This category includes internal service charges for telecommunications (\$3.6 million), fleet and fuel services (\$3.0 million), as well as charges for inmate telephone and postage usage (\$1.0 million), and TennCare revenue receipts (\$1.9 million). Significant decline in this category for FY16 due to reduced internal billings for Mail Services, Printing Services, and Fleet Services. Revenue from the Ambulance Service fees that began mid-FY17 and have grown to \$3.1 million in FY20.

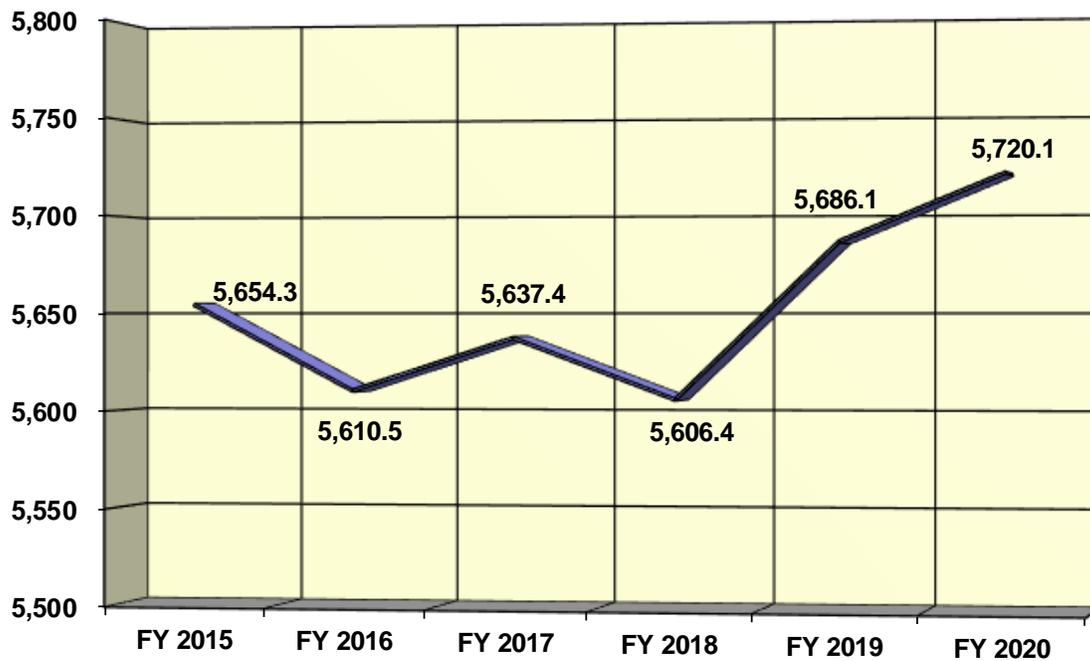
COUNTY WIDE SUMMARY

All Funds

Total FTE Positions by Fund

FUND NAME	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY19-20 Change	% of Total
General Fund	3,896.0	3,918.5	3,930.7	3,968.2	4,009.9	4,018.2	8.3	70.2%
Special Revenue Funds	154.6	155.6	153.8	152.8	153.8	154.8	1.0	2.7%
Enterprise Funds	1,011.8	977.0	983.0	934.0	942.0	942.0	-	16.5%
Internal Service Funds	33.0	20.0	20.0	20.0	19.0	19.0	-	0.3%
Grant Funds	558.9	539.5	549.9	531.4	561.4	586.1	24.7	10.2%
TOTAL FTE - ALL FUNDS	5,654.3	5,610.5	5,637.4	5,606.4	5,686.1	5,720.1	34.0	99.9%
Change from prior year	(455.2)	(43.8)	26.9	(31.0)	79.6	34.0		

Total Positions Trend



The total number of County employees in All Funds has increased by 66 positions (12%) since FY15, with the largest number of additions occurring in the General Fund. The largest contributor to this is the addition of more patrol officers for the Sheriff.

COUNTY WIDE SUMMARY

All Funds

Total FTE Positions Distribution

	<u>General Fund</u>	<u>Special Revenue</u>	<u>Enterprise Funds</u>	<u>Internal Services</u>	<u>Grant Funds</u>	<u>ALL FUNDS TOTAL</u>
MAYOR'S ADMINISTRATION						
Administration & Finance	177.6	-	-	-	37.0	214.7
Information Technology	91.0	-	-	5.0	-	96.0
Planning & Development	3.4	-	124.0	-	25.6	153.0
Public Works	161.0	93.0	229.0	14.0	5.0	502.0
Corrections	-	-	589.0	-	10.0	599.0
Health Services	162.1	56.8	-	-	345.2	564.1
Community Services	97.0	-	-	-	108.5	205.5
Total Mayor's Admin FTE	692.2	149.8	942.0	19.0	531.3	2,334.3
SHERIFF						
Sheriff Administration	184.0	-	-	-	-	184.0
Law Enforcement	805.0	-	-	-	-	805.0
Jail	1,126.0	-	-	-	-	1,126.0
Total Sheriff FTE	2,115.0	-	-	-	-	2,115.0
JUDICIAL						
Chancery Court	21.5	-	-	-	-	21.5
Circuit Court	40.0	-	-	-	-	40.0
Criminal Court	83.0	-	-	-	-	83.0
General Sessions Court	195.3	5.0	-	-	2.0	202.3
Probate Court	15.0	-	-	-	-	15.0
Juvenile Court Judge	131.5	-	-	-	18.0	149.5
Juvenile Court Clerk	59.0	-	-	-	22.0	81.0
Attorney General	131.2	-	-	-	12.8	144.0
Public Defender	137.5	-	-	-	-	137.5
Divorce Ref/Jury Commission	11.5	-	-	-	-	11.5
Total Judicial FTE	825.5	5.0	-	-	54.8	885.3
OTHER ELECTED OFFICIALS						
Legislative Operations	29.0	-	-	-	-	29.0
Equal Opportunity Compliance	13.0	-	-	-	-	13.0
Assessor	135.0	-	-	-	-	135.0
County Clerk	95.0	-	-	-	-	95.0
Register	25.0	-	-	-	-	25.0
Trustee	65.5	-	-	-	-	65.5
Election Commission	23.0	-	-	-	-	23.0
Total Other Elected FTE	385.5	-	-	-	-	385.5
TOTAL POSITIONS - ALL FUNDS	4,018.2	154.8	942.0	19.0	586.1	5,720.1

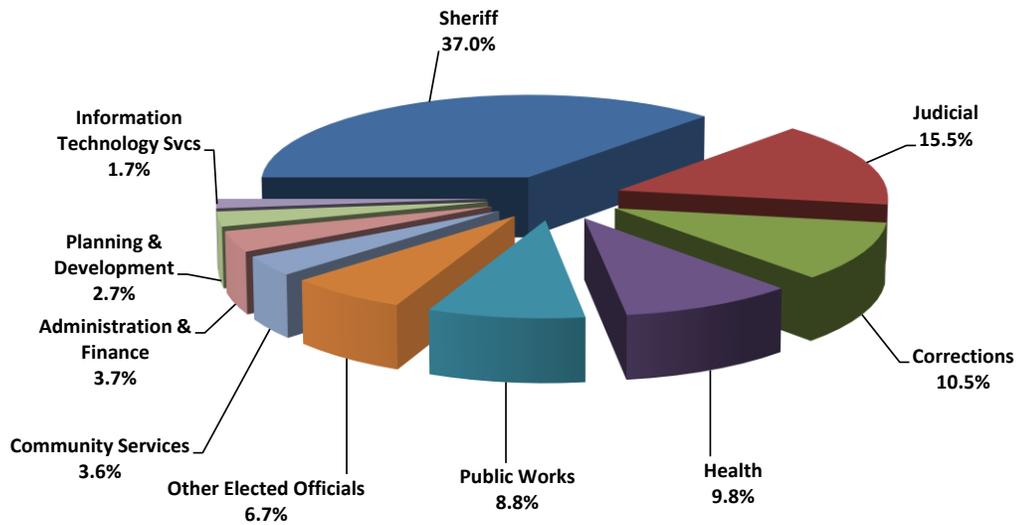
COUNTY WIDE SUMMARY

All Funds

Total FTE Positions Trends by Division

DIVISION	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Change	% of Total
Sheriff	2,081.0	2,073.0	2,089.0	2,115.0	2,115.0	-	37.0%
Judicial	842.7	859.3	867.8	873.0	885.3	12.2	15.5%
Corrections	694.8	640.5	593.5	595.0	599.0	4.0	10.5%
Health	549.9	556.5	546.4	556.9	564.1	7.3	9.8%
Public Works	438.0	502.0	503.0	502.0	502.0	-	8.8%
Other Elected Officials	382.0	387.0	389.0	389.0	385.5	(3.5)	6.7%
Community Services	207.7	207.1	204.2	230.7	205.5	(25.2)	3.6%
Administration & Finance	178.5	177.5	178.5	181.5	214.7	33.2	3.7%
Planning & Development	144.0	145.5	147.0	153.0	153.0	-	2.7%
Information Technology Svcs	92.0	89.0	88.0	90.0	96.0	6.0	1.7%
TOTAL FTE - ALL FUNDS	5,610.5	5,637.4	5,606.4	5,686.1	5,720.1	34.0	100.0%

Total FY20 Positions by Division



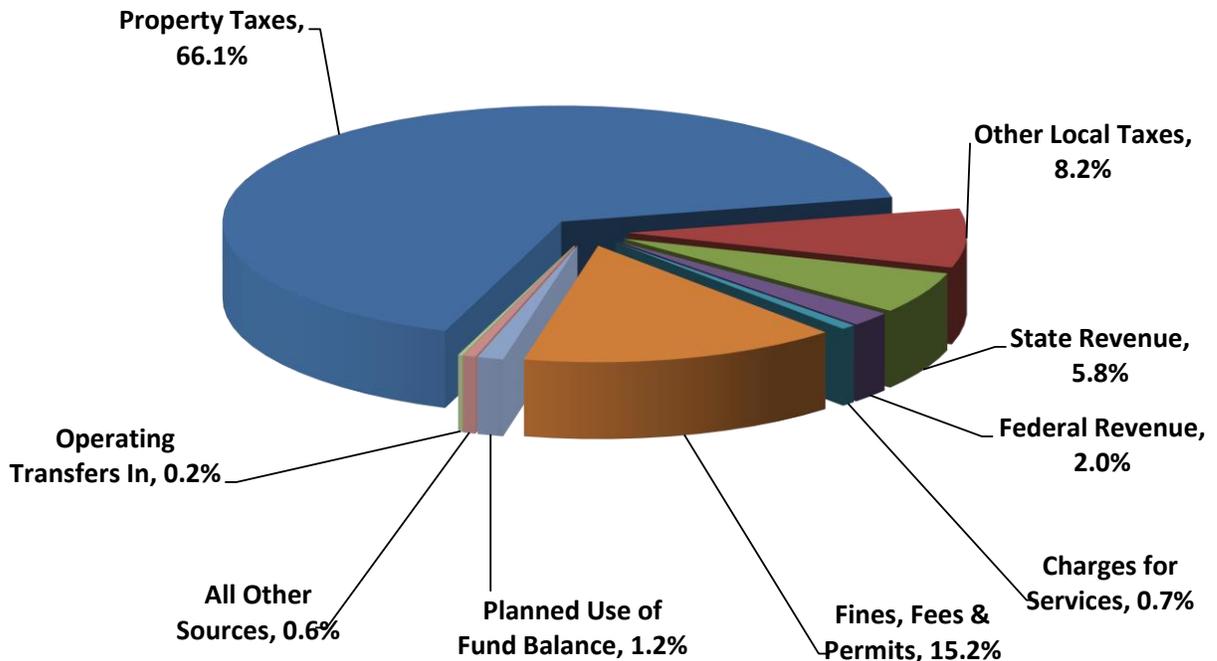
The Sheriff accounts for over one third of all positions on an "All Funds" basis.

GENERAL FUND SUMMARY



FY 2020 PROPOSED BUDGET

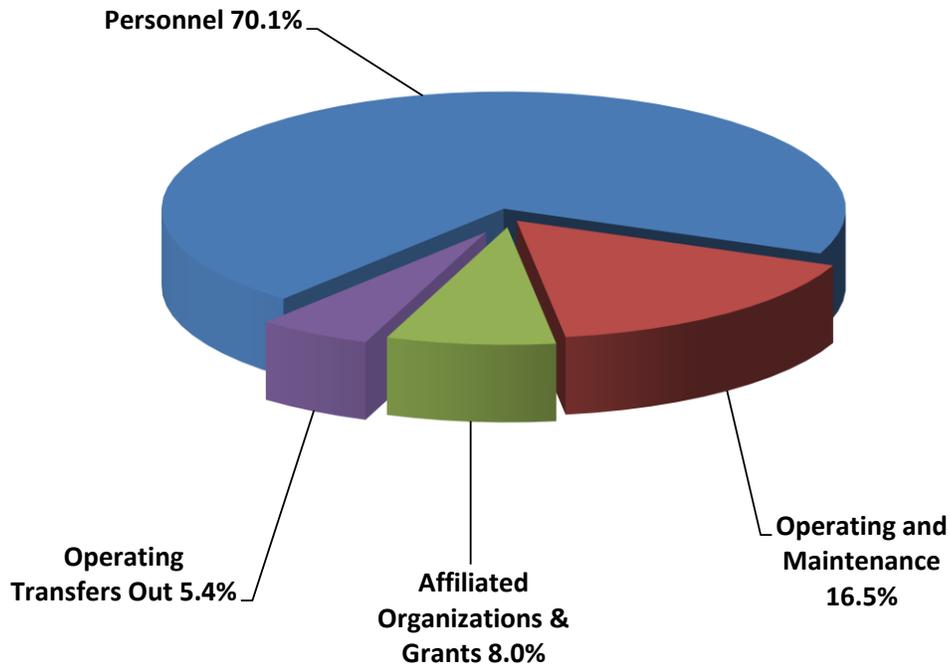
Where the Money Comes From....



SOURCES OF FUNDS:

	<u>FY20 Proposed</u>	<u>FY19 Amended</u>
<u>Revenue:</u>		
Property Taxes	\$ 292,568,973	\$ 295,445,000
Fines, Fees & Permits	67,448,000	68,400,853
Other Local Taxes	36,242,967	34,475,000
Intergovernmental-State	25,460,163	24,180,762
Intergovernmental-Federal	8,880,092	6,986,833
Charges for Services	2,948,307	3,197,289
Other Revenue/Interest Income	2,549,381	2,257,000
Subtotal	<u>436,097,883</u>	<u>434,942,737</u>
<u>Other Sources:</u>		
Planned Use of Fund Balance	1,250,000	8,689,448
Operating Transfers In	1,028,555	1,049,824
Other Financial Sources	100,000	200,000
Subtotal	<u>2,378,555</u>	<u>9,939,272</u>
Total Appropriation Sources	<u>\$ 438,476,438</u>	<u>\$ 444,882,009</u>

....and Where the Money Goes



USE OF FUNDS:

	<u>FY20 Proposed</u>	<u>FY19 Amended</u>
Personnel	\$ 307,549,796	\$ 308,404,668
Operating and Maintenance *	72,230,827	77,389,099
Affiliated Organizations & Grants	34,900,857	40,844,230
Operating Transfers Out	23,794,958	18,244,012
Total Appropriation Uses	<u>\$ 438,476,438</u>	<u>\$ 444,882,009</u>

** Includes any spending contingencies, restrictions or cost savings from other sources*

Personnel expenses represent the largest use of funds for General Fund Operations

GENERAL FUND SUMMARY

Prime Account Summary

ACCT DESCRIPTION	FY16 ACTUAL	FY17 ACTUAL	FY18 ACTUAL	FY19 AMENDED	FY20 PROPOSED
40 - Property Taxes	(250,976,507)	(253,574,154)	(276,604,440)	(295,445,000)	(292,568,973)
41 - Other Local Taxes	(32,673,591)	(32,530,120)	(31,430,273)	(34,475,000)	(36,242,967)
43 - Intergovernmental - State	(23,143,769)	(23,874,375)	(22,424,187)	(24,180,762)	(25,460,163)
44 - Intergovernmental - Federal & Local	(8,876,513)	(7,650,925)	(9,963,935)	(6,986,833)	(8,880,092)
45 - Charges for Services	(3,408,401)	(2,752,322)	(2,335,215)	(3,197,289)	(2,948,307)
46 - Fines, Fees & Permits	(65,979,565)	(64,529,687)	(61,188,448)	(68,400,853)	(67,448,000)
47 - Other Revenue	(1,582,431)	(1,460,135)	(684,517)	(949,500)	(636,858)
48 - Investment Income	(858,905)	(1,098,719)	(2,190,484)	(1,307,500)	(1,912,523)
TOTAL REVENUE	(387,499,683)	(387,470,436)	(406,821,499)	(434,942,737)	(436,097,883)
51 - Salaries-Regular Pay	183,722,958	185,292,971	189,650,832	225,110,949	228,753,750
52 - Salaries-Other Compensation	13,934,316	16,072,889	20,558,497	15,475,242	16,048,707
55 - Fringe Benefits	69,108,034	71,916,798	79,200,247	92,651,724	88,239,810
56 - Vacancy Savings	-	-	-	(24,833,246)	(25,492,472)
TOTAL SALARIES	266,765,308	273,282,657	289,409,576	308,404,668	307,549,796
60 - Supplies & Materials	8,203,008	7,894,886	9,350,990	9,772,380	8,893,436
64 - Services & Other Expenses	9,372,490	9,594,063	9,799,584	12,013,888	12,116,813
66 - Professional & Contracted Services	31,521,620	31,716,015	32,232,667	38,798,318	36,757,124
67 - Rent, Utilities & Maintenance	14,087,251	14,587,034	15,150,457	17,931,642	17,061,087
68 - Interfund Services	(1,990,825)	(1,538,377)	(891,142)	(193,728)	(658,406)
70 - Capital Asset Acquisitions	1,519,673	3,346,047	3,258,479	5,597,842	2,710,773
TOTAL OPERATING & MAINT	62,713,218	65,599,668	68,901,037	83,920,342	76,880,827
89 - AFFILIATED ORGANIZATIONS	29,155,953	30,178,843	30,441,104	31,600,857	31,700,857
90 - GRANTS	4,764,000	4,299,500	6,155,280	9,243,373	3,200,000
95 - CONTINGENCIES & RESTRICTIONS	-	-	-	(6,531,243)	(4,650,000)
94 - OTHER SOURCES & USES	(183,638)	(113,977)	(112,148)	(200,000)	(100,000)
TOTAL EXPENDITURES	363,214,840	373,246,691	394,794,849	426,437,997	414,581,480
99 - PLANNED FUND BALANCE CHANGE	-	-	-	(8,689,448)	(1,250,000)
96 - Operating Transfers In	(1,458,073)	(1,521,066)	(857,931)	(1,049,824)	(1,028,555)
98 - Operating Transfers Out	18,889,791	15,735,000	16,527,693	18,244,012	23,794,958
NET TRANSFERS	17,431,718	14,213,934	15,669,762	17,194,188	22,766,403
TOTAL GENERAL FUND	(6,853,125)	(9,811)	3,643,112	-	-

GENERAL FUND SUMMARY

Net Expenditures by Division

DIVISION/DEPARTMENT	FY16 ACTUAL	FY17 ACTUAL	FY18 ACTUAL	FY19 AMENDED	FY20 PROPOSED
MAYOR'S ADMINISTRATION:					
Administration & Finance	(240,400,292)	(245,662,747)	(264,345,656)	(292,108,666)	(285,138,578)
Information Technology	8,732,302	9,149,464	9,367,294	9,913,078	10,292,390
Planning & Development	380,159	359,233	401,359	403,537	401,765
Public Works	17,417,992	17,970,521	20,648,773	23,221,075	23,196,682
Health Services	21,348,964	22,597,570	26,163,910	28,136,548	28,522,215
Community Services	7,737,210	7,367,785	8,410,826	9,852,979	9,546,760
SUBTOTAL	(184,783,665)	(188,218,174)	(199,353,495)	(220,581,450)	(213,178,765)
SHERIFF:					
Sheriff Administration	16,960,646	20,540,370	21,812,899	23,827,672	21,146,705
Law Enforcement	61,853,154	64,240,824	69,200,019	74,781,912	75,138,747
Jail	75,566,089	73,620,266	79,495,337	81,877,310	81,034,689
SUBTOTAL	154,379,889	158,401,459	170,508,255	180,486,894	177,320,142
JUDICIAL:					
Chancery Court	(1,876,148)	(1,675,673)	(2,081,543)	(2,732,677)	(3,154,624)
Circuit Court	(347,482)	(138,261)	330,010	941,323	829,592
Criminal Court	663,496	1,824,287	4,097,969	962,161	1,025,936
General Sessions Court	4,622,950	6,289,644	7,551,136	7,371,691	7,963,390
Probate Court	584,196	621,560	660,614	764,033	759,714
Juvenile Court	13,551,008	12,837,589	13,457,596	14,129,611	14,291,811
Attorney General	9,587,590	10,224,439	11,061,803	11,884,296	11,766,914
Public Defender	6,618,729	7,286,526	9,137,314	9,265,152	9,150,643
Divorce Ref. / Jury Comm.	1,034,402	1,092,812	1,138,035	1,345,327	1,315,762
SUBTOTAL	34,438,741	38,362,923	45,352,933	43,930,918	43,949,137
OTHER ELECTED OFFICIALS:					
Legislative Operations	2,325,449	2,437,160	2,516,259	4,289,108	3,689,484
Equal Opportunity	671,355	706,675	942,955	1,699,711	1,180,624
Assessor	9,813,079	10,189,162	7,141,400	11,185,191	10,792,172
County Clerk	(6,225,878)	(6,452,201)	(6,404,464)	(6,257,635)	(6,792,553)
Register	(2,057,879)	(2,213,541)	(1,974,348)	(2,257,884)	(2,129,196)
Trustee	(17,222,818)	(17,265,923)	(17,748,407)	(16,794,259)	(16,874,653)
Election Commission	1,808,601	4,042,650	2,662,024	4,299,405	2,043,608
SUBTOTAL	(10,888,090)	(8,556,019)	(12,864,581)	(3,836,362)	(8,090,514)
TOTAL GENERAL FUND	(6,853,125)	(9,811)	3,643,112	0	0

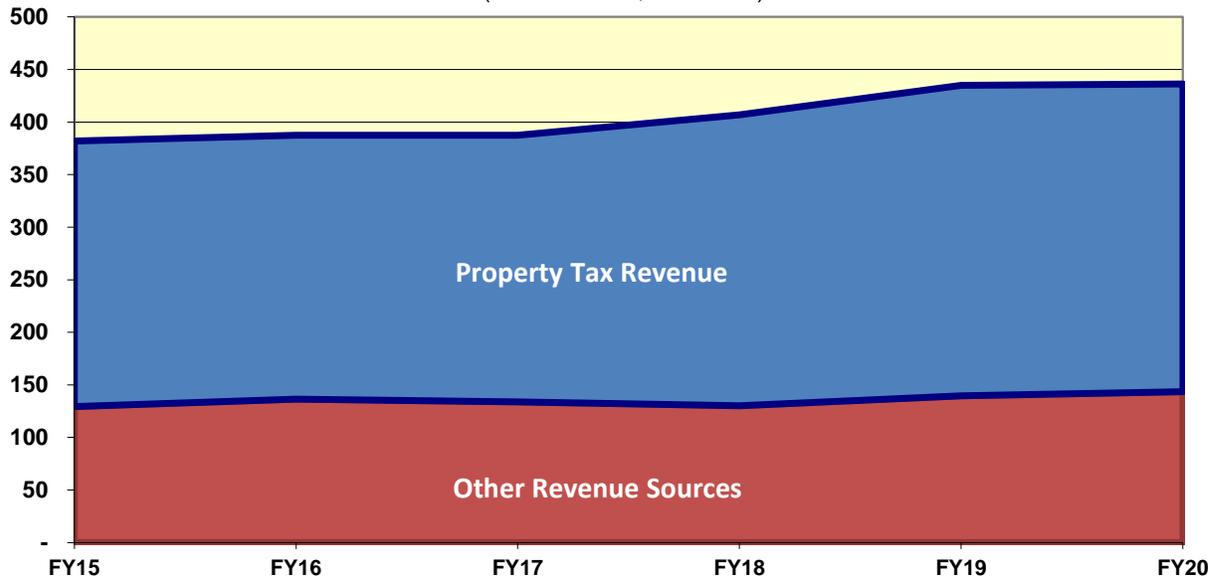
**Includes all Sources and Uses of Funds*

GENERAL FUND SUMMARY

Revenue Overview

REVENUE SOURCE	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
Property Taxes	250,976,507	253,574,154	276,604,440	295,445,000	292,568,973
% of Total	64.8%	65.4%	68.0%	67.9%	67.1%
Fines, Fees & Permits	65,979,565	64,529,687	61,188,448	68,400,853	67,448,000
% of Total	17.0%	16.7%	15.0%	15.7%	15.5%
Other Local Taxes	32,673,591	32,530,120	31,430,273	34,475,000	36,242,967
% of Total	8.4%	8.4%	7.7%	7.9%	8.3%
Intergovernmental-State	23,143,769	23,874,375	22,424,187	24,180,762	25,460,163
% of Total	6.0%	6.2%	5.5%	5.6%	5.8%
Intergovernmental-Fed&Local	8,876,513	7,650,925	9,963,935	6,986,833	8,880,092
% of Total	2.3%	2.0%	2.4%	1.6%	2.0%
Charges for Services	3,408,401	2,752,322	2,335,215	3,197,289	2,948,307
% of Total	0.9%	0.7%	0.6%	0.7%	0.7%
Other Revenue	1,582,431	1,460,135	684,517	949,500	636,858
% of Total	0.4%	0.4%	0.2%	0.2%	0.1%
Interest Income	858,905	1,098,719	2,190,484	1,307,500	1,912,523
% of Total	0.2%	0.3%	0.5%	0.3%	0.4%
Total General Fund Revenue	387,499,683	387,470,436	406,821,499	434,942,737	436,097,883
% Change from Prior Year	0.4%	0.0%	5.0%	6.9%	0.3%
\$ Change from Prior Year (Decrease)		(29,246)	19,351,063	28,121,238	1,155,146

Property Tax Revenue vs All Other Sources
(General Fund, in millions)



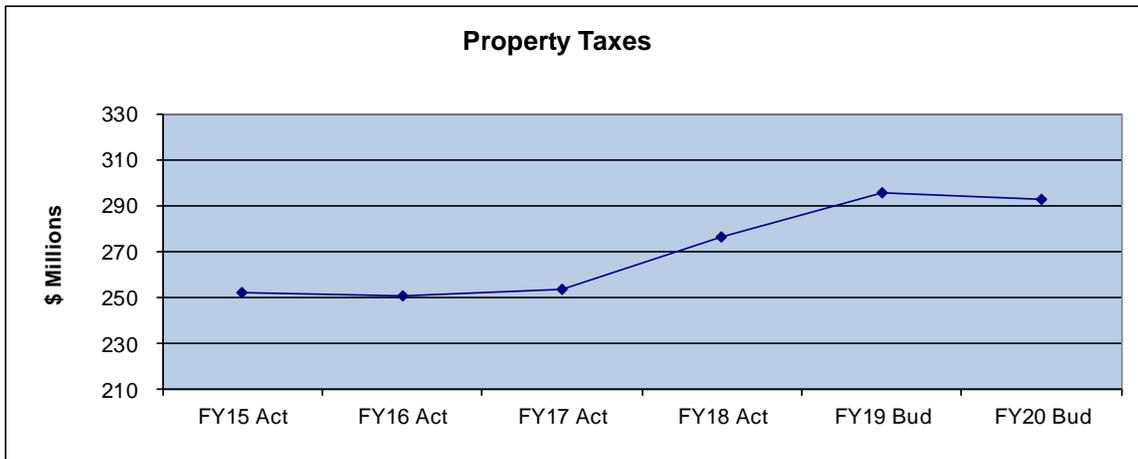
Property tax revenue has remained relatively stable as a percentage of total revenues that support General Fund operations.

GENERAL FUND SUMMARY

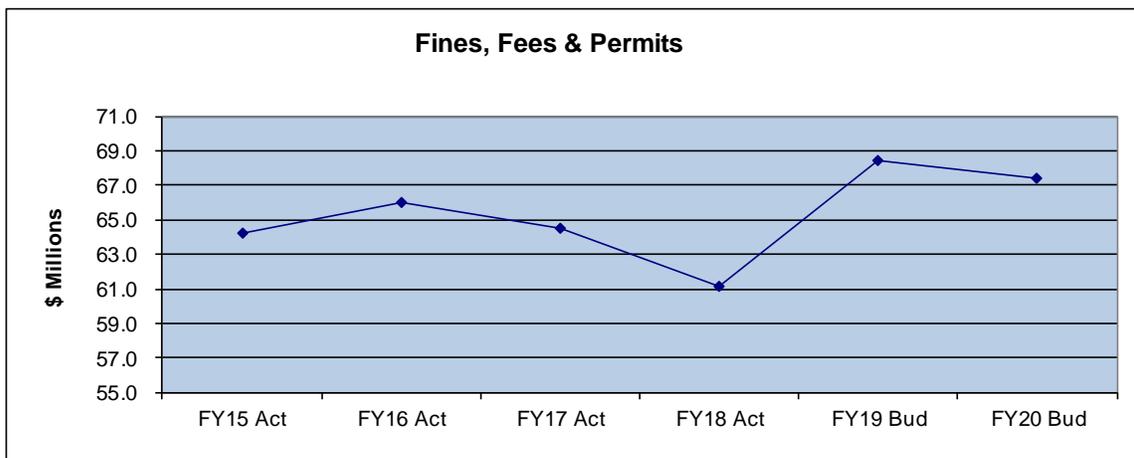
Revenue Overview

GENERAL FUND REVENUE TRENDS AND ASSUMPTIONS

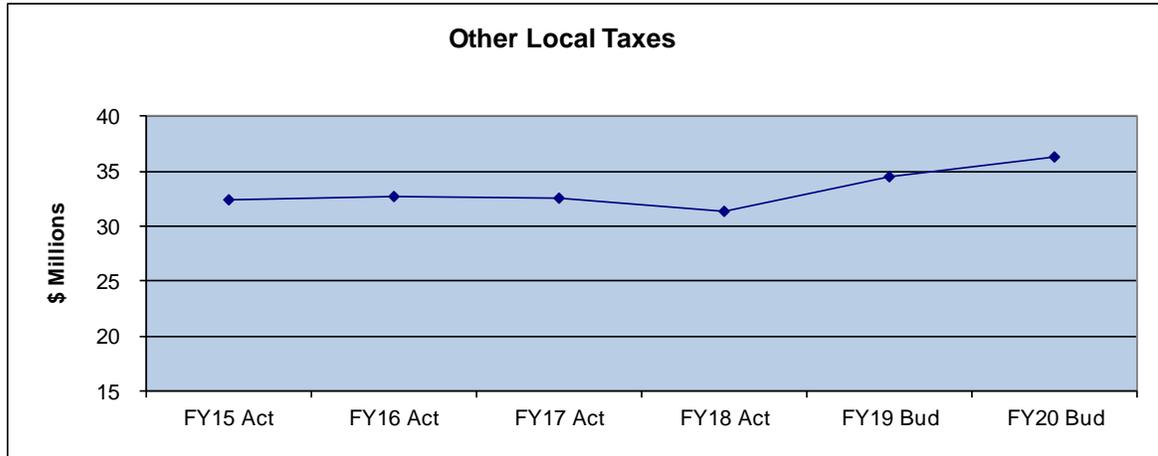
Property Tax Revenues continue to provide the primary source of operating funds for Shelby County, accounting for 67.1% of total General Fund revenues. Delinquent taxes represent only \$7.7 million (or 1.8%) of total property tax collections. Property tax revenue collections are projected to decline by \$2.9 million as result of current year collection trends, current assessed property values, along with the impact of expiring PILOT. The current tax rate allocation to the General Fund remains unchanged from the prior fiscal year at \$1.49. Further discussion of property taxes is provided in the "All Funds Summary" section.



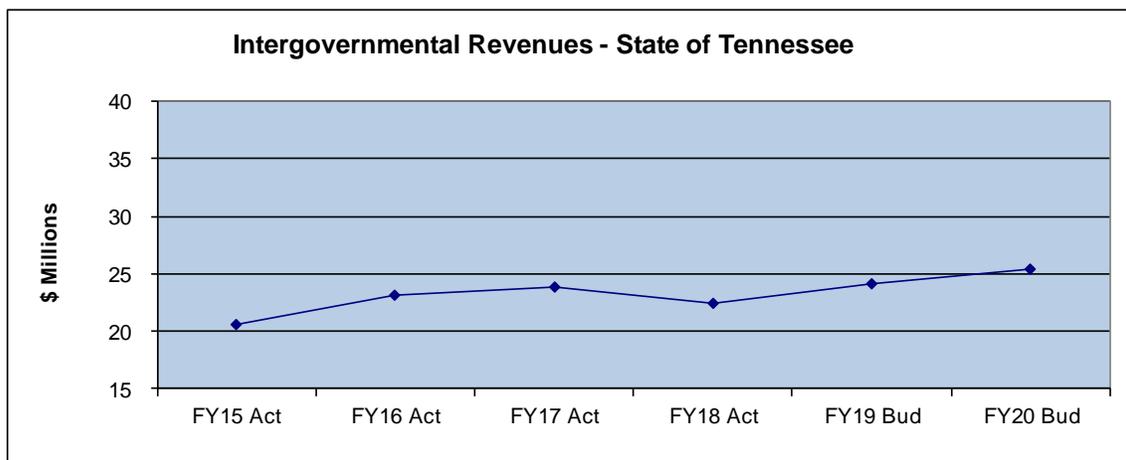
Fines, Fees & Permits represent the second largest source of General Fund income at 15.5% of total revenue. This category includes fees collected by the Courts and Other Elected Officials such as the County Clerk, Register and Trustee. The budgeted amount for FY20 reflects a projected decrease in revenue as a result of issues with the computer collections system in General Sessions Court.



Other Local Taxes account for about 8.3% of all General Fund revenue. The largest single revenue source in this category is from Business Taxes (\$16.8 million) which continues to reflect favorable economic trends. Also included are Interest/Penalty on Delinquent Taxes and In-Lieu of Tax agreements which are relatively stable. Included in FY20 is \$1.8 million of local sales tax that was reallocated to General Fund from the Road and Bridges Fund.



Intergovernmental Revenue collected from the State of Tennessee accounts for 5.8% of all General Fund revenue. State revenue includes the County share of the State Income Tax (\$425,600), the TVA Replacement Tax (\$7.5 million), State of Tennessee reimbursements (\$10.8 million), bank excise tax (\$2.5 million), cost reimbursements related to the Public Defender (\$5.4 million), the Jail (\$2.7 million) as well as various grant programs. Increased revenues are due to higher reimbursements from the State of Tennessee for elections offset by the reduction in the Hall Income Tax.



Intergovernmental Revenue - Federal & Local Sources contribute only 2.0% to the County General Fund. The largest contributor to this source is the Federal reimbursement for the Qualified School Construction Bond (QSCB) payments (\$3.0 million). This revenue source is projected to increase by \$1.9 million related to reimbursements from the City of Memphis for its November 2020 election.

Charges for Services, Other Revenue Sources and Interest Income account for only about 1.3% of all General Fund revenues. Most of this revenue is derived from TennCare fees, Health Department Patient Services, the Inmate Phone System, the Edmund Orgill Golf Course and charges for internal print and mail services (previously recorded in an Internal Service Fund).

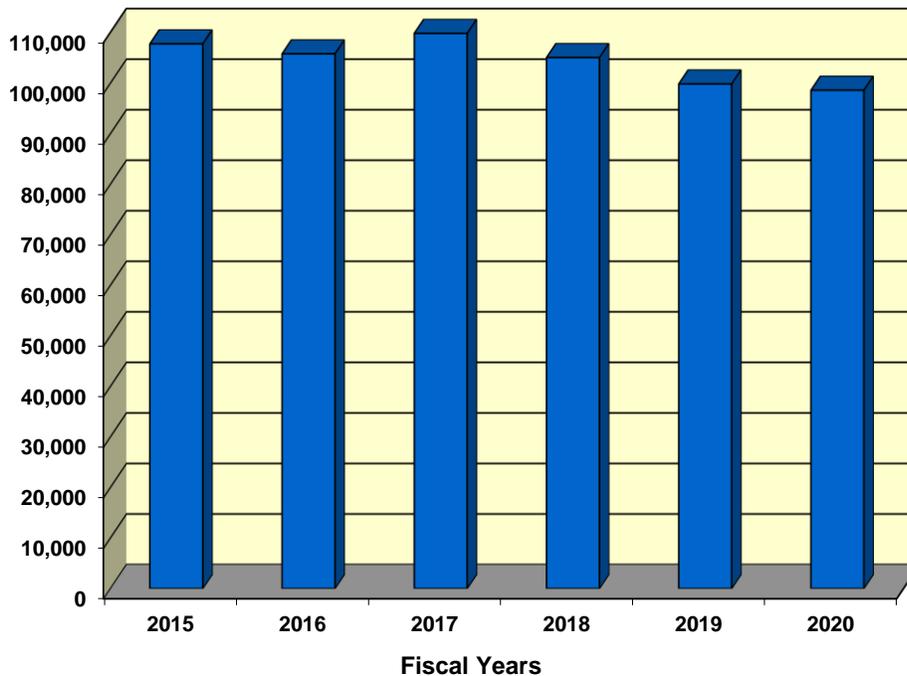
Fund Balance is a term used to express equity - the excess of what the County owns (assets) over what the County owes (liabilities) for a single fund. A healthy fund balance is important to financial planning and budgeting for the following reasons:

- To provide funds for unforeseen expenses or emergencies
- To ensure sufficient cash flow within the property tax collection cycle
- To demonstrate financial stability for higher bond ratings and lower cost of debt

Shelby County has consistently maintained its General Fund Balance as a percentage of revenue within the approved Fund Balance Policy range of 20% to 30%.

Summary of General Fund Balance

Fiscal Years 2015 - 2020¹ at June 30
(in thousands)



(\$ in thousands)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projection	2020 Budget
Beginning Fund Balance at July 1	103,388	108,744	115,597	115,606	115,677	108,612
Revenue/Sources of Funds	381,887	387,500	387,470	409,135	434,282	436,098
Uses of Funds	-376,531	-380,647	-387,461	-409,064	-441,347	-437,348
Net Operations	5,356	6,853	9	71	-7,065	-1,250
Ending Fund Balance at June 30 ²	108,744	115,597	115,606	115,677	108,612	107,362
Unassigned Ending Fund Balance ²	107,773	105,793	109,850	105,062	99,844	98,594
Unassigned as a % of Revenue	28.2%	27.3%	28.4%	25.7%	23.0%	22.6%

Note: Projected fund balance for FY19 will fall below the preferred 25% as set by County policy.

¹ Projected FY 2020 Fund Balance.

² Unassigned balance allows for carryforwards to next year.

GENERAL FUND SUMMARY

Five Year Projections

Acct	Description	FY20 Proposed	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Assumptions:						
	Property Tax % Increase-Current	-1.00%	1.00%	2.50%	1.50%	1.00%
	Salary Increase	1.00%	1.75%	2.00%	1.75%	1.50%
	Pension % of Salaries (5102)	21.83%	21.42%	21.12%	21.22%	20.88%
	OPEB % of Salaries (5102)	2.34%	2.27%	2.22%	2.18%	2.15%
	Health Insurance % Increase	0.00%	3.00%	3.00%	3.00%	3.00%
	Operating and Maint % Increase	-6.70%	1.00%	1.00%	1.00%	1.00%
	Property Tax Rate	1.49	1.49	1.49	1.49	1.49
	Penny Value	\$ 1,911,587	\$ 1,930,000	\$ 1,980,000	\$ 2,010,000	\$ 2,030,000
40 -	Property Taxes	(292,568,973)	(295,313,000)	(302,763,000)	(307,233,000)	(310,213,000)
41 -	Other Local Taxes	(36,242,967)	(36,242,967)	(36,242,967)	(36,242,967)	(36,242,967)
43 -	State Revenues	(25,460,163)	(25,460,163)	(25,460,163)	(25,460,163)	(25,460,163)
44 -	Federal & Local Revenues	(8,880,092)	(7,880,092)	(8,880,092)	(7,880,092)	(9,630,092)
45 -	Charges for Services	(2,948,307)	(2,948,307)	(2,948,307)	(2,948,307)	(2,948,307)
46 -	Fines, Fees & Permits	(67,448,000)	(67,448,000)	(67,448,000)	(68,448,000)	(68,448,000)
47 -	Other Revenue	(636,858)	(636,858)	(636,858)	(636,858)	(636,858)
48 -	Investment Income	(1,912,523)	(2,062,523)	(2,112,523)	(2,162,523)	(2,212,523)
	Revenue	(436,097,883)	(437,991,910)	(446,491,910)	(451,011,910)	(455,791,910)
51 -	Salaries-Regular Pay	228,753,750	232,213,372	236,701,560	240,707,268	244,600,818
52 -	Salaries-Other Compensation	16,048,707	16,269,841	16,526,987	16,756,490	16,956,649
5510 -	Retirement Benefits - County	48,146,019	48,068,496	48,343,173	49,422,082	49,359,664
5511 -	OPEB Benefits	5,160,865	5,094,094	5,081,527	5,077,292	5,082,532
554x -	Group Health Insurance	27,358,787	28,179,551	29,024,938	29,895,686	30,792,557
55xx -	Other Fringe Benefits	7,574,139	7,696,490	7,838,766	7,965,747	8,076,492
56 -	Salary Restriction	(25,492,472)	(25,867,123)	(26,347,726)	(26,847,908)	(27,262,927)
	Salaries & Fringe Benefits	307,549,796	311,654,720	317,169,223	322,976,655	327,605,784
60 -	Supplies & Materials	8,893,436	8,982,368	9,072,193	9,162,916	9,254,546
64 -	Services & Other Expenses	12,116,813	12,237,980	12,360,362	12,483,967	12,608,804
66 -	Prof & Contracted Svcs	36,757,124	37,408,327	38,074,551	38,756,203	39,453,697
67 -	Rent, Utilities & Maintenance	17,061,087	17,231,698	17,404,015	17,578,055	17,753,834
68 -	Interfund Services	(658,406)	(664,989)	(671,639)	(678,355)	(685,139)
70 -	Capital Asset Acquisitions	2,710,773	2,737,880	2,765,259	2,792,912	2,820,842
	Operating & Maintenance	76,880,827	77,933,264	79,004,741	80,095,698	81,206,584
	Affiliated Organizations	31,700,857	31,700,857	31,700,857	31,700,857	31,700,857
	Grants	3,200,000	(440,000)	(440,000)	(440,000)	(440,000)
	Contingencies & Restrictions	(4,650,000)	(4,650,000)	(4,650,000)	(4,650,000)	(4,650,000)
	Other Financing Sources	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
	Expenditures	414,581,480	416,098,841	422,684,821	429,583,210	435,323,225
	Net Transfers	22,766,403	22,766,403	22,766,403	22,766,403	22,766,403
	Use of Fund Balance	(1,250,000)	(1,250,000)	(1,250,000)	(1,250,000)	-
	PROJECTED DEFICIT/(SURPLUS)	\$ -	\$ (376,666)	\$ (2,290,686)	\$ 87,703	\$ 2,297,719
	Change from Prior Year		\$ (376,666)	\$ (1,914,020)	\$ 2,378,389	\$ 2,210,016

A projection of General Fund revenue and expenditures is prepared annually as the first step in the budget process to forecast expected trends through the next five years. Initial projections are updated as necessary throughout the year to incorporate new information or major changes in assumptions. Long term projections allow the Administration and County Commission to make current decisions with a more informed awareness of the future impact of those decisions.

Assumptions included in the five year projections are listed below. Specific rates and amounts are shown in the schedule provided on the previous page.

- **Property tax revenue** in FY 20 is budgeted to decline by 1% with details for the decline outlined in the previous section. Starting in FY21, property taxes are projected to grow at 1% annually, with 2.5% growth for the next reappraisal year of FY22 and a 1.5% growth in FY21 in the recapture tax rate year. Realty values in Shelby County have stabilized with the economic recovery and currently show a more positive trend. Collection of delinquent taxes is expected to remain flat or decline for the next several years as the current collection rates continue at a high level. Because property taxes are the county's primary revenue source and the foundation for an accurate budget forecast, the Trustee and the Assessor provide extensive input for these projections each year.
- **Property tax rate** reflects the current allocation to the General Fund as proposed for FY20.
- **Other revenues** have been projected at current collection levels with adjustments for trending patterns. The impact of reimbursements for election cycles and reappraisals is also reflected in the appropriate years. A conservative but realistic approach to revenue forecasting has proven to be an effective predictor for future trends. Due to legal restrictions imposed by the State, the County does not have viable options for significant sources of new revenue.
- **Salary increase for employees** average 1.5% over the five-year period based on funding available in each year. Actual increases will vary based upon the federal Cost of Living Adjustment (COLA), Consumer Price Index (CPI) and other factors. Providing adequate employee compensation to attract and retain a productive workforce remains a high priority for Shelby County.
- **Pension expense** as a percentage of salaries is based on the most recent actuary report and the levels projected by year in that report. Actual costs will vary with the primary factor impacting the rate being that actual return on investments versus the 7.0% assumed annual rate of return. This return assumption may need to be adjusted in the future as market conditions evolve.
- **OPEB expense** will continue to decline annually based on actuarial reports. Changes to post employment benefit plans implemented in prior years have allowed the County to contain the growth of these expenses.
- **Health insurance** coverage is expected to increase by about 3% annually, with some uncertainty about the future status of the Affordable Care Act and insurance markets. The County has effectively managed this escalating cost factor through changes to benefit plans and cost-sharing with employees.
- **Operating and maintenance** expenses have been inflated by 1% annually, primarily to allow for increases in major contractual obligations for services and technology. The County has implemented various efficiency measures and purchasing strategies to control rising costs of information technology, telephones, printing, and vehicle repairs.

Actual revenue collections and expenditures are also forecasted on a monthly basis throughout the current fiscal year to ensure budget compliance and sufficient cash flow availability. Fund Balance policies have been adopted as guidance for maintaining adequate fund balance levels and making budget decisions concerning the use of fund balance and to establish strategies for replenishing or reducing the fund balance to target ranges. The General Fund does not absorb discontinued grant programs or cost increases from other funds.

GENERAL FUND SUMMARY

Position Control Budget

Personnel costs account for 70.1% of all General Fund expenditures. That factor makes Position Control the most significant single element for cost containment. Shelby County has implemented and maintained over the past decade several strategic efforts to control the impact of salaries and escalating fringe benefits, including:

1. **Workforce growth** has been controlled over time through planned elimination of vacant positions and careful review of any additions. Between 2004 and 2012 a steady annual decline in funded positions was a significant factor in the County's financial stability through the recession. Since then, FTE increases have been necessary, primarily to support core functions of public safety, judicial operations, and health services. However, staffing levels remain below pre-recession levels. The increases include:
 - 2016 – Addition of 21 positions for Juvenile Court security, defense and programs; transfer of 113 positions from Juvenile Court to the Sheriff
 - 2017 – Addition of 9 positions for Attorney General to manage caseload with 5 positions for the Public Defender per 75% match. General Sessions added 8 positions due to the implementation of the Driver Assistance Program and increased caseloads in Veteran's court and Criminal Court. 4 positions were added in Legislative Ops for the MWBE/LOSB program.
 - 2018 – Net addition of 16 positions for Sheriff, 9 positions for Health programs (2 repurposed from Register), and 6 positions for the Attorney General. 4 positions were added for County Clerk which was offset by a decrease of 2 positions in the Register's office. 2 positions added for Public Defender per 75% match. 1 position added in Public Works, Election Commission, and Community Services, and 1 position transferred from Drug Court to General Sessions Judges. Information Technology reduced by 1 position.
 - 2019 – Addition of 30 positions for Sheriff patrol, 6 positions for Health programs, 5 positions for the Attorney General, 2 positions for Legislative Operations, and 1 position in Community Services with a reduction of 2 positions in the Trustee's office and a partial position in Planning & Development that was moved to Codes Enforcement. 3 positions for Register were added in FY19 via resolution effective for a partial year and the full impact of the addition is seen in FY20.
 - 2020 – Addition of 2 positions for Juvenile Court Judge, 2 positions for Attorney General and 1 new position each for Probate Court Clerk, Public Defender, and Juvenile Court Clerk. A position for Juvenile Court Judge that was previously funded partially by a grant is now wholly funded by the General Fund. 6 positions were transferred from the Assessor to IT. 1 position for Support Services was moved to Roads & Bridges Special Revenue Fund.
2. **Average annual salary increases** have been limited to only 1.7% over the past 10 years. Employees have been provided with an increase in 8 of the past 10 years, as shown below:

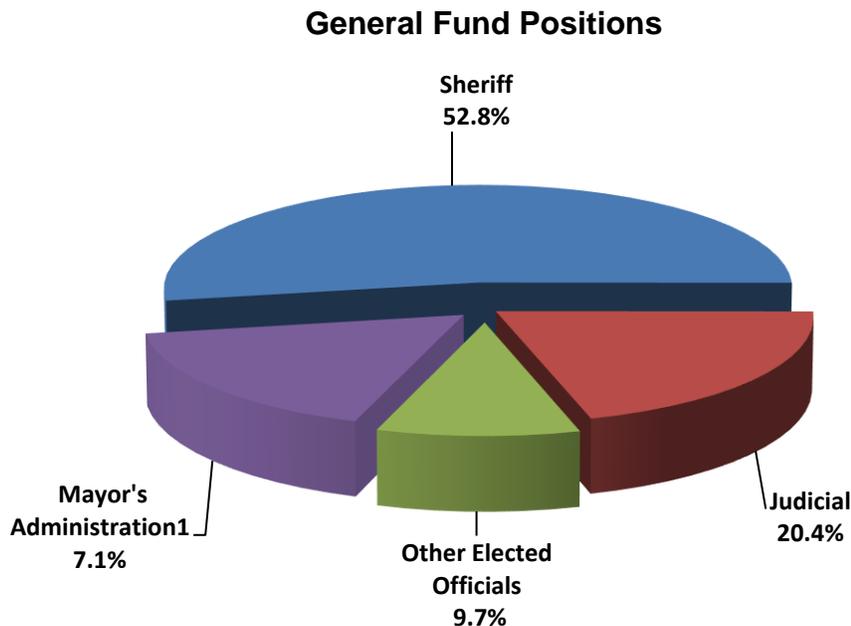
	Increase	Stipend	Date
FY20	See Note (1) Below		7/1/19
FY19	3.0%		7/1/18
FY18	3.0%		7/1/17
FY17	2.0%		7/1/16
FY16	1.7%		7/1/15
FY15	3.0%		7/1/14
FY14	-		
FY13	1.0%		7/1/12
FY12	-	\$650	1/1/12
FY11	2.0%		7/1/10

- (1) A general salary increase of \$2.5 million, including benefits, has been included in the FY 2020 proposed budget. (The cost across all funds is \$3.4 million.) The increase will be on a sliding scale with the lowest paid employees receiving the highest raise. Those employees earning \$50,000 or less will receive 1.5%, employees earning more than \$50,000 up to \$100,000 receiving 1.0%, and those earning over \$100,000 receiving 0.5%.

- 3. **Position control procedures** require that any salary increase requests for equity or approved reclassifications must be funded from reductions to other budgeted positions or funds reserved for this purpose. This policy ensures that the base budget does not grow at a rate that exceeds any approved general annual increases. A **Hiring Oversight Committee** reviews all requests to fill vacant positions or to reclassify positions with a resulting salary increase.
- 4. **Limitations to benefits** offered for retirement and health coverage have been evaluated on an annual basis, with some reductions applied to newly hired employees. Existing employees contribute more to specified pension plans and share the cost of health coverage rate increases.

Significant challenges exist to the ongoing containment of personnel costs, including:

- 1. **Escalating costs** for health insurance, pensions and other post-employment benefits continue to be a concern. Compliance with the Affordable Care Act has had an impact on both the cost of health care programs and flexibility in the use of temporary labor. In FY 20 health costs for active employees are flat and actuarially determined contributions for retiree health declined.
- 2. **Increases for cost of living (COLA) adjustments and competitive market salary rates** are necessary to attract and retain productive employees.
- 3. **Feasibility of staffing reductions** is limited by the need to provide the required services at a level the citizens expect. Because public safety remains a high priority for Shelby County, reductions in this area are unpopular. With over 50% of all General Fund employees allocated to the Sheriff, options for reductions in other areas are limited.

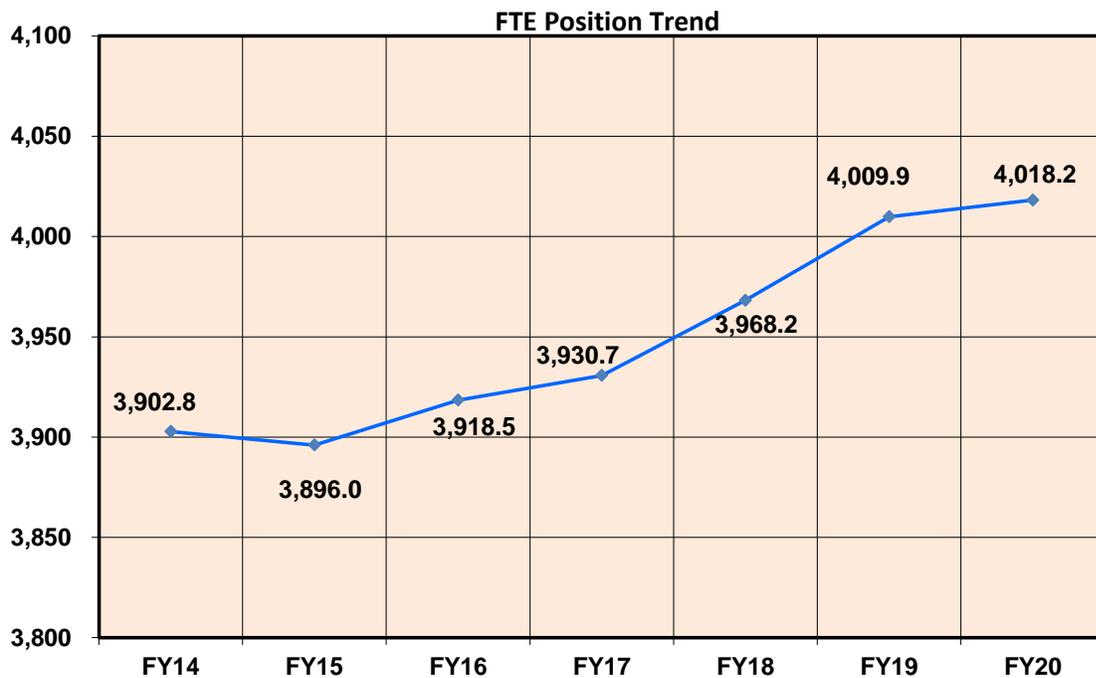


Criminal Justice functions (including the Sheriff and Courts) account for 73% of all General Fund positions.

GENERAL FUND SUMMARY

General Fund FTE Changes

DIVISION	FY14	FY15	FY16	FY17	FY18	FY19	FY20	19-20 Change
MAYOR'S ADMINISTRATION:								
Administration & Finance	187.5	180.5	174.4	173.4	174.4	177.6	177.6	-
Information Technology	85.0	87.0	87.0	84.0	83.0	85.0	91.0	6.0
Planning & Development	5.0	5.0	5.0	4.0	4.0	3.4	3.4	-
Public Works	143.0	142.0	156.0	161.0	162.0	162.0	161.0	(1.0)
Health Services	146.5	146.0	147.0	148.1	157.1	162.1	162.1	-
Community Services	96.0	94.0	95.0	95.0	96.0	97.0	97.0	-
TOTAL	663.0	654.5	664.4	665.5	676.5	687.2	692.2	5.0
SHERIFF:								
Sheriff Administration	190.0	191.0	186.0	186.0	183.0	183.0	184.0	1.0
Law Enforcement	690.3	691.0	732.0	731.0	776.0	805.0	805.0	-
Jail	1,097.0	1,083.0	1,162.0	1,155.0	1,129.0	1,127.0	1,126.0	(1.0)
TOTAL	1,977.3	1,965.0	2,080.0	2,072.0	2,088.0	2,115.0	2,115.0	-
JUDICIAL	881.5	892.0	792.0	806.2	814.7	818.7	825.5	6.8
OTHER ELECTED OFFICIALS	381.0	384.5	382.0	387.0	389.0	389.0	385.5	(3.5)
TOTAL FTE - GENERAL FUND	3,902.8	3,896.0	3,918.5	3,930.7	3,968.2	4,009.9	4,018.2	8.3
Change from prior year		(6.8)	22.4	12.3	37.5	41.7	8.3	
Cumulative Change since FY14		(6.8)	15.7	27.9	65.4	107.1	115.4	



The FTE Position count declined annually between 2004-2012. Since then, 135 positions have been added, primarily to support core functions of public safety, judicial operations, and health.

GENERAL FUND SUMMARY

General Fund FTE Changes

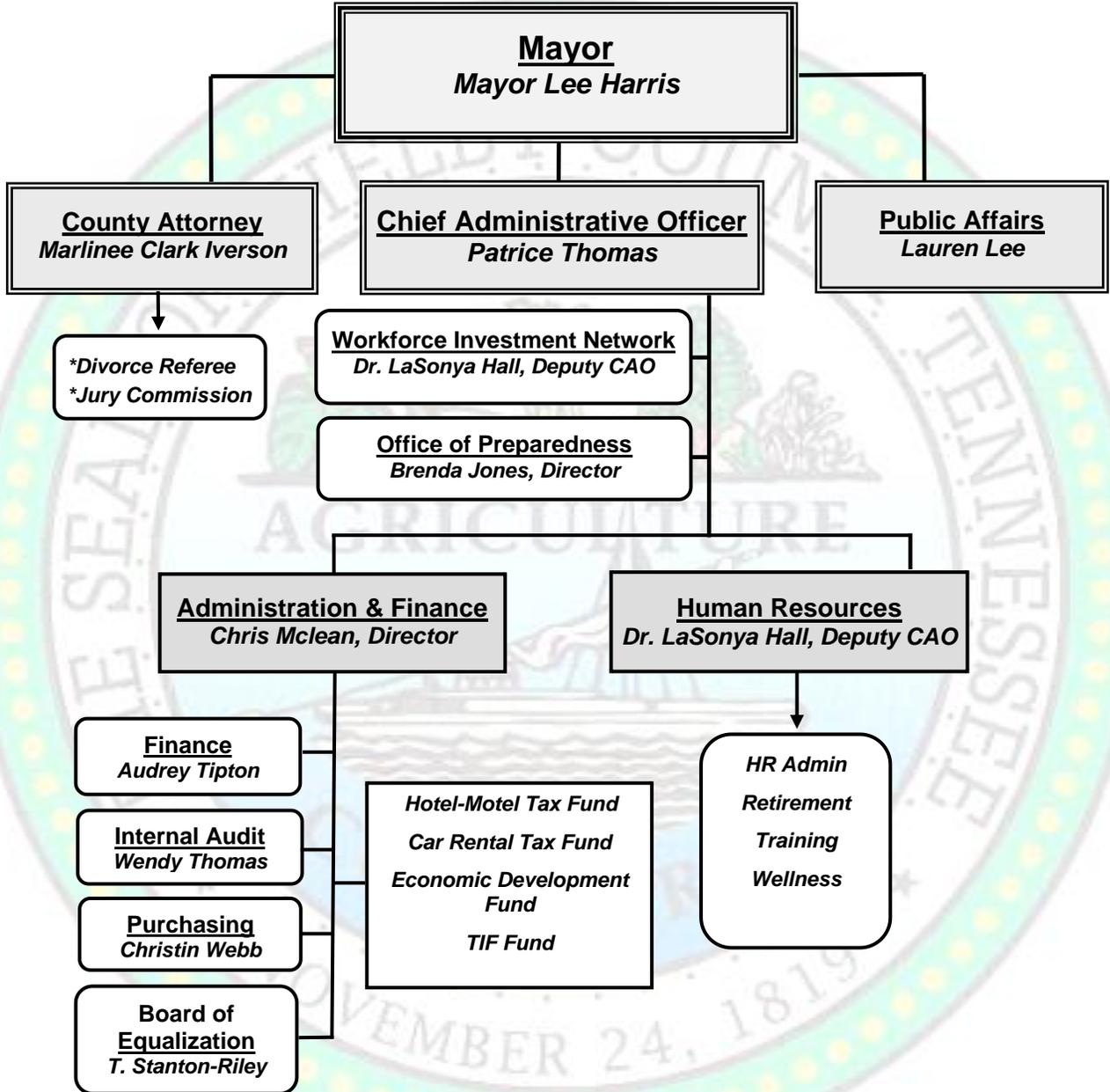
<u>Division/Position Descriptions</u>	<u>FTE</u>	<u>Total Cost ¹</u>
<u>MAYOR'S ADMINISTRATION</u>		
<u>Information Technology</u>		
Clerical Specialist - transferred from Assessor	1.0	\$ 42,934
Geographic Map Technician (2) - transferred from Assessor	2.0	121,831
Office System Technician - transferred from Assessor	1.0	60,815
Programmer Analyst II (2) - transferred from Assessor	2.0	186,908
<i>Total Information Technology</i>	<u>6.0</u>	<u>412,488</u>
<u>Public Works</u>		
Manager A - transferred to Roads & Bridges	(1.0)	(98,012)
Net FTE Change - Mayor's Administration	<u>5.0</u>	<u>314,475</u>
<u>JUDICIAL/COURTS</u>		
<u>Attorney General</u>		
Administrative Services Specialist I - <i>funded from existing positions</i>	1.0	-
Criminal Secretary-AG - <i>funded from existing positions</i>	1.0	-
<i>Total Attorney General</i>	<u>2.0</u>	<u>-</u>
<u>Juvenile Court Clerk</u>		
Technology Coordinator	1.0	127,103
<u>Juvenile Court Judge</u>		
Judicial Clerk - <i>previous partial funding by grant</i>	0.3	16,769
Juvenile Services Counselor II	1.0	62,544
Executor Director	0.5	65,343
<i>Total Juvenile Court Judge</i>	<u>1.8</u>	<u>144,656</u>
<u>Probate Court Clerk</u>		
Principal Court Clerk	1.0	50,985
<u>Public Defender</u>		
Reentry Support Specialist	1.0	62,078
Net FTE Change - Judicial/Courts	<u>6.8</u>	<u>384,822</u>
<u>ELECTED OFFICIALS</u>		
<u>Register</u>		
Archives Deeds Technician - added FY19 via resolution for partial year	0.8	53,532
Deeds Community Specialist - added FY19 via resolution for partial year	0.8	61,881
Deeds Processing Clerk - added FY19 via resolution for partial year	0.8	48,085
<i>Total Register</i>	<u>2.5</u>	<u>163,499</u>
<u>Assessor</u>		
Clerical Specialist - transferred to IT	(1.0)	(42,934)
Geographic Map Technician (2) - transferred to IT	(2.0)	(121,831)
Office System Technician - transferred to IT	(1.0)	(60,815)
Programmer Analyst II (2) - transferred to IT	(2.0)	(186,908)
<i>Total Assessor</i>	<u>(6.0)</u>	<u>(412,488)</u>
Net FTE Change - Elected Officials	<u>(3.5)</u>	<u>(248,989)</u>
Total FTE Changes to General Fund	<u>8.3</u>	<u>\$ 450,309</u>

¹ Salary and benefits

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ADMINISTRATION & FINANCE

Division Organizational Chart by Program



*These sections report to the County Attorney but are included with the Judicial Division for financial reporting

Division Overview FY 20

DIVISION MISSION STATEMENT AND STRATEGIC GOALS

To effectively execute the responsibilities of the Executive Branch of Shelby County Government through the Mayor and Chief Administrative Officer to provide high quality and cost-effective services to optimize the safety and quality of life for all citizens of our diverse community in accordance with the County Charter and Ordinances. To maintain excellent stewardship and accountability in providing Shelby County residents and our internal customers with professional services in the support functions of Finance, Purchasing, Audit, Human Resources, Legal Services and the Board of Equalization.

The Division of Administration & Finance supports the following County strategic goals:

***Strategy 2: Enhance Public Safety and Support Criminal Justice Reform***

[2-i] Provide effective disaster preparedness and 911 emergency response systems.

***Strategy 4: Promote Workforce Development and a Healthy Economy***

[4-a] Provide programs that help individuals develop the skills that are currently being demanded by employers in the County.

[4-b] Prioritize the work of WIN and the American Job Center to provide assistance to our citizens who are seeking employment and assistance to our local companies trying to fill open positions.

[4-c] Coordinate agency programs that address issues of poverty and economic/housing insecurity within the county.

[4-d] Promote the growth of local, minority, and women owned businesses in the community.

[4-e] Provide a business-friendly environment in county operations and regulations to encourage local development and diversity.

[4-f] Create new strategies that encourage small business development particularly in the area of start-up technology.

***Strategy 5: Provide Effective Governance and Sound Stewardship for County Resources***

[5-a] Ensure financial stability through sound oversight of fiscal operations, taxation, debt management, and revenue collections. Maintain all records of public transactions as required by the State.

[5-b] Preserve and maintain county infrastructure of roads, bridges, buildings, and technical systems for current and future operations.

[5-c] Maximize efficiency and minimize cost of operations through centralization, utilization of technology, outsourcing, or other methods.

[5-d] Build trust and confidence in government through transparent, accessible, and responsive interactions with all internal and external customers.

[5-e] Enhance the capabilities and foster the professionalism of the employee workforce through equitable compensation, training programs, and succession planning.

[5-f] Actively seek alternative funding sources through fees, grants, or community partners to provide county services.

DEPARTMENTAL MISSION/GOALS:

The strategic goals of the division are achieved through the following departmental structure:

2001 Mayor – Ensures Shelby County government provides high quality and cost-effective services in accordance with the County Charter and Ordinances to optimize the safety and quality of life for all citizens of our diverse community. The Mayor provides the vision, leadership and strategic direction for Shelby County Government.

2002 Public Affairs – Provides answers to citizen concerns or complaints, fields inquiries from the news media, and keeps employees informed about key issues involving Shelby County Government. The Mayor's Action team ensures that citizens are assisted by staff or referred to outside agencies.

2003 Chief Administrative Officer – Provides oversight and direction for the daily operations of county government to ensure the effective and efficient delivery of services to its citizens, including financial planning and stability, compliance with federal, state and local regulatory agencies, and review/approval of all contracts and resolutions. The Office of Preparedness and Workforce Investment Network (WIN) is included in this department.

2009 County Attorney – Serves as Legal Advisor and provides any requested legal services to the County Mayor, the County Commission and all departments, officers, and officials of Shelby County government; represents Shelby County in lawsuits and administrative hearings and reviews all ordinances, contracts, resolutions and legislation applicable to Shelby County.

2011 Director of Administration & Finance – Maintains effective and responsible fiscal control of Shelby County resources through efficient planning and management of financial operations and policies. The Internal Audit function is included in this department.

2012 Central Operations – Provides the budgetary medium for general revenues and expenditures that are not readily attributable to a specific department, including payments to affiliated organizations, spending restrictions, indirect cost allocations to other departments and operating transfers to/from the General Fund.

2013 County Grants – Accounts for any grants or subsidies to various 501(c)(3) not-for-profit organizations as defined by State law. The Community Enhancement grant program administered through the County Commission is reported in this department.

2014 Human Resources – Manages all aspects of human resource services for Shelby County, including personnel policy development and implementation, compensation, benefits, equal employment opportunity, and compliance with federal and state legislation.

2017 Purchasing – Procures products and services under the administration of the County Mayor, the County Board of Commissioners, and other elected officials. Ensures the procurement of quality products and services at the lowest possible cost while providing suppliers with a fair and equal opportunity to conduct business with Shelby County Government.

2021 Workforce Investment Network – Serves as a community resource that prepares job seekers for jobs and helps connect them with employment opportunities in Shelby County and surrounding counties.

2025 Finance – Manages the financial affairs of the County through the execution of sound fiscal and business policies and practices. Supports the operating departments throughout Shelby County Government with financial reporting services, accounting assistance and guidance as needed. The functions of accounting, budget, accounts payable and payroll are included in this department.

2028 Board of Equalization – Examines, compares, and equalizes the assessments of the Shelby County Assessor of Property whenever an appeal is made in order to protect the rights of all citizens of Shelby County.

FY20 Budget Highlights

DESCRIPTION OF ACTIVITIES:

The Division of Administration and Finance includes three types of departments:

- **Executive Functions:** Mayor, Chief Administrative Officer, Public Affairs, County Attorney
- **Support/Administrative Functions:** Purchasing, Finance and Human Resources
- **Other:** Central Operations and County Grants (*Note: Central Operations and County Grants are not included in the General Fund summary provided below*)

General Fund 010

(Excludes Central Operations and County Grants)

Administration & Finance	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(635,799)	(674,200)	(659,058)	15,142
Total Personnel	14,023,235	15,369,118	15,315,081	(54,036)
O&M	2,388,865	2,821,743	2,921,743	100,000
Net Transfers	-	(65,342)	(74,802)	(9,460)
Net Expenditures	15,776,301	17,451,319	17,502,965	51,646
FTE Count	174.4	177.6	177.6	-

CHANGES TO MAJOR CATEGORIES:

- **Revenue:** Includes \$625,000 from Shelby County Retirement System reimbursements, \$25,000 from CIGNA Annual Administrative payment, \$6,108 from Prescription Card Royalties, and the remainder in public records charges. Revenue change from FY19 to FY20 is a decrease in Prescription Card Royalties' revenue to align with recent actuals.
- **Total Personnel:**
 - Variance is a result of a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections. This total also includes a CTAS increase for Mayor based on statutory minimum.
- **O&M:** The County Attorney budget has been increased by \$100,000 to assist with the cost of class action suits in FY20, including the Odyssey case.
- **Net Transfer:** Reflects the transfer from the Group Health Insurance Fund to aid the labor cost of the Wellness Center. The transfer will cover any costs not covered by the revenues received from CIGNA and the Prescription Card Royalties received in the Wellness budget.

GRANT FUNDS:

- Grant revenue of \$4.0 Million with 3.9 FTEs is related to activities in the Office of Preparedness.
- Grant revenue of \$19.1 Million with 33.2 FTEs is WIN (Workforce Investment Network). The WIN program was transferred to Shelby County from the City of Memphis in FY19. Effective at start of FY20, the program will report to the Administration & Finance Division.

General Fund – Central Operations

Central Operations	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(326,208,835)	(347,669,214)	(345,783,832)	1,885,382
Total Personnel	-	365,912	900,000	534,088
General Restrictions/Indirect	(3,433,659)	(13,014,659) *	(11,621,625)	1,393,035
Affiliated Organizations	29,615,256	30,775,009	30,875,009	100,000
Grants	3,000,000	3,000,000	-	(3,000,000)
Planned Fund Balance Change	-	(4,778,150)	(1,250,000)	3,528,150
Net Transfers	13,750,000	15,342,745	21,038,905	5,696,160
Net Expenditures	(283,277,237)	(315,978,358)	(305,841,542)	10,136,815

* Adjustments in FY19 for Non-Recurring Expenditures (\$75,000)

INCLUDED IN CENTRAL OPERATIONS:

- **Revenue** includes the General Fund portion of property taxes, county share of local sales tax, other state and local taxes, governmental reimbursements and fees. The increase is primarily due to the County Share of Local Sales Tax of which \$1.8 million has been moved from Roads and Bridges. The Roads and Bridges Fund had sufficient Fund Balance and the need for only \$500,000 in general sales tax. The total budgeted sales tax is \$8.3 million. With \$6 million needed by Pre-K and \$0.5 million needed by Roads and Bridges, the remaining \$1.8 million was transferred to the General Fund which helps offset the decline in property taxes. Further analysis on General Fund Revenues is provided in the “General Fund Summary” section of the budget book.
- **Total Personnel** reflects Salary Changes allowance of \$500,000 for special needs or job reclassifications that may be identified throughout the county during the year and \$400,000 for the additional holiday pay anticipated for the added MLK holiday.
- **General Restrictions** on Salary and O&M spending accounts for anticipated savings throughout the county that have not been allocated to a specific division. General Restrictions decrease is primarily due to a reduction to the General Reserve of \$1.7 million for the expected spend for FY20, and an additional \$1.1 million in vacancy savings, and a \$199,542 reduction to the Building & Land Rent account that was previously intended for the rental of a Juvenile Detention Training Center. These reduction were partially offset by the following: a budgeted allowance for expected increases to Health contracts for approximately 1.5 million (Inmate Medical Contract, Mental Health Evaluations Contract, and the Forensics Center Contract), \$50,000 for a community soccer field, a \$176,008 increase to property and liability insurance to align with current insurance agreements, and a \$369,116 change to indirect cost allocations.
- **Affiliated Organizations** payments include:

\$ 29,408,000	Regional One Health
337,009	Agricultural Extension
400,000	State Alcoholic Beverage tax - State portion of shared revenue
175,000	Film & TV Commission
555,000	Memphis Public Library
<u>\$ 30,875,009</u>	Total Affiliated Organizations
- **Grants** - SCS Education Foundation funding for Pre-K Education has been moved to a new special revenue fund with a designated revenue source of general sales taxes. See Pre-K section for more details.

• **Transfers** from General Fund to other funds:

\$1,500,000	Codes Enforcement – matched with City of Memphis funding
250,000	Tort Liability – funding for potential liability claims against the County
15,314,262	Corrections Center – county support for costs not reimbursed by the State of TN
3,974,643	Education – portion of Maintenance of Effort not covered by FY20 property taxes
<u>\$21,038,905</u>	Total Transfers

County Grants

County Grants	<u>FY18 Actual</u>	<u>FY19 Amended</u>	<u>FY20 Proposed</u>	<u>FY20-19 Var</u>
County Grants Total	3,155,280	6,243,373	3,200,000	(3,043,373)

Included in FY20 County Grants:

- By request of the Shelby County Commission, \$1,250,000 has been added to County Grants for Epicenter as a Non-Recurring expenditure from General Fund Use of Fund Balance.
- The Shelby County Commissioner’s Community Enhancement Grants are budgeted at \$1,950,000 in FY20.

FTE Position Count

Fund	Dept	Dept Description	FY16 Budget	FY17 Budget	FY18 Budget	FY19 Budget	FY20 Proposed	FY19-20 Change
GENERAL FUND								
010	2001	Mayor's Office	5.0	5.0	5.0	7.0 ^g	7.0	-
010	2002	Public Affairs	6.0	6.0	6.0	6.0	6.0	-
010	2003	CAO	18.9	19.9 ^a	19.9	21.1 ^f	21.1	-
010	2009	County Attorney	34.5	33.5 ^c	33.5	33.5	33.5	-
010	2011	Director of A&F	6.0	7.0 ^d	7.0	7.0	7.0	-
010	2014	Human Resources	61.0	60.0 ^b	60.0	60.0	60.0	-
010	2017	Purchasing	9.0	9.0	10.0 ^e	10.0	10.0	-
010	2025	Finance	32.0	31.0 ^d	31.0	31.0	31.0	-
010	2028	Board of Equalization	2.0	2.0	2.0	2.0	2.0	-
TOTAL POSITIONS - GENERAL FUND			174.4	173.4	174.4	177.6	177.6	-
GRANT FUNDS			4.1	4.1	4.1	3.9^f	37.0^h	33.2
TOTAL POSITIONS - ALL FUNDS			178.5	177.5	178.5	181.5	214.7	33.2

Position Changes:

FY17 - (a) Position loaned to Juvenile Court in 2016 returned to CAO in FY2017.

(b) 1 FTE deleted in HR due to outsourcing of Family Leave Administration.

(c) County Attorney converted 2 Attorney positions to 1 Supervisor position

(d) 1 FTE moved back to Director of A&F from Finance

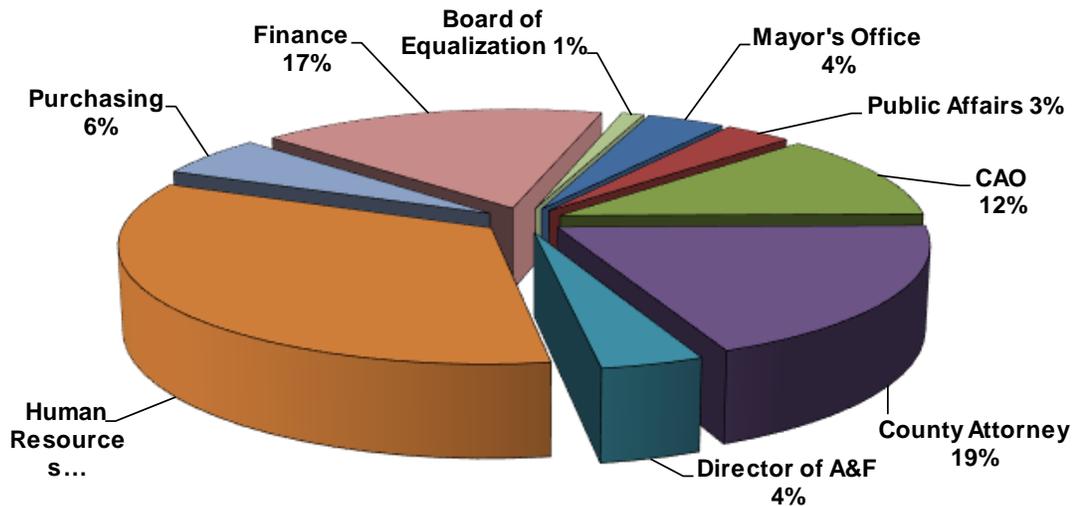
FY18 - (e) 1 FTE added to Purchasing for implementation of the MWBE/LOS B programs

FY19 - (f) 0.2 FTE increase due to Office of Preparedness positions' General Fund/Grants allocation change

(g) 2 FTEs added by Resolution for Education Liaison & Dir. of Communications & Public Affairs

FY20 - (h) 33.2 FTEs added for Workforce Investment Network (moved from Community Services)

FTE Positions by Department



**Prime Accounts
Administration & Finance**

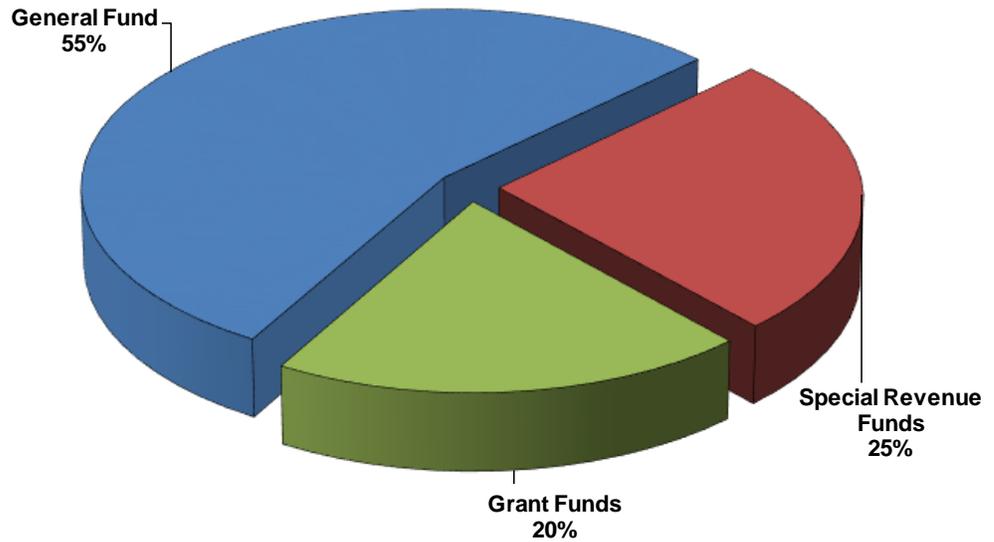
All Funds

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
40 -	Property Taxes	(250,976,507)	(253,574,154)	(276,604,440)	(295,445,000)	(292,568,973)
41 -	Other Local Taxes	(50,833,979)	(51,491,660)	(57,124,696)	(61,040,000)	(62,837,967)
43 -	Intergovernmental Revenues-State of	(12,207,450)	(12,396,548)	(12,495,767)	(16,429,826)	(34,448,374)
44 -	Intergovernmental Revenues-Federal &	(3,600,808)	(3,729,949)	(3,629,089)	(3,719,850)	(3,696,992)
45 -	Charges for Services	(58,856)	(62,382)	(62,488)	(61,700)	(62,700)
46 -	Fines, Fees & Permits	(970,342)	(1,378,725)	(1,526,692)	(1,002,000)	(675,000)
47 -	Other Revenue	(1,178,765)	(1,154,396)	(479,343)	(770,000)	(1,008,663)
48 -	Investment Income	(725,413)	(849,300)	(1,661,967)	(980,000)	(1,536,254)
	Revenue	(320,552,121)	(324,637,114)	(353,584,483)	(379,448,376)	(396,834,923)
51 -	Salaries-Regular Pay	9,816,355	9,786,069	10,316,082	12,236,442	14,227,841
52 -	Salaries-Other Compensation	180,835	152,213	165,569	1,515,143	2,049,231
55 -	Fringe Benefits	3,351,770	3,380,680	3,823,234	4,546,017	5,187,259
56 -	Vacancy Savings	0	0	0	(5,274,017)	(6,474,302)
	Salaries & Fringe Benefits	13,348,959	13,318,962	14,304,885	13,023,584	14,990,029
60 -	Supplies & Materials	398,969	195,671	254,719	492,555	796,105
64 -	Services & Other Expenses	1,076,366	1,032,995	1,212,999	1,405,564	16,965,857
66 -	Professional & Contracted Services	1,361,478	2,261,663	2,072,242	3,268,686	4,999,262
67 -	Rent, Utilities & Maintenance	161,022	68,899	53,687	2,298,711	2,761,452
68 -	Interfund Services	(4,143,802)	(3,714,464)	(4,161,946)	(3,605,883)	(3,802,111)
70 -	Capital Asset Acquisitions	81,489	42,247	103,578	278,231	195,000
	Operating & Maintenance	(1,064,479)	(112,988)	(464,721)	4,137,864	21,915,565
89 -	Affiliated Organizations	47,843,837	47,492,982	52,006,447	61,171,369	54,898,054
	Affiliated Organizations	47,843,837	47,492,982	52,006,447	61,171,369	54,898,054
90 -	Grants	4,764,000	4,299,500	6,155,280	10,243,373	3,200,000
	Grants	4,764,000	4,299,500	6,155,280	10,243,373	3,200,000
95 -	Contingencies & Restrictions	0	0	0	(6,527,374)	(4,865,592)
	Contingencies & Restrictions	0	0	0	(6,527,374)	(4,865,592)
94 -	Other Sources & Uses	(5,000)	0	0	0	0
	Other Financing Sources	(5,000)	0	0	0	0
	Expenditures	64,887,317	64,998,456	72,001,891	82,048,817	90,138,055
99 -	Planned Use of Fund Balances	0	0	0	(9,986,510)	594,186
	Planned Fund Balance Change	0	0	0	(9,986,510)	594,186
	Planned Fund Balance Change	0	0	0	(9,986,510)	594,186
96 -	Operating Transfers In	(45,711)	(144,000)	0	(65,342)	(74,802)
	Operating Transfers In	(45,711)	(144,000)	0	(65,342)	(74,802)
98 -	Operating Transfers Out	16,035,278	13,315,217	13,750,000	15,342,745	21,038,905
	Operating Transfers Out	16,035,278	13,315,217	13,750,000	15,342,745	21,038,905
	Net Transfers	15,989,567	13,171,217	13,750,000	15,277,403	20,964,103
	Administration & Finance Total	(239,675,237)	(246,467,441)	(267,832,592)	(292,108,666)	(285,138,578)

Sources and Uses by Fund Type

<i>FUND NAME:</i>	FY20 SOURCES OF FUNDS			FY20 USES OF FUNDS			NET OPERATIONS	
	REVENUE	TRANSFERS IN	FUND BALANCE	EXPENSES	TRANSFERS OUT	FUND BALANCE	NET TOTAL	% of Total
GENERAL FUND								
010 - General Fund	(346,442,890)	(74,802)	(1,250,000)	41,590,209	21,038,905	-	(285,138,578)	55%
SPECIAL REVENUE FUNDS								
051 - Tax Increment Financing	(6,500,000)	-	-	6,500,000	-	-	-	6%
073 - Hotel Motel Tax	(18,274,231)	-	-	14,830,045	-	3,444,186	-	16%
074 - Car Rental Tax	(2,500,000)	-	-	2,500,000	-	-	-	2%
092 - Economic Development	(70,000)	-	(1,600,000)	1,670,000	-	-	-	1%
TOTAL SPECIAL REVENUE	(27,344,231)	-	(1,600,000)	25,500,045	-	3,444,186	-	25%
GRANT FUNDS TOTAL	(23,047,802)	-	-	23,047,802	-	-	-	20%
ALL FUNDS TOTAL	(396,834,923)	(74,802)	(2,850,000)	90,138,055	21,038,905	3,444,186	(285,138,578)	100%

FY20 Uses by Fund



The primary funding source for Administration and Finance operations is the General Fund.

ADMINISTRATION & FINANCE

Patrice Thomas, CAO

Net Expenditures by Department

Fund	Dept	Dept Description	FY16 ACTUAL	FY17 ACTUAL	FY18 ACTUAL	FY19 AMENDED	FY20 PROPOSED
GENERAL FUND							
010	2001	Mayor's Office	573,467	589,393	622,376	947,433	940,604
010	2002	Public Affairs	450,803	466,925	463,543	541,478	543,124
010	2003	CAO	2,719,521	2,650,830	2,967,381	3,494,861	3,356,268
010	2009	County Attorney	3,230,078	3,193,952	3,608,480	3,829,329	3,906,728
010	2011	Director - A&F	738,018	855,341	745,250	955,546	948,750
010	2012	Central Operations	(256,549,408)	(261,358,979)	(283,277,237)	(315,903,358)	(305,841,542)
010	2013	County Grants	1,764,000	1,299,500	3,155,280	6,243,373	3,200,000
010	2014	Human Resources	3,513,068	3,492,661	3,821,572	4,038,844	4,054,886
010	2017	Purchasing	555,305	557,029	651,032	764,423	751,198
010	2025	Finance	2,345,003	2,327,510	2,496,342	2,601,465	2,624,593
010	2028	Board of Equalization	259,853	263,092	400,325	377,939	376,813
GENERAL FUND TOTAL			(240,400,292)	(245,662,747)	(264,345,656)	(292,108,666)	(285,138,578)
SPECIAL REVENUE FUND							
051	2012	Tax Increment Fund	-	-	-	-	-
073	2012	Hotel-Motel Tax Fund	665,322	(1,510,352)	(3,785,006)	-	-
074	2012	Car Rental tax	-	-	-	-	-
092	2012	Economic Development	34,166	547,820	305,528	-	-
SPECIAL REVENUE FUND TOTAL			699,487	(962,532)	(3,479,478)	-	-
GRANT FUNDS TOTAL			25,568	157,838	(7,458)	-	-
ADMINISTRATION & FINANCE TOTAL			(239,675,237)	(246,467,441)	(267,832,592)	(292,108,666)	(285,138,578)

**Includes all Sources and Uses of Funds*

**Prime Accounts
Administration & Finance**

General Fund

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
40 -	Property Taxes	(250,976,507)	(253,574,154)	(276,604,440)	(295,445,000)	(292,568,973)
41 -	Other Local Taxes	(32,256,199)	(32,129,074)	(31,030,569)	(34,040,000)	(35,837,967)
43 -	Intergovernmental Revenues-State of	(11,620,472)	(11,914,798)	(12,001,748)	(12,449,714)	(11,976,369)
44 -	Intergovernmental Revenues-Federal &	(3,600,808)	(3,729,949)	(3,606,843)	(3,675,000)	(3,675,000)
45 -	Charges for Services	(58,856)	(62,382)	(62,488)	(61,700)	(62,700)
46 -	Fines, Fees & Permits	(970,342)	(1,378,725)	(1,526,692)	(1,002,000)	(675,000)
47 -	Other Revenue	(1,178,765)	(1,154,396)	(479,343)	(770,000)	(454,858)
48 -	Investment Income	(689,370)	(777,368)	(1,532,510)	(900,000)	(1,192,023)
	Revenue	(301,351,319)	(304,720,847)	(326,844,634)	(348,343,414)	(346,442,890)
51 -	Salaries-Regular Pay	9,637,297	9,592,938	10,119,368	12,032,612	12,095,942
52 -	Salaries-Other Compensation	179,913	151,202	166,108	515,143	1,049,231
55 -	Fringe Benefits	3,281,712	3,302,096	3,737,759	4,460,237	4,342,871
56 -	Vacancy Savings	0	0	0	(5,274,017)	(6,472,548)
	Salaries & Fringe Benefits	13,098,922	13,046,236	14,023,235	11,733,975	11,015,496
60 -	Supplies & Materials	224,111	149,005	155,526	228,904	238,977
64 -	Services & Other Expenses	1,048,534	987,521	1,159,249	1,263,833	1,508,173
66 -	Professional & Contracted Services	1,259,918	1,621,620	1,744,327	2,295,932	3,374,454
67 -	Rent, Utilities & Maintenance	114,810	53,704	34,836	270,146	78,672
68 -	Interfund Services	(4,148,890)	(3,714,929)	(4,169,536)	(3,607,983)	(3,965,572)
70 -	Capital Asset Acquisitions	24,950	6,447	30,805	59,680	115,000
	Operating & Maintenance	(1,476,567)	(896,631)	(1,044,793)	510,512	1,349,704
89 -	Affiliated Organizations	28,580,105	29,602,995	29,615,256	30,775,009	30,875,009
	Affiliated Organizations	28,580,105	29,602,995	29,615,256	30,775,009	30,875,009
90 -	Grants	4,764,000	4,299,500	6,155,280	9,243,373	3,200,000
	Grants	4,764,000	4,299,500	6,155,280	9,243,373	3,200,000
95 -	Contingencies & Restrictions	0	0	0	(6,527,374)	(4,850,000)
	Contingencies & Restrictions	0	0	0	(6,527,374)	(4,850,000)
94 -	Other Sources & Uses	(5,000)	0	0	0	0
	Other Financing Sources	(5,000)	0	0	0	0
	Expenditures	44,961,460	46,052,100	48,748,978	45,735,495	41,590,209
99 -	Planned Use of Fund Balances	0	0	0	(4,778,150)	(1,250,000)
	Planned Fund Balance Change	0	0	0	(4,778,150)	(1,250,000)
	Planned Fund Balance Change	0	0	0	(4,778,150)	(1,250,000)
96 -	Operating Transfers In	(45,711)	(144,000)	0	(65,342)	(74,802)
	Operating Transfers In	(45,711)	(144,000)	0	(65,342)	(74,802)
98 -	Operating Transfers Out	16,035,278	13,150,000	13,750,000	15,342,745	21,038,905
	Operating Transfers Out	16,035,278	13,150,000	13,750,000	15,342,745	21,038,905
	Net Transfers	15,989,567	13,006,000	13,750,000	15,277,403	20,964,103
	Administration & Finance Total	(240,400,292)	(245,662,747)	(264,345,656)	(292,108,666)	(285,138,578)

**Prime Accounts
Administration & Finance**

Special Revenue Fund

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
41 - Other Local Taxes		(18,577,780)	(19,362,586)	(26,094,127)	(27,000,000)	(27,000,000)
48 - Investment Income		(36,044)	(71,931)	(129,457)	(80,000)	(344,231)
Revenue		(18,613,824)	(19,434,517)	(26,223,584)	(27,080,000)	(27,344,231)
64 - Services & Other Expenses		0	0	25,000	0	0
66 - Professional & Contracted Services		49,579	581,998	327,915	892,000	1,477,000
Operating & Maintenance		49,579	581,998	352,915	892,000	1,477,000
89 - Affiliated Organizations		19,263,732	17,889,987	22,391,190	30,396,360	24,023,045
Affiliated Organizations		19,263,732	17,889,987	22,391,190	30,396,360	24,023,045
90 - Grants		0	0	0	1,000,000	0
Grants		0	0	0	1,000,000	0
Expenditures		19,313,311	18,471,986	22,744,106	32,288,360	25,500,045
99 - Planned Use of Fund Balances		0	0	0	(5,208,360)	1,844,186
Planned Fund Balance Change		0	0	0	(5,208,360)	1,844,186
Planned Fund Balance Change		0	0	0	(5,208,360)	1,844,186
Administration & Finance Total		699,487	(962,532)	(3,479,478)	0	0

Special Revenue Funds:

051 - Tax Incremental Fund (TIF)– Accounts for the collection and disbursement of incremental property tax revenue to aid economic development projects in specified areas. The Tax Incremental Fund (TIF) was established to account for economic development and/or improve blighted properties in specified areas. The incremental revenue collected (tax amount above the assessed value captured at time of TIF establishment) will aid in funding the project costs within that TIF district. The Community Redevelopment Agency is tasked with determining eligible TIF projects. The current TIF districts are Graceland, Highland Street North, Highland Street South, Lakeland, Millington, and Uptown Redevelopment.

073 - Hotel Motel Tax – Revenue \$18.3 Million - The Hotel Motel Tax Fund accounts for the collection of the hotel motel tax, a 5% tax on revenue collected from the rental of hotel and motel rooms. The tax is required to be used to provide funding for the promotion of tourism and conventions in Shelby County, including funding the Convention and Visitor's Bureau and paying debt service on the FedEx Forum to the Sports Authority. It may also be used to pay debt service on debt issued for the Convention Center, as well as to subsidize its operation.

074 - Car Rental Tax – Revenue \$2.7 Million - The Car Rental Tax Fund accounts for the collection of the car rental tax which is designated for funding of the NBA arena (FedEx Forum). Businesses engaged in the rental of motor vehicles collect and remit a 3% surcharge or tax on charges for rental of private passenger motor vehicles for a period of 31 days or less. The tax rate is 3% of the gross proceeds and is remitted by the car rental businesses to the Tennessee Department of Revenue, which then distributes the funds to Shelby County. The County then remits funds collected to the Sports Authority for payment of debt service.

092 - Economic Development Fund – budgeted at \$1.6 Million primarily from Fund Balance - funds are restricted for economic development purposes. FY20 budgeted amount is subject to change after the FY19 year closes, as the only revenue source in FY20 is investment income at \$70,000. The Economic Development Fund was established to account for resources received that have been designated by the County Commission "to achieve an increase in living standards that will also promote an increase in per capita income, better education and health as well as improved environmental protection." These resources fund economic development activities supported by the County.

**Prime Accounts
Administration & Finance**

Grant Funds

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
43 - Intergovernmental Revenues-State of		(586,978)	(481,749)	(494,019)	(3,980,112)	(22,472,005)
44 - Intergovernmental Revenues-Federal &		0	0	(22,246)	(44,850)	(21,992)
47 - Other Revenue		0	0	0	0	(553,805)
	Revenue	(586,978)	(481,749)	(516,265)	(4,024,962)	(23,047,802)
51 - Salaries-Regular Pay		179,058	193,131	196,714	203,829	2,131,899
52 - Salaries-Other Compensation		922	1,011	(539)	1,000,000	1,000,000
55 - Fringe Benefits		70,058	78,584	85,475	85,780	844,388
56 - Vacancy Savings		0	0	0	0	(1,754)
	Salaries & Fringe Benefits	250,037	272,726	281,650	1,289,609	3,974,533
60 - Supplies & Materials		174,858	46,666	99,193	263,651	557,128
64 - Services & Other Expenses		27,832	45,474	28,750	141,731	15,457,684
66 - Professional & Contracted Services		51,981	58,044	0	80,754	147,808
67 - Rent, Utilities & Maintenance		46,211	15,195	18,851	2,028,565	2,682,780
68 - Interfund Services		5,088	465	7,590	2,100	163,461
70 - Capital Asset Acquisitions		56,539	35,800	72,773	218,551	80,000
	Operating & Maintenance	362,509	201,644	227,157	2,735,352	19,088,860
95 - Contingencies & Restrictions		0	0	0	0	(15,592)
	Contingencies & Restrictions	0	0	0	0	(15,592)
	Expenditures	612,546	474,370	508,807	4,024,962	23,047,802
98 - Operating Transfers Out		0	165,217	0	0	0
	Operating Transfers Out	0	165,217	0	0	0
	Net Transfers	0	165,217	0	0	0
	Administration & Finance Total	25,568	157,838	(7,458)	0	0

Grant Summary Information**The Office of Preparedness administers the following grants:**

All grants are 100% federally funded except the EMPG, which is matched 50% by the grantee, and the HMEP program, which requires a 20% match provided by the Local Emergency Planning Committee (LEPC).

Security Grant Program (PSGP) - The PSGP supports the building, sustainment, **Port** and delivery of core capabilities essential to achieving the National Preparedness Goal such as prevention, protection, mitigation, response, and recovery. PSGP focuses on addressing the security needs of our Nation's maritime ports.

State Homeland Security Grant Program (HSGP) - The HSGP is a core homeland security assistance program that provides funds to build capabilities at the State and local levels through planning, equipment, training, and exercise activities and to implement the goals and objectives included in the State Homeland Security Strategy.

Hazardous Material Emergency Preparedness (HMEP) Grant Program - The purpose of this grant program is to increase local effectiveness by safely and efficiently handling hazardous materials accidents and incidents, enhance implementation of the Emergency Planning and Community Right-to-Know Act of 1986 (EPCRA), and encourage a comprehensive approach to emergency planning by incorporating the unique challenges of responses to transportation situations.

FEMA Disaster Recovery - The Federal Emergency Management Agency Disaster Recovery provides funding relief to assist in recovery after a major disaster has been declared, including the Port Security program.

Emergency Management Performance Grant (EMPG) - The EMPG program gives States the opportunity to strengthen their emergency management capabilities, while addressing issues of national concern. States have the flexibility to develop systems that encourage the building of partnerships which include government, business, volunteer, and community organizations.

Workforce Investment Network (WIN) administers the following grants:

Currently all funding is provided through the Tennessee Department of Labor and Workforce.

Consolidated Business Grant (CBG) - Funding to assist businesses by providing their workers an opportunity for training programs where necessary skills are acquired to compete in the current economic environment.

Transitional Jobs Grant – Funding to help secure and maintain unsubsidized employment for individuals with barriers to employment (i.e. ex-offenders and high at-risk youth with criminal actions and/or behavior) and prepare them for long-term success in the labor market.

Infrastructure Funding Agreement (IFA) - Funding for the Memorandum of Understanding for shared costs among partners within the American Job Centers.

Wagner Peyser- Funding for pre-release services such as outreach, intake, orientation, profiling, and initial assessment of skills levels, determination of eligibility, job search, placement services, and creation of individual development plans, labor market services and services to employers.

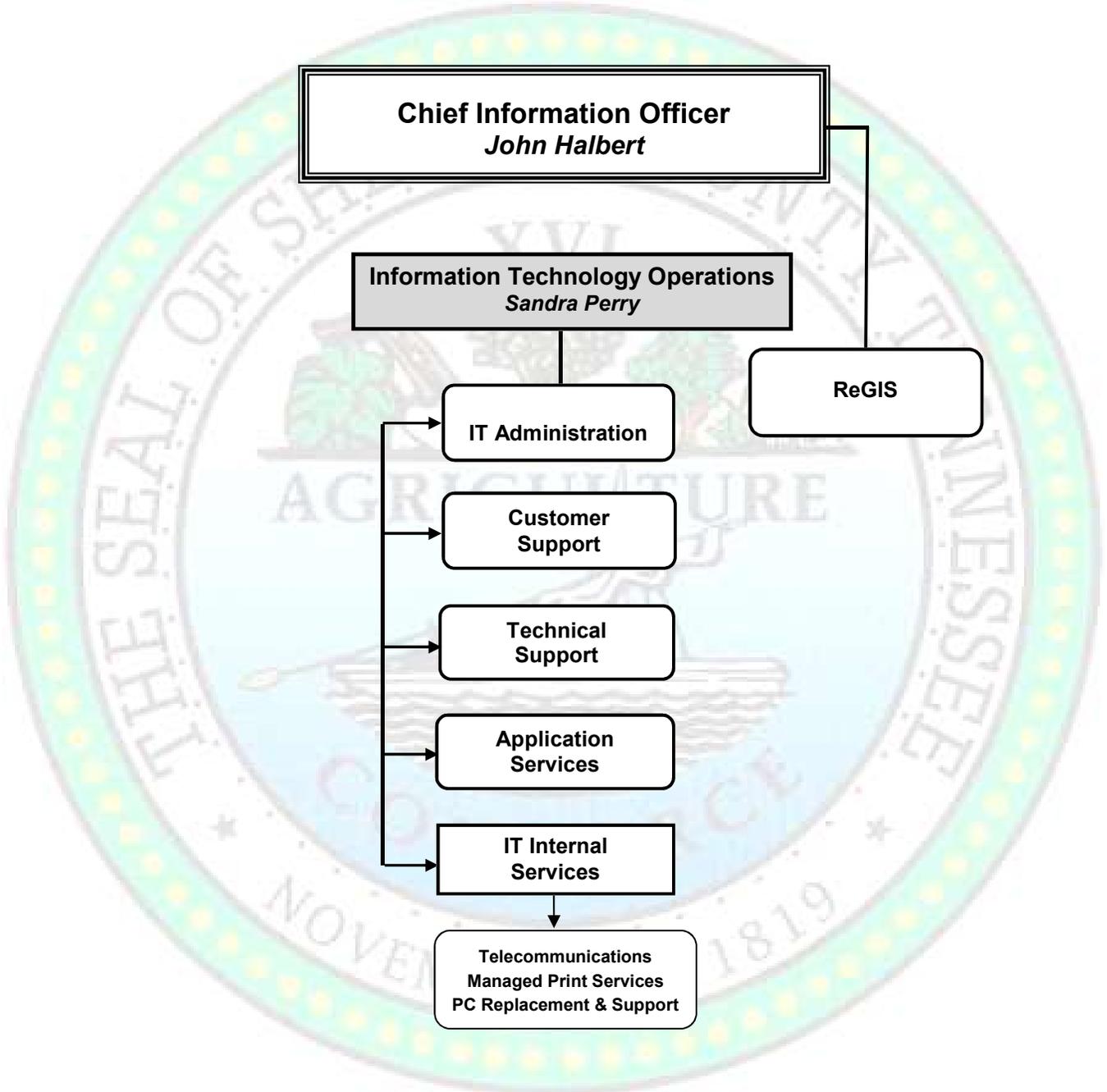
Tennessee Department of Labor and Workforce Formula Funding- Funding used to establish/provide career services, training services, and support services to eligible adults, youth, and dislocated workers.

Grant Summary Information

<u>FUND</u>	<u>GRANT PROGRAM</u>	<u>AMOUNT</u>
<u>Department 2003: CAO - Office of Preparedness</u>		
130	Port Security Grant Program (PSGP)	\$ 21,850
164	2018 Homeland Security Grant Program (HSGP)	471,993
177	2017 Homeland Security Grant Program (HSGP)	331,304
249	May 2017 Storm FEMA/TEMA	2,980,000
524	Emergency Management Performance Grant (EMPG)	149,000
748	2017 Hazardous Material Emergency Preparedness (HMEP)	22,400
Department Total		\$ 3,976,547
<u>Department 2020: Workforce Investment Network (W.I.N.)</u>		
217	Wagner Peyser Program - 161	\$ 20,475
221	Consolidated Business Program 191	395,834
222	Dislocated Worker - 191	2,129,306
223	Adult Job Training - 191	1,077,573
251	Hope Works- Partner Funding	35,760
252	Greater Memphis Alliance (GMAC)- Partner Funding	325,000
259	AGAPE- Partner Funding	39,045
260	Memphis Bioworks- Partner Funding	84,000
280	Consolidated Business Admin - 181	8,444
281	Dislocated Worker and Adult Program	576,000
286	WIN Adult Program	553,000
287	WIN Youth Program	3,306,650
296	Dislocated Worker	2,731,199
298	Adult Program II	2,939,410
325	Consolidated Business Program	527,778
326	Consolidated Business Admin	27,777
330	Re-Employment Svcs/Eligibility Assmnt I	26,000
334	Wagner Peyser Program	81,900
337	Infrastructure Funding Agreement Shared Cost	680,000
606	WIN Youth Program -181	2,013,593
608	WIN Dislocated Worker - 181	453,000
617	WIN Adult Program - 181	35,000
618	Re-Employment Svcs/Eligibility Assmnt II	7,800
626	Transitional Jobs Re-Entry - Admin	73,271
628	Transitional Jobs Re-Entry - 181	309,440
667	Transitional Jobs Re-Entry - Program	614,000
Department Total		\$ 19,071,255
DIVISION TOTAL		\$ 23,047,802

INFORMATION TECHNOLOGY SERVICES

Division Organizational Chart by Program



Division Overview FY 20

DIVISION MISSION STATEMENT AND STRATEGIC GOALS

Information Technology Services partners with Shelby County Government agencies to provide effective and efficient technical services to assist in realizing their strategic initiatives, goals, and business objectives. The Information Technology Services Division supports the following County strategies:



Strategy 5: Provide Effective Governance and Sound Stewardship for County Resources

- [5-b] Preserve and maintain county infrastructure of roads, bridges, buildings, and technical systems for current and future operations.
- [5-c] Maximize efficiency and minimize cost of operations through centralization, utilization of technology, outsourcing, or other methods.
- [5-d] Build trust and confidence in government through transparent, accessible, and responsive interactions with all internal and external customers.

DEPARTMENTAL MISSION/GOALS:

The strategic goals of the division are achieved through the following departmental structure:

2501 Chief Information Officer – Directs and manages computing and information technology strategic plans, policies, programs, schedules, computer services, network services, and management information services to accomplish Shelby County's goals and objectives.

- Identify emerging information technologies to be introduced and integrated within County systems and uses IT best practices to increase efficiencies and cost savings.
- Coordinate geographic information technology for Shelby County Government and various governmental and non-governmental agencies in the Tri-State area via Regional Geographic Information Systems (ReGIS).

2502 Information Technology Operations – Performs and develops operations to track and maintain daily support for system applications, server virtualization, web support, document management and other services, with client support and troubleshooting.

- Maintain a secure and stable communications network and computer systems infrastructure to communicate and exchange information with Shelby County employees and constituents.
- Provide support for technical infrastructure and support services including systems and process analysis, custom programming and web development.

2515 Information Technology Internal Services – Provides telecommunications, managed print services, PC replacement, technology protection, and content management and support services to all departments of Shelby County Government. Seeks new technologies and efficiencies to expand productive capacity while containing costs.

FY20 Budget Highlights

BUDGETARY ISSUES/TRENDS:

- IT Services continues to unify IT infrastructure and services in Shelby County Government through initiatives such as the integrated Criminal Justice (iCJIS) System, Time and Attendance System project, County Email System upgrade, and Enterprise Content Management (ECM) which will reduce paper, improve business process workflows, and introduce content management governance across the enterprise.
- The need for support in multimedia applications for publicized events has increased over the past few years. IT is working to support the need for updated Audio/Video services for Courtrooms, Commission meeting areas, etc.
- A management position for Innovation and Performance Analysis was added by Mayor Lee Harris in FY2019 in an effort to improve business functions, to identify key performance metrics in service delivery, and to provide progress updates on goals and benchmarks set by the Mayor.
- For the FY2020 Proposed Budget, the Assessor’s Office initiated a transfer of all Information Technology functions including their Geographical Information Systems to Central ITS moving 6 FTEs and relative operating responsibilities.

General Fund

Info Tech Services	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(1,979,069)	(2,001,449)	(2,057,250)	(55,800)
Total Personnel	7,527,325	8,419,932	8,767,814	347,881
O&M	3,819,038	3,494,595 *	3,581,826	87,231
Use of Fund Balance	-	-	-	-
Net Expenditures	9,367,294	9,913,078	10,292,390	379,312

FTE Count	83.0	85.0	91.0	6.0
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**Adjusted FY19 by \$25,020 for FY18 carry-forward.*

CHANGES TO MAJOR CATEGORIES:

- **Revenue:** Revenue includes data processing fees (\$1.7 million) and ReGIS reimbursements (\$332,250). Data Processing fee revenue has increased by \$25,000 in FY2020 based on recent trends. The ReGIS revenues have increased by \$30,800 to align with countywide reimbursements for service agreements.
- **Total Personnel:** Increased costs are due to transfer of 6 FTEs from the Assessor’s Office to Central ITS at a cost of \$412,488 and a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections offset by lower pension and retirement benefit costs.
- **O&M:** Increased primarily due to operating costs of the Assessor’s Office IT functions transferring to Central ITS in the amount of \$90,142.

TECHNOLOGY INTERNAL SERVICE FUND 962

The following are provided by Information Technology Services to other departments of county government within Fund 962:

- **Managed Print Services** – manages the copier/printer vendor contracts for all departments and evaluates print practices to identify potential savings.
- **PC Replacement and Support** – manages the acquisition, installation, and relocation of personal computers and related software installation. The program offers an annual payment plan for PC Replacement and Support on a four year cycle.
- **Telecommunications** – provides and maintains voice, data, and video communication circuits and services.

ITS Internal Svcs	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(4,504,142)	(5,230,824)	(5,232,060)	(1,236)
Total Personnel	473,223	569,429	561,171	(8,258)
O&M	3,031,134	5,411,005	7,398,718	1,987,713
Other Financing	8,485	-	-	-
Use of Fund Balance	-	(749,610)	(2,727,829)	(1,978,219)
Net Operations	(991,299)	-	-	-
FTE Count	5.0	5.0	5.0	-

CHANGES TO MAJOR CATEGORIES:

- **Revenues** are budgeted at \$5.2 million and include countywide reimbursements from departments for Print/Copy Services, PC Replacement, and Telecommunication Services.
- **Total Expenditures** are budgeted at \$7.4 million for this fund. The increased operating costs represent the number of PC Replacement projects in FY20 (\$605,919 higher than FY19 per the four year cycle), several additions for the rising cost of Content & Security Management at a cost of \$1.2 million, and \$230,000 to purchase 2 projectors for the Office of Preparedness Emergency Operations Center.
- **Fund Balance at 3/31/19** = \$7.2 million to provide for planned technology replacement. The FY20 budget includes \$2.7 million in planned use of fund balance. The PC Replacement schedule has several large projects in FY20. The fund balance will build as annual PC Replacement payments are received and in years with larger replacement projects ITS will draw down from their fund balance to purchase hardware and software based on the departments' agreements.

INFORMATION TECHNOLOGY SERVICES

John Halbert, Director

FTE Position Count

Fund Dept	Dept Description	FY16 Budget	FY17 Budget	FY18 Budget	FY19 Budget	FY20 Proposed	FY19-20 Change
GENERAL FUND							
010 2501	Chief Information Officer	2.0	3.0 ^b	1.0 ^c	2.0 ^e	2.0	-
017 2501	ReGIS	-	-	2.0 ^c	2.0	2.0	-
010 2502	IT Operations	85.0	81.0 ^{a,b}	80.0 ^d	81.0 ^f	87.0 ^g	6.0
TOTAL POSITIONS - GENERAL FUND		87.0	84.0	83.0	85.0	91.0	6.0
INTERNAL SERVICE FUND							
962 2515	IT Internal Services	5.0	5.0	5.0	5.0	5.0	-
TOTAL POSITIONS - INTERNAL SERVICE FUND		5.0	5.0	5.0	5.0	5.0	-
TOTAL POSITIONS - ALL FUNDS		92.0	89.0	88.0	90.0	96.0	6.0

FY17 - (a) 3 FTEs deleted to fund reclassifications and equity increases

(b) 1 FTE moved from IT Operations Tech Support to ReGIS (Computer Ops Senior)

FY18 - (c) Established ReGIS as a "committed fund" within the General Fund - transferred 2 FTE's to ReGIS

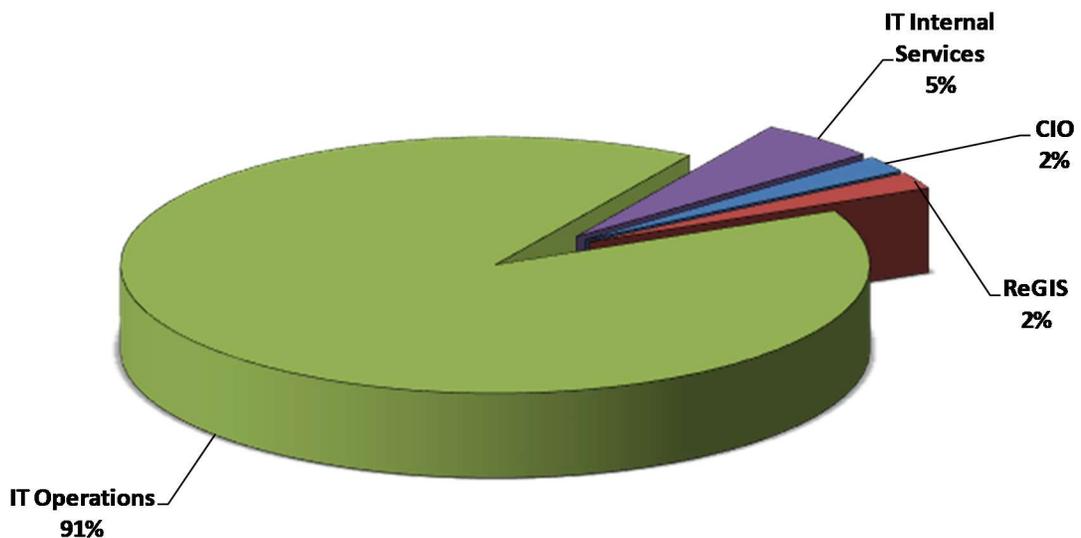
(d) 1 FTE deleted (Computer Operator B) to fund Systems Admin II-Core

FY19 - (e) 1 FTE moved from General Sessions Civil Court Clerk to IT Admin (Computer System Technician).

(f) 1 FTE added per Mayor's Resolution for Manager of Innovative Performance

FY20 - (g) 6 FTEs moved from the Assessor's Office to ITS Operations.

FTE Positions by Department



**Prime Accounts
Information Technology Services**

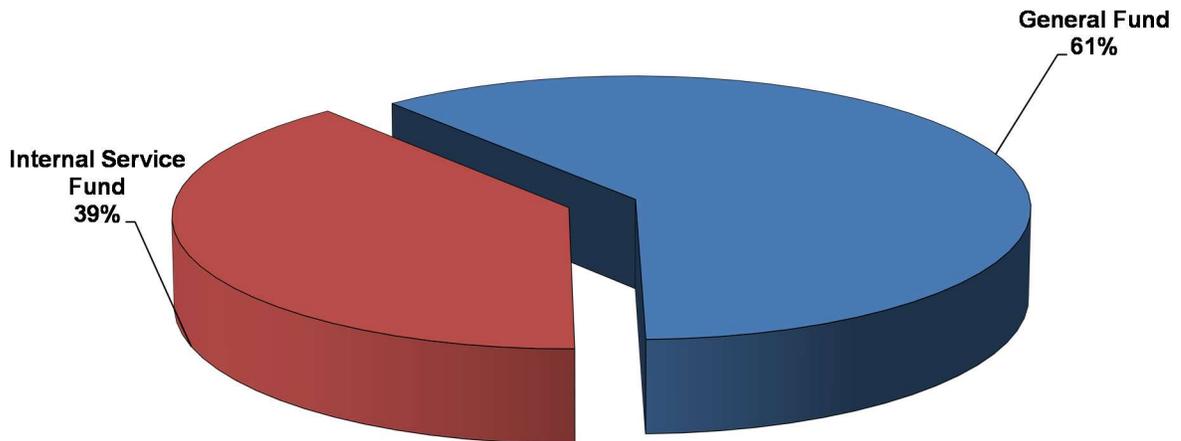
All Funds

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
44 - Intergovernmental Revenues-Federal &		(124,549)	0	(181,722)	(191,833)	(186,778)
45 - Charges for Services		(4,099,286)	(4,341,475)	(4,570,837)	(5,340,440)	(5,377,532)
46 - Fines, Fees & Permits		(1,687,957)	(1,733,734)	(1,725,164)	(1,700,000)	(1,725,000)
47 - Other Revenue		0	(3,000)	(5,488)	0	0
	Revenue	(5,911,793)	(6,078,210)	(6,483,211)	(7,232,273)	(7,289,309)
51 - Salaries-Regular Pay		5,625,884	5,598,785	5,687,308	6,774,448	7,099,487
52 - Salaries-Other Compensation		115,906	119,988	116,717	209,503	209,503
55 - Fringe Benefits		1,884,456	1,947,788	2,196,523	2,602,186	2,616,771
56 - Vacancy Savings		0	0	0	(596,776)	(596,776)
	Salaries & Fringe Benefits	7,626,247	7,666,561	8,000,548	8,989,361	9,328,985
60 - Supplies & Materials		1,079,888	565,097	743,853	931,608	1,178,571
64 - Services & Other Expenses		2,656,188	2,534,991	2,561,821	3,271,061	3,842,045
66 - Professional & Contracted Services		314,949	596,704	406,273	1,226,318	2,145,893
67 - Rent, Utilities & Maintenance		3,029,267	2,864,209	2,667,593	3,359,099	3,389,894
68 - Interfund Services		96,268	85,319	133,235	134,083	114,341
70 - Capital Asset Acquisitions		156,358	76,019	1,149,918	8,450	309,800
79 - Depreciation Expense		106,608	146,778	(812,520)	0	0
	Operating & Maintenance	7,439,526	6,869,117	6,850,172	8,930,620	10,980,544
94 - Other Sources & Uses		(38,273)	0	8,485	0	0
	Other Financing Sources	(38,273)	0	8,485	0	0
	Expenditures	15,027,500	14,535,678	14,859,205	17,919,981	20,309,528
99 - Planned Use of Fund Balances		0	0	0	(774,630)	(2,727,829)
	Planned Fund Balance Change	0	0	0	(774,630)	(2,727,829)
	Planned Fund Balance Change	0	0	0	(774,630)	(2,727,829)
	Information Technology Services Total	9,115,707	8,457,468	8,375,995	9,913,078	10,292,390

Sources and Uses by Fund Type

FUND NAME:	FY20 SOURCES OF FUNDS			FY20 USES OF FUNDS		NET OPERATIONS	
	REVENUE	TRANSFERS IN	FUND BALANCE	EXPENSES	TRANSFERS OUT	NET TOTAL	% of Total
GENERAL FUND							
010 - General Fund	(1,725,000)	-	-	11,953,690	-	10,228,690	59%
017 - ReGIS	(332,250)	-	-	395,949	-	63,700	2%
Total General Fund	(2,057,250)	-	-	12,349,639	-	10,292,390	61%
INTERNAL SERVICE FUND							
962 - IT Internal Services	(5,232,060)	-	(2,727,829)	7,959,889	-	-	39%
ALL FUNDS TOTAL	(7,289,309)	-	(2,727,829)	20,309,528	-	10,292,390	100%

FY20 Uses by Fund



Information Technology Services is primarily funded with General Funds, although Internal Services provided to other divisions represent a growing share of their operations.

INFORMATION TECHNOLOGY SERVICES*John Halbert, Director***Net Expenditures by Department***

Fund	Dept	Dept Description	FY16 ACTUAL	FY17 ACTUAL	FY18 ACTUAL	FY19 AMENDED	FY20 PROPOSED
GENERAL FUND							
010	2501	Chief Information Officer	173,106	144,302	186,866	316,104	313,023
010	2502	IT Operations	8,559,197	9,005,162	9,255,926	9,463,974	9,915,667
017	2501	ReGIS**	-	-	(75,498)	133,000	63,700
GENERAL FUND TOTAL			8,732,302	9,149,464	9,367,294	9,913,078	10,292,390
INTERNAL SERVICE FUND							
962	2515	IT Internal Services	383,404	(691,996)	(991,299)	-	-
INTERNAL SERVICE FUND TOTAL			383,404	(691,996)	(991,299)	-	-
INFORMATION TECHNOLOGY TOTAL			9,115,707	8,457,468	8,375,995	9,913,078	10,292,390

Includes all Sources and Uses of Funds** Added in FY18 as a committed fund*

**Prime Accounts
Information Technology Services**

General Fund

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
44 - Intergovernmental Revenues-Federal &		(124,549)	0	(181,722)	(191,833)	(186,778)
45 - Charges for Services		(83,631)	(59,838)	(69,071)	(109,616)	(145,472)
46 - Fines, Fees & Permits		(1,687,957)	(1,733,734)	(1,725,164)	(1,700,000)	(1,725,000)
47 - Other Revenue		0	(3,000)	(3,112)	0	0
	Revenue	(1,896,137)	(1,796,572)	(1,979,069)	(2,001,449)	(2,057,250)
51 - Salaries-Regular Pay		5,265,679	5,355,593	5,365,492	6,360,678	6,683,523
52 - Salaries-Other Compensation		112,124	113,540	104,359	201,967	201,967
55 - Fringe Benefits		1,791,617	1,844,169	2,057,473	2,454,063	2,479,100
56 - Vacancy Savings		0	0	0	(596,776)	(596,776)
	Salaries & Fringe Benefits	7,169,420	7,313,302	7,527,325	8,419,932	8,767,814
60 - Supplies & Materials		369,408	337,450	309,300	263,512	232,353
64 - Services & Other Expenses		2,265,208	2,181,565	2,341,801	2,483,608	2,558,219
66 - Professional & Contracted Services		135,610	504,484	357,600	213,314	138,423
67 - Rent, Utilities & Maintenance		555,543	466,699	500,951	424,648	466,690
68 - Interfund Services		91,558	80,870	125,745	126,083	106,341
70 - Capital Asset Acquisitions		100,254	61,665	183,641	8,450	79,800
	Operating & Maintenance	3,517,581	3,632,734	3,819,038	3,519,615	3,581,826
94 - Other Sources & Uses		(58,561)	0	0	0	0
	Other Financing Sources	(58,561)	0	0	0	0
	Expenditures	10,628,440	10,946,036	11,346,363	11,939,547	12,349,639
99 - Planned Use of Fund Balances		0	0	0	(25,020)	0
	Planned Fund Balance Change	0	0	0	(25,020)	0
	Planned Fund Balance Change	0	0	0	(25,020)	0
	Information Technology Services Total	8,732,302	9,149,464	9,367,294	9,913,078	10,292,390

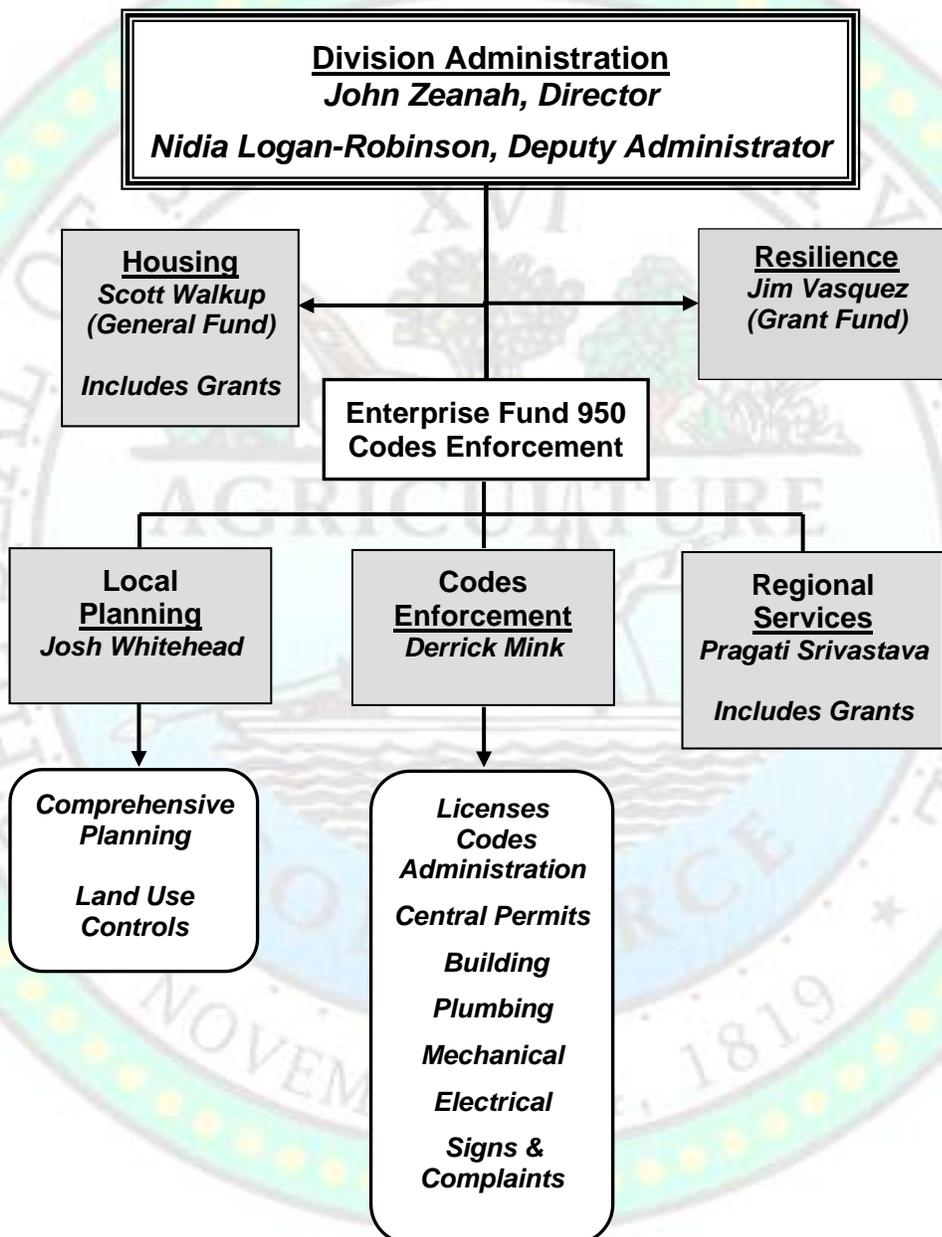
**Prime Accounts
Information Technology Services**

Internal Service Fund

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
45 - Charges for Services		(4,015,656)	(4,281,638)	(4,501,765)	(5,230,824)	(5,232,060)
47 - Other Revenue		0	0	(2,377)	0	0
Revenue		(4,015,656)	(4,281,638)	(4,504,142)	(5,230,824)	(5,232,060)
51 - Salaries-Regular Pay		360,205	243,192	321,816	413,770	415,964
52 - Salaries-Other Compensation		3,782	6,448	12,358	7,536	7,536
55 - Fringe Benefits		92,839	103,619	139,050	148,123	137,671
Salaries & Fringe Benefits		456,827	353,259	473,223	569,429	561,171
60 - Supplies & Materials		710,480	227,648	434,552	668,097	946,218
64 - Services & Other Expenses		390,980	353,427	220,020	787,453	1,283,826
66 - Professional & Contracted Services		179,338	92,220	48,673	1,013,004	2,007,470
67 - Rent, Utilities & Maintenance		2,473,724	2,397,510	2,166,641	2,934,451	2,923,204
68 - Interfund Services		4,711	4,448	7,490	8,000	8,000
70 - Capital Asset Acquisitions		56,104	14,354	966,277	0	230,000
79 - Depreciation Expense		106,608	146,778	(812,520)	0	0
Operating & Maintenance		3,921,945	3,236,383	3,031,134	5,411,005	7,398,718
94 - Other Sources & Uses		20,288	0	8,485	0	0
Other Financing Sources		20,288	0	8,485	0	0
Expenditures		4,399,060	3,589,642	3,512,843	5,980,434	7,959,889
99 - Planned Use of Fund Balances		0	0	0	(749,610)	(2,727,829)
Planned Fund Balance Change		0	0	0	(749,610)	(2,727,829)
Planned Fund Balance Change		0	0	0	(749,610)	(2,727,829)
Information Technology Services Total		383,404	(691,996)	(991,299)	0	0

PLANNING & DEVELOPMENT

Division Organizational Chart by Program



Division Overview FY 20

DIVISION MISSION STATEMENT AND STRATEGIC GOALS

Planning and Development is a joint agency serving both the City of Memphis and Shelby County with the mission of developing plans and programs that will result in thriving, livable neighborhoods, better job opportunities, enhanced human potential, and safe and efficient buildings. The Division supports the following County goals:



Strategy 2: Enhance Public Safety and Support Criminal Justice Reform

[2-g] Provide programs that advocate for victims of crime and prevent abuse in vulnerable populations.



Strategy 4: Promote Workforce Development and a Healthy Economy

[4-c] Coordinate agency programs that address issues of poverty and economic/housing insecurity within the county.

[4-e] Provide a business-friendly environment in county operations and regulations to encourage local development and diversity.



Strategy 5: Provide Effective Governance and Sound Stewardship for County Resources

[5-a] Ensure financial stability through sound oversight of fiscal operations, taxation, debt management, and revenue collections. Maintain all records of public transactions as required by the State.

[5-b] Preserve and maintain county infrastructure of roads, bridges, buildings, and technical systems for current and future operations.

[5-c] Maximize efficiency and minimize cost of operations through centralization, utilization of technology, outsourcing, or other methods.

[5-d] Build trust and confidence in government through transparent, accessible, and responsive interactions with all internal and external customers.

[5-e] Enhance the capabilities and foster the professionalism of the employee workforce through equitable compensation, training programs, and succession planning.

[5-f] Actively seek alternative funding sources through fees, grants, or community partners to provide county services.

DEPARTMENTAL MISSION/GOALS:

The strategic goals of the division are achieved through the following departmental structure:

2710 Housing [General Fund] – To create affordable housing and housing rehabilitation assistance and other projects that directly benefit low-income residents within the Shelby County Urban County designation. Provides down payment assistance to low to moderate income homebuyers and oversees Fair Housing Act programs, referrals, and discrimination complaints. Executes grant initiatives such as the Community Development Block Grant Funds, HOME Entitlement Grant Funds, and the Lead Based Paint Hazard Control Grant.

2701 Director – To provide fiscal oversight in managing the budget and human resources of the division through planning and projects focused on efficient and resilient practices related to energy efficiency, recycling and waste, planning and green space, transportation and environmental quality.

2702 Local Planning – To provide local and regional planning and use of land that will enhance the quality of life for all age groups. Provide impact studies for growth and development of the geographic topography of the City and County; a conduit for Community Redevelopment funding and activities; and assists in proposed Zoning and Subdivision Regulation legislation.

2708 Codes Enforcement – To provide a safe and secure environment through the enforcement and administration of Construction Code standards and zoning regulations. Issues and maintains contractor eligibility for building, plumbing, mechanical, and electrical permits and licenses. Performs inspections and reviews construction plans and projects to ensure compliance with code regulations.

2711 Regional Services – To encourage and promote the development of a balanced, efficient, and affordable regional transportation system to meet the needs of people and goods moving within and through the region, while minimizing the effects of transportation-related air pollution. Develops and maintains long-range economically sound and environmentally safe multimodal transportation plans and networks for people and goods. Programs federal transportation allocated to the region.

2712 Resilience Department – To provide construction of resilience designs in floodways to protect residents and areas of Shelby County from the future impact of natural disasters related to flooding and the creation of a Regional Resilience Plan to direct future disaster planning and recovery efforts.

FY20 Budget Highlights

BUDGETARY ISSUES/TRENDS:

The Codes Enforcement Fund is an Enterprise Fund dependent on revenue generated from services. Growth in the economy projects a positive outlook for commercial construction permits in the coming year while housing construction maintains current levels. Fund balance has been impacted by a GAAP accounting rule that now requires that OPEB obligations be recorded for enterprise funds.

REVENUE SOURCES:

- Codes Enforcement is supported by fees, licenses, and permits generated by services provided and inspections performed. The current revenue structure has not been changed since FY16 and is evaluated periodically to evaluate potential increases or to identify opportunities for enhanced enforcement operations.
- The City of Memphis and the County share equally in providing any additional financial support as needed to sustain operations.

CODES ENFORCEMENT FUND 950

<u>Codes Enforcement</u>	<u>FY18 Actual</u>	<u>FY19 Amended</u>	<u>FY20 Proposed</u>	<u>FY20-19 Var</u>
Revenue	(10,728,326)	(11,310,859)	(13,973,500)	(2,662,641)
Total Personnel	9,465,914	10,232,361	10,500,725	268,364
O&M	1,565,452	3,969,484	3,538,128	(431,356)
Use of Fund Balance	-	(1,822,056)	1,097,406	2,919,462
Transfer To/From Grants	161,937	431,070	337,241	(93,829)
Transfer from General Fund	(1,500,000)	(1,500,000)	(1,500,000)	-
Net Operations	(1,035,023)	-	-	-
FTE Count	116.0	124.0	124.0	-

CHANGES TO MAJOR CATEGORIES:

- **Revenues:** Primary revenue source of Fees & Permits reflects fee increase which had not changed in 20 years as well as continued increases in residential and commercial construction projects in FY20. Codes Enforcement Fund includes City/County contribution of \$1.5 million each.
- **Personnel:** Variance is a result of a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections. Positions remain unchanged at 124. Eight (8) positions were added to Codes Enforcement in FY19. Seven (7) FTE were added to meet the growing demand and permit volume increase and one (1) position moved from Housing to Codes Enforcement.
- **O&M:** Includes \$1M of building improvements for renovations and decrease of \$1.6M from FY19 for new Accela software system that allows Codes to more efficiently serve users across multiple agencies and also provides a web-based customer portal.

GRANT FUNDS – account for 66% of Division operations. FY20 grant funding is \$29.0 million, a decrease of \$5.9 million from prior year:

- Resilience Grant Fund less than FY19 by \$4.5 million due to start-up costs and contracts with partners in FY19. Some contracts will carry over in FY20.
- MAAG THDA Emergency repair grant ended in FY19.
- Housing Grants reduced overall by \$243,404; Transportation Grants decreased \$1.2M.
- FTE count for grants is 25.6 positions, unchanged from FY19.

GENERAL FUND – Housing department aids low-income families with housing down payment and Fair Housing Act programs. This department accounts for 1% of Division operations.

PLANNING & DEVELOPMENT

John Zeanah, Director

FTE Position Count

Fund	Dept	Dept Description	FY16 Budget	FY17 Budget	FY18 Budget	FY19 Budget	FY20 Proposed	FY19-20 Change
GENERAL FUND								
010	2710	Housing	5.0	4.0	4.0	3.4	3.4	-
TOTAL POSITIONS - GENERAL FUND			5.0	4.0	4.0	3.4	3.4	-
ENTERPRISE FUND								
950	2701	Director & Staff	6.0	6.0	6.0	7.0	6.0	(1.0)
950	2702	Local Planning	12.0	12.0	13.0	12.0	13.0	1.0
950	2708	Codes Enforcement	98.0	98.0	97.0	105.0	105.0	-
TOTAL POSITIONS - ENTERPRISE FUND			116.0	116.0	116.0	124.0	124.0	-
GRANT FUNDS			23.0	25.5	27.0	25.6	25.6	-
TOTAL POSITIONS - ALL FUNDS			144.0	145.5	147.0	153.0	153.0	-

FY17 - Moved one (1) position from General Fund to Grant Fund #228, with offsetting changes to salary reimbursements.

Resilience Grant began operations in mid-year with 3 FTE that accounted for 1.5 FTE change at end of year.

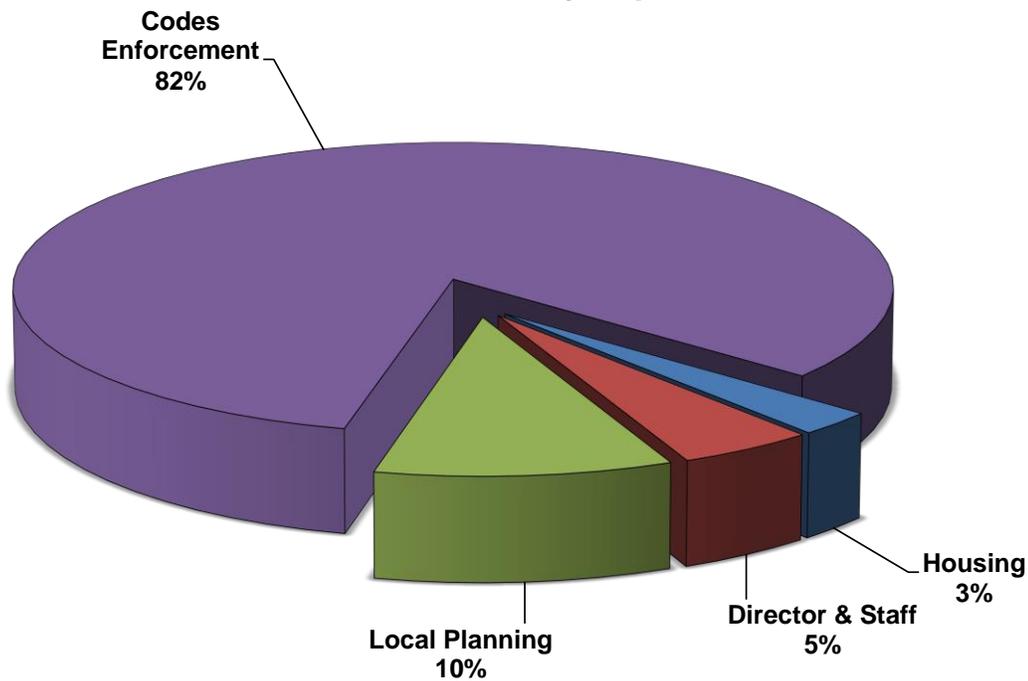
FY18 - Grant Funds - increased 1.5 FTE reflecting a full year's operation of Resilience Grant.

FY19 - Codes Enforcement - increased 1 FTE reflecting Position (950233) moving from Housing to Codes Enforcement.

Position was allocated 0.6 to General Fund and 0.4 to Grant 114. Grants Coordinator Position (090595) deleted when Housing Grant 322 ended. Added 7 positions.

FY20 - Grant Funds - FTE unchanged; One (1) position moved from Director and Staff to Local Planning.

FTE Positions by Department



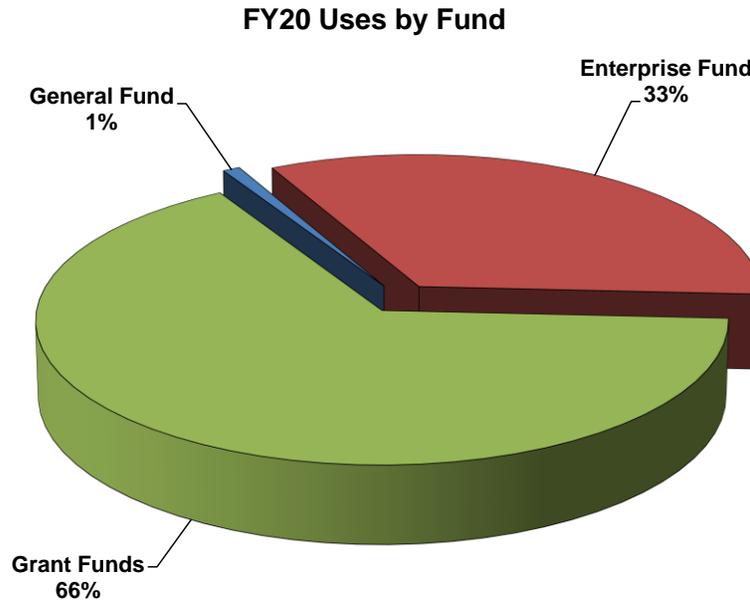
**Prime Accounts
Planning & Development**

All Funds

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
43 - Intergovernmental Revenues-State of		(1,272,788)	(1,299,891)	(1,206,009)	(10,718,442)	(4,060,242)
44 - Intergovernmental Revenues-Federal &		(6,249,822)	(4,699,983)	(7,610,463)	(25,296,538)	(26,086,625)
45 - Charges for Services		(28,267)	(18,908)	(19,508)	(19,000)	(27,500)
46 - Fines, Fees & Permits		(8,390,660)	(9,151,405)	(9,207,881)	(10,045,932)	(12,318,684)
47 - Other Revenue		(459,821)	(235,900)	(249,302)	(46,000)	(121,000)
48 - Investment Income		(111,855)	(91,263)	(155,966)	(81,000)	(440,000)
Revenue		(16,513,214)	(15,497,350)	(18,449,129)	(46,206,912)	(43,054,051)
51 - Salaries-Regular Pay		7,281,849	7,337,434	7,424,350	9,189,301	9,234,759
52 - Salaries-Other Compensation		494,332	107,726	108,277	93,443	195,846
55 - Fringe Benefits		2,684,027	4,076,676	4,028,368	3,798,647	3,576,302
56 - Vacancy Savings		0	0	0	(394,759)	(96,149)
Salaries & Fringe Benefits		10,460,208	11,521,837	11,560,995	12,686,632	12,910,758
60 - Supplies & Materials		118,577	150,677	131,038	256,749	368,683
64 - Services & Other Expenses		2,076,711	1,302,569	2,032,840	4,109,544	3,946,105
66 - Professional & Contracted Services		3,753,119	2,453,947	4,302,948	14,765,854	7,052,263
67 - Rent, Utilities & Maintenance		60,730	62,710	73,787	120,420	126,570
68 - Interfund Services		967,246	1,072,094	1,128,536	1,408,046	1,465,031
70 - Capital Asset Acquisitions		141,898	60,184	64,711	17,648,760	19,065,000
79 - Depreciation Expense		19,672	68,390	65,199	0	0
Operating & Maintenance		7,137,952	5,170,571	7,799,059	38,309,373	32,023,652
94 - Other Sources & Uses		0	(10,659)	(17,826)	(62,500)	(75,000)
Other Financing Sources		0	(10,659)	(17,826)	(62,500)	(75,000)
Expenditures		17,598,160	16,681,748	19,342,228	50,933,505	44,859,410
99 - Planned Use of Fund Balances		0	0	0	(2,823,056)	96,406
Planned Fund Balance Change		0	0	0	(2,823,056)	96,406
Planned Fund Balance Change		0	0	0	(2,823,056)	96,406
96 - Operating Transfers In		(2,128,228)	(1,719,654)	(1,761,440)	(1,995,431)	(1,901,602)
Operating Transfers In		(2,128,228)	(1,719,654)	(1,761,440)	(1,995,431)	(1,901,602)
98 - Operating Transfers Out		343,228	228,084	242,256	495,431	401,602
Operating Transfers Out		343,228	228,084	242,256	495,431	401,602
Net Transfers		(1,785,000)	(1,491,570)	(1,519,184)	(1,500,000)	(1,500,000)
Planning & Development Total		(700,053)	(307,173)	(626,085)	403,537	401,765

Sources and Uses by Fund Type

<u>FUND NAME:</u>	FY20 SOURCES OF FUNDS			FY20 USES OF FUNDS		NET OPERATIONS	
	REVENUE & OTHER SOURCES	TRANSFERS IN	FUND BALANCE	EXPENSES	TRANSFERS OUT	NET TOTAL	% of Total
GENERAL FUND 010 - General Fund	-	-	-	337,404	64,361	401,765	1%
ENTERPRISE FUND 950 - Codes Enforcement	(13,973,500)	(1,500,000)	-	14,038,853	337,241	-	33%
GRANT FUNDS	(29,155,551)	(401,602)	(1,001,000)	30,558,153	-	-	66%
ALL FUNDS TOTAL	(43,129,051)	(1,901,602)	(1,001,000)	44,934,410	401,602	401,765	100%



The Planning and Development Division has two major revenue sources: State and Federal grant funds and fees generated from Construction Codes Enforcement services.

PLANNING & DEVELOPMENT*John Zeanah, Director***Net Expenditures by Department**

Fund	Dept	Dept Description	FY16 ACTUAL	FY17 ACTUAL	FY18 ACTUAL	FY19 AMENDED	FY20 PROPOSED
GENERAL FUND							
010	2710	Housing	380,159	359,233	401,359	403,537	401,765
GENERAL FUND TOTAL			380,159	359,233	401,359	403,537	401,765
ENTERPRISE FUNDS							
950	2701	Director - Plan & Development	(2,425,198)	(970,225)	(1,344,054)	(2,030,068)	(1,454,347)
950	2702	Local Planning	570,669	637,064	629,917	1,012,231	1,046,494
950	2708	Codes Enforcement	510,523	(471,609)	(385,407)	731,251	215,186
950	2711	Regional Services	90,478	44,065	64,520	286,587	192,667
ENTERPRISE FUNDS TOTAL			(1,253,528)	(760,705)	(1,035,023)	-	-
GRANT FUNDS TOTAL			173,316	94,299	7,579	-	0
PLANNING & DEVELOPMENT TOTAL			(700,053)	(307,173)	(626,085)	403,537	401,766

**Includes all Sources and Uses of Funds*

**Prime Accounts
Planning & Development**

General Fund

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
46 - Fines, Fees & Permits		(2,350)	(2,250)	0	(2,500)	0
Revenue		(2,350)	(2,250)	0	(2,500)	0
51 - Salaries-Regular Pay		220,703	215,173	200,268	197,658	199,826
52 - Salaries-Other Compensation		4,764	3,730	3,108	4,668	4,668
55 - Fringe Benefits		79,862	78,909	80,230	78,116	71,676
Salaries & Fringe Benefits		305,329	297,813	283,607	280,441	276,170
60 - Supplies & Materials		5,454	5,689	6,899	7,700	8,493
64 - Services & Other Expenses		3,041	1,675	1,496	2,725	2,725
68 - Interfund Services		26,343	35,147	48,222	50,810	50,017
Operating & Maintenance		34,838	42,511	56,617	61,235	61,235
Expenditures		340,167	340,323	340,224	341,676	337,404
98 - Operating Transfers Out		42,342	21,160	61,135	64,361	64,361
Operating Transfers Out		42,342	21,160	61,135	64,361	64,361
Net Transfers		42,342	21,160	61,135	64,361	64,361
Planning & Development Total		380,159	359,233	401,359	403,537	401,765

**Prime Accounts
Planning & Development**

Enterprise Fund

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
44 - Intergovernmental Revenues-Federal &		(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
45 - Charges for Services		(28,267)	(18,908)	(19,508)	(19,000)	(27,500)
46 - Fines, Fees & Permits		(8,268,396)	(9,027,011)	(9,089,197)	(9,774,859)	(12,135,000)
47 - Other Revenue		(1,974)	(3,237)	(829)	(1,000)	(1,000)
48 - Investment Income		(12,268)	(50,542)	(100,965)	(16,000)	(310,000)
Revenue		(9,810,904)	(10,599,699)	(10,710,500)	(11,310,859)	(13,973,500)
51 - Salaries-Regular Pay		5,998,783	6,037,528	5,964,104	7,453,032	7,491,388
52 - Salaries-Other Compensation		468,343	91,309	93,840	77,226	179,629
55 - Fringe Benefits		2,202,460	3,572,230	3,407,971	3,096,862	2,925,857
56 - Vacancy Savings		0	0	0	(394,759)	(96,149)
Salaries & Fringe Benefits		8,669,585	9,701,067	9,465,914	10,232,361	10,500,725
60 - Supplies & Materials		104,417	131,653	105,352	160,850	274,125
64 - Services & Other Expenses		(42,596)	114,871	118,571	193,643	223,454
66 - Professional & Contracted Services		130,246	137,270	182,478	727,873	717,013
67 - Rent, Utilities & Maintenance		58,419	58,277	72,557	99,300	107,450
68 - Interfund Services		715,813	871,017	956,584	1,163,102	1,216,086
70 - Capital Asset Acquisitions		100,935	60,184	64,711	1,624,716	1,000,000
79 - Depreciation Expense		19,672	68,390	65,199	0	0
Operating & Maintenance		1,086,905	1,441,662	1,565,452	3,969,484	3,538,128
94 - Other Sources & Uses		0	(10,659)	(17,826)	0	0
Other Financing Sources		0	(10,659)	(17,826)	0	0
Expenditures		9,756,490	11,132,070	11,013,540	14,201,845	14,038,853
99 - Planned Use of Fund Balances		0	0	0	(1,822,056)	1,097,406
Planned Fund Balance Change		0	0	0	(1,822,056)	1,097,406
Planned Fund Balance Change		0	0	0	(1,822,056)	1,097,406
96 - Operating Transfers In		(1,500,000)	(1,500,000)	(1,519,184)	(1,500,000)	(1,500,000)
Operating Transfers In		(1,500,000)	(1,500,000)	(1,519,184)	(1,500,000)	(1,500,000)
98 - Operating Transfers Out		300,886	206,924	181,121	431,070	337,241
Operating Transfers Out		300,886	206,924	181,121	431,070	337,241
Net Transfers		(1,199,114)	(1,293,076)	(1,338,063)	(1,068,930)	(1,162,759)
Planning & Development Total		(1,253,528)	(760,705)	(1,035,023)	0	0

**Prime Accounts
Planning & Development**

Grant Funds

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
43 - Intergovernmental Revenues-State of		(1,272,788)	(1,299,891)	(1,206,009)	(10,718,442)	(4,060,242)
44 - Intergovernmental Revenues-Federal &		(4,749,822)	(3,199,983)	(6,110,463)	(23,796,538)	(24,586,625)
46 - Fines, Fees & Permits		(119,914)	(122,144)	(118,683)	(268,573)	(183,684)
47 - Other Revenue		(457,848)	(232,663)	(248,473)	(45,000)	(120,000)
48 - Investment Income		(99,587)	(40,721)	(55,000)	(65,000)	(130,000)
Revenue		(6,699,959)	(4,895,402)	(7,738,629)	(34,893,553)	(29,080,551)
51 - Salaries-Regular Pay		1,062,364	1,084,734	1,259,978	1,538,611	1,543,545
52 - Salaries-Other Compensation		21,226	12,687	11,329	11,549	11,549
55 - Fringe Benefits		401,705	425,536	540,167	623,669	578,769
Salaries & Fringe Benefits		1,485,294	1,522,957	1,811,474	2,173,830	2,133,863
60 - Supplies & Materials		8,706	13,335	18,787	88,199	86,065
64 - Services & Other Expenses		2,116,265	1,186,022	1,912,772	3,913,176	3,719,926
66 - Professional & Contracted Services		3,622,873	2,316,677	4,120,470	14,037,981	6,335,250
67 - Rent, Utilities & Maintenance		2,311	4,433	1,230	21,120	19,120
68 - Interfund Services		225,090	165,930	123,730	194,134	198,928
70 - Capital Asset Acquisitions		40,964	0	0	16,024,044	18,065,000
Operating & Maintenance		6,016,209	3,686,398	6,176,990	34,278,654	28,424,290
94 - Other Sources & Uses		0	0	0	(62,500)	(75,000)
Other Financing Sources		0	0	0	(62,500)	(75,000)
Expenditures		7,501,503	5,209,355	7,988,464	36,389,984	30,483,153
99 - Planned Use of Fund Balances		0	0	0	(1,001,000)	(1,001,000)
Planned Fund Balance Change		0	0	0	(1,001,000)	(1,001,000)
Planned Fund Balance Change		0	0	0	(1,001,000)	(1,001,000)
96 - Operating Transfers In		(628,228)	(219,654)	(242,256)	(495,431)	(401,602)
Operating Transfers In		(628,228)	(219,654)	(242,256)	(495,431)	(401,602)
98 - Operating Transfers Out		0	0	0	0	0
Operating Transfers Out		0	0	0	0	0
Net Transfers		(628,228)	(219,654)	(242,256)	(495,431)	(401,602)
Planning & Development Total		173,316	94,299	7,579	0	0

Grant Summary Information

The Division of Planning & Development is largely funded through federal, state, and local grants. Major initiatives include:

Local Planning

- The Tree Bank is a fund set up to receive monies from owners or developers who are unable to successfully plant and maintain trees on the site under development, with such monies to be used for planting and maintaining public trees under a planning process administered by the Office of Planning and Development (OPD). The funds are used to reasonably regulate and control the clearing of tree and wood vegetation and to encourage the planting of new trees.

Economic Development – Sustainability

- Provide community development funding for economic initiatives for minority, women, and local businesses.

Housing

- All grants are federal grants provided directly to Shelby County from the U.S. Department of Housing and Urban Development. Funds are used to provide decent, safe and sanitary housing, better neighborhoods, communities and lead-safe homes for low to moderate-income households. The Community Development Block Grant (CDBG) and Home Entitlement funds are annual entitlement grants limited to the urban county serviced area. The Federal Lead Based Paint grant is a competitive grant limited to use in homes throughout Shelby County, with children under the age of 6, containing lead-based paint hazards.

Regional Services

- Grants are Federal Thru State funds for the Memphis Metropolitan Planning Areas. Tennessee Department of Transportation (TDOT) is the primary source of funding. The funds are used to fund transportation planning projects outlined in the Unified Planning Work Program (UPWP). The second source of funding is Federal Thru State from the Mississippi Department of Transportation (MDOT). These funds are used for transit planning activities and transportation planning projects outlined in the UPWP.

Resilience

- A Community Development National Disaster Resilience (CDBG-NDR) Grant from the U.S. Department of Housing and Urban Development designed to provide construction of resilience designs in floodways to protect residents and areas of Shelby County from the future impact of natural disasters related to flooding and the creation of a Regional Resilience Plan to direct future disaster planning and recovery efforts. Flood control project areas are the Big Creek Area (Millington, Wolf River Watershed (Raleigh/Frayser), and South Memphis (Cypress Creek).

PLANNING & DEVELOPMENT

John Zeanah, Director

Grant Program Detail

<u>FUND</u>	<u>GRANT PROGRAM</u>	<u>AMOUNT</u> <u>FY20</u>
	<u>Department: 2702 Local Planning</u>	
405	Tree Bank	\$ 5,000
	Department Total	\$ 5,000
	<u>Department: 2706 Sustainability</u>	
875	Economic Development Grant (Interest Income)	\$ 50,000
	Department Total	\$ 50,000
	<u>Department: 2710 Housing</u>	
114	Community Development Block Grant- HUD	\$ 2,253,740
144	Home Entitlement - HUD	688,180
229	Federal Lead Based Paint	1,760,599
228	Federal Lead Based Paint	-
232	MAAG THDA Emergency Repair Grant	-
600	Down Payment Assistance Program - Assistance Funds	400,000
601	Down Payment Assistance Program - Admin & Operation	338,684
	Department Total	\$ 5,441,203
	<u>Department: 2711 Regional Services</u>	
382	Transportation Planning TDOT	\$ 1,655,242
387	Transportation Planning MDOT	628,005
423	MDOT Section 8/Rideshare Planning	5,000
	Department Total	\$ 2,288,247
	<u>Department: 2712 Resilience Department</u>	
297	Resilience Grant Fund	\$ 21,296,101
	Department Total	\$ 21,296,101
	DIVISION TOTAL	\$ 29,080,551
	Other: Programs funded from non-revenue sources:	
133	Housing Rehabilitation & Assistance (Gain on Sale of Fixed Assets)	\$ 75,000
405	Tree Bank Grant (Use of Fund Balance)	1,000
875	Economic Development Grant (Use of Fund Balance)	1,000,000
	Total	\$ 1,076,000

HUD = Housing and Urban Development

TDOT = Tennessee Department of Transportation

MAAG = Memphis Area Association of Governments

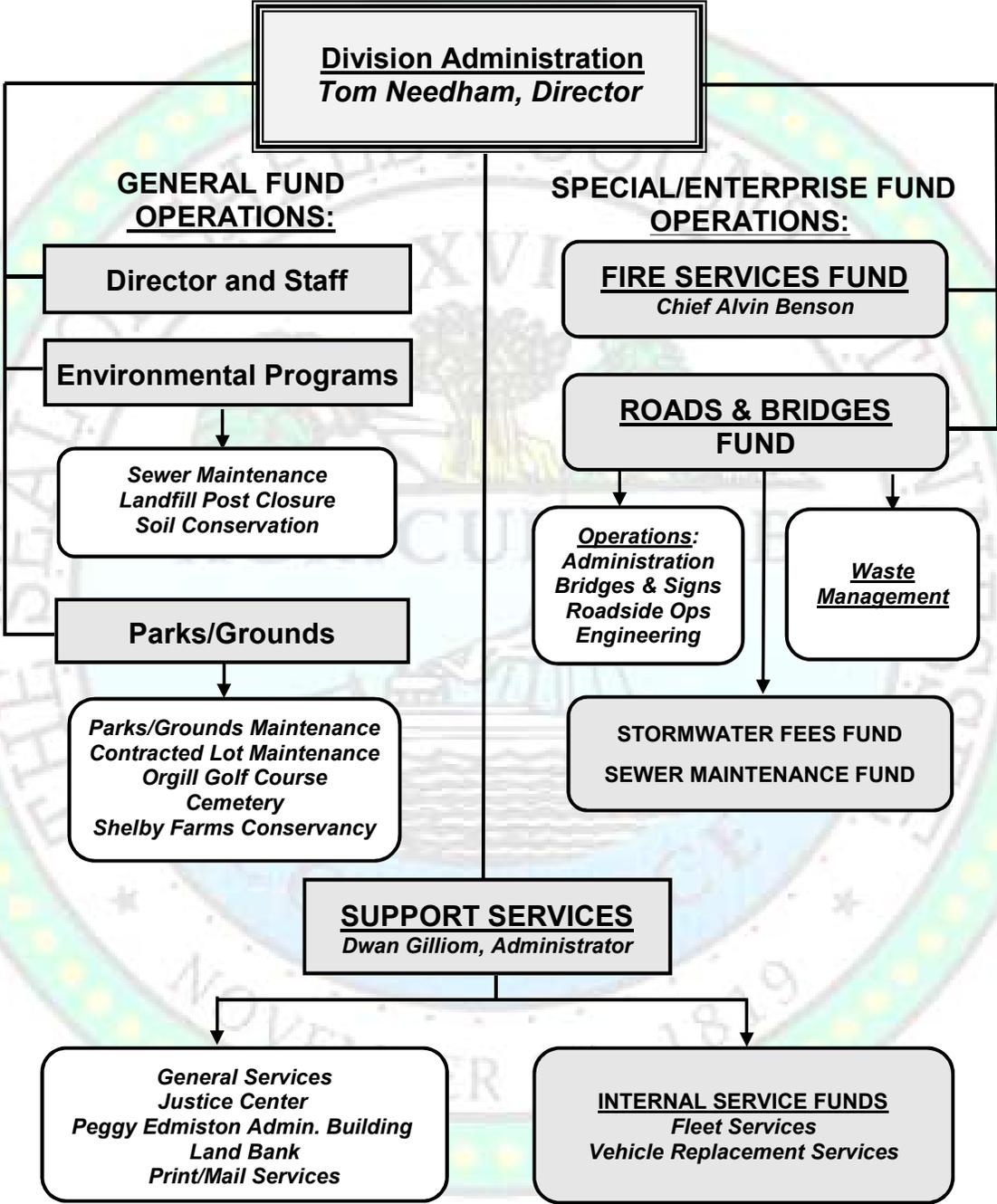
THDA = Tennessee Housing Development Agency

MDOT = Mississippi State Department of Transportation

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PUBLIC WORKS

Division Organizational Chart by Program



Division Overview FY 20

DIVISION MISSION STATEMENT AND STRATEGIC GOALS

To provide services to Shelby County that protect and promote environmental quality, preserve county infrastructure of land, roads and buildings, and ensure effective emergency response systems. The Division aims to maximize efficiency and minimize various costs of county operations through centralization, utilization of technology, and outsourcing or other methods.

The Division of Public Works supports the following County strategic goals:



Strategy 2: Enhance Public Safety and Support Criminal Justice Reform

- [2-a] Support effective jail diversion programs for adult non-violent offenders with substance abuse or mental health issues to reduce detention costs and promote rehabilitation.
- [2-b] Reduce the jail population by reforming the bail system to reduce or eliminate bail for individuals who don't pose a public safety risk and can be expected to show up for trial.
- [2-c] Provide programs that promote adult re-entry strategies to reduce recidivism after arrest or incarceration.
- [2-d] Reduce the number of youth that interact with the criminal justice system by implementing new diversion programs that focus on providing assistance and help to youth involved in minor crimes.
- [2-e] Reduce the recidivism rate of kids who are detained and in county custody.
- [2-f] Administer equitable civil and criminal justice court systems.
- [2-g] Provide programs that advocate for victims of crime and prevent abuse in vulnerable populations.
- [2-h] Provide effective law enforcement and improve the detention facilities for youths and adults.
- [2-i] Provide effective disaster preparedness and 911 emergency response systems.
- [2-j] Ensure public safety through enforcement of fire, environmental, construction and zoning codes and regulations.



Strategy 5: Provide Effective Governance and Sound Stewardship for County Resources

- [5-a] Ensure financial stability through sound oversight of fiscal operations, taxation, debt management, and revenue collections. Maintain all records of public transactions as required by the State.
- [5-b] Preserve and maintain county infrastructure of roads, bridges, buildings, and technical systems for current and future operations.
- [5-c] Maximize efficiency and minimize cost of operations through centralization, utilization of technology, outsourcing, or other methods.
- [5-d] Build trust and confidence in government through transparent, accessible, and responsive interactions with all internal and external customers.
- [5-e] Enhance the capabilities and foster the professionalism of the employee workforce through equitable compensation, training programs, and succession planning.
- [5-f] Actively seek alternative funding sources through fees, grants, or community partners to provide county services.

DEPARTMENTAL MISSION/GOALS:

The strategic goals of the division are achieved through the following departmental structure:

3001 Director & Staff – To provide fiscal, strategic, and operational direction for all departments within the Public Works Division.

3004 Environmental Programs – To protect the health, safety and general welfare of citizens by providing sanitary sewer services to subdivisions and schools within Shelby County, promoting soil conservation to

PUBLIC WORKS

Tom Needham, Director

County landowners, and monitoring County landfills and groundwater to ensure a clean water environment. The Stormwater program provides protection from the adverse impact of uncontrolled storm water drainage and the discharge of pollutants into receiving water.

3008 Fire Department – To protect the lives and property of the people of Shelby County from fires, natural disasters, and hazardous materials incidents and to save lives by providing emergency medical services and prevention education programs. The Department covers 323 square miles that include over 43,144 commercial and residential structures and about 152,000 citizens.

3010 Roads & Bridges – To identify and oversee the public infrastructure needs for the County and responding to those needs with an approach that is environmentally sound. The Department initiates and manages the design of system improvements necessary as maintenance issues arise and growth patterns emerge. Staff is responsible for many activities that preserve County infrastructure such as the following: preparation of design contracts for roads, bridges and buildings and oversight of consultants; review of all CIP and development construction plans and for technical adequacy, traffic control and permits; for oversight of construction contracts to verify quality of work and proper payment to contractors; administration of program requirements for the EPA NPDES, Phase II; monitoring of Walnut Grove methane gas elimination system; coordination for FEMA insurance rate maps and flood plain program; maintenance and preparation of dams and levees for periodic inspection by state.

3016 Parks and Grounds Maintenance – To acquire, develop and maintain public parks, playgrounds, recreation centers, and conservation areas for availability to the residents of Shelby County. This department aims to promote and preserve the health and general welfare of the citizens within Shelby County by maintaining these public recreation areas and encouraging orderly development and conservation of natural resources.

3019 Fleet Services - Operates as an internal service fund providing vehicle and equipment maintenance and fueling services for all vehicles and equipment that currently comprise the fleet at Shelby County Government to ensure safe and efficient operations. The Fleet Vehicle Replacement program provides a system for funding and purchasing these vehicles as needed.

3021 Waste Management – To provide waste disposal for Area 10 Compound (East Complex). Dead Animal pick-up is also included in their tasks with responsibility for disposal of dead animals from roadways, veterinary clinics and rural livestock areas as well.

3073 Support Services – To provide maintenance, repairs, mail & printing services, in-house construction, utilities management, tire recycling, parking for County employees, capital improvement projects, janitorial services and disposal of tax-acquired properties.



The Peggy W. Edmiston Administration Building, centrally located at 1075 Mullins Station Road, houses various county services and agencies.

Built in 1935 as the Shelby County Hospital and Health Care Center, this building is one of many aging county facilities maintained by Support Services. A \$2.2 million renovation to the area that houses the Assessor's Office began in FY18 with CIP funding.

FY20 Budget Highlights

BUDGETARY ISSUES/TRENDS:

- The inventory of County owned properties remains high, requiring a need to maintain the present funding for property maintenance of the lots.
- Due to the age of many County facilities, building maintenance costs have increased as refurbishment or replacement becomes necessary. This factor will increase long term needs for capital Improvement funding in addition to recurring operating repair costs

General Fund

Public Works	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(3,215,158)	(3,173,443)	(2,984,485)	188,958
Total Personnel	11,396,224	12,000,908	11,943,674	(57,234)
O&M ¹	12,519,175	14,319,398	14,327,954	8,556
Use of Fund Balance - Golf	-	-	-	-
Other Financing Sources	(66,298)	(200,000)	(100,000)	100,000
Net Transfers - Grants	14,830	14,830	9,540	(5,290)
Net Operations	20,648,773	22,961,693	23,196,682	234,989
FTE Count	162.0	162.0	161.0	(1.0)

O&M -¹ FY19 includes \$825,848 for Affiliated Org. Shelby Farms, \$259,382 for Non-Recurring Expenditures and \$285,268 for adjustments for carryforwards

CHANGES TO MAJOR CATEGORIES

- **Revenue:** The reduction is primarily a revenue reduction of \$200,000 in Land Bank due to lower contract volume.
- **Total Personnel:**
 - Variance is a result of a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections.
 - One FTE was moved from Land Bank to the Road and Bridges special revenue fund.
- **O&M Changes include:**
 - The Landscape Maintenance budget houses the County Youth Initiative program. This program has received an increase of \$60,000 to fund the current program structure.
 - The General Fund transfer to the Chickasaw Basin Authority grant budget has been increased by \$5,290 based on current staff contribution, showing as an increase to transfers to grants and a decrease to O&M.
 - Interfund Service accounts: Support Services increased \$17,200 and Mail & Print Services decreased \$57,662 based on other department level budgets.
- **Other Financing Sources** includes \$100,000 budgeted gain on sale for the Land Bank. The budget has been reduced from \$200,000 to \$100,000 to reflect recent year actuals.

OTHER FUNDS:

In addition to the General Fund, the Public Works Division includes four other fund types: Enterprise (Fire), Special Revenue (Roads & Bridges; Stormwater), Internal Services (Fleet Replacement and Service), & Grants. These summaries are provided on subsequent pages.

PUBLIC WORKS

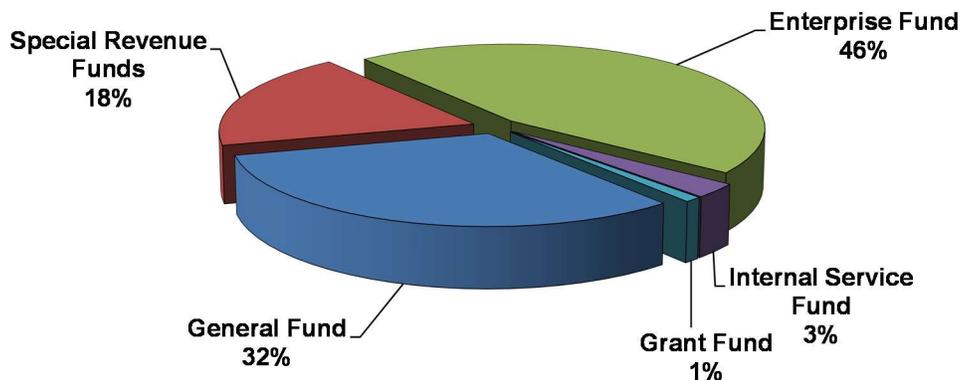
Tom Needham, Director

FTE Position Count

Fund	Dept	Dept Description	FY16 Budget	FY17 Budget	FY18 Budget	FY19 Budget	FY20 Proposed	FY19-20 Change
GENERAL FUND								
010	3001	Director & Staff - Public Works	2.0	2.0	2.0	2.0	2.0	-
010	3004	Environmental Programs	3.0	3.0	3.0	3.0	3.0	-
010	3016	Parks & Grounds Maintenance	12.0	13.0	13.0	13.0	13.0	-
010	3073	Support Services	139.0 ^a	143.0 ^b	144.0 ^e	144.0	143.0 ^h	(1.0)
TOTAL POSITIONS - GENERAL FUND			156.0	161.0	162.0	162.0	161.0	(1.0)
SPECIAL REVENUE FUND								
071	3010	R&B Bridges & Signs	89.1	88.1 ^c	87.1 ^f	87.1	88.1 ^h	1.0
071	3021	R&B Waste Management	2.0	2.0	2.0	2.0	2.0	-
093	3004	Stormwater Fees Fund	1.9	1.9	2.9 ^f	2.9	2.9	-
TOTAL POSITIONS - SPECIAL REVENUE			93.0	92.0	92.0	92.0	93.0	1.0
ENTERPRISE FUND - FIRE SERVICES			169.0	229.0^d	229.0	229.0	229.0	-
INTERNAL SERVICE FUND								
960	3019	Fleet Services	15.0	15.0	15.0	14.0 ^g	14.0	-
961	3073	Mail & Print Services	- ^a	-	-	-	-	-
TOTAL POSITIONS - INTERNAL SERVICES			15.0	15.0	15.0	14.0	14.0	-
GRANT FUND			5.0	5.0	5.0	5.0	5.0	-
TOTAL POSITIONS - ALL FUNDS			438.0	502.0	503.0	502.0	502.0	-

FY16- a) Mail & Print moved from Internal Service Fund to General Fund & added (1) FTE Admin position in Land Bank
 FY17- b) Five (5) positions were transferred from Juvenile Court to Support Services in FY17
 c) Deleted one (1) Computer Analyst position (862432) to fund/reclass other positions
 d) Added 60 new Firefighter/EMR positions for SCFD Ambulance Service in FY17
 FY18- e) One (1) FTE - Senior Manager position (180006) added to manage preventative maintenance of County Buildings
 f) Transferred Stormwater Tech position (862165) from Roads & Bridges to Stormwater in FY18
 FY19- g) Deleted one (1) FTE from Fleet Services to fund Fleet O&M expenditures
 FY20- h) Moved one (1) Real Estate position (861186) from Land Bank to Roads & Bridges

FTE Positions by Fund



**Prime Accounts
Public Works**

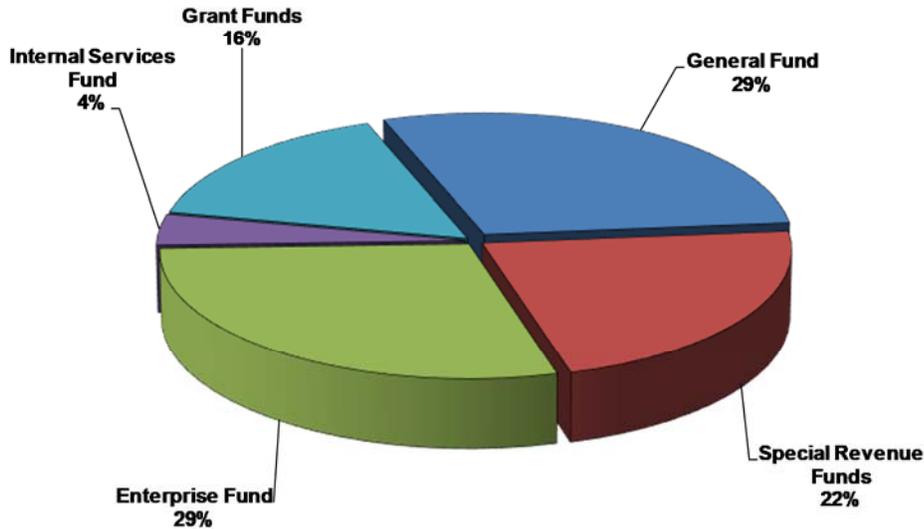
All Funds

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
41 - Other Local Taxes		(182,273)	(3,221,725)	(5,181,835)	(5,200,000)	(700,000)
43 - Intergovernmental Revenues-State of		(24,344,032)	(22,429,206)	(19,233,070)	(29,261,513)	(26,238,826)
44 - Intergovernmental Revenues-Federal &		(1,975,612)	(2,541,931)	(2,995,684)	(2,154,883)	(2,096,188)
45 - Charges for Services		(3,858,504)	(5,402,069)	(8,011,988)	(8,419,038)	(8,529,306)
46 - Fines, Fees & Permits		(20,559,866)	(22,962,170)	(23,829,469)	(22,972,483)	(23,163,063)
47 - Other Revenue		(734,098)	(155,211)	(127,438)	(162,000)	(154,000)
48 - Investment Income		(34,230)	(113,250)	(275,680)	(120,800)	(883,974)
Revenue		(51,688,615)	(56,825,562)	(59,655,164)	(68,290,717)	(61,765,358)
51 - Salaries-Regular Pay		20,634,481	23,060,628	25,513,833	28,728,064	29,137,186
52 - Salaries-Other Compensation		1,866,670	2,338,099	2,760,100	2,928,238	2,981,698
55 - Fringe Benefits		7,363,275	10,912,852	13,892,834	11,777,533	11,169,025
56 - Vacancy Savings		0	0	0	(1,631,926)	(1,631,926)
Salaries & Fringe Benefits		29,864,426	36,311,580	42,166,767	41,801,910	41,655,983
60 - Supplies & Materials		3,307,760	4,116,809	4,011,826	5,797,697	5,791,923
64 - Services & Other Expenses		1,640,257	1,483,199	1,485,050	2,168,501	2,209,732
66 - Professional & Contracted Services		3,088,517	2,072,782	1,684,382	3,149,075	3,084,353
67 - Rent, Utilities & Maintenance		7,933,257	8,875,245	9,216,234	11,306,978	10,963,737
68 - Interfund Services		2,832,475	3,311,411	3,846,621	3,492,022	3,386,387
70 - Capital Asset Acquisitions		19,101,073	18,797,401	12,673,949	25,722,228	21,103,600
79 - Depreciation Expense		(2,067,859)	(2,587,586)	(488,311)	0	0
Operating & Maintenance		35,835,480	36,069,261	32,429,751	51,636,500	46,539,730
80 - Debt Service Expenditure		1,622	9,375	20,625	472,500	472,500
Debt Services		1,622	9,375	20,625	472,500	472,500
89 - Affiliated Organizations		575,848	575,848	825,848	825,848	825,848
Affiliated Organizations		575,848	575,848	825,848	825,848	825,848
94 - Other Sources & Uses		(375,712)	(211,449)	(111,088)	(275,000)	(175,000)
Other Financing Sources		(375,712)	(211,449)	(111,088)	(275,000)	(175,000)
Expenditures		65,901,664	72,754,615	75,331,903	94,461,758	89,319,061
99 - Planned Use of Fund Balances		0	0	0	(6,449,965)	(4,357,022)
Planned Fund Balance Change		0	0	0	(6,449,965)	(4,357,022)
Planned Fund Balance Change		0	0	0	(6,449,965)	(4,357,022)
96 - Operating Transfers In		(675,824)	(530,183)	(1,812,690)	(398,280)	(351,282)
Operating Transfers In		(675,824)	(530,183)	(1,812,690)	(398,280)	(351,282)
98 - Operating Transfers Out		339,027	537,130	331,874	3,898,280	351,282
Operating Transfers Out		339,027	537,130	331,874	3,898,280	351,282
Net Transfers		(336,797)	6,948	(1,480,816)	3,500,000	0
Public Works Total		13,876,252	15,936,000	14,195,923	23,221,075	23,196,682

Sources and Uses by Fund Type

FUND NAME:	FY20 SOURCES OF FUNDS			FY20 USES OF FUNDS			NET OPERATIONS	
	REVENUE + OTHER	TRANSFERS IN	FUND BALANCE	EXPENSES	TRANSFERS OUT	FUND BALANCE	NET TOTAL	% of Total
GENERAL FUND								
006 - Orgill Golf Course	(25,500)	-	-	35,500	-	-	10,000	0%
014 - Landfill Post Closure	-	-	-	115,664	-	-	115,664	0%
010 - General Fund	(3,058,985)	(40,460)	-	26,120,463	50,000	-	23,071,018	29%
TOTAL GENERAL FUND	(3,084,485)	(40,460)	-	26,271,627	50,000	-	23,196,682	29%
SPECIAL REVENUE FUNDS								
071 - Roads & Bridges	(14,677,635)	-	(2,622,576)	17,047,324	252,887	-	-	20%
093 - Stormwater Fee	(787,000)	-	(451,582)	1,238,582	-	-	-	1%
098 - Sewer Maintenance Fund	(56,000)	-	(1,150,000)	1,206,000	-	-	-	1%
TOTAL SPECIAL REVENUE	(15,520,635)	-	(4,224,158)	19,491,906	252,887	-	-	22%
ENTERPRISE FUND								
954 - Fire Services Fund	(26,097,864)	-	-	25,666,652	7,935	423,277	-	29%
INTERNAL SERVICE FUNDS								
959 - Fleet Vehicle Replacement	(490,200)	-	-	490,200	-	-	-	1%
960 - Fleet Services	(3,028,486)	-	-	3,028,486	-	-	-	3%
TOTAL INTERNAL SERVICE	(3,518,686)	-	-	3,518,686	-	-	-	4%
GRANT FUNDS TOTAL	(13,718,687)	(310,822)	(556,141)	14,545,190	40,460	-	-	16%
ALL FUNDS TOTAL	(61,940,358)	(351,282)	(4,780,299)	89,494,061	351,282	423,277	23,196,682	100%

FY20 Uses by Fund



Funding for the operations of Public Works is highly diversified, with revenue sources representing all fund types.

PUBLIC WORKS

Tom Needham, Director

Net Expenditures by Department*

Fund Dept	Dept Description	FY16 ACTUAL	FY17 ACTUAL	FY18 ACTUAL	FY19 AMENDED	FY20 PROPOSED
GENERAL FUND						
006	3016 Orgill Golf Course	4,306	(8,743)	55,725	-	10,000
010	3001 Director & Staff	816,792	672,773	690,560	631,941	687,733
010	3004 Environmental Programs	170,117	152,939	165,244	326,672	324,661
010	3016 Parks & Grounds Maint	2,968,312	3,823,237	4,314,848	4,925,082	4,743,360
010	3073 Support Services	2) 13,458,466	13,330,316	15,422,397	17,337,380	17,430,928
GENERAL FUND TOTAL		17,417,992	17,970,521	20,648,773	23,221,075	23,196,682
SPECIAL REVENUE FUND						
071	3010 R&B Bridges & Signs	(1,031,859)	(1,971,993)	(4,787,360)	(33,620)	(34,275)
071	3021 R&B Waste Management	(42)	2,206	16	33,620	34,275
093	3004 Stormwater Fees Fund	(318,881)	(139,619)	(117,674)	-	-
098	3004 Sewer Maintenance Fund	-	-	(1,479,595)	-	-
SPECIAL REVENUE FUND TOTAL		(1,350,783)	(2,109,406)	(6,384,613)	-	-
ENTERPRISE FUNDS						
954	3008 Fire Services	(1,791,311)	575,528	16,121	-	-
ENTERPRISE FUNDS TOTAL		(1,791,311)	575,528	16,121	-	-
INTERNAL SERVICE FUND						
959	3019 Vehicle Replacement Fund	1) (199,262)	(288,707)	(304,599)	-	-
960	3019 Fleet Services	(165,690)	161,424	342,927	-	-
961	3073 Mail & Print Services	2) -	-	-	-	-
INTERNAL SERVICE FUND TOTAL		(364,951)	(127,283)	38,328	-	-
GRANT FUNDS TOTAL		(34,696)	(373,360)	(122,685)	-	-
PUBLIC WORKS TOTAL		13,876,252	15,936,000	14,195,923	23,221,075	23,196,682

1) Fleet Vehicle Replacement Fund added in FY15 to centralize SCG Fleet Purchases

2) Mail & Print Services moved from Internal Service Fund to General Fund (Dept 3073 - Support Services) in FY16

*Includes all sources and uses of funds

**Prime Accounts
Public Works**

General Fund

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
44 - Intergovernmental Revenues-Federal &		(1,378,494)	(1,116,881)	(757,886)	(400,000)	(400,000)
45 - Charges for Services		(743,079)	(723,739)	(681,770)	(1,231,023)	(1,242,485)
46 - Fines, Fees & Permits		(984,771)	(2,003,732)	(1,655,326)	(1,405,920)	(1,205,500)
47 - Other Revenue		(151,406)	(145,928)	(119,383)	(136,000)	(136,000)
48 - Investment Income		(184)	(515)	(793)	(500)	(500)
	Revenue	(3,257,935)	(3,990,795)	(3,215,158)	(3,173,443)	(2,984,485)
51 - Salaries-Regular Pay		6,903,123	7,501,782	7,949,291	8,819,122	8,959,256
52 - Salaries-Other Compensation		167,602	177,360	215,344	165,211	165,211
55 - Fringe Benefits		2,560,327	2,848,777	3,231,589	3,499,831	3,302,462
56 - Vacancy Savings		0	0	0	(483,255)	(483,255)
	Salaries & Fringe Benefits	9,631,052	10,527,920	11,396,224	12,000,908	11,943,674
60 - Supplies & Materials		883,273	866,380	768,114	1,368,356	1,409,173
64 - Services & Other Expenses		1,337,850	1,230,886	1,176,291	1,657,845	1,658,677
66 - Professional & Contracted Services		144,420	90,800	82,365	271,083	217,550
67 - Rent, Utilities & Maintenance		7,287,602	7,985,640	8,364,851	9,750,336	9,600,785
68 - Interfund Services		352,842	539,465	881,419	451,599	372,741
70 - Capital Asset Acquisitions		395,541	250,069	420,287	538,980	243,180
	Operating & Maintenance	10,401,528	10,963,239	11,693,327	14,038,200	13,502,106
89 - Affiliated Organizations		575,848	575,848	825,848	825,848	825,848
	Affiliated Organizations	575,848	575,848	825,848	825,848	825,848
94 - Other Sources & Uses		(120,077)	(99,302)	(66,298)	(200,000)	(100,000)
	Other Financing Sources	(120,077)	(99,302)	(66,298)	(200,000)	(100,000)
	Expenditures	20,488,350	21,967,704	23,849,101	26,664,956	26,171,627
99 - Planned Use of Fund Balances		0	0	0	(285,268)	0
	Planned Fund Balance Change	0	0	0	(285,268)	0
	Planned Fund Balance Change	0	0	0	(285,268)	0
96 - Operating Transfers In		(35,170)	(56,387)	(35,170)	(35,170)	(40,460)
	Operating Transfers In	(35,170)	(56,387)	(35,170)	(35,170)	(40,460)
98 - Operating Transfers Out		222,747	50,000	50,000	50,000	50,000
	Operating Transfers Out	222,747	50,000	50,000	50,000	50,000
	Net Transfers	187,577	(6,387)	14,830	14,830	9,540
	Public Works Total	17,417,992	17,970,521	20,648,773	23,221,075	23,196,682

FY20 Budget Highlights

SPECIAL REVENUE FUNDS

ROADS & BRIDGES FUND 071:

- The Improve Act passed in January, 2017 provided state gas tax dollars for paving. The legislation added 4 cents per gallon to gasoline purchases in FY18, with an additional 1 cent increases in FY19 & FY20 for a total of 6 cents over 3 years.
- Local Sales Tax provides a revenue source for State Aid projects that require a county match portion of funding. The Roads and Bridges fund is expected to end FY 2019 with a \$20 million surplus in Fund Balance which is \$9 million above the Fund Balance that existed at the end of FY 2017. With the higher gasoline taxes and the current strong Fund Balance, it was determined that only \$500,000 of sales taxes were needed to remain in Roads and Bridges to be used primarily to match Federal and State grants.

ROADS & BRIDGES FUND	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(18,906,374)	(18,316,526)	(14,657,635)	3,658,891
Total Personnel	6,008,662	6,458,703	6,423,590	(35,113)
O&M	7,959,222	11,870,003	10,623,734	(1,246,269)
Other Financing Sources	(73,402)	(20,000)	(20,000)	-
Use of Fund Balance	-	(3,784,942)	(2,622,576)	1,162,366
Net Transfers	224,548	3,792,762	252,887	(3,539,875)
Net	(4,787,344)	-	-	-
FTE Count	89.1	89.1	90.1	1.0

- **Revenues** reflect a reduction of \$4.5 million from Local Sales Tax revenue for the reasons listed above, a \$712,021 increase to State Gas Tax, per the 1 cent additional increase, and a \$129,423 reduction to Roads & Bridges services provided to county departments based on individual department budgets.
- **Total Personnel:** Variance is a result of a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections.
- **O&M** \$1.5 Million reduction in infrastructure expenditures with an offset in decreased use of Fund Balance.
- **Fund Balance** = \$20.7 million; FY20 Planned Use of Fund Balance is \$2.6 million.
- **Net Transfers** provide local matching funds for certain Roads projects that have State CIP funding. FY19 transfer includes \$3.5 million transferred to the Capital Fund for Road projects.

PUBLIC WORKS

Tom Needham, Director

STORMWATER FUND 093:

Revenues for the Shelby County Stormwater Program are assessed through a monthly fee of \$4.02 added to MLGW utility bills. Funds are used to improve storm water drainage and the discharge of pollutants into the receiving waters.

STORMWATER	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(763,786)	(740,000)	(787,000)	(47,000)
Total Personnel	201,249	300,871	302,707	1,836
O&M	444,863	935,875	935,875	-
Use of Fund Balance	-	(496,746)	(451,582)	45,164
Net Transfers	-	-	-	-
Net	(117,674)	-	-	-
FTE Count	2.9	2.9	2.9	-

- **Total Personnel:** Variance is a result of a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections.
- **Fund Balance** = \$2.0 million; FY20 Planned Use of Fund Balance is \$451,582.

SEWER MAINTENANCE FUND 098:

The sewer maintenance fund was established in FY18 to account for repairs and payments/claims to homeowners related to Cotton Creek sewer system.

SEWER MAINTENANCE	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(8,394)	(6,000)	(56,000)	(50,000)
O&M	28,799	1,206,000	1,206,000	-
Use of Fund Balance	-	(1,200,000)	(1,150,000)	50,000
Net Transfers	(1,500,000)	-	-	-
Net	(1,479,595)	-	-	-

- The operating budget reflects anticipated costs to repair and maintain the Cotton Creek sewer system. A small fee is collected from residents, but the initial funding for the program was supplied from the County's Tort Liability Fund in FY2018.

**Prime Accounts
Public Works**

Special Revenue Fund

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
41 - Other Local Taxes		(182,273)	(3,221,725)	(5,181,835)	(5,200,000)	(700,000)
43 - Intergovernmental Revenues-State of		(9,885,741)	(10,002,262)	(12,100,303)	(12,300,000)	(12,881,358)
44 - Intergovernmental Revenues-Federal &		(21,603)	0	(571,277)	0	0
45 - Charges for Services		(362,988)	(534,579)	(858,572)	(699,026)	(569,603)
46 - Fines, Fees & Permits		(749,376)	(775,704)	(776,530)	(773,500)	(772,500)
47 - Other Revenue		(13,936)	(39,000)	(1,021)	0	0
48 - Investment Income		(28,308)	(86,119)	(189,016)	(90,000)	(577,174)
Revenue		(11,244,225)	(14,659,388)	(19,678,554)	(19,062,526)	(15,500,635)
51 - Salaries-Regular Pay		3,871,724	4,035,437	4,335,289	4,903,529	4,979,141
52 - Salaries-Other Compensation		111,366	118,440	122,372	238,539	238,539
55 - Fringe Benefits		1,421,411	1,492,866	1,752,249	1,960,065	1,851,176
56 - Vacancy Savings		0	0	0	(342,559)	(342,559)
Salaries & Fringe Benefits		5,404,502	5,646,742	6,209,911	6,759,574	6,726,297
60 - Supplies & Materials		578,655	739,643	906,362	1,656,065	1,653,642
64 - Services & Other Expenses		144,923	132,587	179,158	332,679	333,679
66 - Professional & Contracted Services		173,610	175,875	339,972	454,721	655,713
67 - Rent, Utilities & Maintenance		144,862	134,751	239,759	693,476	672,476
68 - Interfund Services		1,431,950	1,572,909	1,513,327	1,671,645	1,727,401
70 - Capital Asset Acquisitions		1,960,286	4,290,761	5,254,306	9,203,292	7,722,698
Operating & Maintenance		4,434,286	7,046,525	8,432,884	14,011,878	12,765,609
94 - Other Sources & Uses		(4,000)	(79,900)	(73,402)	(20,000)	(20,000)
Other Financing Sources		(4,000)	(79,900)	(73,402)	(20,000)	(20,000)
Expenditures		9,834,788	12,613,368	14,569,393	20,751,452	19,471,906
99 - Planned Use of Fund Balances		0	0	0	(5,481,688)	(4,224,158)
Planned Fund Balance Change		0	0	0	(5,481,688)	(4,224,158)
Planned Fund Balance Change		0	0	0	(5,481,688)	(4,224,158)
96 - Operating Transfers In		0	(257,673)	(1,501,486)	0	0
Operating Transfers In		0	(257,673)	(1,501,486)	0	0
98 - Operating Transfers Out		58,654	194,287	226,034	3,792,762	252,887
Operating Transfers Out		58,654	194,287	226,034	3,792,762	252,887
Net Transfers		58,654	(63,386)	(1,275,452)	3,792,762	252,887
Public Works Total		(1,350,783)	(2,109,406)	(6,384,613)	0	0

FY20 Budget Highlights

ENTERPRISE FUND - FIRE 954

BUDGETARY ISSUES/TRENDS:

The Shelby County Fire Department (SCFD) operates as an Enterprise Fund that is primarily supported by fire protection fees from services provided and inspections performed. The SCFD maintains current certifications for all levels of services for firefighting, emergency medical care, hazardous materials waste management, and rescue. The SCFD incorporated Ambulance Services into its Emergency Management System (EMS) plan in January 2017 to serve the citizens of unincorporated Shelby County with fire and medical emergency response.

FIRE FUND	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(26,487,736)	(25,095,091)	(26,042,864)	(947,773)
Total Personnel	23,208,010	21,553,235	21,501,279	(51,956)
O&M ¹	3,295,847	3,927,147	4,110,373	183,226
Use of Fund Balance	-	(405,639)	423,277	828,916
Transfers	-	20,348	7,935	(12,413)
Net	16,121	-	-	-
FTE Count	229.0	229.0	229.0	-

¹ Includes Other Financing Sources and Capital Lease cost

CHANGES TO MAJOR CATEGORIES

- **Revenue:** Increase of \$947,773 mostly attributed to Ambulance Services Fees (\$302,910), Fire Protection Fees (\$434,500), and interest income based on trend (\$200,000).
- **Total Personnel:** Variance is a result of a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections. FTE count unchanged at 229.
- **O&M:** Increase is primarily for the \$130,000 cost of a New Roof for Station 60 & additional Station renovations & repairs and an additional \$40,000 for training and education.
- **Fund Balance:** Budget includes Planned Use of Fund Balance in the amount of \$423,277.

**Prime Accounts
Public Works**

954 - Fire Services Fund

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
43 - Intergovernmental Revenues-State of		(81,600)	(82,200)	(101,405)	(100,000)	(95,000)
44 - Intergovernmental Revenues-Federal &		(794,602)	(1,178,159)	(1,616,521)	(1,462,064)	(1,495,832)
45 - Charges for Services		(18,508)	(948,026)	(3,358,760)	(2,815,527)	(3,120,532)
46 - Fines, Fees & Permits		(18,797,570)	(20,182,735)	(21,343,624)	(20,674,500)	(21,096,500)
47 - Other Revenue		(46,267)	(5,234)	(6,549)	(13,000)	(5,000)
48 - Investment Income		(3,812)	(14,647)	(60,878)	(30,000)	(230,000)
	Revenue	(19,742,358)	(22,411,001)	(26,487,736)	(25,095,091)	(26,042,864)
51 - Salaries-Regular Pay		9,067,071	10,662,778	12,366,573	13,929,493	14,114,258
52 - Salaries-Other Compensation		1,574,486	2,029,839	2,399,591	2,500,606	2,554,066
55 - Fringe Benefits		3,304,558	5,963,818	8,441,846	5,879,248	5,589,067
56 - Vacancy Savings		0	0	0	(756,112)	(756,112)
Salaries & Fringe Benefits		13,946,115	18,656,434	23,208,010	21,553,235	21,501,279
60 - Supplies & Materials		320,780	896,271	633,029	663,372	807,200
64 - Services & Other Expenses		133,216	102,121	115,803	126,300	181,200
66 - Professional & Contracted Services		2,107,424	1,134,361	431,188	484,339	483,000
67 - Rent, Utilities & Maintenance		339,630	608,033	452,948	660,000	573,000
68 - Interfund Services		1,013,941	1,174,664	1,156,970	1,313,978	1,258,815
70 - Capital Asset Acquisitions		2,118,130	2,212,014	179,145	261,658	389,658
79 - Depreciation Expense		(1,784,511)	(1,791,219)	314,190	0	0
Operating & Maintenance		4,248,611	4,336,244	3,283,272	3,509,647	3,692,873
80 - Debt Service Expenditure		1,622	9,375	20,625	472,500	472,500
Debt Services		1,622	9,375	20,625	472,500	472,500
94 - Other Sources & Uses		(245,300)	(15,525)	(8,050)	(55,000)	(55,000)
Other Financing Sources		(245,300)	(15,525)	(8,050)	(55,000)	(55,000)
	Expenditures	17,951,047	22,986,529	26,503,857	25,480,382	25,611,652
99 - Planned Use of Fund Balances		0	0	0	(405,639)	423,277
Planned Fund Balance Change		0	0	0	(405,639)	423,277
	Planned Fund Balance Change	0	0	0	(405,639)	423,277
98 - Operating Transfers Out		0	0	0	20,348	7,935
Operating Transfers Out		0	0	0	20,348	7,935
	Net Transfers	0	0	0	20,348	7,935
Public Works Total		(1,791,311)	575,528	16,121	0	0

**Prime Accounts
Public Works**

Internal Service Fund

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
45 -	Charges for Services	(2,646,928)	(3,095,125)	(3,013,886)	(3,595,462)	(3,518,686)
47 -	Other Revenue	(3,337)	(4,077)	0	0	0
	Revenue	(2,650,266)	(3,099,202)	(3,013,886)	(3,595,462)	(3,518,686)
51 -	Salaries-Regular Pay	556,798	608,953	635,056	724,721	731,547
52 -	Salaries-Other Compensation	10,346	10,313	20,070	19,430	19,430
55 -	Fringe Benefits	(8,209)	504,608	373,767	329,369	317,105
56 -	Vacancy Savings	0	0	0	(50,000)	(50,000)
	Salaries & Fringe Benefits	558,935	1,123,874	1,028,893	1,023,520	1,018,082
60 -	Supplies & Materials	1,501,482	1,609,205	1,689,399	1,881,064	1,856,326
64 -	Services & Other Expenses	10,599	11,440	10,916	15,865	15,865
66 -	Professional & Contracted Services	23,908	16,683	13,133	21,878	21,878
67 -	Rent, Utilities & Maintenance	149,070	136,451	122,886	170,755	98,354
68 -	Interfund Services	27,572	18,104	16,647	45,350	17,980
70 -	Capital Asset Acquisitions	303,432	877,682	936,178	464,400	490,200
79 -	Depreciation Expense	(283,348)	(796,368)	(802,501)	0	0
	Operating & Maintenance	1,732,714	1,873,197	1,986,659	2,599,312	2,500,604
94 -	Other Sources & Uses	(6,335)	(16,722)	36,662	0	0
	Other Financing Sources	(6,335)	(16,722)	36,662	0	0
	Expenditures	2,285,315	2,980,349	3,052,214	3,622,832	3,518,686
99 -	Planned Use of Fund Balances	0	0	0	(27,370)	0
	Planned Fund Balance Change	0	0	0	(27,370)	0
	Planned Fund Balance Change	0	0	0	(27,370)	0
96 -	Operating Transfers In	0	(8,430)	0	0	0
	Operating Transfers In	0	(8,430)	0	0	0
	Net Transfers	0	(8,430)	0	0	0
	Public Works Total	(364,951)	(127,283)	38,328	0	0

Grant Summary Information

The Division of Public Works administers several grants in the areas of:

Environmental Programs Department

- **Household Hazardous Waste** - The HHW facility collects materials generated in residential homes that are toxic, ignitable, corrosive or reactive to prevent these hazardous materials from contaminating the environment, specifically our drinking water, and to promote proper waste management. Shelby County, a sub-contractor as the grant is awarded to the City of Memphis, is in charge of daily operations for this facility for all residential citizens.
- **Chickasaw Basin Authority** - The grant provides funding to the Chickasaw Basin Authority whose function is watershed management for Shelby County and portions of surrounding counties. The Authority was established by the State of Tennessee.

Fire Department

- The Assistance to Firefighters Grant is provided from FEMA for modifying fire stations in order to enhance response capabilities and protect the community from fire related hazards.

Roads & Bridges Department

- **ADA Assessment and Transition Plan** - The grant provide professional services related to an ADA Assessment and Transition Plan under the Tennessee Department of Transportation locally managed program.
- The **State Aid Program** provides funds to Shelby County for the improvement or rehabilitation of roads on the State Aid System. The types of qualifying work include the planning, engineering, right-of-way acquisition, grading, drainage, bridge construction, and pavement upgrades or rehabilitation.
- **STP** - The Surface Transportation Program (STP) is a federally funded grant program to provide funds to local agencies for transportation projects.
- **TDOT Roadside Litter Grant** - The goal and objective of the Tennessee Department of Transportation (TDOT) Roadside Litter Grant is to educate the public, business, government, media and schools about litter reduction and to keep Shelby County clean and "green", and remove and dispose litter and debris from County, State and Interstate roadsides.
- **CMAQ Intersection Improvement Projects** - The Congestion Mitigation Air Quality (CMAQ) Program provides intersection improvements that alleviate traffic delays resulting in a reduction of vehicle emissions (100% federal funds). The **CMAQ Greenline Extension** is under the CMAQ Program and provides funding to extend the Shelby Farms Greenline from its current terminus at Shelby Farms Park east to the "old" Cordova Train Depot.

Parks & Grounds Department

- **Statewide Special Litter Grant** – A litter and trash collection bill was passed by TCA 57-5-201, 67-4-402 and 41-2-123(c) that allows the Tennessee department of Transportation to authorize grants to Tennessee counties for litter and trash collection along public roadways through a contractual arrangement.

Support Services Department

- **Waste Tire Program** - State of Tennessee Grant for the provision of optimizing waste tire in defraying the excessive costs associated with locating, collecting and properly disposing of waste tires.

**Prime Accounts
Public Works**

Grant Funds

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
43 - Intergovernmental Revenues-State of		(14,376,692)	(12,344,744)	(7,031,363)	(16,861,513)	(13,262,468)
44 - Intergovernmental Revenues-Federal &		219,087	(246,891)	(50,000)	(292,819)	(200,356)
45 - Charges for Services		(87,000)	(100,600)	(99,000)	(78,000)	(78,000)
46 - Fines, Fees & Permits		(28,150)	0	(53,989)	(118,563)	(88,563)
47 - Other Revenue		(519,152)	39,028	(485)	(13,000)	(13,000)
48 - Investment Income		(1,925)	(11,969)	(24,992)	(300)	(76,300)
Revenue		(14,793,832)	(12,665,176)	(7,259,829)	(17,364,195)	(13,718,687)
51 - Salaries-Regular Pay		235,765	251,679	227,624	351,200	352,984
52 - Salaries-Other Compensation		2,871	2,148	2,723	4,452	4,452
55 - Fringe Benefits		85,187	102,783	93,382	109,021	109,216
Salaries & Fringe Benefits		323,822	356,609	323,728	464,673	466,652
60 - Supplies & Materials		23,570	5,310	14,922	228,839	65,581
64 - Services & Other Expenses		13,670	6,166	2,881	35,811	20,311
66 - Professional & Contracted Services		639,155	655,063	817,724	1,917,054	1,706,212
67 - Rent, Utilities & Maintenance		12,093	10,370	35,790	32,411	19,121
68 - Interfund Services		6,170	6,269	278,259	9,450	9,450
70 - Capital Asset Acquisitions		14,323,684	11,166,876	5,884,034	15,253,898	12,257,864
Operating & Maintenance		15,018,342	11,850,056	7,033,610	17,477,463	14,078,538
Expenditures		15,342,164	12,206,665	7,357,338	17,942,135	14,545,190
99 - Planned Use of Fund Balances		0	0	0	(250,000)	(556,141)
Planned Fund Balance Change		0	0	0	(250,000)	(556,141)
Planned Fund Balance Change		0	0	0	(250,000)	(556,141)
96 - Operating Transfers In		(640,654)	(207,692)	(276,034)	(363,110)	(310,822)
Operating Transfers In		(640,654)	(207,692)	(276,034)	(363,110)	(310,822)
98 - Operating Transfers Out		57,626	292,843	55,840	35,170	40,460
Operating Transfers Out		57,626	292,843	55,840	35,170	40,460
Net Transfers		(583,028)	85,151	(220,194)	(327,940)	(270,362)
Public Works Total		(34,696)	(373,360)	(122,685)	0	0

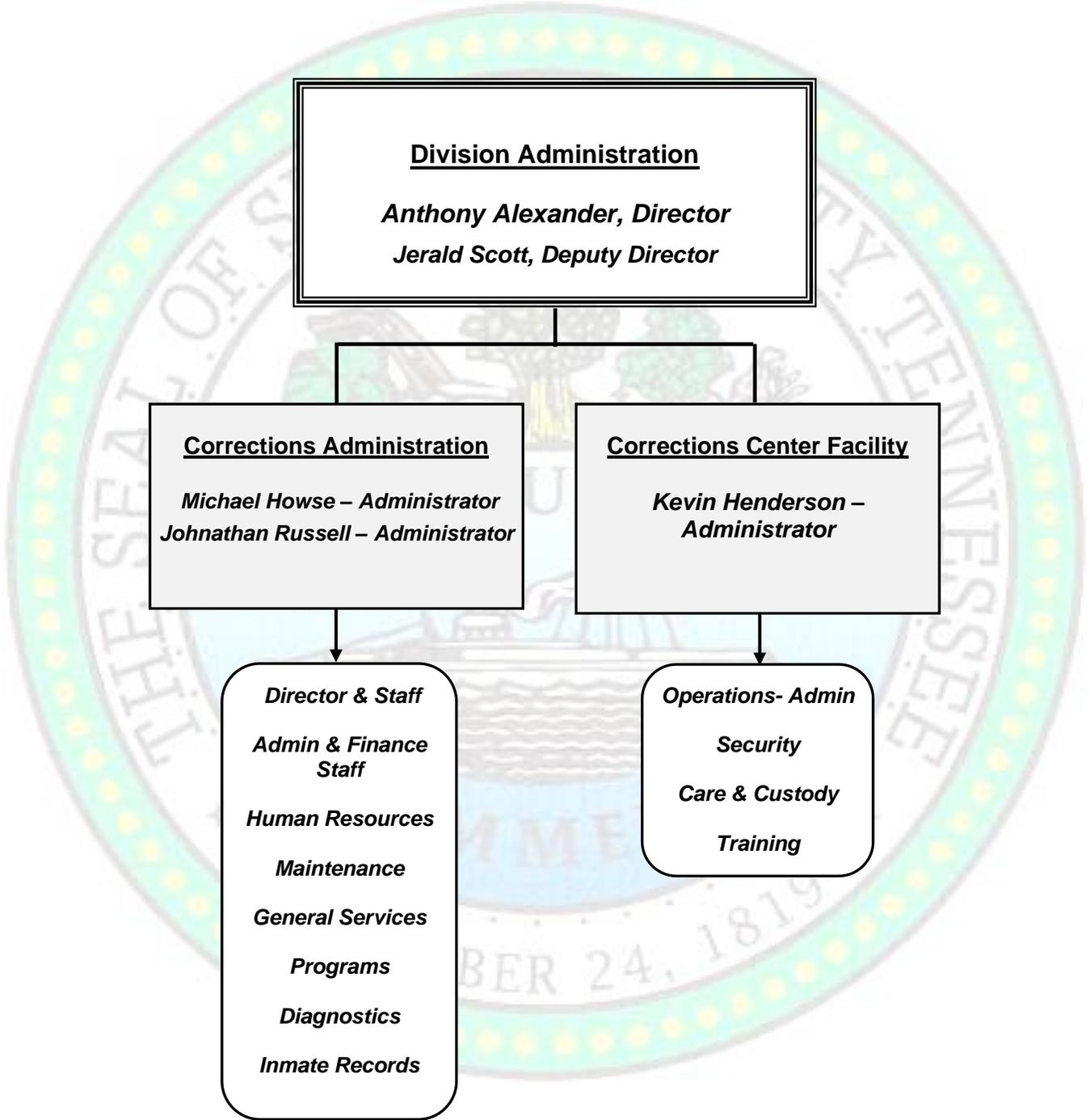
Grant Program Detail

<u>FUND</u>	<u>GRANT PROGRAM</u>	<u>AMOUNT</u>
	<u>Department 3004: Environmental Programs</u>	
726	Household Hazardous Waste	\$ 245,000
863	Chickasaw Basin Authority	103,300
	Department Total	\$ 348,300
	<u>Department 3008: Fire</u>	
821	Assistance to Firefighters	79,356
	Department Total	\$ 79,356
	<u>Department 3010: Roads & Bridges</u>	
121	ADA Assessment and Transition Plan	\$ 299,567
660	TDOT Roadside Litter Grant	269,200
722	CMAQ Greenline Extension	1,909,280
723	CMAQ #3 - FY2016	6,399,185
766	State Aid Road & Bridge Maintenance	3,331,793
832	STP Resurface Houston Levee	330,000
	Department Total	\$ 12,539,025
	<u>Department 3016: Parks & Grounds</u>	
332	Statewide Special Litter Pickup	\$ 100,000
	Department Total	\$ 100,000
	<u>Department 3073: Support Services</u>	
724	Waste Tire Program	652,006
	Department Total	\$ 652,006
	DIVISION TOTAL	\$ 13,718,687

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DIVISION OF CORRECTIONS

Division Organizational Chart by Program



Division Overview FY20**DIVISION MISSION STATEMENT AND STRATEGIC GOALS**

The Division of Corrections provides a safe and secure prison environment, effective programming services for the inmate population and enhanced community safety. This division provides a model organization of well-trained, public safety professionals, volunteers and partnerships contributing to our community's well-being through preparation of offenders for successful re-entry into society.

The Division of Corrections supports the following County strategies with these goals:

***Strategy 2: Enhance Public Safety and Support Criminal Justice Reform***

[2-c] Provide programs that promote adult re-entry strategies to reduce recidivism after arrest or incarceration.

[2-h] Provide effective law enforcement and improve the detention facilities for youths and adults.

DEPARTMENTAL MISSION/GOALS:

The strategic goals of the division are achieved through the following departmental structure:

3501 Corrections Administration – The Corrections Administration department provides all management, programs, education, dietary services, facility maintenance, financial services, purchasing, accounting and mail room services for the Division with these objectives:

- To follow the mandates of the courts and laws of Tennessee related to the incarceration of inmates in a cost-effective manner that ensures the safety of the citizens of Shelby County.
- To encourage the rehabilitative process through a variety of programs providing opportunities for a more productive life upon release.
- To provide effective community re-entry services for inmates returning to our communities.
- To coordinate inmate health administration with the Health Services Division to ensure adequate medical care for inmates and control the risk to the general population.

3505 Correction Center Facility – The Correction Center Facility department provides security operations and counseling services for the Main Compound and population, housing up to 2,800 male and female inmates in 11 dormitory style buildings and operates the West Tennessee Re-entry Center to provide safe and secure incarceration of inmates, provide basic counseling services, and efficient management of sentences.

FY20 Budget Highlights

The Corrections Division operates as an Enterprise Fund which requires that its operations are sustained by reimbursements from the State of Tennessee and other revenues generated from activities.

BUDGETARY ISSUES/TRENDS:

- State Reimbursement is the primary source of revenue for the Department of Corrections and is directly impacted by the felon population.
- The key budget issue in FY20 is the declining state revenue due to both the change in reimbursement structure and lower felon population. Prior to FY18, the State reimbursement was based on average daily population at a flat rate per felon. The reimbursement rate is now based on the felon's sentence.
- Reimbursement rate from the State does not cover all operating costs and thus requires a larger contribution from the General Fund.

OTHER REVENUE SOURCES:

- The Corrections Division provides certain goods and services to other departments.
- Corrections Division earns a commission on inmate phone revenue and receives reimbursements for inmate room & board and transport. These reimbursements have decreased \$77K because fewer inmates are on external worklines.

Corrections - Fund 956

CORRECTIONS	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(39,015,056)	(43,150,400)	(39,364,207)	3,786,193
Total Personnel	35,801,537	39,178,117	39,593,039	414,922
O&M	18,557,467	19,167,699	18,691,380	(476,319)
Use of Fund Balance	-	(2,403,381)	(4,383,174)	(1,979,793)
Transfer From Gen Fund	(12,000,000)	(13,092,745)	(15,314,262)	(2,221,517)
Transfer To/From Grants	265,768	300,710	777,224	476,514
Net Operations	3,609,716	-	-	-
FTE Count	589.0	589.0	589.0	-

CHANGES TO MAJOR CATEGORIES:

- **Revenue:** Revenue decreased \$3.8M to reflect lower state reimbursements, the primary source of revenue. The number of felons that are serving less than 6 years decreased, and that population is reimbursed at the higher rate of \$73 per day.
- **Personnel:** Variance is a result of a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections.
- **O&M:** Budget was reduced by \$476K as a result of lower revenues based on felon population.
- **Transfer from General Fund:** Increased by \$2.2 million over prior year to a total of \$15.3 million for FY20. The additional support is necessary to fund the salary increase in addition to supplementing expenses related to misdemeanants including housing, food, medical, and programs which are not fully covered.

CORRECTIONS

Anthony Alexander, Director

- **Net Position:**

- (\$19.1M) includes \$33.7M reserve to recognize pension related liabilities.
- Planned use of fund balance is \$4.4M in FY20 – increase of \$2.0M from FY19. The increase is necessary due to decreased state funding.

GRANTS

- FY20 Grants are \$907,599, an increase of \$63,176. Four (4.0) FTE were added to Grant 706 – Memphis-Shelby County Office of Re-Entry Program (MSCOR). This was previously a Grant program that partnered with the City of Memphis. Shelby County now has full responsibility for the MSCOR program.
- Grants are only 3% of total revenue within the Corrections Division.

CORRECTIONS

Anthony Alexander, Director

FTE Position Count

Fund	Dept	Dept Description	FY16 Budget	FY17 Budget	FY18 Budget	FY19 Budget	FY20 Proposed	FY19-20 Change
ENTERPRISE FUND								
956	3501	Corrections Director & Staff	126.0	133.0	126.0	126.0	126.0	-
956	3502	Adult Offender Center	8.0	-	-	-	-	-
956	3505	Facility Operations	558.0	505.0	463.0	463.0	463.0	-
TOTAL POSITIONS -ENTERPRISE FUND			692.0	638.0 ^a	589.0 ^b	589.0	589.0	-
GRANT FUNDS			2.8	2.5	4.5 ^c	6.0 ^d	10.0 ^e	4.0
TOTAL POSITIONS - ALL FUNDS			694.8	640.5	593.5	595.0	599.0	4.0

^a FY17 - Reduction associated with the deletion of 54 Corrections' vacancies for cost savings.

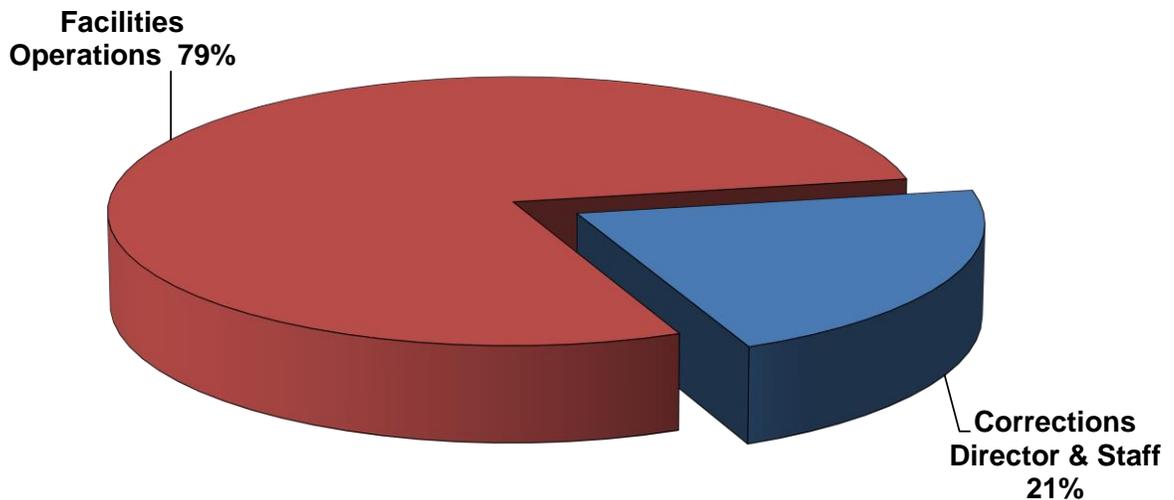
^b FY18 - Reduction associated with the deletion of 49 Corrections' vacancies for cost savings.

^c FY18 Grant - Addition of 2 FTEs due to 3 new grant awards - 4 FTEs budgeted at 1/2 each in FY18.

^d FY19 Grant - Addition of 1.5 FTEs due to 2 new grant awards in FY18 - 3 grants positions budgeted at a full year instead of 1/2 year each in FY18.

^e FY20 Grant - Addition of 4 FTEs due to MSCOR Grant. City of Memphis is no longer a partner in this grant.

FTE Positions by Department



**Prime Accounts
Corrections**

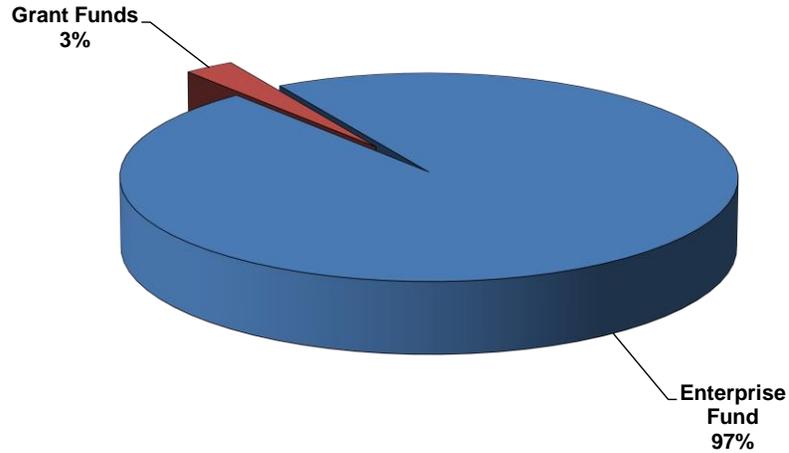
All Funds

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
43 - Intergovernmental Revenues-State of		(43,110,130)	(38,710,320)	(38,218,094)	(42,297,619)	(38,351,307)
44 - Intergovernmental Revenues-Federal &		(266,756)	(51,901)	(172,795)	(556,760)	(679,321)
45 - Charges for Services		(1,279,753)	(850,645)	(824,931)	(863,000)	(922,700)
46 - Fines, Fees & Permits		(91,175)	(47,979)	(24,745)	(90,000)	(30,000)
47 - Other Revenue		(4,840)	(3,220)	(1,965)	(87,444)	(138,438)
48 - Investment Income		(21,169)	(95,571)	(89,371)	(100,000)	(150,000)
Revenue		(44,773,823)	(39,759,636)	(39,331,901)	(43,994,823)	(40,271,766)
51 - Salaries-Regular Pay		25,099,698	21,504,307	21,548,508	27,121,490	27,696,213
52 - Salaries-Other Compensation		4,555,569	5,598,655	6,261,909	5,278,661	5,993,984
55 - Fringe Benefits		8,796,944	12,542,755	8,445,143	11,963,014	11,432,095
56 - Vacancy Savings		0	0	0	(4,470,239)	(4,457,721)
Salaries & Fringe Benefits		38,452,211	39,645,716	36,255,560	39,892,926	40,664,571
60 - Supplies & Materials		1,917,329	1,608,205	1,901,499	2,157,767	2,220,492
64 - Services & Other Expenses		565,676	421,750	563,093	739,601	795,034
66 - Professional & Contracted Services		10,086,147	9,691,316	9,884,169	10,853,381	10,681,795
67 - Rent, Utilities & Maintenance		2,197,921	1,947,132	1,816,978	2,370,834	1,928,334
68 - Interfund Services		3,404,227	3,031,565	3,365,335	2,870,022	3,229,678
70 - Capital Asset Acquisitions		445,400	160,926	345,937	906,419	749,300
79 - Depreciation Expense		780,664	1,002,569	818,446	(1)	(1)
Operating & Maintenance		19,397,363	17,863,463	18,695,458	19,898,023	19,604,632
95 - Contingencies & Restrictions		0	0	0	(300,000)	(300,000)
Contingencies & Restrictions		0	0	0	(300,000)	(300,000)
94 - Other Sources & Uses		3,228	(22,860)	(9,400)	0	0
Other Financing Sources		3,228	(22,860)	(9,400)	0	0
Expenditures		57,852,803	57,486,319	54,941,617	59,490,949	59,969,202
99 - Planned Use of Fund Balances		0	0	0	(2,403,381)	(4,383,174)
Planned Fund Balance Change		0	0	0	(2,403,381)	(4,383,174)
Planned Fund Balance Change		0	0	0	(2,403,381)	(4,383,174)
96 - Operating Transfers In		(14,410,437)	(9,173,300)	(12,340,006)	(13,540,055)	(16,091,486)
Operating Transfers In		(14,410,437)	(9,173,300)	(12,340,006)	(13,540,055)	(16,091,486)
98 - Operating Transfers Out		259,412	273,300	340,006	447,310	777,224
Operating Transfers Out		259,412	273,300	340,006	447,310	777,224
Net Transfers		(14,151,025)	(8,900,000)	(12,000,000)	(13,092,745)	(15,314,262)
Corrections Total		(1,072,045)	8,826,683	3,609,716	0	0

Sources and Uses by Fund Type

<u>FUND NAME:</u>	FY20 SOURCES OF FUNDS			FY20 USES OF FUNDS			NET OPERATIONS	
	REVENUE	TRANSFERS IN	FUND BALANCE	EXPENSES	TRANSFERS OUT	FUND BALANCE	NET TOTAL	% of Total
ENTERPRISE FUND 956 - Corrections	(39,364,207)	(15,314,262)	(4,383,174)	58,284,419	777,224	-	-	97%
GRANT FUNDS	(907,559)	(777,224)	-	1,684,783	-	-	-	3%
ALL FUNDS TOTAL	(40,271,766)	(16,091,486)	(4,383,174)	59,969,202	777,224	-	-	100%

FY20 Uses by Fund



Operations of the Corrections Division are funded primarily by reimbursements from the State.

CORRECTIONS

Anthony Alexander, Director

Net Expenditures by Department

Fund Dept	Dept Description	FY16 ACTUAL	FY17 ACTUAL	FY18 ACTUAL	FY19 AMENDED	FY20 PROPOSED
ENTERPRISE FUNDS						
956 3501	Corrections-Administration	(33,383,867)	(20,381,575)	(25,363,265)	(31,074,285)	(31,565,342)
956 3502	Adult Offender Center (1)	305,664	-	-	-	-
956 3505	Corrections Center Operations	32,006,158	29,208,258	28,972,981	31,074,285	31,565,342
ENTERPRISE FUNDS TOTAL		(1,072,045)	8,826,683	3,609,716	(0.0)	0
GRANT FUNDS TOTAL		-	-	-	-	-
CORRECTIONS DEPARTMENT TOTAL		(1,072,045)	8,826,683	3,609,716	(0)	0

Includes all Sources and Uses of Funds(1) Adult Offender Center was discontinued in FY16*

**Prime Accounts
Corrections**

956 - Corrections Center

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
43 - Intergovernmental Revenues-State of		(42,814,938)	(38,613,218)	(38,050,844)	(42,077,200)	(38,241,307)
44 - Intergovernmental Revenues-Federal &		(15,000)	(9,800)	(13,800)	(18,000)	(18,000)
45 - Charges for Services		(1,279,753)	(850,645)	(824,931)	(863,000)	(922,700)
46 - Fines, Fees & Permits		(91,175)	(47,979)	(24,745)	(90,000)	(30,000)
47 - Other Revenue		(2,190)	(3,220)	(1,965)	(2,200)	(2,200)
48 - Investment Income		(21,169)	(95,571)	(89,371)	(100,000)	(150,000)
Revenue		(44,224,225)	(39,620,433)	(39,005,656)	(43,150,400)	(39,364,207)
51 - Salaries-Regular Pay		24,815,767	21,272,511	21,219,453	26,603,792	26,929,630
52 - Salaries-Other Compensation		4,554,344	5,598,556	6,256,664	5,278,661	5,993,984
55 - Fringe Benefits		8,715,331	12,467,057	8,325,420	11,753,385	11,127,146
56 - Vacancy Savings		0	0	0	(4,457,721)	(4,457,721)
Salaries & Fringe Benefits		38,085,442	39,338,123	35,801,537	39,178,117	39,593,039
60 - Supplies & Materials		1,728,471	1,585,123	1,864,900	2,107,219	2,150,000
64 - Services & Other Expenses		433,327	362,650	504,089	604,923	604,923
66 - Professional & Contracted Services		10,064,707	9,679,325	9,853,588	10,658,902	10,363,096
67 - Rent, Utilities & Maintenance		2,196,191	1,947,132	1,816,978	2,370,834	1,928,334
68 - Interfund Services		3,373,264	3,020,828	3,353,527	2,856,522	3,205,728
70 - Capital Asset Acquisitions		378,498	160,926	345,937	869,300	739,300
79 - Depreciation Expense		780,664	1,002,569	818,446	(1)	(1)
Operating & Maintenance		18,955,122	17,758,553	18,557,467	19,467,699	18,991,380
95 - Contingencies & Restrictions		0	0	0	(300,000)	(300,000)
Contingencies & Restrictions		0	0	0	(300,000)	(300,000)
94 - Other Sources & Uses		3,228	(22,860)	(9,400)	0	0
Other Financing Sources		3,228	(22,860)	(9,400)	0	0
Expenditures		57,043,793	57,073,816	54,349,604	58,345,816	58,284,419
99 - Planned Use of Fund Balances		0	0	0	(2,403,381)	(4,383,174)
Planned Fund Balance Change		0	0	0	(2,403,381)	(4,383,174)
Planned Fund Balance Change		0	0	0	(2,403,381)	(4,383,174)
96 - Operating Transfers In		(14,151,025)	(8,900,000)	(12,037,119)	(13,166,045)	(15,314,262)
Operating Transfers In		(14,151,025)	(8,900,000)	(12,037,119)	(13,166,045)	(15,314,262)
98 - Operating Transfers Out		259,412	273,300	302,887	374,010	777,224
Operating Transfers Out		259,412	273,300	302,887	374,010	777,224
Net Transfers		(13,891,613)	(8,626,700)	(11,734,232)	(12,792,035)	(14,537,038)
Corrections Total		(1,072,045)	8,826,683	3,609,716	0	0

**Prime Accounts
Corrections**

Grant Funds

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
43 - Intergovernmental Revenues-State of		(295,192)	(97,103)	(167,250)	(220,419)	(110,000)
44 - Intergovernmental Revenues-Federal &		(251,756)	(42,101)	(158,995)	(538,760)	(661,321)
47 - Other Revenue		(2,650)	0	0	(85,244)	(136,238)
	Revenue	(549,598)	(139,203)	(326,245)	(844,423)	(907,559)
51 - Salaries-Regular Pay		283,931	231,796	329,055	517,698	766,583
52 - Salaries-Other Compensation		1,225	99	5,245	0	0
55 - Fringe Benefits		81,613	75,698	119,723	209,629	304,949
56 - Vacancy Savings		0	0	0	(12,519)	0
	Salaries & Fringe Benefits	366,769	307,593	454,023	714,809	1,071,532
60 - Supplies & Materials		188,858	23,081	36,598	50,548	70,492
64 - Services & Other Expenses		132,348	59,100	59,004	134,678	190,110
66 - Professional & Contracted Services		21,440	11,991	30,581	194,479	318,700
67 - Rent, Utilities & Maintenance		1,730	0	0	0	0
68 - Interfund Services		30,962	10,738	11,808	13,500	23,950
70 - Capital Asset Acquisitions		66,903	0	0	37,119	10,000
	Operating & Maintenance	442,241	104,910	137,991	430,324	613,252
	Expenditures	809,010	412,503	592,014	1,145,133	1,684,783
96 - Operating Transfers In		(259,412)	(273,300)	(302,887)	(374,010)	(777,224)
	Operating Transfers In	(259,412)	(273,300)	(302,887)	(374,010)	(777,224)
98 - Operating Transfers Out		0	0	37,119	73,300	0
	Operating Transfers Out	0	0	37,119	73,300	0
	Net Transfers	(259,412)	(273,300)	(265,768)	(300,710)	(777,224)
	Corrections Total	0	0	0	0	0

Grant Summary Information

The Division of Corrections has used grant funding to augment services for our inmate population and will continue to seek additional funding from outside sources to support services for our population. The Division currently has seven sources of grant funds. The initiatives include:

- **Hope to Hire** - The Martin Foundation provides supports to the Shelby County Department of Corrections through a multi-year grant award. This grant is designed to help the Memphis and Shelby County Community develop and implement comprehensive and collaborative strategies that address the challenge posed by reentry and recidivism. The objectives are to equip inmates with marketable Career Paths while incarcerated, to use evidence-based programs to enhance the clients' successful outcomes, as measured by case manager reports and recidivism reduction; and to improve/increase community awareness and acceptance of trained professionals exiting incarceration.
- **SYNC – (Support Yields a Nurturing Collaborative)** - The United States Department of Justice Office of Justice Programs Bureau provides a multi-year grant to provide intensive mental health programming. Its goal is to improve treatment and outcomes for diagnoses of co-occurring and Mental Health Services and Programming at Shelby County Division of Corrections.
- **PLUS (Providing Leadership Lifestyles while Under Supervision)** - The State of Tennessee provides support to the Shelby County Department of Corrections through a multi-year grant award for intensive correctional programming of medium to high risk inmates. These inmates face substance abuse or chemical dependency issues, influence of alcohol or drugs at the time of their crimes, committed their crimes to get money to buy drugs, or were incarcerated for a drug or alcohol-related violation. Inmates may also be referred through parole. The goals of this grant are to utilize offender intervention strategies to reduce the criminogenic circumstances of felonious offenders to increase the public welfare of the State of Tennessee. Other expected outcomes include an increase in the number and quality of services available for offender intervention.
- **Collaborative Adult Mentoring Project (CAMP)** - Tennessee Department of Corrections (TDOC) supports the through a multi-year, grant provided by the Memphis Leadership Foundation (MLF) per the U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance, for the purpose of implementing comprehensive mentoring services to medium to high risk inmates. Some services provided include evidence-based curricula, career paths, education/training, and post release services with the Memphis and Shelby County Office of Re-entry (MSCOR).
- **Memphis and Shelby County Office of Re-entry (MSCOR)**. The Tennessee Department of Corrections (TDOC) provides support for this grant. This grant is designed to assist Memphis and Shelby County Office of Re-entry in providing ex-offender services, staff and ex-offender training, transportation, and job readiness training. The Board of Pardons and Parole provides additional parole staffing at the 1362 Mississippi Blvd. site location.

CORRECTIONS

Anthony Alexander, Director

Grant Program Detail

<u>FUND</u>	<u>GRANT PROGRAM</u>	<u>AMOUNT</u>
<u>Department 3501: Corrections Administration</u>		
509	Hope To Hire	\$ 136,238
570	SYNC	324,801
577	Providing Leadership Lifestyles Under Supervision (PLPLUS) Grant	100,000
579	Collaborative Adult Mentoring Program (CAMP) Grant	236,520
706	Memphis-Shelby County Office of Re-Entry Program	<u>110,000</u>
DIVISION TOTAL		<u>\$ 907,559</u>

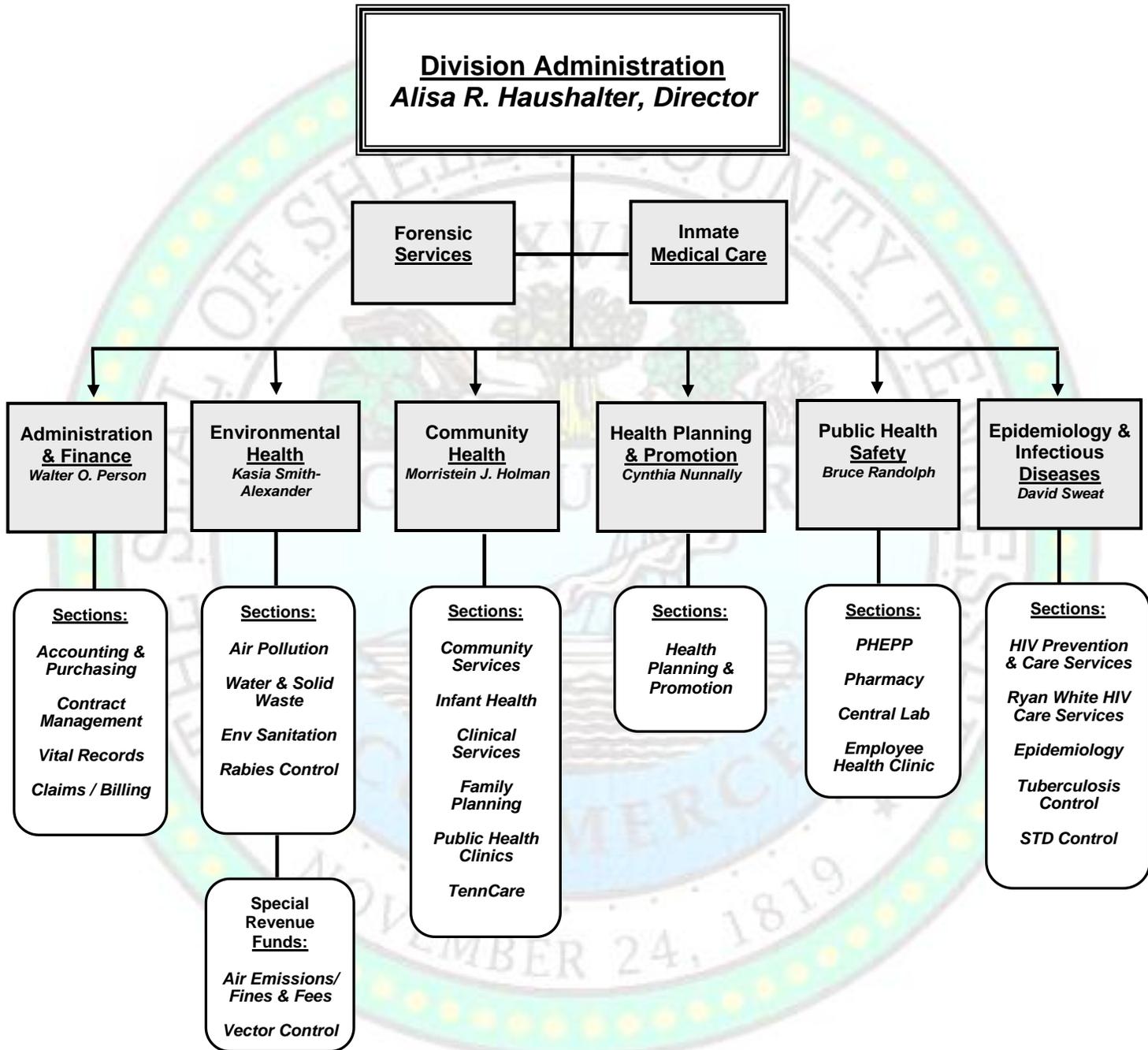
Discontinued Grants:

596 – Organics Management - \$73,300

597 – Waste Reduction – Recycle Truck - \$110,000

HEALTH SERVICES

Division Organizational Chart by Program



Division Overview FY 20

DIVISION MISSION STATEMENT AND STRATEGIC GOALS

The mission of the Health Services Division is to promote, protect and improve the health and environment of all Shelby County residents. The Division supports the following strategic goals of the County:



Strategy 2: Enhance Public Safety and Support Criminal Justice Reform

- [2-a] Support effective jail diversion programs for adult non-violent offenders with substance abuse or mental health issues to reduce detention costs and promote rehabilitation.
- [2-g] Provide programs that advocate for victims of crime and prevent abuse in vulnerable populations.
- [2-i] Provide effective disaster preparedness and 911 emergency response systems.



Strategy 3: Protect and Promote Community Health

- [3-a] Provide and support integrated healthcare services that focus on wellness, early intervention, and prevention.
- [3-b] Provide programs that reduce the risk of chronic and infectious diseases with containment and treatment options.
- [3-c] Coordinate agencies designed to strengthen the health and welfare of children, seniors and families.
- [3-d] Provide a safety net of healthcare services for the disadvantaged.

DEPARTMENTAL MISSION/GOALS:

To fulfill its mission, the Health Services Division provides the three core functions of public health (Assessment, Assurance and Policy Development) and is organized to maximize its ability to provide all residents of this County the **10 Essential Public Health Services**:

- *Monitoring and Reporting on Health Status of Shelby County*
- *Improving Environmental Quality*
- *Maximizing the Health of Families*
- *Reducing Risk of Chronic Diseases*
- *Reducing Infectious Diseases*
- *Assuring community and departmental preparedness for rapid response to public health threats and emergencies*
- *Demonstrating organizational excellence and effectiveness and operational efficiencies by achieving Public Health Accreditation.*

The strategic goals of the division are achieved through the following departmental structure:

4001 Director and Staff - To lead the Health Services Division in fulfilling its mission and to provide daily direction and strategic leadership for all departments by enforcing public health laws, assessing the health of Shelby County, developing policies to improve the County's health and working to improve access to health services and conditions that support the health of individuals and communities.

4002 Forensic Services – To provide a variety of forensic services to the law enforcement and public health agencies in Memphis and Shelby County, as well as counties west of the Tennessee River. In addition to autopsies, this department performs investigations for unnatural deaths, suicides, cremation permits, unusual circumstances or suspicious circumstances while operating the West Tennessee Regional Forensic Center (WTRFC).

4003 Administration & Finance – To provide effective and efficient administrative and fiscal support to all functional departments of the division and to ensure that essential services are available to Shelby County citizens. Ensures that complete and accurate financial records are maintained with strong internal controls.

4004 Environmental Health Services - To enhance the quality of life in Shelby County by implementing and enforcing effective and efficient environmental health programs for the protection of the public health, safety and the environment of the County. This department includes Air Emissions which focuses on improving air quality through the reduction of air pollution, and Vector Control which focuses on all activities of the County-wide integrated Mosquito and Rodent Control Program.

4005 Community Health - To promote good health in the community by collaborating with other agencies to ensure access to preventative health services. This department implements and operates various community health programs and clinics designed to ensure access to quality healthcare for all Shelby County residents.

4006 Health Planning and Promotion – To improve the health and well-being of Shelby County residents through assessment of community health, development and implementation of community health improvement plans, targeted initiatives and programs, such as the new Opioid Use Response Department, directed outreach activities and effective health education.

4007 Inmate Medical Care – To assure that inmates under the custody of Shelby County detention facilities receive quality, medically necessary care through fiscal oversight of contracted services. This program aligns its efforts as it relates to patient safety, occupational safety standards, and clinical practice according to established National Commission for Correctional Health Care (NCCHC), American Correctional Association (ACA), Federal, State, and Local accreditation standards. The current contract provider is Correct Care Solutions, LLC.

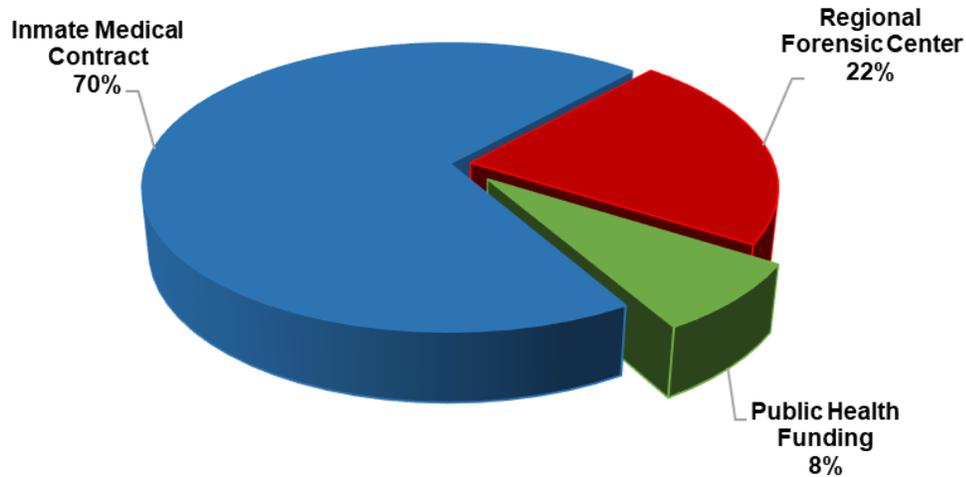
4008 Public Health Safety – To monitor surveillance for disease outbreaks and threats, provide oversight for nursing practice, adapt health care protocol and treatment approaches for programs, monitor personal health services provided by clinics and inmate health care vendors, and many other tasks in accordance with federal law and standards. This department also coordinates emergency response services per federal guidelines and assures all SCG employees meet established standards relative to health requirements at hire and throughout employment.

4009 Ryan White Program - To provide medical and support care for the needs of over 2,000 low income, uninsured/underinsured individuals living with and affected by HIV/AIDS through the **Memphis Ryan White Program**. This program is 100% grant funded and consists of Part A and Part B and Minority AIDS Initiative. Funds are received from the U.S. Department of Health and Human Services.

Health Services O&M Funding:

- Of the nearly \$20 million in FY20 non-salary General Fund expenditure budget for the Health Services Division, the two largest expenditures consume 92% of this funding as shown below. Contracts related to Inmate Medical Care and Regional Forensic Center are subject to renewal during FY20. Additional funding for the Inmate Medical contract is included in Corrections.

	<u>millions</u>	<u>% of total</u>
Inmate Medical Care	\$ 13.6	70.1%
Regional Forensic Center	\$ 4.3	22.2%
Public Health Funding	\$ 1.5	7.7%
	\$ 19.4	100.0%



Only 8% of the SCHD budget for non-salary expenditures are available for public health support.

SPECIAL REVENUE FUNDS

Several Special Revenue Funds have been established within the Health Services Division to address specific needs with funding identified only for that purpose. These funds account for about 7% of the total division budget with descriptions provided below:

Air Emissions – Fund 081

The Air Emission Fees Special Revenue Fund protects the health of the citizens of Shelby County through enforcement of local, state, and federal air quality regulations. Revenue source is the collection of mandated air emission fees and Title V operating permit fees.

- Revenue Budget for FY20 of \$878,000 is more consistent with prior years
- FTE Count unchanged at 9.8 positions
- Fund balance = \$643,573 as of 03/31/19

Vector Control – Fund 082

The Vector Control Special Revenue Fund fully funds all activities of the County-wide integrated Mosquito and Rodent Control Program. Revenue is generated through a \$0.75 monthly charge assessed to the citizens of Memphis/Shelby County on Memphis Light Gas & Water (MLGW) bills.

- Revenue Budget for FY20 is consistent with prior years at \$3.6 million.
- FTE Count unchanged at 47 positions
- Fund Balance = \$1.2 million as of 03/31/19, with Planned Use of Fund Balance in FY20 of \$591,000

Air Emissions Fines & Penalties – Fund 083

The Air Emissions Fines & Penalties Fund was established to account for the collection of civil penalties for air emission violations by major sources, as defined by the 1990 “Clean Air Act”. The Title V penalties collected are used for environmental projects such as the Memphis Area Ride Share and the Shelby County School Bus Retrofit program.

- Revenue Budget for FY20 is \$8,000; highly variable depending on penalties assessed
- O&M decrease of \$2,000 in operational materials; contains no FTEs
- Fund Balance = \$199,013 as of 03/31/19, with Planned Use of Fund Balance in FY20 of \$170,000

GRANTS

- Grants represent 50% of the total expenditures within the Health Services Division.
 - Grant revenue for FY20 is \$35 million, an increase of \$3 million resulting primarily from increase in Ryan White program grants (\$2.6 million) and increase in Community Health Services grant (\$227,000) to track the spread of HIV in the community.
- FTE Count = 345.2, an increase of 7.3 positions due to increase in various grants for additional positions.

HEALTH SERVICES

Alisa R. Haushalter, Director

FTE Position Count

Fund	Dept	Dept Description	FY16 Budget	FY17 Budget	FY18 Budget	FY19 Budget	FY20 Proposed	FY19-20 Change
GENERAL FUND								
010	4001	Director - Health Services	5.0	5.0	5.0	5.0	5.0	-
010	4003	Administration & Finance	23.3	23.3	26.3 ^d	26.3	26.3	-
010	4004	Environmental Health Services	39.0	39.0	39.0	40.0 ^h	40.0	-
010	4005	Community Health	20.7	19.8 ^a	19.8	18.8 ⁱ	18.8	-
010	4006	Health Planning & Promotion	6.0	6.0	11.0 ^e	14.0 ^j	14.0	-
010	4007	Inmate Medical Care	3.0	4.0 ^b	4.0	4.0	4.0	-
010	4008	Public Health Safety	50.0	51.0	52.0 ^f	54.0 ^k	54.0	-
TOTAL POSITIONS - GENERAL FUND			147.0	148.1	157.1	162.1	162.1	-
SPECIAL REVENUE FUND								
081	4004	Air Pollution	10.6	9.8 ^c	9.8	9.8	9.8	-
082	4004	Vector Control	47.0	47.0	47.0	47.0	47.0	-
TOTAL POSITIONS - SPECIAL REVENUE			57.6	56.8	56.8	56.8	56.8	-
GRANT FUNDS			345.2	351.6	332.5^g	337.9^l	345.2^m	7.3
TOTAL POSITIONS - ALL FUNDS			549.9	556.5	546.4	556.9	564.1	7.3

FY17 - a) Position 080105 (1.0 FTE) was transferred from section 400501 to 400801; Position 863265 was increased from 0.9 FTE to 1.0 FTE (change of 0.1) in FY17

b) One (1) Nurse position transferred from Sheriff to Inmate Medical (increase of 1.0 FTE) in FY17

c) Vacant Engineer B position was deleted for cost savings

FY18 - d) Added 3 new positions to aid Health Administration: Contract Manager, Medical Records Manager, and Executive Secretary

e) Added 5 new positions: 2 Public Health Coordinators, 1 Clerical Specialist and 2 Opioid Response positions: Public Health Outreach and Epidemiologist.

f) Added 1 new position to assist Public Health Safety: Clinical Services Evaluation Specialist

g) Various vacant, grant positions were deleted to maximize grant utilization and compensate for grant revenue

FY19 - h) Added 1 new Clerical Specialist position

i) Transferred Clerical Specialist (#860871) to Trustee office.

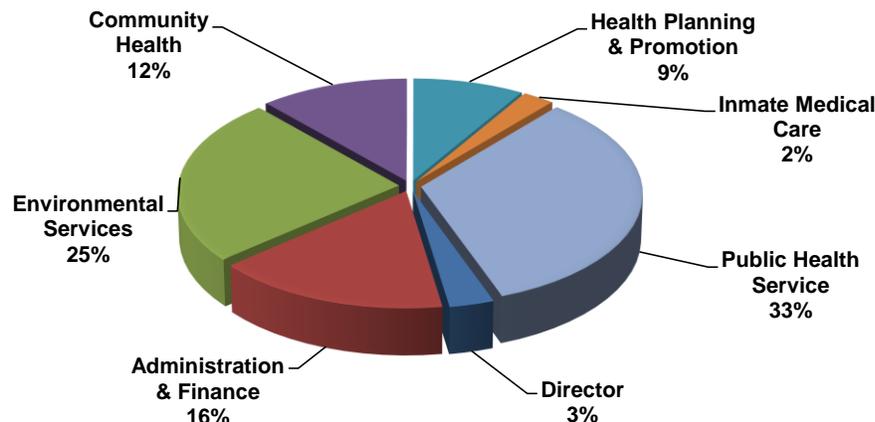
j) Added 3 FTE's - 1 Health Coordinator for Opioid Response and 2 Public Health Coordinators to improve general population health

k) Added a Public Health Data Analyst and Clinical Service Specialist to monitor risk factors and design interventions for chronic diseases.

l) Grant FTE increase primarily due to transfer of Ryan White to Health Division from Community Services in FY18.

FY20 - m) Grant Fund FTE increase of 7.3 due to various grant funding for additional positions.

FTE Positions by Department



**Prime Accounts
Health Services**

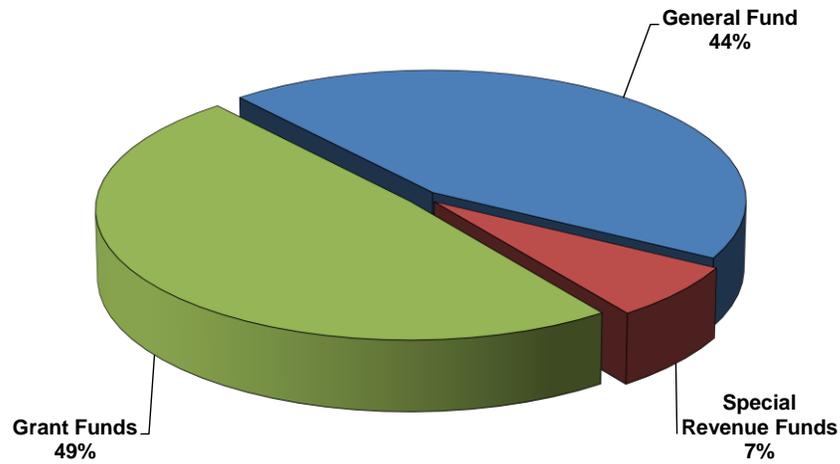
All Funds

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
43 - Intergovernmental Revenues-State of		(21,598,418)	(21,041,029)	(21,328,660)	(24,062,025)	(25,354,774)
44 - Intergovernmental Revenues-Federal &		(1,994,141)	(1,674,995)	(3,360,427)	(7,786,570)	(9,324,133)
45 - Charges for Services		(2,181,816)	(2,068,918)	(538,828)	(2,354,350)	(2,078,850)
46 - Fines, Fees & Permits		(6,850,670)	(6,493,834)	(6,135,409)	(6,820,500)	(6,517,000)
47 - Other Revenue		(78,103)	(76,011)	(20,973)	(99,320)	(85,018)
48 - Investment Income		(4,564)	(7,867)	(13,955)	(6,500)	(38,200)
Revenue		(32,707,712)	(31,362,652)	(31,398,251)	(41,129,265)	(43,397,975)
51 - Salaries-Regular Pay		22,050,003	21,679,692	20,931,063	28,443,940	28,457,604
52 - Salaries-Other Compensation		630,351	700,580	623,591	606,248	678,166
55 - Fringe Benefits		8,282,278	8,415,983	8,695,240	11,711,903	11,197,850
56 - Vacancy Savings		0	0	0	(4,017,472)	(3,222,385)
Salaries & Fringe Benefits		30,962,632	30,796,254	30,249,894	36,744,620	37,111,236
60 - Supplies & Materials		2,673,622	2,315,394	2,347,576	2,492,143	2,735,181
64 - Services & Other Expenses		1,332,642	1,204,313	1,428,688	2,124,479	1,720,117
66 - Professional & Contracted Services		16,558,847	17,212,569	21,000,534	28,319,732	28,714,700
67 - Rent, Utilities & Maintenance		1,228,702	1,286,040	1,300,238	1,539,211	1,433,879
68 - Interfund Services		1,117,653	1,162,025	1,168,035	1,489,450	1,481,603
70 - Capital Asset Acquisitions		441,095	239,729	152,905	247,350	187,450
Operating & Maintenance		23,352,562	23,420,070	27,397,976	36,212,365	36,272,929
95 - Contingencies & Restrictions		0	0	0	0	(111,021)
Contingencies & Restrictions		0	0	0	0	(111,021)
Expenditures		54,315,194	54,216,325	57,647,869	72,956,985	73,273,144
99 - Planned Use of Fund Balances		0	0	0	(3,366,172)	(1,027,953)
Planned Fund Balance Change		0	0	0	(3,366,172)	(1,027,953)
Planned Fund Balance Change		0	0	0	(3,366,172)	(1,027,953)
96 - Operating Transfers In		(3,497,829)	(3,308,350)	(2,950,660)	(3,169,490)	(2,935,944)
Operating Transfers In		(3,497,829)	(3,308,350)	(2,950,660)	(3,169,490)	(2,935,944)
98 - Operating Transfers Out		3,296,262	3,062,850	2,758,005	2,844,490	2,610,944
Operating Transfers Out		3,296,262	3,062,850	2,758,005	2,844,490	2,610,944
Net Transfers		(201,567)	(245,500)	(192,654)	(325,000)	(325,000)
Health Services Total		21,405,914	22,608,172	26,056,964	28,136,549	28,522,215

Sources and Uses by Fund Type

FUND NAME:	FY20 SOURCES OF FUNDS			FY20 USES OF FUNDS		NET OPERATIONS	
	REVENUE	TRANSFERS IN	FUND BALANCE	EXPENSES	TRANSFERS OUT	NET TOTAL	% of Total
GENERAL FUND							
010 - General Fund	(4,304,650)	(797,300)	-	31,505,522	2,118,644	28,522,215	44%
SPECIAL REVENUE FUNDS							
081 - Air Emission Fees	(878,400)	-	(2,141)	880,541	-	-	1%
082 - Vector Control	(3,578,000)	-	(599,636)	4,177,636	-	-	6%
083 - Air Emission Fines & Penalties	(8,000)	-	(166,000)	154,000	20,000	-	0%
TOTAL SPECIAL REVENUE FUNDS	(4,464,400)	-	(767,776)	5,212,176	20,000	-	7%
GRANT FUNDS	(34,628,925)	(2,138,644)	(260,177)	36,555,446	472,300	-	49%
ALL FUNDS TOTAL	(43,397,975)	(2,935,944)	(1,027,953)	73,273,144	2,610,944	28,522,215	100%

FY20 Uses by Fund



Funding for Health Services operations is split primarily between Grant and General Funds.

HEALTH SERVICES

Alisa R. Haushalter, Director

Net Expenditures by Department*

Fund	Dept	Dept Description	FY16 ACTUAL	FY17 ACTUAL	FY18 ACTUAL	FY19 AMENDED	FY20 PROPOSED
GENERAL FUND							
010	4001	Director - Health Services	248,487	314,397	300,036	567,505	562,013
010	4002	Forensic Services	2,757,309	3,103,283	3,278,009	3,387,641	3,902,641
010	4003	Administration & Finance (1)	(1,392,241)	(1,267,449)	(347,186)	(319,659)	(221,193)
010	4004	Environmental Health Services	1,955,303	1,322,073	1,670,274	2,290,787	2,042,707
010	4005	Community Health	2,056,225	2,166,241	3,551,144	2,586,552	2,589,880
010	4006	Health Planning & Promotion (2)	469,531	488,745	753,419	1,423,754	1,408,577
010	4007	Inmate Medical Care	11,856,129	12,946,307	13,458,166	13,904,151	13,902,379
010	4008	Public Health Safety	3,398,222	3,523,974	3,500,047	4,295,817	4,335,210
GENERAL FUND TOTAL			21,348,964	22,597,570	26,163,910	28,136,548	28,522,215
SPECIAL REVENUE FUNDS							
081	4004	Air Pollution	(114,087)	114,841	(59,277)	-	-
082	4004	Vector Control	204,940	79,685	(143,345)	-	-
083	4004	Air Emissions	63,070	9,334	21,810	-	-
SPECIAL REVENUE FUND TOTAL			153,924	203,861	(180,812)	-	-
GRANT FUNDS TOTAL			(96,973)	(193,259)	73,865	-	-
HEALTH SERVICES TOTAL			21,405,914	22,608,172	26,056,964	28,136,548	28,522,215

*Includes all Sources and Uses of Funds

(1) Indirect Cost Allocation, which carries a negative balance, is included in department 4003.

(2) FY19 includes Opioid Response program with use of fund balance.

**Prime Accounts
Health Services**

General Fund

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
43 - Intergovernmental Revenues-State of		(1,220,958)	(1,874,922)	(1,782,924)	(1,250,088)	(1,553,000)
44 - Intergovernmental Revenues-Federal &		(789,523)	(383,156)	(283,284)	(495,000)	(30,000)
45 - Charges for Services		(1,122,914)	(963,759)	(724,409)	(878,950)	(628,650)
46 - Fines, Fees & Permits		(2,358,429)	(2,164,433)	(1,720,255)	(2,390,500)	(2,091,000)
47 - Other Revenue		(2,768)	(18,811)	(20,949)	(13,500)	(2,000)
Revenue		(5,494,592)	(5,405,081)	(4,531,820)	(5,028,038)	(4,304,650)
51 - Salaries-Regular Pay		6,367,357	6,484,917	6,365,434	8,708,278	8,763,559
52 - Salaries-Other Compensation		153,071	183,658	175,172	157,446	157,446
55 - Fringe Benefits		2,395,061	2,544,055	2,666,244	3,630,880	3,425,399
56 - Vacancy Savings		0	0	0	(976,307)	(976,307)
Salaries & Fringe Benefits		8,915,489	9,212,630	9,206,850	11,520,297	11,370,097
60 - Supplies & Materials		658,751	597,494	1,843,257	734,708	857,223
64 - Services & Other Expenses		449,970	394,794	645,856	1,171,298	814,386
66 - Professional & Contracted Services		15,538,999	16,448,100	16,872,497	19,800,034	17,737,941
67 - Rent, Utilities & Maintenance		976,843	1,026,600	989,504	1,215,768	1,063,768
68 - Interfund Services		(758,645)	(588,619)	(287,362)	(595,670)	(409,894)
70 - Capital Asset Acquisitions		54,365	79,758	114,323	82,000	72,000
Operating & Maintenance		16,920,283	17,958,126	20,178,075	22,408,138	20,135,425
Expenditures		25,835,771	27,170,756	29,384,925	33,928,435	31,505,522
99 - Planned Use of Fund Balances		0	0	0	(2,269,739)	0
Planned Fund Balance Change		0	0	0	(2,269,739)	0
Planned Fund Balance Change		0	0	0	(2,269,739)	0
96 - Operating Transfers In		(1,211,010)	(1,222,447)	(807,630)	(821,800)	(797,300)
Operating Transfers In		(1,211,010)	(1,222,447)	(807,630)	(821,800)	(797,300)
98 - Operating Transfers Out		2,218,795	2,054,341	2,118,435	2,327,690	2,118,644
Operating Transfers Out		2,218,795	2,054,341	2,118,435	2,327,690	2,118,644
Net Transfers		1,007,785	831,895	1,310,805	1,505,890	1,321,344
Health Services Total		21,348,964	22,597,570	26,163,910	28,136,548	28,522,215

**Prime Accounts
Health Services**

Special Revenue Fund

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
45 - Charges for Services		(379)	(40)	(75)	(400)	(200)
46 - Fines, Fees & Permits		(4,492,241)	(4,329,400)	(4,415,154)	(4,430,000)	(4,426,000)
47 - Other Revenue		0	0	(24)	0	0
48 - Investment Income		(4,564)	(7,867)	(13,955)	(6,500)	(38,200)
Revenue		(4,497,184)	(4,337,307)	(4,429,208)	(4,436,900)	(4,464,400)
51 - Salaries-Regular Pay		2,690,514	2,690,960	2,614,534	3,114,036	3,154,212
52 - Salaries-Other Compensation		143,042	147,422	110,727	144,809	144,809
55 - Fringe Benefits		909,435	940,627	964,150	1,167,899	1,120,966
56 - Vacancy Savings		0	0	0	(241,152)	(170,535)
Salaries & Fringe Benefits		3,742,991	3,779,009	3,689,410	4,185,593	4,249,452
60 - Supplies & Materials		194,525	158,133	108,381	400,746	378,921
64 - Services & Other Expenses		44,790	62,217	36,344	34,204	46,204
66 - Professional & Contracted Services		39,120	40,000	40,057	70,300	70,300
67 - Rent, Utilities & Maintenance		25,920	27,321	49,244	45,480	73,300
68 - Interfund Services		324,409	314,876	300,367	332,758	344,000
70 - Capital Asset Acquisitions		211,328	128,049	0	44,900	50,000
Operating & Maintenance		840,093	730,596	534,392	928,388	962,724
Expenditures		4,583,083	4,509,606	4,223,802	5,113,981	5,212,176
99 - Planned Use of Fund Balances		0	0	0	(697,081)	(767,776)
Planned Fund Balance Change		0	0	0	(697,081)	(767,776)
Planned Fund Balance Change		0	0	0	(697,081)	(767,776)
98 - Operating Transfers Out		68,024	31,562	24,595	20,000	20,000
Operating Transfers Out		68,024	31,562	24,595	20,000	20,000
Net Transfers		68,024	31,562	24,595	20,000	20,000
Health Services Total		153,924	203,861	(180,812)	0	0

Special Revenue Funds Summary**Fund 081 - Air Emission Fees:**

The Air Emission Fees Special Revenues Fund helps Environmental Health Services to protect the health of the citizens of Shelby County by improving air quality through the reduction of air pollution. Revenue Sources are air emissions fees and Title V operating permit fees collected. Activities include:

- 1) Issues federally enforceable Title V permits to all major stationary air pollution sources.
- 2) Performs an EPA level II inspection of all Title V major and conditional major sources at least once a year.
- 3) Enforces all local, state and federal regulations through inspections, notices of inquiry (NOI) and notices of violation (NOV), and assessment of penalties.
- 4) Provides yearly emissions information to establish permit fees required to support the program.

Fund 082 - Vector Control

The Vector Control Special Revenue Fund fully funds all activities of the County-wide integrated Mosquito and Rodent Control Program. Revenue source is the monthly fee of \$.75 cents collected by MLGW for vector control and transferred to Shelby County. Activities include:

- 1) Regularly inspects and treats mosquito breeding areas in Shelby County with EPA registered larvicide from April through the beginning of November.
- 2) Treats each zone within Shelby County with an adulticide (spray) regularly from April through November.
- 3) Responds to constituent complaints regarding mosquito and rat activity and/or urban sanitation.
- 4) Enforces applicable city and state ordinances regarding rodent control and urban sanitation.
- 5) Increases community awareness and participation of methods of mosquito and rodent prevention and control.

Fund 083 - Air Emission Fines & Penalties:

The Air Emission Fines and Penalties Fund was established to account for the collection of civil penalties for air emission violations by major sources. A major source is a source that emits, or has the potential to emit, a pollutant regulated under the 1990 "Clean Air Act". These funds are to be utilized for supplemental environmental projects and programs that will enhance the efforts of the air Pollution program. Such project include the Memphis Area Ride Share and Shelby County School Bus Retrofit programs. The revenue source for this fund is Title V penalties collected.

**Prime Accounts
Health Services**

Grant Funds

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
43 - Intergovernmental Revenues-State of		(20,377,461)	(19,166,107)	(19,545,736)	(22,811,937)	(23,801,774)
44 - Intergovernmental Revenues-Federal &		(1,204,618)	(1,291,839)	(3,077,143)	(7,291,570)	(9,294,133)
45 - Charges for Services		(1,058,523)	(1,105,119)	185,655	(1,475,000)	(1,450,000)
47 - Other Revenue		(75,335)	(57,201)	0	(85,820)	(83,018)
Revenue		(22,715,936)	(21,620,265)	(22,437,224)	(31,664,327)	(34,628,925)
51 - Salaries-Regular Pay		12,992,132	12,503,814	11,951,095	16,621,626	16,539,832
52 - Salaries-Other Compensation		334,238	369,500	337,692	303,993	375,911
55 - Fringe Benefits		4,977,782	4,931,301	5,064,847	6,913,124	6,651,486
56 - Vacancy Savings		0	0	0	(2,800,013)	(2,075,543)
Salaries & Fringe Benefits		18,304,153	17,804,615	17,353,634	21,038,729	21,491,687
60 - Supplies & Materials		1,820,345	1,559,767	395,938	1,356,690	1,499,037
64 - Services & Other Expenses		837,882	747,301	746,488	918,977	859,527
66 - Professional & Contracted Services		980,728	724,469	4,087,980	8,449,398	10,906,459
67 - Rent, Utilities & Maintenance		225,939	232,119	261,491	277,962	296,811
68 - Interfund Services		1,551,890	1,435,768	1,155,031	1,752,362	1,547,497
70 - Capital Asset Acquisitions		175,402	31,923	38,582	120,450	65,450
Operating & Maintenance		5,592,187	4,731,348	6,685,509	12,875,839	15,174,780
95 - Contingencies & Restrictions		0	0	0	0	(111,021)
Contingencies & Restrictions		0	0	0	0	(111,021)
Expenditures		23,896,340	22,535,963	24,039,143	33,914,569	36,555,446
99 - Planned Use of Fund Balances		0	0	0	(399,352)	(260,177)
Planned Fund Balance Change		0	0	0	(399,352)	(260,177)
Planned Fund Balance Change		0	0	0	(399,352)	(260,177)
96 - Operating Transfers In		(2,286,819)	(2,085,903)	(2,143,030)	(2,347,690)	(2,138,644)
Operating Transfers In		(2,286,819)	(2,085,903)	(2,143,030)	(2,347,690)	(2,138,644)
98 - Operating Transfers Out		1,009,443	976,947	614,976	496,800	472,300
Operating Transfers Out		1,009,443	976,947	614,976	496,800	472,300
Net Transfers		(1,277,377)	(1,108,956)	(1,528,054)	(1,850,890)	(1,666,344)
Health Services Total		(96,973)	(193,259)	73,865	0	0

Grant Summary Information

The Division of Health Services administers multiple grants received either directly from the Federal Government, through the State of Tennessee, or from foundations in the areas of:

Administration

- **Grant-In-Aid** – Supports the overall functions of the Shelby County Health Department as mandated by State Law. The Health Department strategically plans for the use and incorporation of these state funds to individual programs administered or managed by the Department.

Environmental Health

- **Pollution Control** – Includes Air Emission Fees programs designed to monitor ambient air quality, examine trends in air quality and ensure air quality by enforcing all local, state and federal air emission regulations, through the operation of the Title V Operating Permit Program, and Congestion Mitigation Air Quality programs designed to fund transportation projects (Rideshare) or programs that will contribute to attainment of the national ambient air quality standards for ozone, carbon monoxide and particulate matter.

Community Health

- **Community Health Services** – Provides direct community-based services, case management and outreach to address health needs of vulnerable populations and provides prevention-oriented health education and service with a major emphasis on family planning services and the improvement of maternal and child health such with, preventative, lifesaving initiatives such as cervical cancer screening and referral.
- **Infectious Disease Control and Population based Services** — Services include HIV/AIDS/STD Surveillance/Prevention and Case Management, Tuberculosis Control, Perinatal Hepatitis B Program, and infectious disease epidemiology.
- **Clinical Services Programs** – These are services performed in public health clinics that comprise the core clinical public health programs. Services include: Women, Infant and Children (WIC), Commodity Supplemental Food Program (CSFP), Early Periodic Screening Diagnosis and Treatment (EPSD&T or well-child exams), Tenndercare Community Outreach, Immunization Services, including Vaccine for Children, School-Based Preventive Dental Care.

Health Planning & Promotion

- **Health Planning & Promotion Services** – Includes services such as Chronic Disease Management through the incorporation of healthy, active lifestyle habits, Tobacco Use Prevention, and Health Risk Reduction initiatives to eliminate early risk factors for diseases and illnesses such as childhood obesity. Some grants also assist expecting mothers and children with enrollment into insurance plans such as TennCare and CoverKids to receive and maintain proper, health care.

Inmate Medical Care

- **2017 Safety & Justice Challenge** - Supports targeted efforts to reduce jail incarceration and disparities in jail usage by developing different approaches to engage the justice systems to implement strategies based on data to safely reduce jail populations.

Public Health Safety

- **Emergency Preparedness and Response** – Designed to improve emergency preparedness and response capabilities related to bioterrorism, outbreaks of infectious disease and other public health threats and emergencies.

Ryan White Program

- The **Memphis Ryan White Program** receives funds from the U.S. Department of Health and Human Services to provide for the medical and support care needs of over 2,000 low income, uninsured/underinsured individuals living with and affected by HIV/AIDS. The program is 100% grant funded and consists of Part A and Minority AIDS Initiative.

HEALTH SERVICES

Alisa R. Haushalter, Director

Grant Program Detail

<u>FUND</u>	<u>GRANT NAME</u>	<u>AMOUNT</u>
<u>Department 4003: Health Services Admin & Finance</u>		
747	State Grant In Aid -Administration	917,800
	Department Total	\$ 917,800
<u>Department 4004: Environmental Health Services</u>		
105	Air Pollution 10/1/19-6/30/20	\$ 344,417
106	Air Pollution 07/1/19-09/30/19	112,831
520	Rideshare Project - Air Quality Outreach	100,000
521	Rideshare Project - Air Quality Outreach 2017	600,000
648	Air Pollution Special Studies II	49,221
739	Special Air Pollution	155,000
	Department Total	\$ 1,361,469
<u>Department 4005: Community Health Services</u>		
215	Tenndercare Outreach	\$ 1,165,400
225	Child Fatality Review Services	10,000
230	Centers for Disease Control (CDC) Childhood Lead Grant	203,300
242	Fetal Infant Mortality Review	646,400
250	Home Visiting Services	598,100
282	TN Department of Health Laboratory & Bioterrorism	151,718
295	City Courts Child Safety Seat	25,000
345	Women, Infant, & Children Program (WIC) - Clinical Services	4,942,950
346	Women, Infant, & Children Program (WIC) - Clinical Services II	1,647,650
365	TennCare Early Periodic Screening & Diagnostic Testing (EPSD&T)	1,450,000
396	Human Immunodeficiency Virus (HIV) Case Management - 7/1/19-3/31/20	305,250
397	Human Immunodeficiency Virus (HIV) Case Management - 4/1/20-6/30/20	101,750
415	TennCare Dental Prevention	751,800
424	HIV Prevention Pre-Exposure Prophylaxis (PrEP) Grant	237,882
425	HIV - State VD / Surveillance / Infertility - I	1,074,200
426	HIV - State VD / Surveillance / Infertility - II	1,332,162
430	Immunization	402,719
431	Immunization DHS	117,130
438	Tuberculosis (TB) Outreach	1,715,400
507	HIV Prevention Pre-Exposure Prophylaxis (PrEP) Services	121,677
565	Family Planning	761,410
715	Children's Special Services	796,900
730	Breast & Cervical Cancer - Supplemental	125,000
734	Breast & Cervical Cancer - Supplemental II	7,500
	Department Total	\$ 18,691,298
<u>Department 4006: Health Planning and Promotion</u>		
129	Prenatal Presumptive Eligibility Expansion	\$ 78,000
580	Health Risk Reduction - Community Development	114,400
610	Tobacco Risk - Community Development - 4/1/20-6/30/20	10,625
611	Tobacco Risk - Community Development - 7/1/19-3/31/20	31,875
612	Tobacco Prevention and Control	246,666
	Department Total	\$ 481,566

HEALTH SERVICES

Alisa R. Haushalter, Director

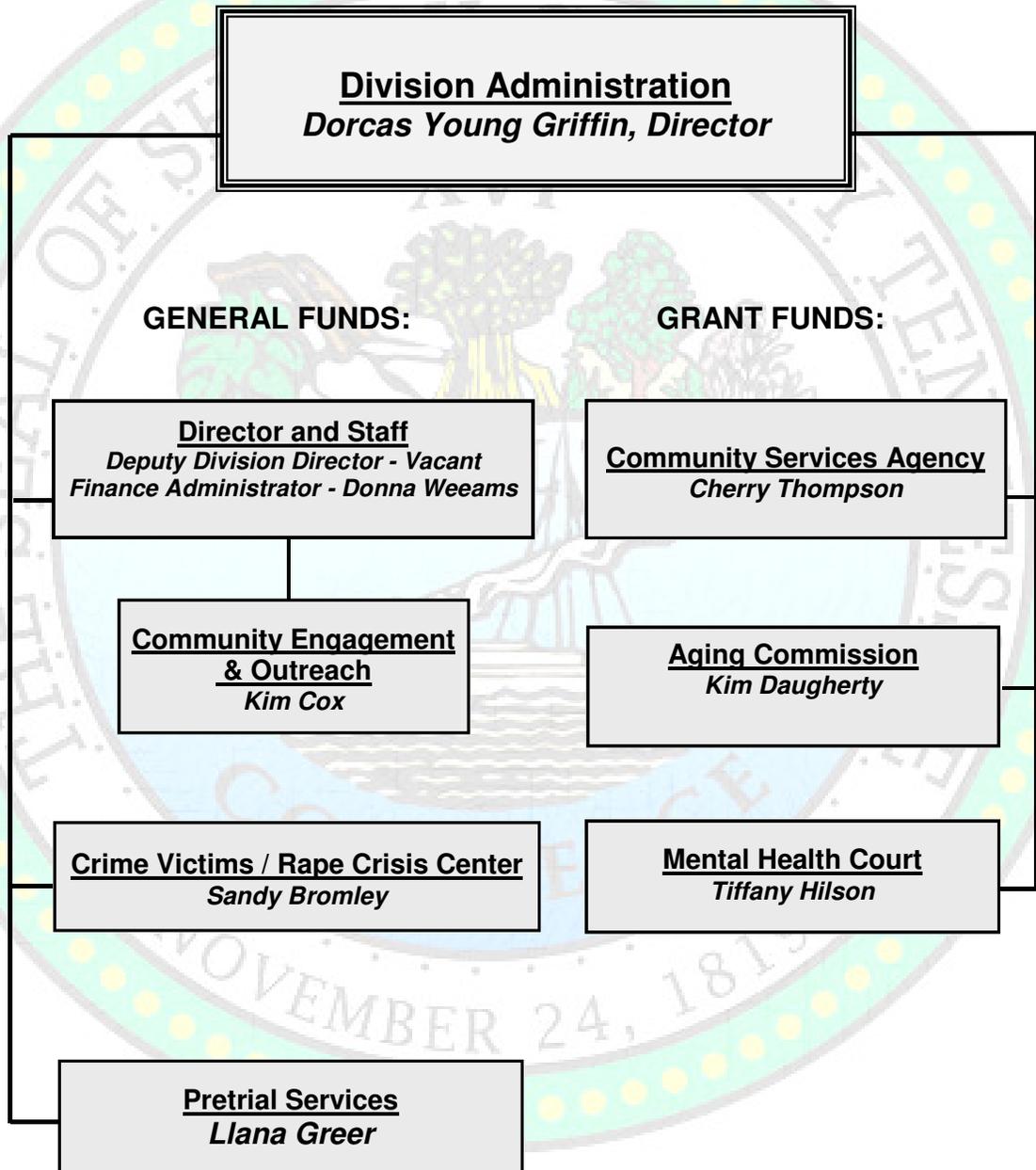
Grant Program Detail

<u>FUND</u>	<u>GRANT NAME</u>	<u>AMOUNT</u>
<u>Department 4007: Inmate Medical Care</u>		
646	2017 Safety & Justice Challenge	83,018
	Department Total	\$ 83,018
<u>Department 4008: Public Health Safety</u>		
677	Public Health Emergency Preparedness	\$ 991,410
683	Ryan White HIV Core Med & Support	498,800
	Department Total	\$ 1,490,210
<u>Department 4009: Ryan White</u>		
391	National HIV Behavioral Surveillance (NHBS)	\$ 148,450
394	National HIV Behavioral Surveillance (NHBS) Testing	148,450
442	Ryan White Minority AIDS Initiative 7/1/19-2/28/20	526,890
443	Ryan White Minority AIDS Initiative 3/1/20-6/30/20	279,869
450	Ryan White Part A 3/1/20-6/30/20	2,922,362
453	Ryan White Part A 7/1/19-2/28/20	4,878,543
508	HIV Prevention Pre-Exposure Prophylaxis (PrEP) Grant	497,000
622	Ryan White Part B 7/1/19-3/31/20	1,316,800
623	Ryan White Part B 4/1/20-6/30/20	285,200
773	HIV Prevention 7/1/19-12/31/19	350,000
774	HIV Prevention 1/1/20-6/30/20	250,000
	Department Total	\$ 11,603,564
DIVISION TOTAL		\$ 34,628,925

*Grant totals are current revenue sources only.

COMMUNITY SERVICES

Division Organizational Chart by Program



Division Overview FY 20**DIVISION MISSION STATEMENT AND STRATEGIC GOALS**

The Division of Community Services partners with federal, state, local and community agencies to address the causes of poverty, increase opportunity and economic security of individuals, advocate for victims of sexual, domestic, and elderly assault and assist older adults and adults with disabilities. The Division supports the following County strategies:

***Strategy 2: Enhance Public Safety and Support Criminal Justice Reform***

- [2-a] Support effective jail diversion programs for adult non-violent offenders with substance abuse or mental health issues to reduce detention costs and promote rehabilitation.
- [2-c] Provide programs that promote adult re-entry strategies to reduce recidivism after arrest or incarceration.
- [2-d] Reduce the number of youth that interact with the criminal justice system by implementing new diversion programs that focus on providing assistance and help to youth involved in minor crimes.
- [2-e] Reduce the recidivism rate of kids who are detained and in county custody.
- [2-g] Provide programs that advocate for victims of crime and prevent abuse in vulnerable populations.

***Strategy 3: Protect and Promote Community Health***

- [3-c] Coordinate agencies designed to strengthen the health and welfare of children, seniors and families.

***Strategy 4: Promote Workforce Development and a Healthy Economy***

- [4-a] Provide programs that help individuals develop the skills that are currently being demanded by employers in the County.
- [4-c] Coordinate agency programs that address issues of poverty and economic/housing insecurity within the county.

***Strategy 5: Provide Effective Governance and Sound Stewardship for County Resources***

- [5-f] Actively seek alternative funding sources through fees, grants, or community partners to provide county services.

DEPARTMENTAL MISSION/GOALS:

The strategic goals of the division are achieved through the following departmental structure:

4801 Director and Staff – Provides direction and administrative and financial oversight to the division in order to address community problems through partnerships with all levels of government and the private sector, both profit and non-profit. The director's office coordinates the acquisition and management of grants to Shelby County Government and the Offices of Veterans Services and Hispanic Services to ensure full access to county services for these citizens. The Office of Engagement and Outreach is included in the administrative function to collaborate with community agencies to carry out the division mission and goals.

4802 – Community Services Agency – Provides services to break the generational cycle of poverty by offering opportunities through education, viable resources and partnerships that empower the economically disadvantaged citizens within Shelby County to achieve economic independence and create a thriving community. Community Services Agency offers assistance with utility cost to prevent disconnection of service, assistance with rent/mortgage payments to prevent eviction and foreclosure, as well as assistance with medical prescription cost (excludes narcotics). CSA's Family Self-Sufficiency program works with families and individuals to create an intensive plan that will ultimately foster a path from poverty to economic stability.

COMMUNITY SERVICES

Dorcas Young Griffin, Director

4806 Crime Victims Center - To provide comprehensive services to victims of crime and their survivors, to reduce their trauma, facilitate their recovery and advocate for their rights to fair treatment and justice. The Rape Crisis Center (RCC) portion of the agency is committed to empowering victims of sexual assault and abuse. The services are offered 24/7 and include forensic examinations, individual counseling and support groups, legal advocacy and community and professional education.

4811 Office of Justice Initiatives - To offer alternatives to incarceration at all stages of the Criminal Justice process by providing intervention strategies prior to arrest, after arrest, prior to trial, and after conviction. Intervention strategies are provided to increase the number of offenders diverted to Pretrial Services. Pretrial Services and Community & Diversion Services are combined within this department. The Department is committed to insuring equity in the Justice System and to reserving jail space for those who cannot be handled in less restrictive and costly ways.

FY20 Budget Highlights

BUDGETARY ISSUES/TRENDS:

- State and federal governments continue to limit grant funding, while our community continues to see an increased need for services to low-income and indigent individuals.
- Programs directly related to providing jail diversion and support for crime victims represent 89% of General Fund dollars within the Community Services Division.
- Community Services Division’s Office of Justice Initiatives department maintains a comprehensive focus on jail alternative programs through the pre-trial, mental and behavioral health liaison and jail diversion services. In addition, a new Evening Reporting Center is budgeted to be activated in FY20, focusing on diverting youths from the juvenile justice system.
- The Workforce Investment Network (WIN), an economic and workforce development grant program, transitioned fiscal and administrative responsibilities from the City of Memphis to the County per Governor Bill Haslam’s realignment of Economic Development Job Base Camps effective July 1, 2018. **In FY20, WIN will transition to the Administration & Finance Division, reporting to the Chief Administrative Officer (CAO) for greater enhancement.**

REVENUE SOURCES:

The Division of Community Services is funded by General Fund and Grant Fund revenue.

- General Fund revenue primarily includes State of Tennessee reimbursements for rape exams performed and Pre-Trial Services program fees charged to clients.
- The majority of programs operated by the Community Services Division are grant-funded (77%).
- Grant fund revenues are federal and state pass through grants primarily from the Tennessee Housing Development Agency and Tennessee Commission on Aging and Disability.

General Fund

COMMUNITY SVCS	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(755,823)	(851,000)	(900,000)	(49,000)
Total Personnel	5,883,505	6,349,112	6,279,559	(69,553)
O&M	3,143,084	4,064,867 *	4,167,201	102,334
Net Transfers	140,061	-	-	-
Net Operations	8,410,826	9,562,979	9,546,760	(16,219)
FTE Count	96.7	97.0	97.0	-

*Adjustments in FY19 for non-recurring items (\$290,000) for relocation to 1060 Madison.

CHANGES TO MAJOR CATEGORIES:

- **Revenue:** FY20 \$49,000 increase is primarily due to Crime Victims Center reimbursements for rape kit exams, lab and medical fees from State of TN (\$98,000) and other governments (\$27,000), offset by termination of Pre-trial Services driver’s license reinstatement class (\$25,000) and lower trend of clients assigned to Pre-trial program classes - payments collected for classes are based on clients’ affordability (\$50,000).
- **Personnel:** Variance is a result of a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections.
- **O&M:** Increase of \$102,334 is due to full year of operation of the Youth Assessment Center under University of Tennessee professional services contract to operate the center.

Grant Funds

	<u>FY18 Actual</u>	<u>FY19 Amended</u>	<u>FY20 Proposed</u>	<u>FY20-19 Var</u>
Revenue	24,023,261	58,140,441	34,823,572	(23,316,869)
FTE Count	108.2	133.7	108.5	(25.2)

- **Revenue:** \$23.3 million reduction in grant funding for FY20 includes:
 - \$17 million due to the transition of the Workforce Investment Network (WIN) grant program from the Division of Community Services to the Administration & Finance Division, reporting to the Chief Administrative Officer (CAO) in FY20.¹
 - \$4.9 million in CSA Low Income Energy Assistance, Utilities and Housing funding
 - \$1.4 million in Office of Justice Initiatives programs

- **FTE:** FTE reduction primarily due to the transition of the WIN grant program to the Administration & Finance Division in FY20¹ (33.2) offset by the addition of positions in the Aging Commission grants program (8.0).

¹ A pending FY 2019 resolution will move WIN to the Administration & Finance Division in the FY20 Adopted Budget.

COMMUNITY SERVICES

Dorcas Young Griffin, Director

FTE Position Count

Fund	Dept	Dept Description	FY16 Budget	FY17 Budget	FY18 Budget	FY19 Budget	FY20 Proposed	FY19-20 Change
GENERAL FUND								
010	4801	Director and Staff	10.0	10.0	11.0	10.0	10.0	-
010	4806	Crime Victims Center	12.0	12.0	12.0	12.0	12.0	-
010	4811	Office of Justice Initiatives	73.0	73.0	73.0	75.0	75.0	-
TOTAL POSITIONS - GENERAL FUND			95.0	95.0	96.0	97.0	97.0	-
GRANT FUNDS			112.7	112.1	108.2	133.7	108.5	(25.2)
TOTAL POSITIONS - ALL FUNDS			207.7	207.1	204.2	230.7	205.5	(25.2)

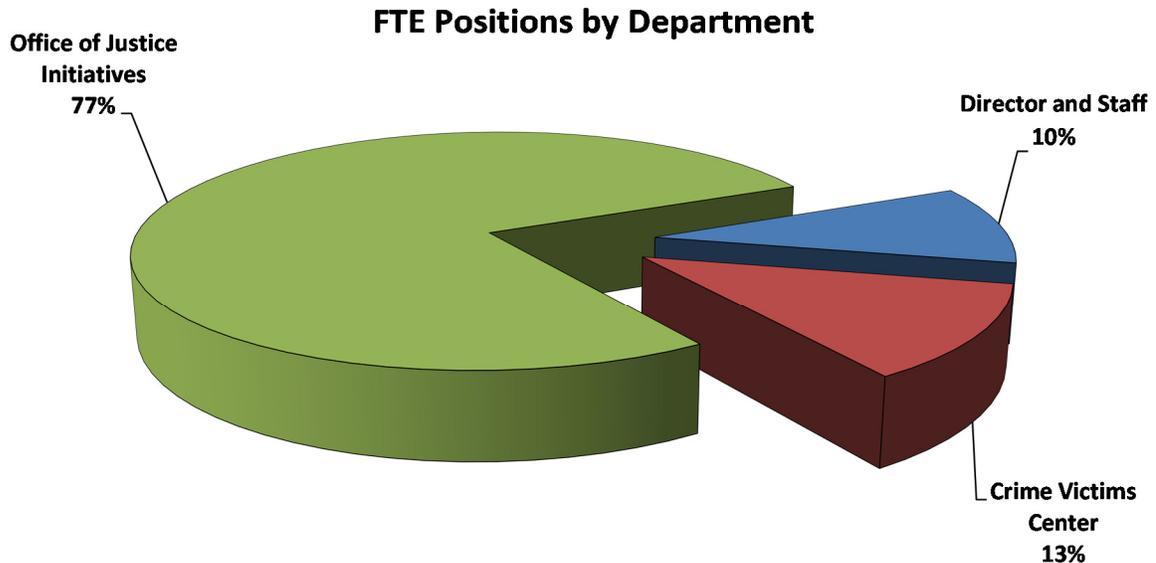
FY18 - Added 1 Mental Health Coordinator.

Grant Funds - Deleted 1 position from Defending Childhood Initiatives, 1 position from Ryan White and .05 FTE from Crime Victims Center.

FY19 - Added one (1) Manager A position for Youth Assessment Center; moved 1.0 FTE (Deputy Division Director) from Administration department to 4811 - Office of Justice Initiatives.

Grant funds - Work Investment Network federal grant program transferred authority from City of Memphis to the County.

FY20 - Grant Funds - reduction due to transfer of Workforce Investment Network (WIN) to Administration & Finance (33.2 FTEs) offset by the addition of 8.0 FTEs in Aging Commission grants.



**Prime Accounts
Community Services**

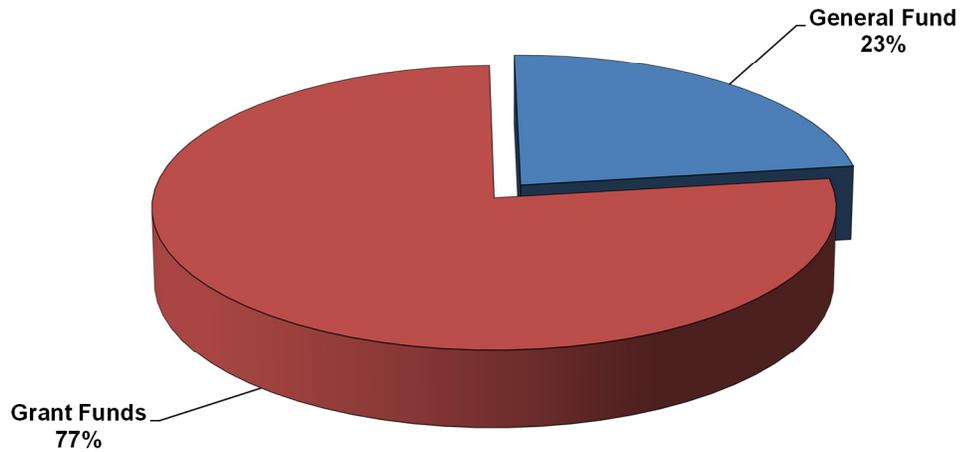
All Funds

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
43 - Intergovernmental Revenues-State of		(19,386,524)	(22,033,305)	(19,463,367)	(54,445,309)	(33,450,198)
44 - Intergovernmental Revenues-Federal &		(8,379,503)	(7,917,546)	(4,919,370)	(2,763,754)	(1,415,975)
45 - Charges for Services		(231,180)	(235,214)	(196,023)	(225,000)	(200,000)
46 - Fines, Fees & Permits		(118,334)	(79,378)	(49,359)	(100,000)	(50,000)
47 - Other Revenue		(220,908)	(254,143)	(150,965)	(1,457,378)	(607,399)
Revenue		(28,336,450)	(30,519,585)	(24,779,084)	(58,991,441)	(35,723,572)
51 - Salaries-Regular Pay		8,217,882	8,298,852	8,171,200	11,584,495	10,235,185
52 - Salaries-Other Compensation		152,939	182,498	175,498	489,228	195,036
55 - Fringe Benefits		3,088,852	3,209,070	3,380,086	4,675,561	3,813,055
56 - Vacancy Savings		0	0	0	(598,353)	(510,646)
Salaries & Fringe Benefits		11,459,673	11,690,420	11,726,784	16,150,931	13,732,630
60 - Supplies & Materials		315,919	339,050	273,186	2,084,414	508,841
64 - Services & Other Expenses		9,231,096	9,141,318	8,659,634	36,776,996	19,144,138
66 - Professional & Contracted Services		14,288,260	15,942,292	11,686,896	11,360,089	10,093,881
67 - Rent, Utilities & Maintenance		521,837	567,034	589,428	1,754,377	1,200,260
68 - Interfund Services		277,293	285,688	253,980	819,946	640,725
Operating & Maintenance		24,634,405	26,275,383	21,463,124	52,795,823	31,587,845
95 - Contingencies & Restrictions		0	0	0	(102,334)	(50,142)
Contingencies & Restrictions		0	0	0	(102,334)	(50,142)
Expenditures		36,094,078	37,965,803	33,189,908	68,844,420	45,270,332
96 - Operating Transfers In		(120,282)	(137,006)	(140,061)	0	0
Operating Transfers In		(120,282)	(137,006)	(140,061)	0	0
98 - Operating Transfers Out		120,282	137,006	140,061	0	0
Operating Transfers Out		120,282	137,006	140,061	0	0
Net Transfers		0	0	0	0	0
Community Services Total		7,757,628	7,446,218	8,410,824	9,852,979	9,546,760

Sources and Uses by Fund Type

<u>FUND NAME:</u>	FY20 SOURCES OF FUNDS			FY20 USES OF FUNDS		NET OPERATIONS	
	REVENUE	TRANSFERS IN	FUND BALANCE	EXPENSES	TRANSFERS OUT	NET TOTAL	% of Total
GENERAL FUND 010 - General Fund	(900,000)	-	-	10,446,760	-	9,546,760	23%
GRANT FUNDS (35120)	(34,823,572)	-	-	34,823,572	-	-	77%
ALL FUNDS TOTAL	(35,723,572)	-	-	45,270,332	-	9,546,760	100%

FY20 Uses by Fund



Federal and State Grants are the primary funding source for the operations and programs of Community Services

COMMUNITY SERVICES*Dorcas Young Griffin, Director***Net Expenditures by Department***

Fund Dept	Dept Description	FY16 ACTUAL	FY17 ACTUAL	FY18 ACTUAL	FY19 AMENDED	FY20 PROPOSED
GENERAL FUND						
010 4801	Director- Community Services	1,125,731	641,018	1,231,256	1,372,301	1,041,089
010 4804	Community & Diversion Services**	2,146,650	2,171,550	2,443,416	-	-
010 4806	Crime Victims Center	931,870	983,561	1,025,564	1,202,766	1,124,256
010 4811	Office of Justice Initiatives	3,532,959	3,571,655	3,710,590	7,277,912	7,381,416
GENERAL FUND TOTAL		7,737,210	7,367,785	8,410,826	9,852,979	9,546,760
GRANT FUNDS TOTAL		20,418	78,433	(2)	-	-
COMMUNITY SERVICE TOTAL		7,757,628	7,446,218	8,410,824	9,852,979	9,546,760

Includes all Sources and Uses of Funds** Combined into the Office of Justice Initiatives in FY19*

**Prime Accounts
Community Services**

General Fund

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
43 - Intergovernmental Revenues-State of		(453,275)	(409,930)	(396,970)	(425,000)	(523,000)
44 - Intergovernmental Revenues-Federal &		(55,005)	(92,925)	(113,471)	(100,000)	(127,000)
45 - Charges for Services		(231,180)	(235,214)	(196,023)	(225,000)	(200,000)
46 - Fines, Fees & Permits		(118,334)	(79,378)	(49,359)	(100,000)	(50,000)
47 - Other Revenue		(2,308)	0	0	(1,000)	0
		<u>(860,102)</u>	<u>(817,447)</u>	<u>(755,823)</u>	<u>(851,000)</u>	<u>(900,000)</u>
Revenue		(860,102)	(817,447)	(755,823)	(851,000)	(900,000)
51 - Salaries-Regular Pay		3,955,486	3,963,751	4,115,395	4,706,971	4,737,612
52 - Salaries-Other Compensation		95,549	120,964	119,618	102,549	102,549
55 - Fringe Benefits		1,465,308	1,513,277	1,648,492	1,886,188	1,764,533
56 - Vacancy Savings		0	0	0	(346,596)	(325,135)
		<u>5,516,343</u>	<u>5,597,992</u>	<u>5,883,505</u>	<u>6,349,112</u>	<u>6,279,559</u>
Salaries & Fringe Benefits						
60 - Supplies & Materials		140,630	104,575	114,925	460,911	102,061
64 - Services & Other Expenses		85,438	104,938	121,866	179,934	159,718
66 - Professional & Contracted Services		2,694,176	2,673,360	2,913,839	3,776,285	3,742,003
67 - Rent, Utilities & Maintenance		123,589	96,009	105,338	126,083	230,155
68 - Interfund Services		(70,800)	(528,649)	(112,885)	(86,012)	(66,736)
		<u>2,973,033</u>	<u>2,450,234</u>	<u>3,143,084</u>	<u>4,457,201</u>	<u>4,167,201</u>
Operating & Maintenance						
95 - Contingencies & Restrictions		0	0	0	(102,334)	0
		<u>0</u>	<u>0</u>	<u>0</u>	<u>(102,334)</u>	<u>0</u>
Contingencies & Restrictions						
Expenditures		8,489,376	8,048,226	9,026,588	10,703,979	10,446,760
96 - Operating Transfers In		(6,173)	0	0	0	0
		<u>(6,173)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Operating Transfers In						
98 - Operating Transfers Out		114,108	137,006	140,061	0	0
		<u>114,108</u>	<u>137,006</u>	<u>140,061</u>	<u>0</u>	<u>0</u>
Operating Transfers Out						
Net Transfers		107,935	137,006	140,061	0	0
Community Services Total		<u>7,737,210</u>	<u>7,367,785</u>	<u>8,410,826</u>	<u>9,852,979</u>	<u>9,546,760</u>

**Prime Accounts
Community Services**

Grant Funds

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
43 - Intergovernmental Revenues-State of		(18,933,249)	(21,623,375)	(19,066,397)	(54,020,309)	(32,927,198)
44 - Intergovernmental Revenues-Federal &		(8,324,498)	(7,824,620)	(4,805,899)	(2,663,754)	(1,288,975)
47 - Other Revenue		(218,601)	(254,143)	(150,965)	(1,456,378)	(607,399)
Revenue		(27,476,348)	(29,702,138)	(24,023,261)	(58,140,441)	(34,823,572)
51 - Salaries-Regular Pay		4,262,396	4,335,101	4,055,805	6,877,525	5,497,573
52 - Salaries-Other Compensation		57,390	61,534	55,880	386,679	92,487
55 - Fringe Benefits		1,623,544	1,695,793	1,731,594	2,789,373	2,048,521
56 - Vacancy Savings		0	0	0	(251,757)	(185,511)
Salaries & Fringe Benefits		5,943,330	6,092,428	5,843,280	9,801,819	7,453,070
60 - Supplies & Materials		175,289	234,475	158,261	1,623,503	406,780
64 - Services & Other Expenses		9,145,658	9,036,380	8,537,768	36,597,062	18,984,420
66 - Professional & Contracted Services		11,594,084	13,268,932	8,773,056	7,583,804	6,351,878
67 - Rent, Utilities & Maintenance		398,248	471,025	484,090	1,628,294	970,105
68 - Interfund Services		348,093	814,337	366,866	905,958	707,461
Operating & Maintenance		21,661,372	23,825,149	18,320,040	48,338,622	27,420,644
95 - Contingencies & Restrictions		0	0	0	0	(50,142)
Contingencies & Restrictions		0	0	0	0	(50,142)
Expenditures		27,604,701	29,917,577	24,163,320	58,140,441	34,823,572
96 - Operating Transfers In		(114,108)	(137,006)	(140,061)	0	0
Operating Transfers In		(114,108)	(137,006)	(140,061)	0	0
98 - Operating Transfers Out		6,173	0	0	0	0
Operating Transfers Out		6,173	0	0	0	0
Net Transfers		(107,935)	(137,006)	(140,061)	0	0
Community Services Total		20,418	78,433	(2)	0	0

Grant Summary Information

The Division of Community Services is largely funded through federal, state and local grants. An overview of some of the County's grant funded initiatives are provided below.

Community Services Agency (CSA)

- **Community Service Block Grant (CSBG)** - funds provide a broad range of services such as rent/mortgage assistance, medical prescription assistance, and family support case management. CSBG also assists eligible low-income households in attaining the skills, knowledge and motivation necessary to achieve self-sufficiency.
- **Low Income Home Energy Assistance Program (LIHEAP)** - Every year this department serves about 1,650 households assisting in cooling their homes in summer, and assists another 13,000 households keep warm in the winter.

Crime Victims Center

- **Sexual Assault Kit Initiative** - a training and direct service project (working with the Psychology Department of the University of Memphis) to provide specialized counseling for victims of sexual assault.
- **Victims of Crime Act Grant** - The projects funded by this grant are the Rape Crisis Center, the Homicide Response Program, the Senior Victim Advocates, and the Domestic Violence Advocates. This grant provides for direct victim services including intake, crisis counseling, safety planning, law enforcement liaison, court support and accompaniment. VOCA funding comes from criminal fines and fees and does not include tax revenues.

Office of Justice Initiatives

- **Mentally Ill Inmate Services** – grant funds from the Tennessee Department of Mental Health and Developmental Disabilities to make community mental health services available to persistently mentally ill adults as an alternative to incarceration.
- **Justice Assistance Grant** – Grant provided by Department of Justice to contract with a technical assistance provider to coordinate criminal justice related mental health operations and provide a sub-award to the Memphis Police Department to implement criminal justice related programs.
- **Mental Health Court** – Grant provided by the TN Department of Mental Health and Substance Abuse Services to administer a Mental Health Court that combines judicial supervision with community mental health treatment and other support services.
- **Tennessee Cooperative Agreement to Benefit Homeless Individuals (CABHI)** – A partnership of Shelby County, the Community Alliance for the Homeless, and Alliance Healthcare Services to provide mental health and substance abuse services to the homeless.
- **2017 Safety & Justice Challenge** - Supports targeted efforts to reduce jail incarceration and disparities in jail usage by developing different approaches to engage the justice systems to implement strategies based on data to safely reduce jail populations.

Aging Commission of the Mid-South

- **Supplemental Nutrition Assistance Program (SNAP) (Elderly)** - The SNAP Outreach Program increases seniors' access to food by educating them about their SNAP (food stamp) eligibility, helping them complete & track applications, and advocating for nutrition benefits.
- **Plough Foundation** – Supports programs that promote aging in place (AIP) by older persons in the Memphis and Shelby County Community and/or assist in the prevention of the abuse, maltreatment, and exploitation of older citizens, especially the frail elderly, as well as improving the quality and coordination of elder abuse and neglect services.

- ***Collaborative Response to Elder and Vulnerable Adult (CREVAA)*** - Serves elders age 60 and over or vulnerable adults eighteen years of age or older who are unable to manage their own resources, carry out activities of daily living, or protect themselves from neglect, hazardous or abusive situations without assistance from others, and who are alleged to be a victim of crime.
- ***Aging and Disability*** - Grant funds from TN Commission helps to provide a variety of services to individuals who are elderly in Shelby, Fayette, Lauderdale, and Tipton counties including senior centers, health promotion, medication management, family caregiver support, home and community-based services, legal assistance, nutrition, and prevention of elder abuse, neglect, and exploitation.
- ***Public Guardianship*** - Established in 1986 by the Tennessee General Assembly to provide conservatorship services to persons 60 years of age and older, who are unable to manage their own affairs, and who have no family member, friend, bank, or corporation willing and able to act on their behalf.

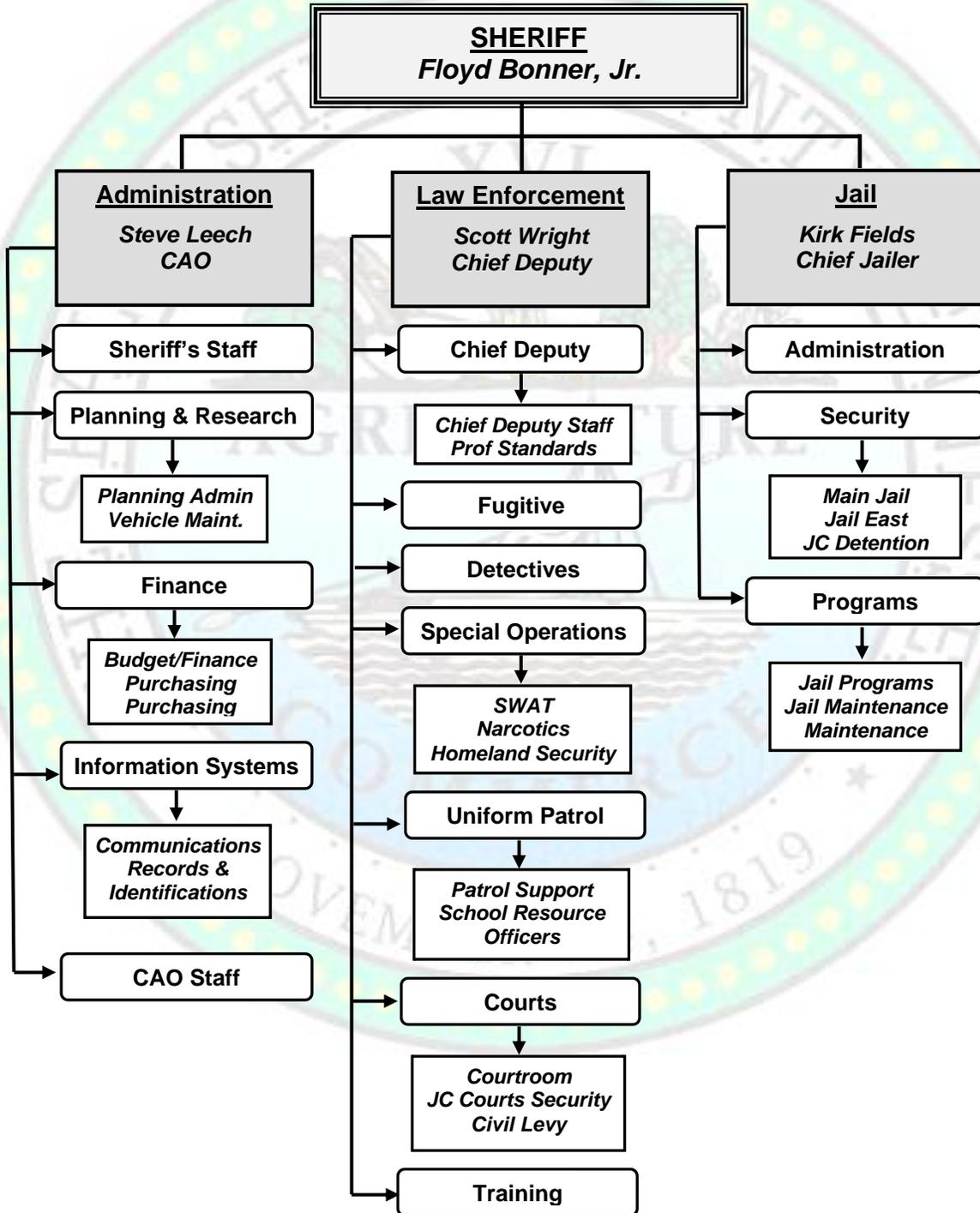
COMMUNITY SERVICES*Dorcas Young Griffin, Director***Grant Program Detail**

<u>FUND</u>	<u>GRANT NAME</u>	<u>AMOUNT</u>
<u>Department 4802: Community Services Agency CSA</u>		
311	Community Service Block Grant	\$ 3,303,195
314	Community Service Block Grant	726,000
315	Low Income Home Energy Assistance	18,585,323
686	Home Emergency Services	25,050
750	Utilities Assistance	25,000
Department Total		\$ 22,664,568
<u>Department 4806: Crime Victims Center</u>		
158	Sexual Assault Kit Initiative (SAKI)	\$ 203,244
302	TN VOCA Grant	1,167,434
486	VOCA Culturally Specific Victim Services	250,000
Department Total		\$ 1,620,678
<u>Department 4811: Office of Justice Initiatives</u>		
148	State JAG At Risk Youth Intervention	\$ 166,453
150	Mentally Ill Inmate Services	184,308
194	Justice Assistance Grant	50,565
196	Justice Assistance Grant	126,778
197	OJI Administrative Services	413,840
198	Justice Assistance Grant	314,067
216	Mental Health Court	80,000
646	2017 Safety & Justice Challenge	24,063
Department Total		\$ 1,360,074
<u>Department 4817: Aging Commission of the Mid-South</u>		
342	Supplemental Nutrition Assistance Program (SNAP)	\$ 147,878
358	Senior Volunteer Transportation Network Program (SVTN)	77,240
408	Plough Foundation - Elder Abuse	45,000
409	VOCA CREVAA PROGRAM	617,286
413	Aging Commission Federal Funding	5,443,923
588	Aging Commission State Funding	2,826,925
818	Aging Commission Public Guardianship	20,000
Department Total		\$ 9,178,252
DIVISION TOTAL		\$ 34,823,572

*CREVAA - Collaborative Response to Elder and Vulnerable Adult Abuse**VOCA - Victims of Criminal Act*

SHERIFF

Division Organizational Chart by Program



Division Overview FY 20**DIVISION MISSION STATEMENT AND STRATEGIC GOALS**

To provide professional and capable law enforcement services to the citizens of Shelby County in order to preserve the peace, to prevent crime and disorder, and to protect the lives and property of those within Shelby County and to enforce sound correctional practices that emphasize integrity in words and actions and ensure a safe and humane environment for staff and inmates.

The Sheriff supports the following County strategic goals:

**Strategy 2: Enhance Public Safety and Support Criminal Justice Reform**

[2-h] Provide effective law enforcement and detention facilities for youths and adults.

[2-i] Provide effective disaster preparedness and 911 emergency response systems.

**Strategy 5: Provide Effective Governance and Sound Stewardship for County Resources**

[5-d] Build trust and confidence in government through transparent, accessible, and responsive interactions with all internal and external customers.

[5-e] Enhance the capabilities and foster the professionalism of the employee workforce through equitable compensation, training programs and succession planning.

DIVISION MISSION/GOALS:

The strategic mission and goals are achieved through the following Division/Department structure:

Administrative Division – *Provides professional financial leadership, training and support for the effective and efficient management of operations.*

6101 Sheriff's Staff – To provide leadership for the organization through a written vision, mission, policies; to ensure compliance with the Tennessee statutes, Shelby County Charter, local ordinances, and the overall safety of the citizens of Shelby County.

6102 Planning & Research – To provide development and research, operations analysis, capital project oversight, grants management and support, legislative oversight, and fleet operations, physical facilities and asset management.

6104 Finance – To provide effective planning, budget preparation, management, purchasing, accounting, internal control, and financial reporting.

6105 Information Systems - To provide equipment, support and program development for all computer and information technologies to maintain the Sheriff's Office network, and to provide uniform crime reports to the Tennessee Bureau of Investigation.

6109 CAO - To efficiently manage the Administrative Division and to coordinate the preparation and submission of the annual operating budget for the Sheriff's Office and to represent the Sheriff in administrative matters with the County Mayor's Administration and with the Board of County Commissioners.

Law Enforcement Division – *To provide professional and capable assistance to the citizens of Shelby County in order to preserve the peace, to prevent crime and disorder, and to protect the lives and property of those within Shelby County.*

6201 Chief Deputy - To provide the necessary leadership and oversight for multiple programs mandated by law and the necessary law enforcement services to the citizens of Shelby County through ethically and fiscally sound principles to maintain the public trust.

6202 Fugitive – To serve as the Law Enforcement extension of the Courts. Primary function is the location and apprehension of all individuals deemed wanted by the courts for violation of laws ranging from child support cases to murder.

6203 Detectives – To provide efficient and professional criminal investigative services in a timely manner through a concise, functional chain of command. The bureau cooperates fully with all local, state, and federal law enforcement agencies through open communication and participation in task force operations and also assists the District Attorney General and US Attorney in the successful prosecution of criminal cases filed by the Sheriff's Office.

6204 Special Operations – To respond to tactical and EOD situations that are deemed high risk and/or require specialized training, expertise, and equipment with the ultimate goal of a nonviolent resolution to each deployment. This department consists of the S.W.A.T. Team, Bomb Squad, Narcotics, and Homeland Security.

6205 Uniform Patrol - As the principle conservator of peace in the County, it is the Sheriff's duty to suppress all affrays, riots, routs, unlawful assemblies, insurrections or other breaches of the peace. The Sheriff is to ferret out, detect, and prevent crime, apprehend and arrest criminals and to patrol the roads of the county. The Patrol Bureau is responsible for patrolling and responding to calls for service. It also contains the Crime Prevention program, consisting of the Speaker's Bureau and School Resource Officers. Patrol Support Services consists of the Reserve Unit, Traffic, DUI, Emergency Services (ES), and the Senior Services Unit. Patrol Support Services provides professional law enforcement and first responder services to all the citizens of Shelby County. This is achieved through aggressive enforcement tactics, specialized training in the latest techniques and resources that result in a safe environment

6206 Courts – To provide Court Security, Shelby County Government Facilities Security, and Civil Levy. The Shelby County Sheriff's Office is mandated by Tennessee Constitutional Law to provide administrative and protective services for judges, jurors, defendants, witnesses, and public spectators for court proceedings in Shelby County courts of law.

6208 Training – To provide basic recruit training for law enforcement and corrections deputies, all in-service training for the Administrative, Law Enforcement, and Jail Divisions as well as any specialized training that is required.

Jail Division – *To enforce sound correctional practices that emphasize integrity in words and actions and ensure a safe and humane environment for staff and inmates.*

6301 Jail Administration - Jail Administration is responsible for management of Jail operations including the functions of Staffing, Human Resources, Accreditation, and a General Investigative Unit.

6302 Jail Security - This program is primarily responsible for the security functions of the Main Jail and any other facilities housing pretrial detainees. The mission is to maintain a safe and humane environment for inmates and staff.

6303 Jail Programs - This department is responsible for the numerous programs for inmates in the jail including case management services, rehabilitative, recreational, educational and religious/volunteer programs.

FY20 Budget Highlights

BUDGETARY ISSUES/TRENDS:

- Develop a General Fund budget that lessens dependency on asset seizure funds in anticipation of potential changes in Federal and State Narcotics funding support.
- Develop cost-effective programs to address Juvenile Detention and Jail East inmate care and education that will ultimately reduce the population and remove DOJ oversight.
- Develop strategies for the use of technology in identifying preventive processes to decrease crime and to improve cost of operations.

GENERAL FUND 031

SHERIFF	<u>FY18 Actual</u>	<u>FY19 Amended</u>	<u>FY20 Proposed</u>	<u>FY20-19 Var</u>
Revenue	(5,464,150)	(5,955,600)	(5,900,000)	55,600
Total Personnel	154,408,875	162,255,949	161,748,499	(507,451)
O&M	21,595,820	22,637,234 *	21,538,424	(1,098,810)
Other Financing Sources	(45,850)	-	-	-
Net Transfers	13,560	10,011	(66,781)	(76,792)
Net Operations	<u>170,508,255</u>	<u>178,947,594</u>	<u>177,320,142</u>	<u>(1,627,453)</u>
FTE Count	2,088	2,115	2,115	-

**Includes adjustments for carry-forwards of \$1,331,271 and one-time adjustment of \$1,539,300.*

CHANGES TO MAJOR CATEGORIES:

- **Revenue:** Primary revenue sources include State Reimbursements for services based on jail population (\$2.7 million) and Fees & Permits allocated to the Sheriff through the court system (\$1.5 million). Also includes revenue from other governmental entities of \$1.0 million.
- **Personnel:** Variance is a result of a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections. No change in FTE since FY19. The average vacancy rate continues to exceed 200 FTE, resulting in a large surplus for the past several years.
- **O&M:** Net decrease of \$1.1 million includes:
 - \$1.5 million decrease related to one-time transfer from salaries by resolution in FY19 for various uses. \$220k increase for Computer-Aided Dispatch (CAD) system and other expenditures offset this decrease.

FY20 Budget Highlights

TOTAL SPECIAL REVENUE FUNDS

SHERIFF	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(2,362,088)	(2,927,200)	(2,979,000)	(51,800)
Overtime Pay/Fringe	-	378,000	378,000	-
O&M	1,277,506	1,782,760	1,800,760	18,000
Capital Assets	306,330	1,511,350	810,000	(701,350)
Net Transfers	-	6,404	-	(6,404)
Use of Fund Balance	-	(751,314)	(9,760)	741,554
Net Operations	(778,252)	-	-	-

** FY20 vs. FY19 decrease primarily attributable to Fund 91 - Narcotics State for vehicles purchases in FY19; carryforward of \$704,900 included for vehicle purchase.*

SHERIFF NARCOTICS-FEDERAL FUNDS / STATE – FUND 090 / 091

The State and Federal Narcotics Funds are used to account for funds received in joint efforts with federal, state or other local authorities from the seizure and forfeiture of property related to certain drug cases. The use of the funds is restricted under federal guidelines for prescribed programs or activities, including drug investigations enforcement and certain nonrecurring purposes. This unit is responsible for conducting operations that result in the arrest of drug dealers on the street as well as the execution of search warrants where drug dealers live, store, and sell narcotics.

- **Combined annual revenue for FY20 is budgeted at \$2.8 million.**
- **Fund balance is \$3.6 million at 3/31/19.**

DUI VEHICLE SEIZURES – FUND 088

This fund was created in FY14 to account for the revenue derived from the sale of vehicles forfeited as a result of second and subsequent DUI violations. The funds are used to cover the cost of towing and storage of the seized vehicles. Excess funds above expenses will be transmitted to the State of Tennessee Department of Mental Health and Substance Abuse Services.

- **Annual revenue for FY20 is budgeted at \$30,000; Fund balance is \$0 at 3/31/19.**

SHERIFF ALERT FUND – FUND 089

The Sheriff's Office receives property acquired and accumulated as a result of criminal offenses, other than those drug-related reported in funds 090 and 091. Funds may be used for any law enforcement effort except to supplement salaries of any public employee or law enforcement officer.

- **Annual revenue for FY20 is budgeted at \$153,000; Fund balance is \$308,000 at 3/31/19.**

FTE Position Count

Fund	Dept	Dept Description	FY16 Budget	FY17 Budget	FY18 Budget	FY19 Budget	FY20 Proposed	FY19-20 Change
GENERAL FUND								
031	6101	Sheriff's Staff	10.0	10.0	11.0	10.0	10.0	-
031	6102	Planning Administration	14.0	14.0	13.0	16.0	16.0	-
031	6104	Budget & Finance	10.0	10.0	10.0	11.0	11.0	-
031	6105	Information Systems	148.0	148.0	145.0	141.0	142.0	1.0
031	6109	CAO Staff	4.0	4.0	4.0	5.0	5.0	-
031	6201	Chief Deputy Staff	40.0	39.0	38.0	38.0	38.0	-
031	6202	Fugitive	82.0	82.0	79.0	80.0	80.0	-
031	6203	Detectives	48.0	48.0	49.0	57.0	57.0	-
031	6204	SWAT	106.0	106.0	98.0	104.0	104.0	-
031	6205	Uniform Patrol	249.0	249.0	325.0	340.0	340.0	-
031	6206	Courts	177.0	177.0	158.0	157.0	157.0	-
031	6208	Training	30.0	30.0	29.0	29.0	29.0	-
031	6301	Jail Administration	28.0	28.0	31.0	31.0	31.0	-
031	6302	Jail Operations	1,077.0	1,070.0	1,039.0	1,037.0	1,036.0	(1.0)
031	6303	Jail Programs	57.0	57.0	59.0	59.0	59.0	-
TOTAL POSITIONS - GENERAL FUND			2,080.0	2,072.0 ^a	2,088.0 ^b	2,115.0 ^c	2,115.0 ^d	-
031	61	Sheriff Administration	186.0	186.0	183.0	183.0	184.0	1.0
031	62	Law Enforcement	732.0	731.0	776.0	805.0	805.0	-
031	63	Jail	1,162.0	1,155.0	1,129.0	1,127.0	1,126.0	(1.0)
GENERAL FUND POSITIONS BY DIV			2,080.0	2,072.0	2,088.0	2,115.0	2,115.0	-
GENERAL FUND NET CHANGE			-	(8.0)	16.0	27.0	-	
GRANT FUNDS			1.0	1.0	1.0	-	-	-
TOTAL POSITIONS - ALL FUNDS			2,081.0	2,073.0	2,089.0	2,115.0	2,115.0	-

53% of the Sheriff Department Staff is for Jail, 38% Law Enforcement, and 9% Administration.

a) FY17 - Deleted 8 positions: one (1) Sheriff Patrol Lieutenant to fund two Deputy Sheriff temps, two (2) Corrections Deputies to fund Jail Lieutenant positions, one (1) Juvenile Services Specialist to fund two temp positions, three (3) Corrections Deputies to fund MOU/Step increases and moved one (1) nurse position (080169) to Health Services.

b) FY18 - transferred a total of 20 positions to Law Enforcement from Jail (18 Jail FTE's) and Admin (2 FTE's) 25 Sheriff Patrol Officers added, 9 Jail Positions deleted during FY18 to fund Jail command/appointed position equity increases.

c) FY19 - Added thirty (30) officers for additional school security. One (1) Grant FTE deleted during FY19 due to Fund 200 JAG Multi-Gang Unit grant ending. three (3) Corrections Deputies to fund MOU/Step increases and moved one (1) nurse position (080169) to Health Services.

d) FY20 - No change in total FTE; One (1) FTE moved from Jail Operations to Information Systems.

Prime Accounts Sheriff Summary

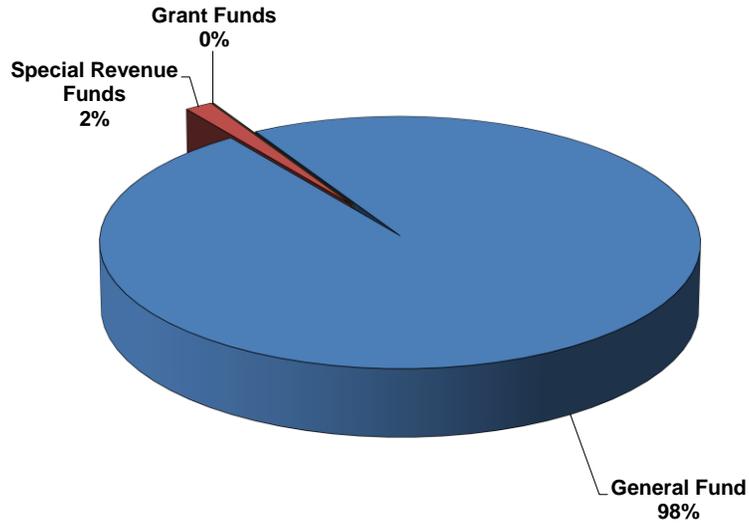
All Funds

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
43 - Intergovernmental Revenues-State of		(3,372,316)	(3,757,725)	(3,363,138)	(3,575,291)	(3,321,566)
44 - Intergovernmental Revenues-Federal &		(2,494,660)	(1,938,287)	(3,927,963)	(3,226,975)	(923,687)
45 - Charges for Services		(1,298,929)	(1,325,434)	(1,479,472)	(1,247,000)	(1,247,000)
46 - Fines, Fees & Permits		(1,485,560)	(1,306,519)	(1,029,525)	(1,538,600)	(1,489,000)
47 - Other Revenue		(2,543,214)	(2,580,039)	(1,395,483)	(2,666,501)	(2,501,646)
48 - Investment Income		(6,263)	(21,431)	(48,872)	(16,200)	(123,000)
Revenue		(11,200,942)	(10,929,435)	(11,244,453)	(12,270,567)	(9,605,899)
51 - Salaries-Regular Pay		92,618,262	91,882,897	94,177,434	113,710,564	115,191,909
52 - Salaries-Other Compensation		12,683,192	14,534,469	19,157,266	14,068,529	13,741,400
55 - Fringe Benefits		36,599,565	37,708,549	41,401,400	49,100,973	46,855,908
56 - Vacancy Savings		0	0	0	(13,676,793)	(13,383,876)
Salaries & Fringe Benefits		141,901,019	144,125,915	154,736,100	163,203,273	162,405,341
60 - Supplies & Materials		5,347,916	5,292,043	5,445,849	6,025,079	5,250,521
64 - Services & Other Expenses		1,812,227	1,894,754	1,653,024	1,963,972	1,832,982
66 - Professional & Contracted Services		8,913,729	7,954,677	7,956,035	8,880,791	9,060,559
67 - Rent, Utilities & Maintenance		3,879,331	4,096,060	4,649,959	5,159,066	4,506,628
68 - Interfund Services		718,823	808,584	805,944	985,052	870,052
70 - Capital Asset Acquisitions		2,972,220	3,712,125	5,773,397	8,622,813	3,009,718
Operating & Maintenance		23,644,246	23,758,242	26,284,207	31,636,773	24,530,460
94 - Other Sources & Uses		0	(14,675)	(45,850)	0	0
Other Financing Sources		0	(14,675)	(45,850)	0	0
Expenditures		165,545,265	167,869,483	180,974,457	194,840,046	186,935,801
99 - Planned Use of Fund Balances		0	0	0	(2,082,585)	(9,760)
Planned Fund Balance Change		0	0	0	(2,082,585)	(9,760)
Planned Fund Balance Change		0	0	0	(2,082,585)	(9,760)
96 - Operating Transfers In		(98,703)	(139,109)	(13,560)	(192,819)	(103,219)
Operating Transfers In		(98,703)	(139,109)	(13,560)	(192,819)	(103,219)
98 - Operating Transfers Out		96,678	139,109	13,560	192,819	103,219
Operating Transfers Out		96,678	139,109	13,560	192,819	103,219
Net Transfers		(2,025)	0	0	0	0
SUMMARY TOTAL		154,342,298	156,940,048	169,730,003	180,486,894	177,320,142

Sources and Uses by Fund Type

<u>FUND NAME:</u>	FY20 SOURCES OF FUNDS			FY20 USES OF FUNDS		NET OPERATIONS	
	REVENUE	TRANSFERS IN	FUND BALANCE	EXPENSES	TRANSFERS OUT	NET TOTAL	% of Total
GENERAL FUND							
031 - Sheriff	(5,900,000)	(85,000)	-	183,286,923	18,219	177,320,142	98%
SPECIAL REVENUE FUNDS							
088 - SCSO DUI Vehicle Seizures	(30,000)	-	-	30,000	-	-	0%
089 - ALERT Fund	(153,000)	-	(9,760)	162,760	-	-	0%
090 - Sheriff Narcotics Federal	(505,000)	-	-	505,000	-	-	0%
091 - Sheriff Narcotics State	(2,291,000)	-	-	2,291,000	-	-	1%
097 - SCSO DUI Blood Tests	-	-	-	-	-	-	0%
TOTAL SPECIAL REVENUE	(2,979,000)	-	(9,760)	2,988,760	-	-	2%
GRANT FUNDS	(726,899)	(18,219)	-	660,118	85,000	-	0%
ALL FUNDS TOTAL	(9,605,899)	(103,219)	(9,760)	186,935,801	103,219	177,320,142	100%

FY20 Uses by Fund



The primary source of funding for the operations of the Sheriff's Office is the General Fund.

Net Expenditures by Department

Fund	Dept	Dept Description	FY16 ACTUAL	FY17 ACTUAL	FY18 ACTUAL	FY19 AMENDED	FY20 PROPOSED
GENERAL FUND							
031	6101	Sheriff's Staff	1,071,058	1,131,777	1,282,087	1,067,663	1,058,885
031	6102	Planning Administration	3,528,273	5,689,598	6,272,709	7,811,510	6,583,384
031	6104	Budget & Finance	1,843,545	1,915,163	2,125,265	2,170,942	1,609,673
031	6105	Information Systems	9,931,497	10,975,554	11,275,184	12,762,460	12,012,917
031	6109	CAO Staff	586,273	828,277	857,654	15,097	(118,154)
031	6201	Chief Deputy Staff	1,797,064	2,350,074	2,859,065	(2,250,108)	(1,504,234)
031	6202	Fugitive	6,236,604	6,653,263	6,990,206	7,358,860	7,340,734
031	6203	Detectives	4,408,866	4,772,577	4,964,132	5,641,848	5,611,358
031	6204	SWAT	9,758,942	9,559,963	10,061,814	10,784,692	10,689,125
031	6205	Uniform Patrol	20,385,581	21,948,265	23,950,826	32,769,450	32,723,568
031	6206	Courts	16,287,185	15,797,901	16,770,108	17,030,776	17,006,054
031	6208	Training	2,978,913	3,158,782	3,603,868	3,446,395	3,272,142
031	6301	Jail Administration	7,479,384	7,072,478	7,292,236	3,728,901	4,366,809
031	6302	Jail Operations	64,315,313	62,625,853	67,927,419	66,815,518	66,279,045
031	6303	Jail Programs	3,771,392	3,921,935	4,275,682	11,332,891	10,388,836
GENERAL FUND TOTAL			154,379,889	158,401,459	170,508,255	180,486,894	177,320,142
SPECIAL REVENUE FUND							
088	6204	DUI Vehicle Seizures	6,114	-	-	-	-
089	6203	Sheriff Alert Fund	49,109	10,009	(31,196)	-	-
090	6204	Narcotics - Federal Fund	(93,477)	(150,165)	(171,310)	-	-
091	6204	Narcotics - State Fund	718	(1,321,242)	(575,745)	-	-
097	6204	SCSO DUI Blood Tests	(54)	(13)	-	-	-
SPECIAL REVENUE FUND TOTAL			(37,590)	(1,461,411)	(778,252)	-	-
GRANT FUNDS TOTAL			(0)	-	-	-	-
SHERIFF TOTAL BY DEPARTMENT			154,342,298	156,940,047	169,730,003	180,486,894	177,320,142
DIVISIONS - ALL FUNDS							
61	Sheriff Administration Total		16,960,645	20,540,370	21,812,899	23,827,672	21,146,705
62	Law Enforcement Total		61,815,564	62,779,413	68,421,767	74,781,912	75,138,747
63	Jail Total		75,566,089	73,620,266	79,495,337	81,877,310	81,034,689
SHERIFF TOTALS BY DIVISION			154,342,298	156,940,048	169,730,003	180,486,894	177,320,142

**Prime Accounts
Sheriff Summary**

031 - Sheriff

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
43 - Intergovernmental Revenues-State of		(3,095,254)	(3,460,975)	(3,096,502)	(3,180,000)	(3,180,000)
44 - Intergovernmental Revenues-Federal &		(643,355)	(753,559)	(697,661)	(530,000)	(529,000)
45 - Charges for Services		(1,155,999)	(700,126)	(586,715)	(682,000)	(662,000)
46 - Fines, Fees & Permits		(1,472,239)	(1,295,607)	(1,026,743)	(1,538,600)	(1,489,000)
47 - Other Revenue		(211,557)	(103,060)	(56,528)	(25,000)	(40,000)
Revenue		(6,578,405)	(6,313,327)	(5,464,150)	(5,955,600)	(5,900,000)
51 - Salaries-Regular Pay		92,554,561	91,835,056	94,083,010	113,652,688	115,134,033
52 - Salaries-Other Compensation		12,326,597	14,253,014	18,936,526	13,194,081	13,157,434
55 - Fringe Benefits		36,597,938	37,698,084	41,389,339	49,085,973	46,840,908
56 - Vacancy Savings		0	0	0	(13,676,793)	(13,383,876)
Salaries & Fringe Benefits		141,479,095	143,786,154	154,408,875	162,255,949	161,748,499
60 - Supplies & Materials		4,863,731	4,822,725	5,108,651	5,612,970	4,854,021
64 - Services & Other Expenses		1,350,754	1,340,362	1,373,015	1,464,410	1,385,726
66 - Professional & Contracted Services		8,605,184	7,662,779	7,639,959	8,005,246	8,316,747
67 - Rent, Utilities & Maintenance		3,331,188	3,640,753	4,243,570	4,659,678	4,038,368
68 - Interfund Services		551,623	696,869	732,157	867,852	752,852
70 - Capital Asset Acquisitions		847,836	2,803,800	2,498,468	4,897,649	2,190,710
Operating & Maintenance		19,550,316	20,967,287	21,595,820	25,507,805	21,538,424
94 - Other Sources & Uses		0	(14,675)	(45,850)	0	0
Other Financing Sources		0	(14,675)	(45,850)	0	0
Expenditures		161,029,411	164,738,767	175,958,845	187,763,754	183,286,923
99 - Planned Use of Fund Balances		0	0	0	(1,331,271)	0
Planned Fund Balance Change		0	0	0	(1,331,271)	0
Planned Fund Balance Change		0	0	0	(1,331,271)	0
96 - Operating Transfers In		(83,898)	(81,545)	0	(91,404)	(85,000)
Operating Transfers In		(83,898)	(81,545)	0	(91,404)	(85,000)
98 - Operating Transfers Out		12,780	57,564	13,560	101,415	18,219
Operating Transfers Out		12,780	57,564	13,560	101,415	18,219
Net Transfers		(71,118)	(23,981)	13,560	10,011	(66,781)
SUMMARY TOTAL		154,379,889	158,401,459	170,508,255	180,486,894	177,320,142

**Prime Accounts
Sheriff Summary**

Special Revenue Fund

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
44 - Intergovernmental Revenues-Federal &		(51,513)	(67,399)	(145,534)	(60,000)	(60,000)
45 - Charges for Services		(142,929)	(625,307)	(892,757)	(565,000)	(585,000)
46 - Fines, Fees & Permits		(13,321)	(10,912)	(2,782)	0	0
47 - Other Revenue		(2,217,833)	(2,455,643)	(1,272,144)	(2,286,000)	(2,211,000)
48 - Investment Income		(6,263)	(21,431)	(48,872)	(16,200)	(123,000)
Revenue		(2,431,859)	(3,180,693)	(2,362,088)	(2,927,200)	(2,979,000)
52 - Salaries-Other Compensation		0	9,565	0	378,000	378,000
Salaries & Fringe Benefits		0	9,565	0	378,000	378,000
60 - Supplies & Materials		344,301	259,990	324,341	396,225	396,500
64 - Services & Other Expenses		371,276	261,453	254,556	412,947	430,800
66 - Professional & Contracted Services		227,836	259,307	222,941	388,000	388,000
67 - Rent, Utilities & Maintenance		516,144	396,256	401,882	468,388	468,260
68 - Interfund Services		156,440	103,196	73,786	117,200	117,200
70 - Capital Asset Acquisitions		778,273	429,515	306,330	1,511,350	810,000
Operating & Maintenance		2,394,269	1,709,717	1,583,837	3,294,110	2,610,760
Expenditures		2,394,269	1,719,282	1,583,837	3,672,110	2,988,760
99 - Planned Use of Fund Balances		0	0	0	(751,314)	(9,760)
Planned Fund Balance Change		0	0	0	(751,314)	(9,760)
Planned Fund Balance Change		0	0	0	(751,314)	(9,760)
98 - Operating Transfers Out		0	0	0	6,404	0
Operating Transfers Out		0	0	0	6,404	0
Net Transfers		0	0	0	6,404	0
SUMMARY TOTAL		(37,590)	(1,461,411)	(778,252)	0	0

**Prime Accounts
Sheriff Summary**

Grant Funds

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
43 - Intergovernmental Revenues-State of		(277,062)	(296,750)	(266,637)	(395,291)	(141,566)
44 - Intergovernmental Revenues-Federal &		(1,799,792)	(1,117,329)	(3,084,768)	(2,636,975)	(334,687)
47 - Other Revenue		(113,824)	(21,336)	(66,811)	(355,501)	(250,646)
Revenue		(2,190,678)	(1,435,415)	(3,418,215)	(3,387,767)	(726,899)
51 - Salaries-Regular Pay		63,701	47,841	94,424	57,876	57,876
52 - Salaries-Other Compensation		356,595	271,890	220,740	496,448	205,966
55 - Fringe Benefits		1,627	10,464	12,061	15,000	15,000
Salaries & Fringe Benefits		421,924	330,196	327,224	569,324	278,842
60 - Supplies & Materials		139,885	209,327	12,857	15,884	0
64 - Services & Other Expenses		90,197	292,939	25,454	86,615	16,456
66 - Professional & Contracted Services		80,709	32,591	93,135	487,545	355,812
67 - Rent, Utilities & Maintenance		31,999	59,052	4,507	31,000	0
68 - Interfund Services		10,760	8,519	0	0	0
70 - Capital Asset Acquisitions		1,346,111	478,810	2,968,599	2,213,814	9,008
Operating & Maintenance		1,699,661	1,081,238	3,104,550	2,834,858	381,276
Expenditures		2,121,584	1,411,434	3,431,775	3,404,182	660,118
96 - Operating Transfers In		(14,805)	(57,564)	(13,560)	(101,415)	(18,219)
Operating Transfers In		(14,805)	(57,564)	(13,560)	(101,415)	(18,219)
98 - Operating Transfers Out		83,898	81,545	0	85,000	85,000
Operating Transfers Out		83,898	81,545	0	85,000	85,000
Net Transfers		69,093	23,981	(13,560)	(16,415)	66,781
SUMMARY TOTAL		(1)	0	0	0	0

Grant Summary Information

The Shelby County Sheriff's Office works to provide grant funding to augment current law enforcement and jail operations. The detail provided below offers a brief summary of grants funds appropriated to this office. Grant revenue for FY20 is \$727K, a reduction of \$2.7 million from prior year.

- **Safety and Justice Grants** – Aim to reduce over-incarceration in jails by targeting jail misuse and overuse in America and is supported by the MacArthur Foundation which seeks to address a myriad of social challenges.
- **Justice Assistance Grants** – Provides for the development of a new warrant database to track and apprehend offenders more effectively.
- **High Intensity Drug Trafficking Area** - Funds allocated to Shelby County to disrupt the sale and transportation of illegal drugs and dismantle drug organizations.
- **Tennessee Highway Safety Office Alcohol Countermeasures** – Grant that allows the Metro DUI Unit to use overtime, training and equipment funds to conduct sobriety checkpoints, saturations and compliance checks throughout Shelby County with the goal of preventing and reducing crashes caused by impaired driving.
- **Tennessee Highway Safety Office Network Coordinator** – The Network Coordinator works with a network of other law enforcement and public service agencies in West Tennessee to increase public awareness of traffic and vehicle safety in an effort to decrease traffic related injuries and fatalities.
- **State Criminal Alien Assistance** – Provides federal payments to states and localities that incurred correctional officer salary costs for incarcerating undocumented criminal aliens.

Grant Program Detail

<u>FUND</u>	<u>GRANT NAME</u>	<u>AMOUNT</u>
<u>Department 6102: Planning & Research</u>		
644	Safety & Justice Implementation	\$ 43,557
646	2017 Safety & Justice Challenge	207,089
	Department Total	\$ 250,646
<u>Department 6105: Information Systems</u>		
194	Justice Assistance Grant - Warrant Database	\$ 47,009
	Department Total	\$ 47,009
<u>Department 6202: Fugitive</u>		
482	482 - 2019 TN OCJP Stop Fugitive	\$ 54,657
	Department Total	\$ 54,657
<u>Department 6204: Special Operations</u>		
196	Justice Assistance Grant	\$ 90,720
422	HIDTA 2018	111,958
	Department Total	\$ 202,678
<u>Department 6205: Uniform Patrol</u>		
131	Network Coordinator Grant	\$ 8,226
132	Alcohol Countermeasures	78,683
	Department Total	\$ 86,909
<u>Department 6301: Jail Administration</u>		
751	State Criminal Alien Assistance Program	\$ 85,000
	Department Total	\$ 85,000
DIVISION TOTAL		\$ 726,899

CAD = Computer Aided Dispatch
 THSO = Tennessee Highway Safety Office
 HIDTA = High Intensity Drug Trafficking Area

Discontinuations - \$2,312,164

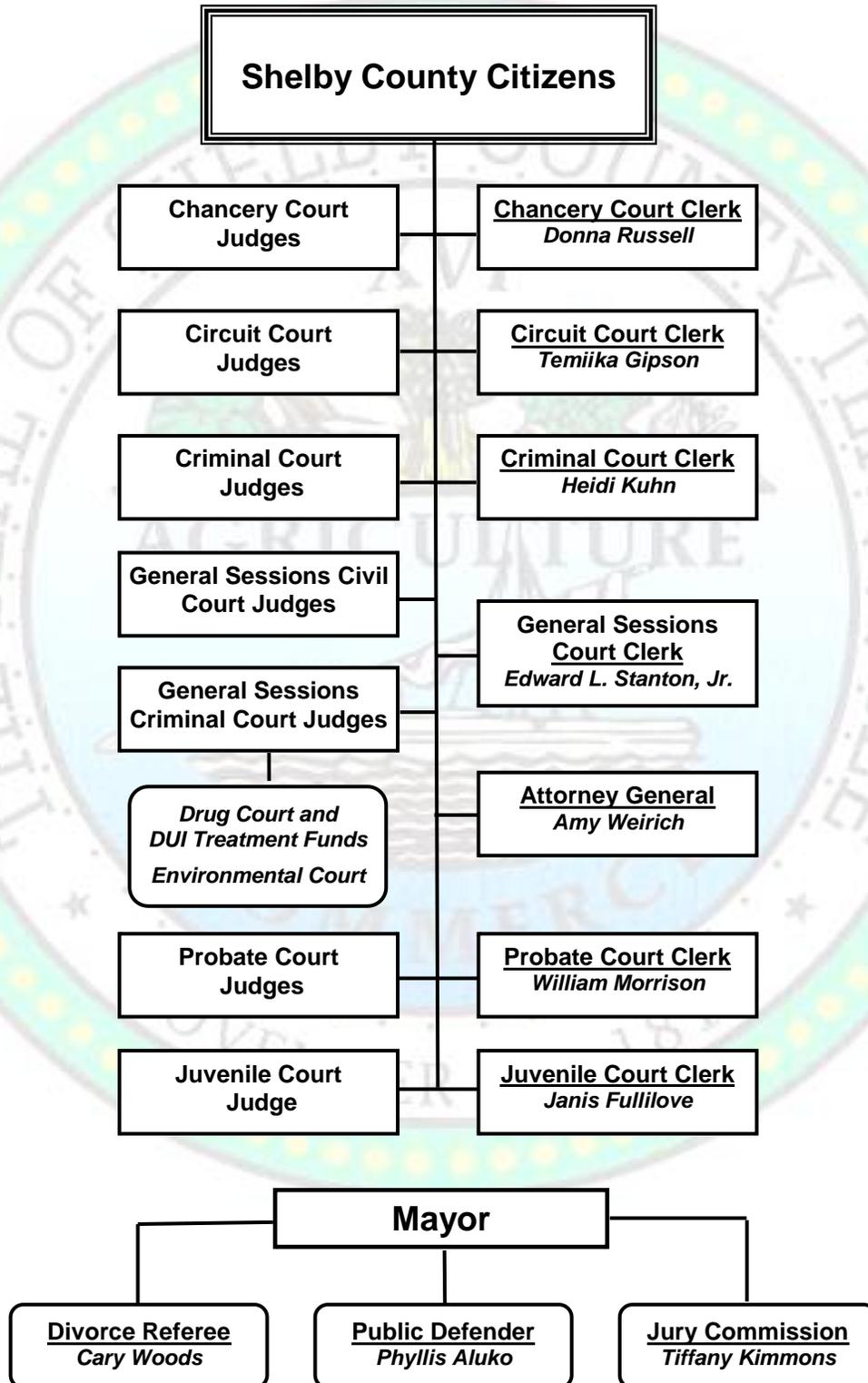
- Fund 264 – Next Generation CAD System - decrease of \$1,865,696
- Funds 130 & 168 – Port Security Grant - decrease of \$249,588
- Funds 421 – HIDTA 2017 - decrease of \$76,246
- Funds 641 – Alcohol Enforcement - decrease of \$109,967
- Funds 654 – THSO Network Coordinator - decrease of \$10,667

Funding Reductions - \$348,704

- Fund 131 – Network Coordinator Grant – decrease of \$11,774
- Fund 194 – Justice Assistance Grant – decrease of \$55,991
- Fund 421 – HIDTA – decrease of \$54,767
- Fund 132 – Alcohol Countermeasures – decrease of \$121,317
- Fund 644 – Safety and Justice Implementation – decrease of \$104,855

JUDICIAL

Division Organizational Chart by Program



JUDICIAL

Division Overview FY20

DIVISION MISSION STATEMENT AND STRATEGIC GOALS

The Judicial Division is the functional reporting group for the various courts and related agencies that serve Shelby County. There is no centralized administration for this Division because multiple elected officials are included. Offices of the Judicial Division support the following County strategic goals:



Enhance Public Safety and Support Criminal Justice Reform

- [2-a] Support effective jail diversion programs for adult non-violent offenders with substance abuse or mental health issues to reduce detention costs and promote rehabilitation.
- [2-b] Reduce the jail population by reforming the bail system to reduce or eliminate bail for individuals who don't pose a public safety risk and can be expected to show up or trial.
- [2-d] Reduce the number of youth that interact with the criminal justice system by implementing new diversion programs that focus on providing assistance and help to youth involved in minor crimes.
- [2-e] Reduce the recidivism rate of kids who are detained and in county custody.
- [2 -f] Administer equitable civil and criminal justice court systems.
- [2 -j] Ensure public safety through enforcement of fire, environmental, construction and zoning codes and regulations.



Provide Effective Governance and Sound Stewardship for County Resources

- [5-a] Ensure financial stability through sound oversight of fiscal operations, taxation, debt management and revenue collections. Maintain all records of public transactions as required by the State.
- [5-d] Build trust and confidence in government through transparent, accessible, and responsive interactions with all internal and external customers.

DEPARTMENTAL MISSION/GOALS:

The strategic goals of the division are achieved through the following departmental structure:

7011 Chancery Court – To provide efficient administration of courtroom operations and maintenance of all court records and documents for the three (3) parts of Chancery Court, which is a court of equity.

7021 Circuit Court – To efficiently administer courtroom operations for nine (9) divisions of the thirtieth Judicial Circuit Court and to maintain all official records, documents, and electronic filings from attorneys and pro se litigants.

7031 Criminal Court – To provide administrative support to the ten (10) Criminal Court divisions, to collect fines and fees as directed by the Tennessee Code Annotated, and to maintain all court records and documents.

7041 General Sessions Court – To provide judicial and administrative services for six (6) divisions of General Sessions Civil Court and nine (9) divisions of General Sessions Criminal Court.

7051 Probate Court – To administer estates, probate wills, appoint guardians and conservators for minors and incompetents, change names, approve the partition and sale of real estate, and file all petitions for judicial hospitalization under the Mental Health Law.

7061 Juvenile Court Judge – To protect, as well as correct and rehabilitate the child, to protect society, and to uphold the dignity of the law.

7071 Juvenile Court Clerk – To file all official documents for Shelby County Juvenile Court and to maintain the official court docket and journal.

JUDICIAL

7080 Public Defender – To provide independent and ethical client-centered representation to individuals who are unable to hire private counsel. Providing effective assistance of counsel is mandated under state and federal constitutions for individuals facing loss of liberty in adult and juvenile delinquency proceedings.

7085 Divorce Referee – To review and monitor all divorce complaints filed in Shelby County to assure compliance with local and state laws.

7087 Jury Commission – To maintain an optimal daily supply of eligible jurors allowing efficient court operations while minimizing service time spent by citizens and cost to Shelby County; to maintain accurate and complete records of jury service for the court, jurors, and jurors' employers.

7090 Attorney General – To hold individuals accountable for their crimes and to deter future criminal behavior; to combat violent crime caused by gangs, guns, and drugs.



The Shelby County Courthouse at 140 Adams Street was renamed in honor of Judge D'Army Bailey. Listed on the National Register of Historic Places, the courthouse was built in 1909 with extensive renovations completed in 1991.

CHANCERY COURT

Donna Russell, Clerk and Master

FY20 Budget Highlights

DEPARTMENT MISSION:

To provide efficient administration of courtroom operations and maintenance of all court records and documents for the three (3) divisions of Chancery Court, a court of equity. Pursuant to certain specific state statutes, Chancery Court also has concurrent jurisdiction with the Circuit Court.

DESCRIPTION OF ACTIVITIES:

- Maintaining records associated with filings and issuing various processes and notices.
- Preparing and certifying the record on all cases appealed from Chancery Court.
- Processing and conducting public auctions for delinquent real estate property taxes for Shelby County and all municipalities within the County, as well as monitoring post-sale activity.
- Receiving and processing garnishment and child support payments.

REVENUE SOURCES:

Revenue is primarily generated from the collection of fees provided for in T.C.A. 8-21-401 as well as fees and commissions for processes in the collection of delinquent property tax and sale of property. Data Processing fees, an additional revenue source, are recorded in the General Fund.

General Fund 032 – DEPT 7011 Judges/Clerk and Master

Chancery Court	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(3,600,512)	(4,465,000)	(4,880,000)	(415,000)
Total Personnel	1,388,176	1,570,980	1,564,033	(6,947)
O&M	130,793	161,343	161,343	-
Net Expenditures	(2,081,543)	(2,732,677)	(3,154,624)	(421,947)
FTE Count	21.5	21.5	21.5	-

CHANGES TO MAJOR CATEGORIES:

- **Revenue:** Increased by \$415K over prior year reflecting increased court fees collected and interest income due to better investment opportunities.
- **Personnel:** Variance is a result of a general salary increase for employees, 2.5% CTAS increase for Clerk combined with lower costs for pension, OPEB, and/or changes to employee health elections.
 - Salaries include reimbursement to Circuit Court for one shared FTE.
 - FY20 FTE unchanged at 21.5 positions.
 - Chancery Court Judges are funded by the State.
- **O&M:** No change to total O&M category; spending consistent with FY19.

BUDGETARY ISSUES/TRENDS:

Effective January 1, 2016, the Clerk's Commission on Tax Sales changed from a previous statutory 10% (capped at \$600) to a flat 3% on the sales price at tax sale. The introduction of online property Tax Sales saw an increase in parcel purchases by private individuals over prior years.

OTHER FUNDS:

- No other special revenue or grant funds.

FY20 Budget Highlights

DEPARTMENT MISSION:

To efficiently administer courtroom operations for nine divisions of the Thirtieth Judicial Circuit Court, and to maintain all official records, documents, and electronic filings from attorneys and pro se litigants.

DESCRIPTION OF ACTIVITIES:

- The Clerk provides support for nine Circuit Judges (paid by the State).
- Accepts all documents, prepares docket, and maintains records associated with filings and issuing various processes and notices.
- Attends all court sessions with the required documents and records minutes of the court.
- Prepares and certifies the record on all cases appealed from Circuit Court.
- Receives and processes garnishment and child support payments.
- Additionally, this court of general jurisdiction handles complex legal research to expedite the processing of pending cases.

REVENUE SOURCES:

Revenue is generated from the collection of fees as stated primarily in T.C.A. 8-21-401 and County Ordinance. Data Processing fees, an additional revenue source, are recorded in the General Fund.

General Fund 033 – 7021 Judges and Clerk

Circuit Court	<u>FY18 Actual</u>	<u>FY19 Amended</u>	<u>FY20 Proposed</u>	<u>FY20-19 Var</u>
Revenue	(2,392,250)	(2,080,000)	(2,124,500)	(44,500)
Total Personnel	2,524,027	2,745,169	2,694,938	(50,231)
O&M	198,233	259,154 *	259,154	-
Net Expenditures	<u>330,010</u>	<u>924,323</u>	<u>829,592</u>	<u>(94,731)</u>
FTE Count	40.0	40.0	40.0	-

** Includes adjustments for non-recurring items of \$17,000.*

CHANGES TO MAJOR CATEGORIES:

- **Revenue:** Increased by \$45K over prior year reflecting increase in interest income primarily due to better investment opportunities.
- **Personnel:** Variance is a result of a general salary increase for employees, 2.5% CTAS increase for Clerk combined with lower costs for pension, OPEB, and/or changes to employee health election
- Salaries include a reimbursement from Chancery Court for a shared FTE for technology coordinator.
 - FTE count unchanged at 40 positions.
 - Circuit Court Judges are funded by the State.
- **O&M:** No change to total O&M category after adjustment for a non-recurring charge for furniture purchase in FY19; spending consistent with FY19.

OTHER FUNDS:

- No special revenue or grant funds.

CRIMINAL COURT

Heidi Kuhn, Criminal Court Clerk

FY20 Budget Highlights

DEPARTMENT MISSION:

To provide administrative support to the ten (10) Criminal Court divisions, to collect fines & fees as directed by the Tennessee Code Annotated, and to maintain all Court records and documents.

DESCRIPTION OF ACTIVITIES:

- Criminal Court Judges consists of ten (10) Criminal Judges that are state funded. The Judges hire six (6) law clerks on a part-time temporary basis to assist the judges with basic legal tasks and research.
- The Clerk's Office provides support for the Judges and prepares billings to the state, county, and defendants for costs. This office also collects amounts owed by the defendants and disburses the funds collected to the county agencies involved in the arrest and processing of the defendants.

REVENUE SOURCES:

- Felony fees billed to the State Department of Corrections for the reimbursement of certified costs incurred in felony prosecutions (main source of revenue)
- Misdemeanor fees billed to the county in the State of Tennessee that are responsible for the costs of these prosecutions
- Other fees generated by the in-house collections department, outside collection agency, the garnishment department and revenue derived as a result of claims filed in Bankruptcy Court on behalf of the Criminal Court of Shelby County.

General Fund 034 – Dept 7031 Clerk and Judges

Criminal Court	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(1,039,701)	(4,515,000)	(4,425,000)	90,000
Total Personnel	4,846,789	5,146,237	5,120,012	(26,225)
O&M	290,882	330,924	330,924	-
Net Expenditures	4,097,969	962,161	1,025,936	63,775
FTE Count	83.0	83.0	83.0	-

CHANGES TO MAJOR CATEGORIES:

- **Revenue:** \$90,000 decrease due to prior year collections occurring in FY19. FY18 Actual reflects interruption of collections due to iCJIS implementation.
- **Personnel:** Variance is a result of a general salary increase for employees, 2.5% CTAS increase for Clerk combined with lower costs for pension, OPEB, and/or changes to employee health elections. FTE count unchanged at 83 positions.
- **O&M:** No change to total O&M category; spending consistent with FY19

GRANT FUNDS:

- Grant Fund 202 for Spanish Interpreters program with 2 FTE and 10% general fund match was discontinued.

SPECIAL REVENUE FUND 085 – Data Processing (DP) Fees:

- Data Processing Fund has annual revenue of about \$20,000. Fund balance has doubled in past five years to current balance of \$167,600 at 3/31/19.

GENERAL SESSIONS COURT CLERK

Edward L. Stanton, Jr., Clerk

FY20 Budget Highlights

DEPARTMENT MISSION:

To provide judicial and clerical/administrative support staffing and maintain court records for six (6) divisions of General Sessions Civil Court and nine (9) divisions of General Sessions Criminal Court.

DESCRIPTION OF ACTIVITIES:

- Staff and operate the Clerk's Office 24/7, creating and processing records of all persons booked into and released from the jail for all courts in Shelby County.
- Collection and disbursement of fines and fees for local, state and federal regulatory agencies.
- Maintain court records and documents for all divisions; assign cases to scheduled session slots and prepare files set for hearings.
- Provide foreign language interpreters for indigent clients and the deaf.

REVENUE SOURCES:

Fees collected by the General Sessions Court Clerk for cases held in General Sessions courts as per Tenn. Code Ann. § 8-21-401.

General Fund 035 – 7041 Civil and Criminal Clerk

General Sessions Clerk	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(7,288,921)	(9,140,000)	(8,435,000)	705,000
Salaries	7,851,227	8,714,787	8,639,802	(74,985)
O&M	445,267	580,390	843,390	263,000
Net Expenditures	1,007,573	155,177	1,048,192	893,015
FTE Count	153.0	152.0	152.0	-

CHANGES TO MAJOR CATEGORIES:

- **Revenue:** FY20 revenue budget adjusted to reduce level of current and prior year actual collection trends. FY18 Actual reflects interruption of collections due to iCJIS implementation. FY19 collections will be below budget by \$1.5 million. Improvement is expected in FY20 of \$800,000 but will still not be back to FY19 budgeted levels.
- **Personnel:** Variance is a result of a general salary increase for employees, 2.5% CTAS increase for Clerk combined with lower costs for pension, OPEB, and/or changes to employee health elections. No change in FTE.
- **O&M:** Increase \$263,000 from prior year.
 - Digital Court Recorder - \$263,000; non-recurring expenditures.

SPECIAL REVENUE FUND 084 – Data Processing (DP) Fees:

- Revenue collected for DP Fees averages about \$300,000 per year.
- Current DP fund balance = \$361,700 at 3/31/19 (Criminal and Civil Divisions).
- Continued annual use of fund balance for software maintenance related to the ICJIS systems from the DP Fund may deplete available resources over the next several years and result in additional General Fund support needed for future computer related expenses.

OTHER FUNDS:

- No other funds or grants.

GENERAL SESSIONS COURT CRIMINAL JUDGES

FY20 Budget Highlights

Administrative Judge Gerald Skahan

DEPARTMENT MISSION:

To serve the citizens of Shelby County and respond to the needs of local law enforcement through implementation of fair and expeditious delivery of justice to ensure the law is followed at all stages and the rights of all are protected.

DESCRIPTION OF ACTIVITIES:

The General Sessions Criminal Court consists of nine (9) Criminal Judges (paid by the County) that handle approximately 100,000 cases per year, including misdemeanors and preliminary hearings on felonies, traffic and environmental cases.

- Designated Courts established by Statute include the Drug, Domestic Violence, and Environmental Courts.
- Specialty Courts in this section include the Veterans and Mental Health Courts.

REVENUE SOURCES:

A local litigation tax is collected by the General Sessions Court Clerk on each case filed in General Sessions Court per Tenn. Code Ann. § 16-15-5006.

General Fund 035 – 7041 Criminal and Environmental

	<u>FY18 Actual</u>	<u>FY19 Amended</u>	<u>FY20 Proposed</u>	<u>FY20-19 Var</u>
Revenue	(61,434)	(110,000)	(80,000)	30,000
Total Personnel	4,094,110	4,281,443	4,260,207	(21,236)
O&M	461,090	504,670	504,670	-
Net Expenditures	<u>4,493,766</u>	<u>4,676,113</u>	<u>4,684,877</u>	<u>8,764</u>
FTE Count	34.8	34.8	34.8	-

CHANGES IN MAJOR CATEGORIES:

- **Revenue:** Decreased by \$30K due to lower litigation taxes collections.
- **Personnel:** Variance is a result of a general salary increase for employees, 2.4% increase for judges per State directive, combined with lower costs for pension, OPEB, and/or changes to employee health elections. FTE count remains unchanged.
- **O&M:** No change to total O&M category; spending consistent with FY19.

GRANT FUNDS:

- Total Grant Revenue is \$1.4 million for FY20, including ongoing Justice Assistance Grant (JAG) Funds for Drug Court and Veterans Court. Grants employ 2 FTE.

SPECIAL REVENUE FUNDS:

- Fund 094 for Veteran Treatment and Fund 095 for DUI Treatment account for a small amount of fines collected in accordance with Public Chapter No. 453 TCA-16-22-104. Fund balance = \$20,800 at 3/31/19.
- Fund 096 accounts for Drug Treatment Fees collected for operations of the Drug Court with 5 FTE. Fund Balance = \$775,200 at 3/31/19.

GENERAL SESSIONS COURT CIVIL JUDGES

FY20 Budget Highlights

Administrative Judge Lynn Cobb

DEPARTMENT MISSION:

To serve the citizens of Shelby County and respond to the needs of local law enforcement through implementation of fair and expeditious delivery of justice to ensure the law is followed at all stages and the rights of all are protected.

DESCRIPTION OF ACTIVITIES:

The General Sessions Civil Court consists of six (6) civil judges who preside over 65,000 new civil cases annually. The Court's jurisdictional limit is \$25,000 for civil cases and unlimited monetary jurisdiction for the recovery of property and rental amounts due under the terms and provisions of contracts. Other cases handled include:

- ✓ Emergency mental commitments
- ✓ Denial petitions for handgun permits
- ✓ Interpleaders
- ✓ Drug Dealer Eviction Program

REVENUE SOURCES:

A local litigation tax is collected by the General Sessions Civil Court Clerk on each civil case filed in General Sessions court. The maximum fee authorized by the State is \$6 per case, per Tenn. Code Ann. § 16-15-5006.

General Fund 035 – 704102

General Sessions Civil Court Judges	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(338,271)	(325,000)	(325,000)	-
Total Personnel	1,533,323	1,572,727	1,581,317	8,590
O&M	39,377	50,160	50,160	-
Net Expenditures	1,234,429	1,297,887	1,306,477	8,590
FTE Count	8.0	8.0	8.0	-

ACTIVITY IN MAJOR CATEGORIES:

- **Revenue:** No change in revenues from FY19.
- **Personnel:** Variance is a result of a general salary increase for employees, 2.4% increase for judges per State directive, combined with lower costs for pension, OPEB, and/or changes to employee health elections.
 - FTE count remains unchanged at 8 positions (6 judges and 2 support staff).
 - All Judges are paid by the County.
- **O&M:** No change to total O&M; spending consistent with FY19.

OTHER FUNDS:

- No other special revenue funds or grants.

PROBATE COURT

William Morrison, Court Clerk

FY20 Budget Highlights

DEPARTMENT MISSION:

To administer estates, probate wills, appoint guardians and conservators for minors and incompetents, change names, approve the partition and sale of real estate, and file all petitions for judicial hospitalization under the Mental Health Law.

DESCRIPTION OF ACTIVITIES:

Two Probate Court Judges paid by the County oversee the following types of cases:

- ✓ Conservatorships
- ✓ Corrections to birth certificates
- ✓ Guardianships
- ✓ Judicial hospitalization under the Mental Health Law
- ✓ Name changes
- ✓ Wills and Estates

The Probate Court Clerk and staff administer the efficient operations of the courts and maintain all documents and records.

REVENUE SOURCES:

- Fees and commissions are collected from litigants in Probate Court.
- Data Processing (DP) Fees are collected and disbursed within the General Fund accounts.

General Fund 036 – 7051 Probate Judges and Clerk

Probate Court	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(654,801)	(660,000)	(737,500)	(77,500)
Total Personnel	1,260,650	1,355,630	1,428,811	73,181
O&M	54,765	68,403	68,403	-
Net Expenditures	660,614	764,033	759,714	(4,319)
FTE Count	14.0	14.0	15.0	1.0

CHANGES TO MAJOR CATEGORIES:

- **Revenue:** Collections increase of \$77,500 in FY20 reflects actual trends and anticipated revenue from providing passport services in FY20.
- **Personnel:** Variance is a result of a general salary increase for employees, 2.5% CTAS increase for Clerk, 2.4% increase for judges per State directive, combined with lower costs for pension, OPEB, and/or changes to employee health elections. One (1) FTE added to handle passport services that are being offered in FY20.
- **O&M:** No change from prior year.

OTHER FUNDS:

- No other special revenue or grant funds.

FY20 Budget Highlights**DEPARTMENT MISSION:**

The mission of Juvenile Court is to protect, as well as correct and rehabilitate the child; to protect society; and to uphold the dignity of the law.

DESCRIPTION OF ACTIVITIES:

This court is responsible for all assessment screenings of all juveniles detained for serious offenses and evaluation referrals for youth affected by mental and health issues / substance abuse. Juvenile Court has eight courtrooms where juvenile and child support cases are heard. This court is also responsible for developing and supervising community-based programs for children in Shelby County that require supervision by the court.

BUDGETARY ISSUES/TRENDS:

Implementation of the Department of Justice recommendations has required changes to services with significant budgetary impact over the past five fiscal years.

REVENUE SOURCES:

Cafeteria sales, public telephone, and vending machine sales.

General Fund 037 – Dept 7061

Juvenile Court Judge	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(4,864)	(4,000)	(4,000)	-
Total Personnel	9,610,504	10,152,497	10,185,687	33,191
O&M	1,127,101	1,212,878	1,212,878	-
Net	10,732,742	11,361,375	11,394,565	33,191
FTE Count	130.7	129.7	131.5	1.8

CHANGES TO MAJOR CATEGORIES:

- **Personnel:** Variance is a result of a general salary increase for employees, 2.4% increase per State directive for one judge paid by County, combined with lower costs for pension, OPEB, and/or changes to employee health elections. FTE increased 1.8 FTE – One (1) Juvenile Services Counselor II, 0.5 part-time Executive Director and 0.3 FTE with position move from Grant 550 to General Fund.
- **O&M:** No change in O&M; spending consistent with FY19.

GRANT FUNDS:

- Total Grant Revenue is \$2.2 million for FY20, consistent with prior years. Primary grant is the State Title IV-D child support grant which accounts for 84% of all grant revenue.
- Grant 550 moved 0.3 FTE to General Fund in FY20.

FY20 Budget Highlights

DEPARTMENT MISSION:

To file all official documents for Shelby County Juvenile Court and maintain the official court docket and journal.

DESCRIPTION OF ACTIVITIES:

The Juvenile Court Clerk’s Office is responsible for:

- Building and maintaining all the records for Juvenile Court.
- Collecting and processing all monies assessed and paid through the Juvenile Court system.
- Serving all legal documents that require an appearance in court.
- Recording all of the Court’s proceedings and decisions and for preparing Court orders and entering those orders into the minutes, which serve as the permanent record of the Court.

REVENUE SOURCES:

- State reimbursement for services provided under the IV-D Child Support contract (\$980,000).
- Fines & Fees levied against defendants; court costs associated with juvenile and adult proceedings (\$450,000).

General Fund 037 – Dept 7071

Juvenile Court Clerk	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(1,398,300)	(1,575,000)	(1,500,000)	75,000
Total Personnel	3,487,967	3,661,406	3,746,491	85,085
O&M	255,815	360,137	176,918	(183,219)
Net Transfers	379,372	321,693	473,836	152,143
Net	2,724,854	2,768,236	2,897,245	129,009
FTE Count	57.5	58.0	59.0	1.0

CHANGES TO MAJOR CATEGORIES:

- **Revenue:** Decreased \$75,000 due to anticipated decline in Juvenile Court fee collections.
- **Personnel:** Variance is a result of a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections. One FTE was added for Technology Coordinator position and consulting services decreased as a result of this addition.
- **O&M:** Consulting services of \$163K decreased with hiring of Technology Coordinator.

GRANT FUNDS:

- Title IV-D Child Support Program is the only grant under this section with total revenue of \$975,000 for FY20 and a net transfer from the General Fund of \$505,000. Seven (7) positions were added to this grant in FY20 to handle significantly increased case load.

FY20 Budget Highlights

DEPARTMENT MISSION:

To provide independent and ethical client-centered representation to individuals who are unable to hire private counsel. Providing effective assistance of counsel is mandated under state and federal constitutions for individuals facing loss of liberty in adult and juvenile delinquency proceedings.

DESCRIPTION OF ACTIVITIES:

- The Public Defender represents clients in criminal matters in the General Sessions, Juvenile, Criminal, and Circuit Courts of Shelby County. Additional services are provided for state charges initiated in the municipal city courts.
- The Department of Justice agreement created responsibility for supervision and oversight of juvenile delinquency representation and required the establishment of a specialized unit for juvenile defense.
- The Public Defender actively seeks access to treatment based alternatives to incarceration for clients with substance abuse and mental health disorders through the Jericho Program.

REVENUE SOURCES:

- State of Tennessee reimbursement accounts for 37% of the Public Defender budget.
- Indigent Defense services for municipal courts within Bartlett, Collierville, Germantown, and Millington.

GENERAL FUND 010 – DEPT 7080

Public Defender	<u>FY18 Actual</u>	<u>FY19 Amended</u>	<u>FY20 Proposed</u>	<u>FY20-19 Var</u>
Revenue	(4,142,096)	(5,457,900)	(5,528,100)	(70,200)
Total Personnel	12,752,264	14,047,354	13,922,045	(125,309)
O&M	527,146	675,698	756,698	81,000
Net	<u>9,137,314</u>	<u>9,265,152</u>	<u>9,150,643</u>	<u>(114,509)</u>
FTE Count	136.5	136.5	137.5	1.0

CHANGES IN MAJOR CATEGORIES:

- **Revenue:** Reflects increase in state reimbursements.
- **Personnel:** Variance is a result of a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections. One (1) FTE was added to assist with offender re-entry support.
- **O&M:** Increased \$81,000 due to joining the PC Refresh program. Other spending consistent with FY19.

OTHER FUNDS:

- No other special revenue or grant funds.

FY20 Budget Highlights

DEPARTMENT MISSION:

To review and monitor all divorce complaints filed in Shelby County to assure compliance with local and state laws.

DESCRIPTION OF ACTIVITIES:

- Accepts and approves service of process on every Divorce Complaint, Complaint for Separate Maintenance, and Complaint for Annulment filed in Shelby County.
- Conducts hearings on pending and post-divorce issues (i.e. child support, alimony).
- Coordinates all activity with Judges, Attorneys, and service providers.
- Assists the Mediation section of the Memphis Bar Association by referring cases for mediation.
- Divorce referees do not represent or provide legal advice to either party in a divorce action. About 2,700 divorce filings and 1,500 modification hearings are handled annually.

REVENUE SOURCES:

The Divorce Referee's revenue sources are from fees charged at the time of filing the divorce through Circuit and Chancery Court (revenues are recorded in either accounts 4605 Chancery Court Fees or 4610 Circuit Court Clerk Fees). A fee of \$115.00 is included with the filing fee for a divorce; a fee of \$10.00 is for filing a Motion Pendente lite or a Motion to the Divorce Referee. Data processing fees are recorded in the General Fund.

General Fund 010 – Dept 7085

Divorce Referee	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(251,356)	(280,000)	(280,000)	-
Total Personnel	693,114	733,856	722,376	(11,480)
O&M	4,090	4,074	6,074	2,000
Net Expenditures	445,848	457,930	448,450	(9,480)
FTE Count	6.5	6.5	6.5	-

CHANGES TO MAJOR CATEGORIES:

- **Revenue:** Projected revenue from divorce filing fees in Chancery and Circuit Courts is consistent with prior years.
- **Personnel:** Variance is a result of a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections. FTE count unchanged at 6.5 positions.
- **O&M:** Minimum change of \$2,000 for increased costs; spending consistent with FY19.

OTHER FUNDS:

- No other special revenue or grant funds.

JURY COMMISSION

Tiffany Kimmons, Jury Coordinator

FY20 Budget Highlights

DEPARTMENT MISSION:

To maintain an optimal daily supply of eligible jurors allowing efficient court operations while minimizing service time spent by citizens and cost to Shelby County; to maintain accurate and complete records of jury service for the court, jurors, and jurors' employers.

DESCRIPTION OF ACTIVITIES:

The Jury Commission is responsible for providing jurors to the three (3) Chancery Courts, nine (9) Circuit Courts, ten (10) Criminal Courts, and two (2) Probate Courts of Shelby County and maintaining all records concerning jurors such as summons, attendance, payment and scheduling. Approximately 300 to 400 jurors are on-site each week. About 350 trials are conducted each year that require jurors.

General Fund 010 – Dept 7087

Jury Commission	<u>FY18 Actual</u>	<u>FY19 Amended</u>	<u>FY20 Proposed</u>	<u>FY20-19 Var</u>
Salaries	285,752	352,947	332,862	(20,085)
Total Personnel	<u>406,435</u>	<u>534,450</u>	<u>534,450</u>	-
Net Expenditures	<u>692,187</u>	<u>887,397</u>	<u>867,312</u>	<u>(20,085)</u>
FTE Count	5.0	5.0	5.0	-

CHANGES IN MAJOR CATEGORIES:

- **Personnel:** Variance is a result of a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections.
- **O&M:** No change from prior year. Budget includes jury costs which can fluctuate significantly depending on the need for sequestered jury trials.

OTHER FUNDS:

- No other special revenue or grant funds.

FY20 Budget Highlights

DEPARTMENT MISSION:

To hold individuals accountable for their crimes and to deter future criminal behavior; to combat violent crime caused by gangs, guns, and drugs.

DESCRIPTION OF ACTIVITIES:

Prosecution of crimes against the State of Tennessee that occur within Shelby County. Funding for operations is shared as follows: Shelby County 46%; State 40%; Grants 13% and Data Processing/Escrow Property Account Fund 1%.

GENERAL FUND 038-7090

Attorney General	<u>FY18 Actual</u>	<u>FY19 Amended</u>	<u>FY20 Proposed</u>	<u>FY20-19 Var</u>
Revenue	(14,537)	-	-	-
Total Personnel	10,690,519	11,468,075	11,350,693	(117,383)
O&M	385,821	416,221	416,221	-
Net Expenditures	<u>11,061,803</u>	<u>11,884,296</u>	<u>11,766,914</u>	<u>(117,383)</u>
FTE Count	124.2	129.2	131.2	2.0

CHANGES IN MAJOR CATEGORIES:

- **Revenue:** No revenue generated by Attorney General.
- **Personnel:** Variance is a result of a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections. FTE count increased with two (2) positions added to handle caseload volume. Both positions were funded from existing salaries and are budget neutral.
 - 1 Administrative Services Specialist
 - 1 Criminal Secretary
- **O&M:** No change to total O&M category; spending consistent with FY19.

GRANT FUNDS:

Total Grant Revenue is \$1,144,934 for FY20; decrease of \$389,411 over FY19.

- HIDTA Grants 421 and 422 ended
- Grant 475 – DA General Rape Arrest Grant ended

JUDICIAL

FTE Position Count

Fund	Dept	Dept Description	FY16 Budget	FY17 Budget	FY18 Budget	FY19 Budget	FY20 Proposed	FY19-20 Change
GENERAL FUND								
010	7080	Public Defender	130.0	135.0	136.5	136.5	137.5	1.0
010	7085	Divorce Referee	5.5	6.5	6.5	6.5	6.5	-
010	7087	Jury Commission	5.0	5.0	5.0	5.0	5.0	-
032	7011	Chancery Court	22.5	21.5	21.5	21.5	21.5	-
033	7021	Circuit Court	40.0	40.0	40.0	40.0	40.0	-
034	7031	Criminal Court	83.0	83.0	83.0	83.0	83.0	-
035	7041	General Sessions Court	186.3	194.8	195.8	195.3	195.3	-
036	7051	Probate Court	14.0	14.0	14.0	14.0	15.0	1.0
037	7061	Juvenile Court Judge	136.7	130.7	130.7	129.7	131.5	1.8
037	7071	Juvenile Court Clerk	58.0	57.5	57.5	58.0	59.0	1.0
038	7090	Attorney General	111.0	118.2	124.2	129.2	131.2	2.0
TOTAL POSITIONS - GENERAL FUND			792.0	806.2	814.7	818.7	825.5	6.8
SPECIAL REVENUE FUND								
096	7041	General Sessions Drug Court	5.0	5.0	4.0	5.0	5.0	-
TOTAL POSITIONS - SPECIAL REVENUE			5.0	5.0	4.0	5.0	5.0	-
GRANT FUNDS			45.7	48.1	49.1	49.4	54.8	5.4
TOTAL POSITIONS - ALL FUNDS			842.7	859.3	867.8	873.0	885.3	12.2

FY17 - Public defender added 5 positions as 75% match to Attorney General.

Divorce Referee transferred in 1 position from County Attorney.

Chancery Court Clerk converted 1 FTE #980290 into two temp positions by resolution; deleted 1 Exec Secretary

Juvenile Court Clerk converted position from full time to part time (0.5 FTE reduction).

Juvenile Court Judge moved 5 positions to Support Services for building maintenance. Position #020469 was on loan from CAO for 2016 only.

Attorney General moved 1.8 FTE to Grant Fund; added 9 new positions for caseload issues.

Grant Funds moved 1.8 from General Fund, decrease 2.4 FTE due to other grant start/end dates.

FY18 - Attorney General added 3 Attorneys, 2 Counselor B's and 1 Paralegal; 1 grant FTE.

Public Defender added 2 positions per 75% AG match; 2 positions added from additional State funding and

deleted 2.5 positions to fund equity adjustments (Business Analyst, P/T Assistant PD, Mitigation Specialist).

General Sessions moved 1 position from Drug Court (Special Revenue) to General Fund.

FY19 - Attorney General added 5 positions; 3 Criminal Investigators and 2 Digital Evidence Analysts.

Transferred 1 FTE from General Sessions Civil Court Clerk to IT Admin (Computer System Technician).

Transferred 1 FTE from Juvenile Court Judge to CAO office.

Added 1 FTE Counselor A to Drug Court (Special Revenue) for Peer Recovery.

Deleted 1 FTE when Grant 685 (Defending Childhood Initiatives) ended.

FY20 - Attorney General added 2 positions; 1 Criminal Investigator and 1 Administrative Services Specialist.

Juvenile Court Judge added 1.8 positions; one part-time Executive Director (0.5 FTE) and 1 FTE for JS Counselor II. Also transferred 0.3 FTE to General Fund from Grant 550.

Probate Court added 1 FTE to add passport services to the citizens.

Juvenile Court Clerk added 1 FTE - Technology Coordinator position.

Public defender added 1 FTE to provide re-entry support.

Grant funds added 5.4 positions.

**Prime Accounts
Judicial**

All Funds

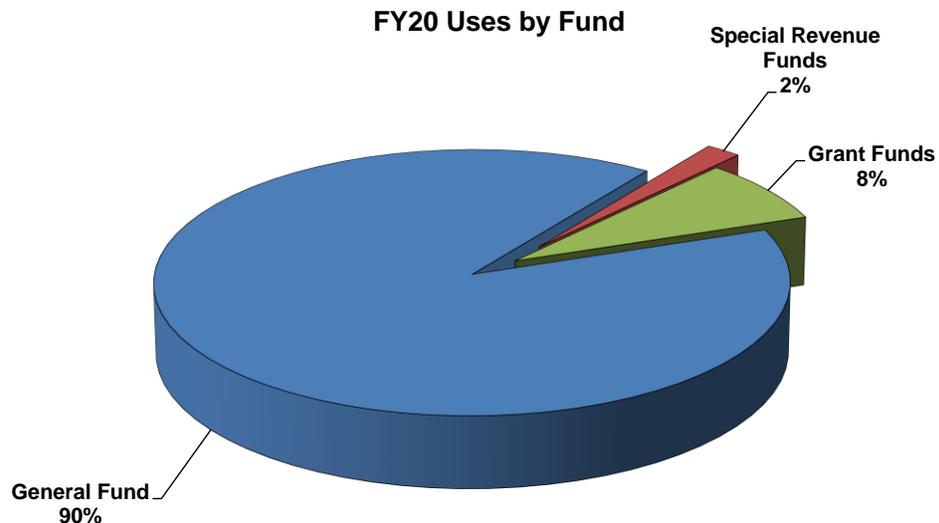
Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
41 - Other Local Taxes		(417,392)	(401,046)	(399,704)	(435,000)	(405,000)
43 - Intergovernmental Revenues-State of		(9,254,610)	(9,503,708)	(8,381,007)	(10,367,147)	(10,781,796)
44 - Intergovernmental Revenues-Federal &		(415,839)	(723,599)	(826,412)	(1,505,667)	(1,022,401)
46 - Fines, Fees & Permits		(21,728,482)	(18,774,958)	(16,018,036)	(22,359,600)	(21,752,767)
47 - Other Revenue		(390,110)	(298,005)	(308,111)	(400,288)	(407,707)
48 - Investment Income		(117,193)	(220,739)	(446,920)	(232,500)	(480,650)
Revenue		(32,323,626)	(29,922,055)	(26,380,191)	(35,300,202)	(34,850,321)
51 - Salaries-Regular Pay		43,746,300	44,783,973	46,596,081	52,199,275	53,147,058
52 - Salaries-Other Compensation		546,464	565,840	522,709	662,142	654,070
55 - Fringe Benefits		15,603,083	16,494,829	18,457,944	20,613,052	19,662,226
56 - Vacancy Savings		0	0	0	(2,379,928)	(2,254,167)
Salaries & Fringe Benefits		59,895,848	61,844,642	65,576,734	71,094,541	71,209,187
60 - Supplies & Materials		624,590	605,823	434,848	801,080	824,173
64 - Services & Other Expenses		1,693,101	1,646,651	1,623,664	2,527,236	2,552,324
66 - Professional & Contracted Services		2,322,490	2,416,193	2,619,725	3,338,743	2,862,143
67 - Rent, Utilities & Maintenance		911,613	430,982	207,519	513,377	512,969
68 - Interfund Services		1,297,285	1,348,165	1,338,595	1,658,778	1,590,997
70 - Capital Asset Acquisitions		86,375	44,628	19,170	51,038	21,038
Operating & Maintenance		6,935,454	6,492,442	6,243,521	8,890,252	8,363,644
Expenditures		66,831,301	68,337,083	71,820,255	79,984,793	79,572,831
99 - Planned Use of Fund Balances		0	0	0	(753,673)	(773,373)
Planned Fund Balance Change		0	0	0	(753,673)	(773,373)
Planned Fund Balance Change		0	0	0	(753,673)	(773,373)
96 - Operating Transfers In		(317,827)	(281,616)	(409,633)	(393,909)	(535,822)
Operating Transfers In		(317,827)	(281,616)	(409,633)	(393,909)	(535,822)
98 - Operating Transfers Out		319,852	281,616	409,633	393,909	535,822
Operating Transfers Out		319,852	281,616	409,633	393,909	535,822
Net Transfers		2,025	0	0	0	0
Judicial Total		34,509,700	38,415,028	45,440,064	43,930,918	43,949,137

JUDICIAL

Sources and Uses by Fund Type

FUND NAME:	FY20 SOURCES OF FUNDS			FY20 USES OF FUNDS		NET OPERATIONS	
	REVENUE	TRANSFERS IN	FUND BALANCE	EXPENSES	TRANSFERS OUT	NET TOTAL	% of Total
GENERAL FUND							
010 - General Fund *	(5,808,100)	-	-	16,274,505	-	10,466,405	20%
032 - Chancery Court	(4,880,000)	-	-	1,725,376	-	(3,154,624)	2%
033 - Circuit Court	(2,124,500)	-	-	2,954,092	-	829,592	4%
034 - Criminal Court	(4,425,000)	-	-	5,450,936	-	1,025,936	7%
035 - Gen Sessions Court	(8,840,000)	-	-	16,803,390	-	7,963,390	21%
036 - Probate Court	(737,500)	-	-	1,497,214	-	759,714	2%
037 - Juvenile Court	(1,504,000)	(30,993)	-	15,321,975	504,829	14,291,811	20%
038 - Attorney General	-	-	-	11,766,914	-	11,766,914	15%
TOTAL GENERAL FUND	(28,319,100)	(30,993)	-	71,794,401	504,829	43,949,137	90%
SPECIAL REVENUE FUNDS							
084 - Gen Sess Clerk DP Fees	(328,200)	-	(337,510)	665,710	-	-	1%
085 - Criminal Clerk DP Fees	(20,800)	-	(95,000)	115,800	-	-	0%
094 - Veteran's Court	(6,550)	-	-	6,550	-	-	0%
095 - DUI Treatment Fines	(35,000)	-	(30,000)	65,000	-	-	0%
096 - Drug Court	(386,367)	-	(310,168)	696,535	-	-	1%
TOTAL SPECIAL REVENUE	(776,917)	-	(772,678)	1,549,595	-	-	2%
GRANT FUNDS	(5,754,304)	(504,829)	(695)	6,228,835	30,993	-	8%
TOTAL DIVISION - ALL FUNDS	(34,850,321)	(535,822)	(773,373)	79,572,831	535,822	43,949,137	100%

*Includes Public Defender, Divorce Referee and Jury Commission



JUDICIAL

Net Expenditures by Department*

Fund Dept	Dept Description	FY16 ACTUAL	FY17 ACTUAL	FY18 ACTUAL	FY19 AMENDED	FY20 PROPOSED
GENERAL FUND						
010 7080	Public Defender	6,618,729	7,286,526	9,137,314	9,265,152	9,150,643
010 7085	Divorce Referee	305,809	407,610	445,848	457,930	448,450
010 7087	Jury Commission	728,593	685,202	692,187	887,397	867,312
032 7011	Chancery Court	(1,876,148)	(1,675,673)	(2,081,543)	(2,732,677)	(3,154,624)
033 7021	Circuit Court	(347,482)	(138,261)	330,010	941,323	829,592
034 7031	Criminal Court	663,496	1,824,287	4,097,969	962,161	1,025,936
035 7041	General Sessions Court	4,622,950	6,289,644	7,551,136	7,371,691	7,963,390
036 7051	Probate Court	584,196	621,560	660,614	764,033	759,714
037 7061	Juvenile Court Judge	11,243,007	10,678,514 a	10,732,742	11,361,375	11,394,565
037 7071	Juvenile Court Clerk	2,308,002	2,159,076	2,724,854	2,768,236	2,897,245
038 7090	Attorney General	9,587,590	10,224,439	11,061,803	11,884,296	11,766,914
GENERAL FUND TOTAL		34,438,741	38,362,923	45,352,933	43,930,918	43,949,137
SPECIAL REVENUE FUNDS						
084 7041	General Sessions Court DP Fees	81,507	73,418	13,048	-	-
085 7031	Criminal Court DP Fees	(19,874)	(20,646)	(2,170)	-	-
094 7041	Veteran's Treatment Program	(4,091)	(8,305)	(5,096)	-	-
095 7041	DUI Treatment Fines	(7,513)	(34,519)	(23,124)	-	-
096 7041	General Sessions Drug Court	(7,032)	41,881	104,473	-	-
SPECIAL REVENUE FUND TOTAL		42,997	51,829	87,131	-	-
GRANT FUNDS TOTAL		27,962	276	-	-	-
TOTAL JUDICIAL - ALL FUNDS		34,509,700	38,415,028	45,440,064	43,930,918	43,949,137

*Includes all Sources and Uses of Funds

**Prime Accounts
Judicial**

General Fund

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
41 - Other Local Taxes		(417,392)	(401,046)	(399,704)	(435,000)	(405,000)
43 - Intergovernmental Revenues-State of		(6,071,163)	(6,174,459)	(4,995,964)	(6,382,900)	(6,453,600)
44 - Intergovernmental Revenues-Federal &		(53,923)	(6,222)	0	0	0
46 - Fines, Fees & Permits		(20,999,824)	(18,144,173)	(15,362,161)	(21,570,000)	(21,026,500)
47 - Other Revenue		(35,623)	(5,497)	(4,864)	(4,000)	(4,000)
48 - Investment Income		(109,918)	(206,385)	(424,350)	(220,000)	(430,000)
Revenue		(27,687,842)	(24,937,780)	(21,187,043)	(28,611,900)	(28,319,100)
51 - Salaries-Regular Pay		41,412,074	42,275,810	43,943,184	49,021,943	49,752,864
52 - Salaries-Other Compensation		516,434	516,267	466,108	623,580	623,580
55 - Fringe Benefits		14,766,138	15,563,238	17,395,971	19,357,544	18,365,548
56 - Vacancy Savings		0	0	0	(2,312,316)	(2,304,246)
Salaries & Fringe Benefits		56,694,647	58,355,316	61,805,262	66,690,750	66,437,746
60 - Supplies & Materials		597,282	519,398	408,639	669,185	703,848
64 - Services & Other Expenses		1,300,678	1,272,208	1,256,083	1,534,449	1,562,184
66 - Professional & Contracted Services		1,339,053	1,374,785	1,428,665	1,447,154	1,307,254
67 - Rent, Utilities & Maintenance		902,004	412,694	201,433	485,866	485,422
68 - Interfund Services		1,045,864	1,073,432	1,059,066	1,393,721	1,297,948
70 - Capital Asset Acquisitions		79,426	44,628	1,456	0	0
Operating & Maintenance		5,264,306	4,697,145	4,355,342	5,530,375	5,356,656
Expenditures		61,958,953	63,052,461	66,160,604	72,221,125	71,794,401
96 - Operating Transfers In		(76,111)	(16,687)	(15,130)	(36,108)	(30,993)
Operating Transfers In		(76,111)	(16,687)	(15,130)	(36,108)	(30,993)
98 - Operating Transfers Out		243,741	264,929	394,502	357,801	504,829
Operating Transfers Out		243,741	264,929	394,502	357,801	504,829
Net Transfers		167,630	248,242	379,372	321,693	473,836
Judicial Total		34,438,741	38,362,923	45,352,933	43,930,918	43,949,137

**Prime Accounts
Judicial**

Special Revenue Fund

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
46 - Fines, Fees & Permits		(728,658)	(630,785)	(655,875)	(789,600)	(726,267)
48 - Investment Income		(7,275)	(14,354)	(22,571)	(12,500)	(50,650)
	Revenue	(735,933)	(645,139)	(678,446)	(802,100)	(776,917)
51 - Salaries-Regular Pay		198,095	204,604	197,728	239,881	250,059
52 - Salaries-Other Compensation		1,920	1,842	2,685	3,409	8,950
55 - Fringe Benefits		73,253	76,315	70,914	84,300	81,484
	Salaries & Fringe Benefits	273,267	282,761	271,327	327,590	340,493
60 - Supplies & Materials		9,324	34,376	5,864	53,225	53,775
64 - Services & Other Expenses		253,563	242,886	246,624	582,256	557,256
66 - Professional & Contracted Services		183,841	73,618	158,641	542,494	548,522
67 - Rent, Utilities & Maintenance		9,608	3,328	6,086	25,677	25,713
68 - Interfund Services		49,326	59,999	59,321	3,498	3,498
70 - Capital Asset Acquisitions		0	0	17,714	20,338	20,338
	Operating & Maintenance	505,663	414,207	494,250	1,227,488	1,209,102
	Expenditures	778,930	696,968	765,577	1,555,078	1,549,595
99 - Planned Use of Fund Balances		0	0	0	(752,978)	(772,678)
	Planned Fund Balance Change	0	0	0	(752,978)	(772,678)
	Planned Fund Balance Change	0	0	0	(752,978)	(772,678)
	Judicial Total	42,997	51,829	87,131	0	0

**Prime Accounts
Judicial**

Grant Funds

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
43 - Intergovernmental Revenues-State of		(3,183,448)	(3,329,249)	(3,385,043)	(3,984,247)	(4,328,196)
44 - Intergovernmental Revenues-Federal &		(361,916)	(717,378)	(826,412)	(1,505,667)	(1,022,401)
47 - Other Revenue		(354,487)	(292,509)	(303,247)	(396,288)	(403,707)
	Revenue	(3,899,851)	(4,339,136)	(4,514,702)	(5,886,202)	(5,754,304)
51 - Salaries-Regular Pay		2,136,131	2,303,558	2,455,169	2,937,452	3,144,135
52 - Salaries-Other Compensation		28,110	47,730	53,916	35,153	21,540
55 - Fringe Benefits		763,693	855,276	991,059	1,171,209	1,215,194
56 - Vacancy Savings		0	0	0	(67,612)	50,079
	Salaries & Fringe Benefits	2,927,934	3,206,565	3,500,144	4,076,201	4,430,949
60 - Supplies & Materials		17,984	52,049	20,345	78,670	66,550
64 - Services & Other Expenses		138,860	131,556	120,957	410,531	432,884
66 - Professional & Contracted Services		799,596	967,790	1,032,419	1,349,095	1,006,367
67 - Rent, Utilities & Maintenance		0	14,960	0	1,834	1,834
68 - Interfund Services		202,095	214,734	220,209	261,559	289,551
70 - Capital Asset Acquisitions		6,950	0	0	30,700	700
	Operating & Maintenance	1,165,484	1,381,089	1,393,930	2,132,389	1,797,886
	Expenditures	4,093,418	4,587,654	4,894,074	6,208,590	6,228,835
99 - Planned Use of Fund Balances		0	0	0	(695)	(695)
	Planned Fund Balance Change	0	0	0	(695)	(695)
	Planned Fund Balance Change	0	0	0	(695)	(695)
96 - Operating Transfers In		(241,715)	(264,929)	(394,502)	(357,801)	(504,829)
	Operating Transfers In	(241,715)	(264,929)	(394,502)	(357,801)	(504,829)
98 - Operating Transfers Out		76,111	16,687	15,130	36,108	30,993
	Operating Transfers Out	76,111	16,687	15,130	36,108	30,993
	Net Transfers	(165,604)	(248,242)	(379,372)	(321,693)	(473,836)
	Judicial Total	27,962	276	0	0	0

JUDICIAL

Grant Summary Information

The Judicial Division administers the following grants:

General Sessions Court

- **Residential Drug Treatment** - This grant, offered by the State of Tennessee Office of Criminal Justice Programs, provides residential drug and alcohol treatment.
- **Memphis Police Department Drug Court Treatment** – This grant made available by the City of Memphis provides substance abuse treatment for offenders in the Drug Court Program.
- **Justice Assistance Grant (JAG)** - The U.S. Department of Justice is the grantor for the Edward Byrne Justice Assistance Grant that provides support for the Drug and Veterans Court.

Juvenile Court

- **Child Advocacy Services** - Tennessee Department of Human Services provides funding to Juvenile Court through two separate grants for child support operations and advocacy services.
- **Child Support IV-D** - Funded by Tennessee Department of Human Services to handle all Title IV-D related process papers and subpoenas. *(Shared with Juvenile Court Clerk)*
- **Court Appointed Special Advocate State Supplement Juvenile Court Improvement** - Tennessee Commission on Children and Youth grant provides funding for improvement of Juvenile Court operations by supplementing salaries in support of the Court Appointed Special Advocates (CASA).
- **Annie E Casey Juvenile Detention Alternatives Initiatives (JDAI) Grant** – This privately funded grant provides funding for agencies seeking to learn and teach alternatives to detention for juvenile offenders.

District Attorney General

- **Victims of Crime Act Grant (VOCA) / Victim Coordinator Grant** – This State funded grant provides services that directly improve the health and well-being of victims of crime with priority given to victims of child abuse, domestic violence, sexual assault and services for previously underserved victims
- **Violence Against Women Grant** - The U.S. Department of Justice is the grantor for The DAG Rape Arrest Grant, for programming to provide direct services to adult victims of sexual assault.
- **Drug Enforcement Agency (DEA) Grant** – This grant provides funding for a task force that disrupts illicit drug activity in the Greater Memphis Area by immobilizing targeted violators and trafficking organizations.
- **Drug Task Force** – Positions funded by drug seizures of the West Tennessee Violent Crime & Drug Task Force.
- **High Intensity Drug Trafficking Area (HIDTA)** - Funds allocated to Shelby County to disrupt the sale and transportation of illegal drugs and dismantle drug organizations.
- **Justice Assistance Grant (JAG)** - The U.S. Department of Justice is the grantor for the Edward Byrne Justice Assistance Grant that provides funding for the purposes of implementing crime prevention programs.

JUDICIAL

Grant Program Detail

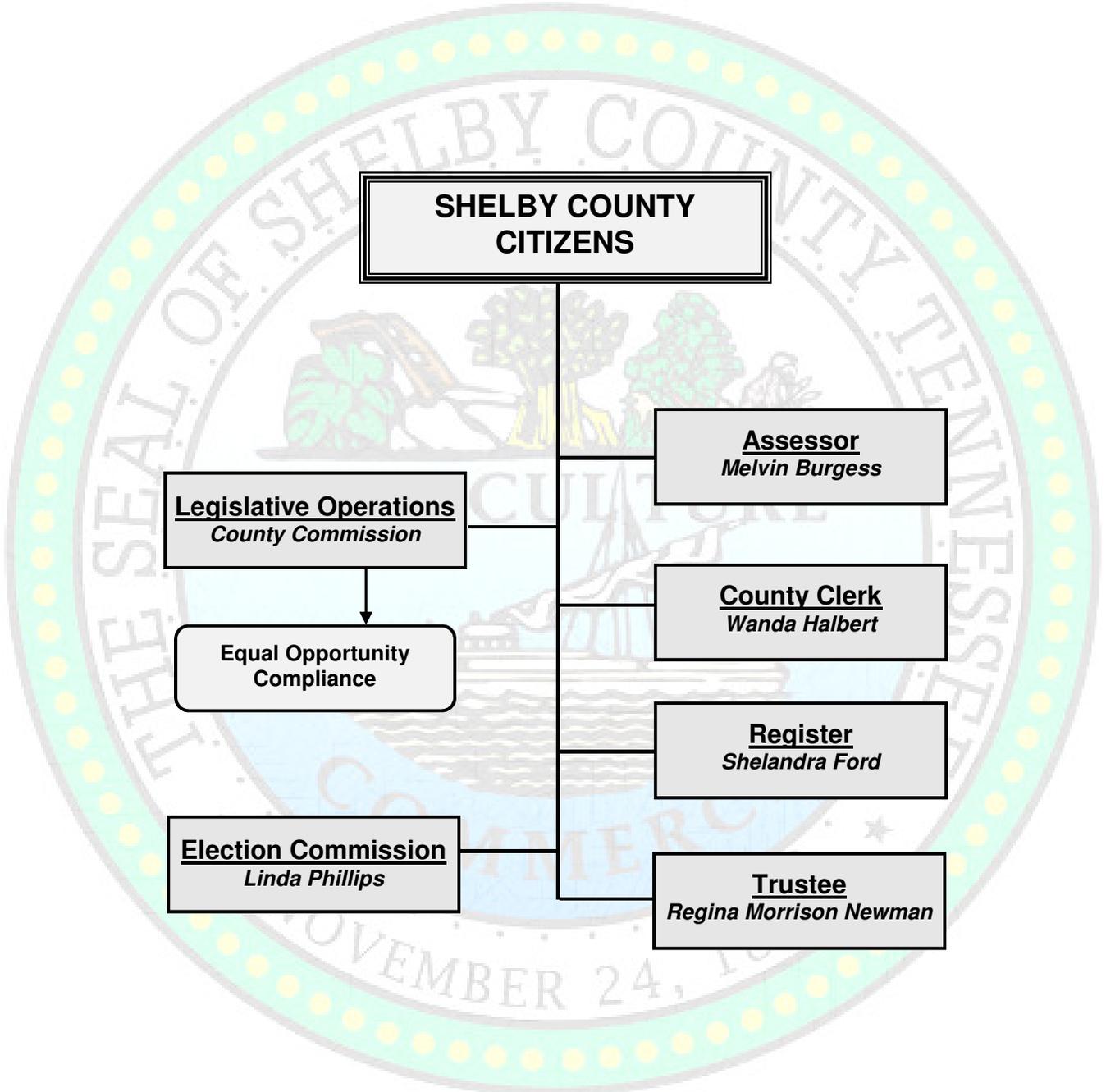
<u>FUND</u>	<u>GRANT PROGRAM</u>	<u>AMOUNT</u>
<u>Department 7041: General Sessions Criminal Court</u>		
194	JAG Drug Court / Veteran's Court	\$ 110,213
195	JAG Drug Court / Veteran's Court - Continuation	44,335
196	Justice Assistance Grant	155,333
198	Justice Assistance Grant	90,000
625	Memphis Police Department Drug Court Grant	250,000
657	Veterans Treatment Court DOJ	195,379
850	Residential Drug Treatment Grant	550,000
Department Total		<u>\$ 1,395,260</u>
<u>Department 7061: Juvenile Court</u>		
123	Court Appointed Spec Advocate (CASA) - JC Improvement	\$ 9,000
550	J C Child Support Bureau - Title IV-D Grant	1,864,094
552	J C Child Support Bureau - Child Advocacy Services	349,107
595	Annie E Casey JDAI	15,000
Department Total		<u>\$ 2,237,201</u>
<u>Department 7071: Juvenile Court Clerk</u>		
163	Title IV-D (Process Paper) Grant	\$ 975,351
Department Total		<u>\$ 975,351</u>
<u>Department 7090: Attorney General</u>		
196	Justice Assistance Grant	\$ 37,500
201	VOCA Grant	115,405
307	VOCA DAG Gang Hispanic Domestic Violence Victim	50,330
309	Victim Coordinator Grant	133,341
402	HIDTA 2016	42,358
477	DEA Memphis Residence Task Force II	69,242
479	Drug Task Force	533,994
480	STOP Violence Against Women Act Grant	73,210
491	JAG Grant Fund	91,112
Department Total		<u>\$ 1,146,492</u>
DIVISION TOTAL		<u>\$ 5,754,304</u>

*JAG - Justice Assistance Grant
JDAI - Juvenile Detention Alternatives Initiative
HIDTA - High Intensity Drug Trafficking Area
VOCA - Victim of Criminal Acts
DEA - Drug Enforcement Agency*

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OTHER ELECTED OFFICIALS

Division Organizational Chart by Program



OTHER ELECTED OFFICIALS

Division Overview FY 20

DIVISION MISSION STATEMENT AND STRATEGIC GOALS

“Other Elected Officials” is the functional reporting group for offices of Elected Officials other than the Mayor, Sheriff and Court Clerks. There is no centralized administration for this group. These offices support the



Strategy 5: Provide Effective Governance and Sound Stewardship for County Resources

[5-a] Ensure financial stability through sound oversight of fiscal operations, taxation, debt management and revenue collections. Maintain all records of public transactions as required by the State.

[5-d] Build trust and confidence in government through transparent, accessible, and responsive interactions with all internal and external customers.

DEPARTMENTAL MISSION/GOALS:

The strategic goals of the division are achieved through the following departmental structure:

8001 Commissioner’s Contingency – To provide undesignated contingency funds for various non-budgeted expenses that are deemed necessary and approved by the Shelby County Commissioners.

8002 Legislative Operations – To ensure that the Board of County Commissioners – the Legislative Branch of Shelby County Government – are provided the necessary operational support to effectively carry out the legislative powers vested to this body by the State Constitution, general laws of the State of Tennessee and the Shelby County Charter.

8003 Equal Opportunity Compliance – To foster a non-discriminatory work environment within Shelby County Government (SCG), to encourage minority and women owned business and entrepreneurs and locally owned small business participation in the procurement process of SCG, and to keep accurate employment statistics for SCG.

8004 Assessor – To classify and assess all taxable property in Shelby County as prescribed by law without fear, favor, or affection to the best of her knowledge and ability.

8006 County Clerk – To provide the citizens of Shelby County an efficient and accessible system in which to purchase the necessary Titles, Licenses, and Permits provided by this office.

8007 County Register – To serve as the official record keeper of the County; record, scan and index documents of public record in an orderly and timely manner into a permanent and secure system for retrieval purposes and to collect and report all forms of income to the appropriate state and county agencies.

8008 Trustee – To serve as banking agent for Shelby County; to account for, properly apportion and disburse county funds as mandated and invest idle funds within statutory guidelines as promulgated by TCA 5-8-301.

8009 Election Commission - To administer all public elections in Shelby County in accordance with applicable laws. This Commission is comprised of five (5) members appointed by the Tennessee State Election Commission.

FY20 Budget Highlights

COMMISSION CONTINGENCY: General Fund 044-8001

<u>Contingency</u>	<u>FY18 Actual</u>	<u>FY19 Amended</u>	<u>FY20 Proposed</u>	<u>FY20-19 Var</u>
Summer Interns	324,750	-	-	-
Contingency	-	98,465	200,000	101,535
Net Operations	324,750	98,465	200,000	101,535
FTE Count	0.0	0.0	0.0	-

- Restored contingency funds to \$200,000.

LEGISLATIVE OPERATIONS: General Fund 044-8002

<u>Legislative Operations</u>	<u>FY18 Actual</u>	<u>FY19 Amended</u>	<u>FY20 Proposed</u>	<u>FY20-19 Var</u>
Total Personnel	1,574,105	2,764,065	2,722,906	(41,159)
O&M	617,656	766,578 *	766,578	-
Net Operations	2,191,761	3,530,643	3,489,484	(41,159)
FTE Count	26.0	29.0	29.0	-

* Adjusted by \$660,000 for FY19 non-recurring item for comprehensive health assessment study RFQ.

- **Personnel:** Variance is a result of a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections.
- **O&M:** No change in O&M from prior year.

EQUAL OPPORTUNITY COMPLIANCE: General Fund 044-8003

<u>EOC Office</u>	<u>FY18 Actual</u>	<u>FY19 Amended</u>	<u>FY20 Proposed</u>	<u>FY20-19 Var</u>
Total Personnel	850,235	1,086,196	1,067,109	(19,088)
O&M	92,720	113,515 *	113,515	-
Net Operations	942,955	1,199,711	1,180,624	(19,088)
	13.0	13.0	13.0	-

* Adjusted by \$500,000 for FY19 non-recurring item for outside consultant.

- **Personnel:** Variance is a result of a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections.
- **O&M:** No change in O&M from prior year.

COMMUNITY ENHANCEMENT GRANTS: General Fund 010-2013

<u>Grants</u>	<u>FY18 Actual</u>	<u>FY19 Amended</u>	<u>FY20 Proposed</u>	<u>FY20-19 Var</u>
Community Enhancement	1,950,000	1,950,000	1,950,000	-
All Others ¹	1,205,280	4,293,373	1,250,000	(3,043,373)
Net Operations	3,155,280	6,243,373	3,200,000	(3,043,373)

¹Detailed list in Administration & Finance Division for Dept. 2013.

FY20 Budget Highlights**DEPARTMENT MISSION:**

To fulfill the sworn duty of the Assessor to assess all taxable property in Shelby County as far as ascertainable, to the true owners thereof, and determine the classification and assessed valuation of all taxable property as prescribed by law without fear, favor, or affection to the best of the Assessor's knowledge and ability. Additionally, the Assessor has pledged to use all the technology and human resources available to increase accuracy, reduce costs and maximize efficiency to provide excellent customer service to the citizens of Shelby County.

DESCRIPTION OF ACTIVITIES:

The Assessor's office identifies and appraises real and personal property according to Tennessee State Constitution and laws, performs reappraisal for changes in property market value over time, lists current property ownership, map parcels, and descriptions of land and improvements, such as dwellings and other building types.

BUDGETARY ISSUES/TRENDS:

- Reimbursements from the municipalities, including the City of Memphis, for reappraisal services provided by the Assessor are collected every four (4) years. The last reappraisal was in FY17.
- The Assessor's office restructured in FY20 to focus on core mission of tax assessments by transferring all information technology staff once housed in the Assessor's office to the Information Technology Division. Use of available technology has allowed the Assessor to manage the growth in properties and appeals. This move will strengthen these efforts.

General Fund 043 – Dept 8004

Assessor	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(2,908,160)	(21,750)	(22,000)	(250)
Personnel	8,875,824	9,867,939	9,540,312	(327,627)
O&M	1,173,736	1,339,002	1,273,860	(65,142)
Net Operations	7,141,400	11,185,191	10,792,172	(393,019)
FTE Count	143.0	141.0	135.0	(6.0)

CHANGES TO MAJOR CATEGORIES:

- **Revenue:** Revenue remains flat in FY20 (\$22,000). Revenue primarily consists of reimbursements from the State of Tennessee for appraiser certification pay (\$17,000). FY18 reflects \$2.9 million in revenues from Shelby County municipalities related to the 4-year cycle reappraisal reimbursements.
- **Personnel:** Salary (\$327,000) and FTE (6.0) reductions are a result of:
 - The transfer of six (6) positions to the Information Technology Division (\$279,000)
 - A 2.0% vacancy savings rate reduction (\$217,000) which offsets salary savings
 - General salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections.
- **O&M:** Reduction is primarily due to training and software acquisition & licensing, which includes an additional \$25,000 of funding for software, offset by the transfer of operating expenditures relating to information technology transferred to the Information Technology division (\$90,000) to align with Assessor's office restructure.

OTHER FUNDS:

- No grants or other special revenue funds

FY20 Budget Highlights

DEPARTMENT MISSION:

The County Clerk’s Office provides the citizens of Shelby County an efficient and accessible system in which to purchase the necessary titles, licenses, and permits provided by this office.

DESCRIPTION OF ACTIVITIES:

The County Clerk issues motor vehicle titles and registrations, driver’s license renewals, marriage licenses as well as collecting various State, County, and local taxes (Wheel Tax and Sales Tax). The Business Tax division collects the Hotel/Motel Tax, Car Rental Tax, and processes a wide variety of business license applications and fees.

REVENUE SOURCES:

Fees are received from the sale of motor vehicle titles, replacement titles, registration, and sales tax transactions, marriage licenses, business licenses for Memphis and Shelby County, driver’s licenses, notary public commissions, hotel/motel taxes for Shelby County and the City of Lakeland, car rental taxes, and motor vehicle wheel taxes. In addition, they collect motor vehicle fees for municipalities of Memphis, Bartlett, Collierville, Germantown, and Millington.

General Fund 040 – Dept 8006

County Clerk	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(11,853,811)	(12,202,000)	(12,800,000)	(598,000)
Personnel	4,976,141	5,402,208	5,388,378	(13,831)
O&M	489,086	542,157	619,069	76,912
Net Operations	(6,388,584)	(6,257,635)	(6,792,553)	(534,919)
FTE Count	95.0	95.0	95.0	-

BUDGETARY ISSUES/TRENDS:

Revenue growth associated with continued economic improvement and strong volume of motor vehicle and other activities.

CHANGES IN MAJOR CATEGORIES:

- **Revenue:** Increase in Fines, Fees & Permits \$500,000 over prior year budget due to improving economy and \$98,000 in interest income. Revenue collections have increased by 12% over a five-year period.
- **Personnel:** Variance is a result of a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections.
- **O&M:** FY20 increase to provide funding primarily due to mail services (\$62,000) for issuing new metal plates for vehicles per State of Tennessee Department of Motor Vehicles and janitorial services for non-governmental owned Clerk office locations (\$14,000).

OTHER FUNDS:

- Restricted use Motor Vehicle Registration Fund (MVR) - \$76,000 (within General Fund)
- Data processing fees collected by County Clerk (\$1.7 million - approx.) are credited directly to Information Technology Services for data processing services

FY20 Budget Highlights

DEPARTMENT MISSION:

The Register is the official record keeper for Shelby County. The Register’s mission is to record, scan, and index documents of public record in an orderly and timely manner into a permanent and secure system for retrieval purposes, to collect and report all forms of income to the appropriate state and county agencies, and to provide the highest levels of customer service while maintaining economical and efficient operations.

DESCRIPTION OF ACTIVITIES:

The most common documents filed by the Register as permanent records for public notice include tax liens (State and Federal), property titles, mortgages, bankruptcy documents, marriage settlements, contracts, powers of attorney, real estate conveyances, armed forces discharges and affidavits.

REVENUE SOURCES:

The Register collects fines, fees, and permits for recording public records such as tax liens, property titles, mortgages, bankruptcy documents, marriage settlements, contracts, powers of attorney, real estate conveyances, armed forces discharges, affidavits, and data processing fees.

General Fund 041 – Dept 8007

Register	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(3,700,570)	(4,138,333)	(4,135,000)	3,333
Personnel	1,625,034	1,783,088	1,908,443	125,356
O&M	101,188	97,361	97,361	-
Net Operations	(1,974,348)	(2,257,884)	(2,129,196)	128,689
FTE Count	22.0	22.5	25.0	2.5

BUDGETARY ISSUES/TRENDS:

- Stronger real estate market is generating increased volume of documents recorded.
- Operating costs are covered by customer fees; no property taxes are required for support.
- Implemented \$2.00 fee in FY20 specifically for online electronic processing deeds and other records.

CHANGES TO MAJOR CATEGORIES:

- **Revenue:** Remains primarily constant at \$4.1 million
- **Personnel:** FY20 salaries increase (\$125,000) and 2.5 FTE increase are due to:
 - A full year’s account of three (3) new positions added at the end of prior year: Deeds Community Spec, Archives Deeds Tech, Deeds Processing
 - A general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections.
- **O&M:** No change to O&M.

Data Processing Fund 076

The Register’s Data Processing Fund (DP Fund) was created by the State with the requirement that a \$2.00 fee be collected on every document recorded (excluding online document processing). This Special Revenue Fund is designated for the acquisition of computer equipment and software necessary to operate and maintain a data processing system within the Register’s Office.

- Fund Balance is \$673,000 as of June 30, 2018

FY20 Budget Highlights

DEPARTMENT MISSION:

The Trustee serves as the banking agent responsible for the receipt, disbursement, and investment of County funds.

DESCRIPTION OF ACTIVITIES:

The Trustee bills and collects current and delinquent ad valorem property taxes for the County, Millington, Arlington, and Lakeland. Delinquent taxes only have been collected for Bartlett, Germantown, Collierville, and the City of Memphis.

REVENUE SOURCES:

- The Trustee retains a commission of 2% on current property tax collections and 1% on delinquent collections and fees for State and Local revenues received/disbursed.
- Reimbursements from City of Memphis and other municipalities for tax collection services.

General Fund 042 – Dept 8008

Trustee	FY18 Actual	FY19 Amended	FY20 Proposed	FY20-19 Var
Revenue	(24,138,271)	(24,055,000)	(24,055,000)	-
Personnel	4,804,297	5,206,461	5,126,067	(80,394)
O&M	1,585,568	2,054,280	2,054,280	-
Net Operations	(17,748,407)	(16,794,259)	(16,874,653)	(80,394)
FTE Count	67.0	65.5	65.5	-

BUDGETARY ISSUES/TRENDS:

The Trustee’s Office remains constant in Property Tax collection percentages. As the higher rate of current tax collections stabilizes, collections of delinquent taxes are expected to decline.

CHANGES IN MAJOR CATEGORIES:

- **Revenue:** Revenues projected to remain consistent with prior year at \$24 million in FY20.
- **Personnel:** Variance is a result of a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections.
- **O&M:** No change to total O&M category; spending consistent with prior years.

OTHER FUNDS:

- No other special revenue or grant funds

FY20 Budget Highlights

DEPARTMENT MISSION:

The mission of the Shelby County Election Commission is to administer all public elections in Shelby County, Tennessee, in accordance with applicable laws.

DESCRIPTION OF ACTIVITIES:

The Election Commission administers elections conducted for the Federal Government, State of Tennessee, City of Memphis, Shelby County, and other municipalities within Shelby County.

REVENUE SOURCES:

Revenue is generated from reimbursements from the State, City of Memphis, and other municipalities within Shelby County and from sales of voter registration data to the public.

GENERAL FUND 010 – Dept 8009

Election Commission	FY16 Actual*	FY19 Amended	FY20 Proposed	FY20-19 Var	FY20-16 Var
Revenue	(1,716,854)	(485,310)	(4,101,508)	(3,616,198)	(2,384,654)
Total Personnel	2,232,509	3,043,346	3,957,528	914,182	1,725,019
O&M**	1,292,946	1,678,369	2,187,588	509,219	894,642
Net Operations	1,808,601	4,236,405	2,043,608	(2,192,797)	235,007
FTE Count	20.5	23.0	23.0	-	2.5

*FY16 actuals reflect trend with same election cycle (City of Memphis elections) in FY20.

**Adjust FY19 for non-recurring items \$63,000.

BUDGETARY ISSUES/TRENDS:

Election cycles can have a significant budget impact, depending on the type of election and reimbursements to the County within a fiscal period. The Election Commission’s FY20 total revenue budget of \$4.1 million includes two reimbursable elections and one non-reimbursable election:

- FY20 reimbursable elections:
 - September 2019 – Arlington Municipality elections (\$48,000)
 - October 2019 – City of Memphis Election (\$2.3 million)
- FY20 non-reimbursable election:
 - March 2020 – Presidential Preferential Primary Election (\$1.7 million)

CHANGES TO MAJOR CATEGORIES:

- **Revenues:** FY20 increase compared to FY19 (\$3.6 million) and FY16 (\$2.4 million) reflects reimbursable local elections (City of Memphis and Arlington) due to expected higher turnout.
- **Total Personnel:** FY20 increase primarily driven by increasing additional temporary labor, Election Day workers, and overtime due to increased number of electorates. No changes in FTE personnel count in FY20. The \$1.7 million increase over FY16 is due to increased number of temporary labor needed due to increased number of electorates and implementation of \$15 per hour minimum temporary labor rate.
- **O&M:** FY20 increases over prior year include:
 - Required legal notices due to higher candidate filings (\$125,000)
 - Rental for additional voting locations due to higher expected voter turnout (\$230,000)
 - Election system software support and software licenses (\$210,000) offset primarily by legal (\$59,000)
 - Increase over FY16 primarily due to increase in voting poll site locations and location rental cost (\$328,000), advertising and legal notices (\$180,000), and voting machine maintenance (\$100,000).

OTHER ELECTED OFFICIALS

FTE Position Count

Fund	Dept	Dept Description	FY16 Budget	FY17 Budget	FY18 Budget	FY19 Budget	FY20 Proposed	FY19-20 Change
GENERAL FUND								
044	8002	Legislative Operations	25.0	26.0	26.0	29.0	29.0	-
044	8003	Equal Opportunity Compliance	10.0	13.0	13.0	13.0	13.0	-
043	8004	Assessor	143.0	143.0	143.0	141.0	135.0	(6.0)
040	8006	County Clerk	91.0	91.0	95.0	95.0	95.0	-
041	8007	Register	24.0	24.0	22.0	22.5	25.0	2.5
042	8008	Trustee	68.5	68.0	67.0	65.5	65.5	-
010	8009	Election Commission	20.5	22.0	23.0	23.0	23.0	-
TOTAL POSITIONS - GENERAL FUND			382.0	387.0	389.0	389.0	385.5	(3.5)

FY17 - Legislative Operations: Added one (1) Clerical Specialist

Equal Opportunity Compliance: Deleted (1) position - Deputy Administrator; added 4.0 FTEs (Chief Diversity Officer, Trustee: Converted 1.0 FTE into part-time status (0.5 FTE) (position 870094).

Election Commission: Added one (1) Tech Specialist; converted Clerical Specialist from part-time to full-time.

FY18 - County Clerk: Added 4.0 FTEs: Examining Clerk, Admin Tech, (2) Cust Rep II for increased volume of transactions.

Register: Deleted (1) Admin Assistant and (1) Deeds Processor.

Trustee: Deleted one (1) position - Accountant A.

Election Commission: Added one (1) Admin. Tech to provide bi-partisan assistance within Absentee ballot section.

FY19 - Legislative Operations: Added two (2) Research Analyst and one (1) Legislative Research Analyst.

Assessor: Deleted two (2) Clerical Specialist positions (863384 and 001625).

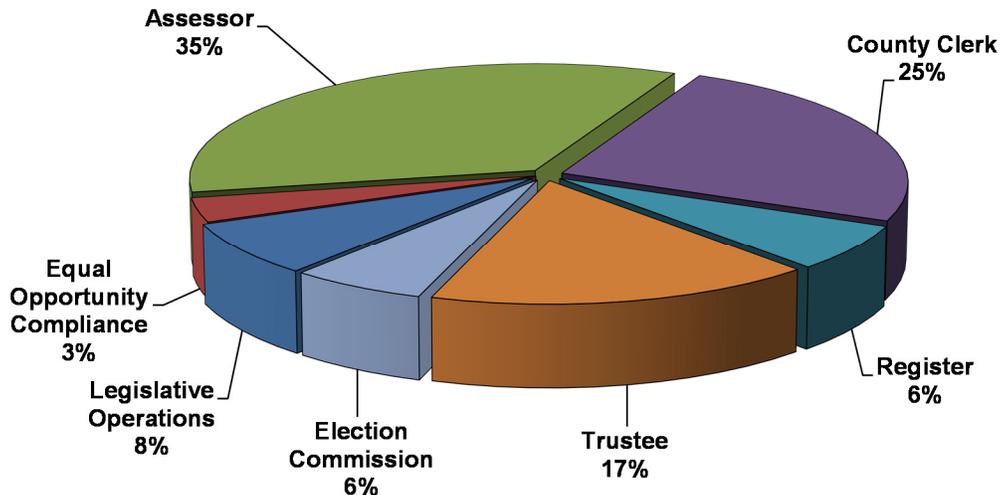
Register: 0.5 FTE change represents two months of FTE for 3 new positions (Deeds Community Spec, Archives Deeds Tech, Deeds Processing Clerk) added during last two months of fiscal year.

Trustee: Transferred position 860871 from Health Division to Trustee Office; deleted two positions (Supervisor B and Accountant A); relcassed position 870079 from Full-Time (1.0 FTE) to Part-Time (0.5 FTE).

FY20 - Assessor: Transferred six (6) positions to the Information Technology Division.

Register: 2.5 FTE change represents a complete full year of FTE for 3 positions (Deeds Community Spec, Archives Deeds Tech, Deeds Processing Clerk) added at end of prior year.

FTE Positions by Department



**Prime Accounts
Other Elected Officials**

All Funds

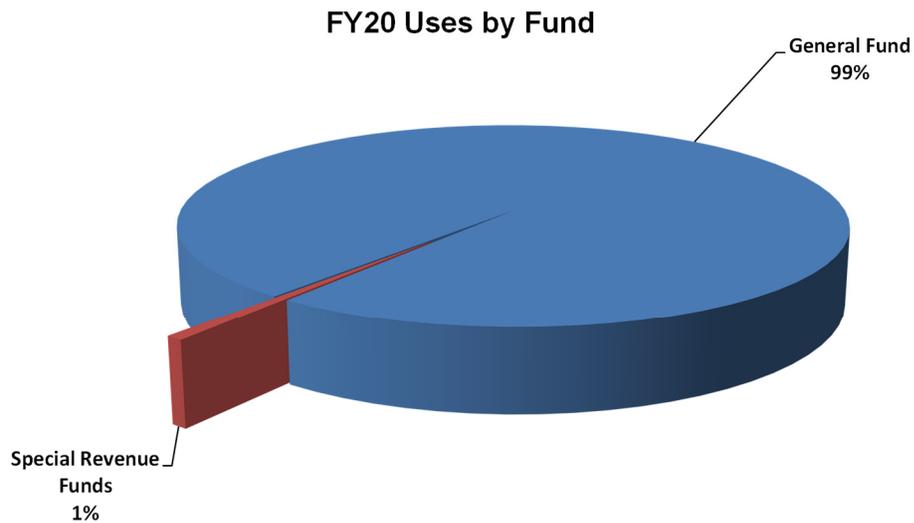
Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
43 - Intergovernmental Revenues-State of		(682,648)	(39,291)	(150,079)	(493,060)	(1,774,194)
44 - Intergovernmental Revenues-Federal &		(2,230,855)	(1,568,234)	(4,323,068)	(1,595,000)	(3,932,314)
45 - Charges for Services		(16,989)	(11,492)	(16,415)	(17,845)	(15,845)
46 - Fines, Fees & Permits		(37,648,805)	(37,991,557)	(38,380,556)	(38,958,356)	(39,446,000)
47 - Other Revenue		(4)	(29,443)	(339)	0	0
48 - Investment Income		(61,610)	(118,767)	(241,422)	(190,000)	(302,500)
Revenue		(40,640,910)	(39,758,784)	(43,111,879)	(41,254,261)	(45,470,853)
51 - Salaries-Regular Pay		17,406,678	18,067,951	17,509,390	21,611,000	22,427,135
52 - Salaries-Other Compensation		378,263	553,152	372,154	510,597	586,622
55 - Fringe Benefits		6,170,071	6,524,191	6,993,150	8,198,892	7,647,313
56 - Vacancy Savings		0	0	0	(1,167,186)	(950,328)
Salaries & Fringe Benefits		23,955,012	25,145,294	24,874,693	29,153,303	29,710,743
60 - Supplies & Materials		460,369	492,170	635,679	477,919	521,549
64 - Services & Other Expenses		1,621,282	2,196,342	1,767,677	2,354,582	2,565,801
66 - Professional & Contracted Services		1,808,759	1,344,588	1,313,549	3,379,270	1,922,752
67 - Rent, Utilities & Maintenance		852,436	960,152	768,239	1,061,735	1,194,845
68 - Interfund Services		929,819	868,036	842,471	1,252,785	1,235,810
70 - Capital Asset Acquisitions		17,302	99,680	9,500	29,840	28,840
Operating & Maintenance		5,689,967	5,960,968	5,337,114	8,556,130	7,469,597
95 - Contingencies & Restrictions		0	0	0	98,465	200,000
Contingencies & Restrictions		0	0	0	98,465	200,000
Expenditures		29,644,979	31,106,262	30,211,807	37,807,899	37,380,339
99 - Planned Use of Fund Balances		0	0	0	(390,000)	0
Planned Fund Balance Change		0	0	0	(390,000)	0
Planned Fund Balance Change		0	0	0	(390,000)	0
98 - Operating Transfers Out		0	10,438	0	0	0
Operating Transfers Out		0	10,438	0	0	0
Net Transfers		0	10,438	0	0	0
Other Elected Officials Total		(10,995,932)	(8,642,083)	(12,900,072)	(3,836,362)	(8,090,514)

OTHER ELECTED OFFICIALS

Sources and Uses by Fund Type

<i>FUND NAME:</i>	FY20 SOURCES OF FUNDS			FY20 USES OF FUNDS		NET OPERATIONS	
	REVENUE	TRANSFERS IN	FUND BALANCE	EXPENSES	TRANSFERS OUT	NET TOTAL	% of Total
GENERAL FUND							
010 - Election Commission	(4,101,508)	-	-	6,145,117	-	2,043,608	17%
016 - MVR Supplies Fund*	(76,000)	-	-	76,000	-	-	0%
040 - County Clerk	(12,800,000)	-	-	6,007,447	-	(6,792,553)	16%
041 - Register	(4,135,000)	-	-	2,005,804	-	(2,129,196)	5%
042 - Trustee	(24,055,000)	-	-	7,180,347	-	(16,874,653)	19%
043 - Assessor	(22,000)	-	-	10,814,172	-	10,792,172	29%
044 - County Commission	-	-	-	4,870,107	-	4,870,107	13%
TOTAL GENERAL FUND	(45,189,508)	-	-	37,098,994	-	(8,090,514)	99%
SPECIAL REVENUE FUND							
076 - Register DP Fees	(281,345)	-	-	281,345	-	-	1%
ALL FUNDS TOTAL	(45,470,853)	-	-	37,380,339	-	(8,090,514)	100%

* Motor Vehicle Registration Supplies Fund reported with the County Clerk's office.



The primary source of funding for Other Elected Officials is the General Fund.

OTHER ELECTED OFFICIALS

Net Expenditures by Department*

Fund Dept	Dept Description	FY16 ACTUAL	FY17 ACTUAL	FY18 ACTUAL	FY19 AMENDED	FY20 PROPOSED
GENERAL FUND						
044 8001	Commissioner's Contingency	182,836	254,207	324,750	98,465	200,000
044 8002	Legislative Operations	2,142,613	2,182,953	2,191,509	4,190,643	3,489,484
044 8003	Equal Opportunity Compliance	671,355	706,675	942,955	1,699,711	1,180,624
043 8004	Assessor	9,813,079	10,189,162	7,141,400	11,185,191	10,792,172
040 8006	County Clerk**	(6,225,878)	(6,452,201)	(6,404,464)	(6,257,635)	(6,792,553)
041 8007	Register	(2,057,879)	(2,213,541)	(1,974,348)	(2,257,884)	(2,129,196)
042 8008	Trustee	(17,222,818)	(17,265,923)	(17,748,407)	(16,794,259)	(16,874,653)
010 8009	Election Commission	1,808,601	4,042,650	2,662,024	4,299,405	2,043,608
GENERAL FUND TOTAL		(10,888,090)	(8,556,019)	(12,864,581)	(3,836,362)	(8,090,514)
SPECIAL REVENUE FUND						
076 8007	Register DP Fees	(107,842)	(86,065)	(35,490)	-	-
SPECIAL REVENUE FUND TOTAL		(107,842)	(86,065)	(35,490)	-	-
OTHER ELECTED OFFICIALS TOTAL		(10,995,932)	(8,642,083)	(12,900,072)	(3,836,362)	(8,090,514)

*Includes all Sources and Uses of Funds

**Includes restricted Fund 016 - Motor Vehicle Registration Supplies Fund

**Prime Accounts
Other Elected Officials**

General Fund

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
43 -	Intergovernmental Revenues-State of	(682,648)	(39,291)	(150,079)	(493,060)	(1,774,194)
44 -	Intergovernmental Revenues-Federal &	(2,230,855)	(1,568,234)	(4,323,068)	(1,595,000)	(3,932,314)
45 -	Charges for Services	(12,742)	(7,263)	(14,738)	(9,000)	(7,000)
46 -	Fines, Fees & Permits	(37,385,319)	(37,727,655)	(38,122,748)	(38,691,333)	(39,186,000)
47 -	Other Revenue	(4)	(29,443)	(339)	0	0
48 -	Investment Income	(59,433)	(114,450)	(232,831)	(187,000)	(290,000)
	Revenue	(40,371,001)	(39,486,336)	(42,843,803)	(40,975,393)	(45,189,508)
51 -	Salaries-Regular Pay	17,406,678	18,067,951	17,509,390	21,611,000	22,427,135
52 -	Salaries-Other Compensation	378,263	553,152	372,154	510,597	586,622
55 -	Fringe Benefits	6,170,071	6,524,191	6,993,150	8,198,892	7,647,313
56 -	Vacancy Savings	0	0	0	(1,167,186)	(950,328)
	Salaries & Fringe Benefits	23,955,012	25,145,294	24,874,693	29,153,303	29,710,743
60 -	Supplies & Materials	460,369	492,170	635,679	426,134	487,287
64 -	Services & Other Expenses	1,531,015	2,080,113	1,723,928	2,255,786	2,467,005
66 -	Professional & Contracted Services	1,804,259	1,340,088	1,193,416	2,989,270	1,922,752
67 -	Rent, Utilities & Maintenance	795,672	904,935	709,973	999,117	1,097,227
68 -	Interfund Services	919,281	868,036	832,033	1,205,873	1,203,898
70 -	Capital Asset Acquisitions	17,302	99,680	9,500	11,083	10,083
	Operating & Maintenance	5,527,899	5,785,023	5,104,528	7,887,262	7,188,252
95 -	Contingencies & Restrictions	0	0	0	98,465	200,000
	Contingencies & Restrictions	0	0	0	98,465	200,000
	Expenditures	29,482,911	30,930,317	29,979,222	37,139,031	37,098,994
	Other Elected Officials Total	(10,888,090)	(8,556,019)	(12,864,581)	(3,836,362)	(8,090,514)

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The **EDUCATION FUND** accounts for taxes collected and allocated for all public school operations within Shelby County. Education is clearly the number one priority for the County and its primary expenditure challenge. The current budget reflects the impact of significant changes to the structure and funding for education within Shelby County that have occurred over the past several years. The County remains committed to providing excellent educational opportunities for every child.

Background of Structural Changes to County Schools



As a result of the Memphis City School Board's decision to surrender its charter in 2011, the Memphis City School (MCS) system merged with the Shelby County School (SCS) system effective July 1, 2013. On July 16, 2013, the six municipalities surrounding the City of Memphis within Shelby County voted to create independent school districts. Those districts began operations on July 1, 2014. The SCS consolidated district existed only for Fiscal 2014 and received 100% of all school funding from the County. Beginning with FY15, county education funds are allocated to all seven districts, as determined by the State of Tennessee attendance ratios.

Achievement School District (ASD) and Charter Schools

ASD and charter schools continue to shape the funding provided to Shelby County Schools. The **Achievement School District** is a State operated school district created to transform the bottom 5% of schools with continually low performance into the top 25% of schools within five years. **Charter Schools** are public schools operated by independent, non-profit governing bodies. Tennessee State law¹ requires that the per pupil funding amount follows the student as the student transfers to other districts or public charter schools. In addition, state law² has loosened restrictions related to family income and caps on the number of charter schools permitted in a district, leading to increased enrollment in charter schools over the past 10 years. As a result, Shelby County Schools has experienced a declining enrollment trend as the ASD and charter school enrollments have increased. Funding provided to SCS is effectively less than prior years as funding is diverted to ASD and charters.

Annual Budget Development and Approval

The County has taxing authority for education funding and responsibility for approving the total amount of County funds provided for all public schools within Shelby County. The total funding level for education is included in the County's annual adopted operating budget. The School Board for each school district determines how the funds will be used to best accomplish their mission of educating students.

The annual budget for the Shelby County School system is developed, reviewed, and approved by the Shelby County Schools Board of Education, and then submitted to the Shelby County Commission for funding review and approval. The Shelby County government does not review or approve the individual budgets for the six municipal school districts; the governing body of each municipality provides budget reviews and approval for their respective school district.

¹ T.C.A. § 49-13-112 and T.C.A. § 49-1-614

² T.C.A. § 49-13-113

Tennessee Code Annotated (T.C.A.) is the Code and Statutes of the State of Tennessee annotated with State and Federal cases and legal reviews and opinions of the Tennessee Attorney General.

Funding Sources for Education

State Funding

The State of Tennessee contributes the majority of funding for the Shelby County Schools and municipal district budgets through the Basic Education Program (BEP). BEP is a Tennessee state funding formula used to calculate and distribute funding to the local education agency (LEA) for each school district on a per pupil amount based on prior year enrollment. Tennessee law [T.C.A. § 49-13-112 and T.C.A. § 49-1-614] requires LEAs to allocate a per pupil amount of all local, state, and federal funding received to charter schools and the Achievement School District, respectively. The distribution of state BEP funds to charter schools passes through SCS, except for their capital outlay. ASD receives BEP directly from the State.

Local Funding

The amount appropriated in the Education Fund is the total amount that will be paid to all school systems within Shelby County for operations during the fiscal year. Proposed FY20 funding of \$427,259,000 represents about 33% of total countywide expenditures.

Education currently receives 60% of all current **Property Taxes** collected by Shelby County, based on FY20 Proposed allocation of the total tax rate of \$4.05:

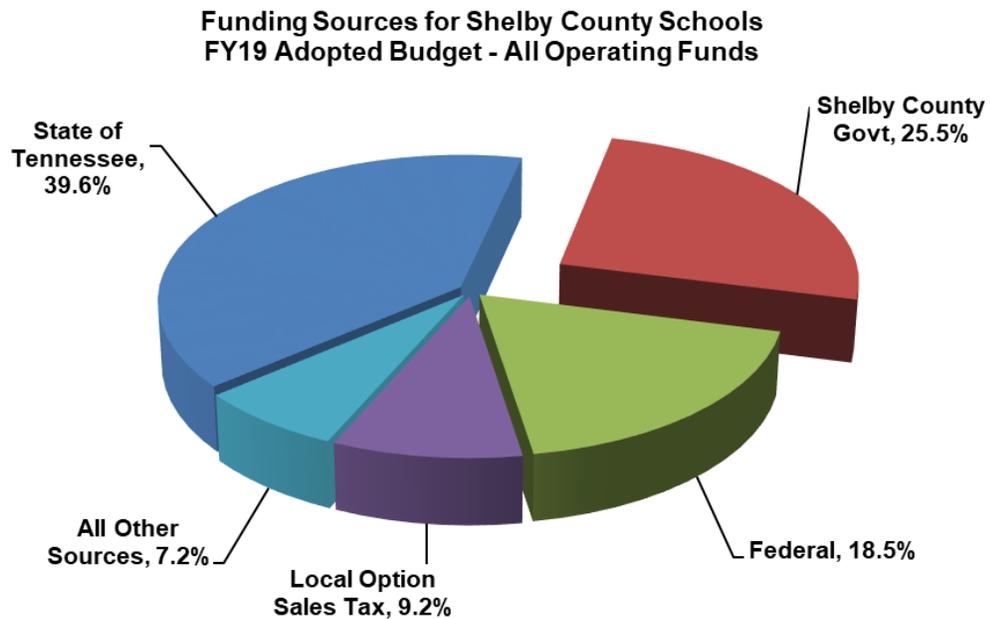
Property Taxes Allocated to Schools

	<u>Tax Rate</u>	<u>% of Total</u>
School Operations	\$1.94	47.9%
School Debt	0.51	12.6%
Total School Funding	<u>\$2.45</u>	<u>60.5%</u>

In addition to property taxes, the schools receive the following Shelby County funding:

- **General Fund Transfer** - Tax projections for FY20 do not support the Maintenance of Effort established in FY19. The shortfall is covered with a transfer from the General Fund in the amount of \$4.0 million.
- **Wheel Tax** - 100% of the Wheel Tax has been designated for school operating costs for FY20. Prior to FY17, up to 50% was designated for operations with the remainder used for repayment of school debt.
- **Payment In Lieu of Taxes (PILOT)** - collected from MLG&W and other property tax exempt entities. 50% of payments received from MLG&W are allocated to education operations. Other PILOTS are allocated on the same basis as property taxes or entirely for school debt per contractual agreement.
- **Marriage License Privilege Tax** - fee collected for issuance of marriage licenses; 100% is allocated to education.
- **County Local Option Sales Tax** - the first one-half of the 2.25% rate collected is designated for Education, as required by State law. This revenue is received by the Trustee and paid directly to the schools net of Trustee and State collection fees; it is not reflected in the Education Fund budget.
- **Mixed Drink Tax** – a tax on the sale of alcohol for on-premise consumption. 100% of mixed drink taxes are received by the County Trustee and paid directly to the schools net of collection fees. These revenues are not reflected in the Education Fund budget.

The graph below shows state and other funding sources for SCS based on the FY19 Adopted Budget:



Weighted Full-time Equivalency Average Daily Attendance (WFTEADA) Allocation

Weighted full-time equivalency average daily attendance, serves as the basis for allocation of education funds within the county. This is a calculation of the average of the highest two months of the first three months of attendance for grades K-12, multiplied times a unique weight for each grade level as provided by the State Department of Education.

Prior to the merger effective in FY14, the total amount budgeted for education by Shelby County was distributed only between the City and County school systems based upon the weighted ADA ratio. Beginning with FY15, county education funds are now distributed to seven independent school districts based on weighted attendance. These ratios are reviewed annually each spring and certified by the Tennessee Department of Education. The budgeted allocation to each school system is based on the rate in effect at the time of proposed budget development. When the exact weighted ADA ratios are determined near the end of the school year, payments are adjusted to July 1 of the current year based on the revised rate.

Historical weighted ADA allocation data for the past four years is provided in the following table, reflecting the structural changes since 2016:

Weighted Average Daily Attendance Allocations

Fiscal Year	WFTEADA Year	County Schools	Municipal Schools	Total
2020	2017-2018 *	77.09%	22.91%	100.00%
2019	2017-2018	77.09%	22.91%	100.00%
2018	2016-2017	77.65%	22.35%	100.00%
2017	2015-2016	77.92%	22.08%	100.00%
2016	2014-2015	78.62%	21.38%	100.00%

* FY20 Budget is based on 2017-2018 WFTEADA and will be amended with the release of the 2018-2019 figures.

Weighted ADA distributions are calculated for the seven independent school districts on the basis of attendance. Distributions since FY18 are shown below:

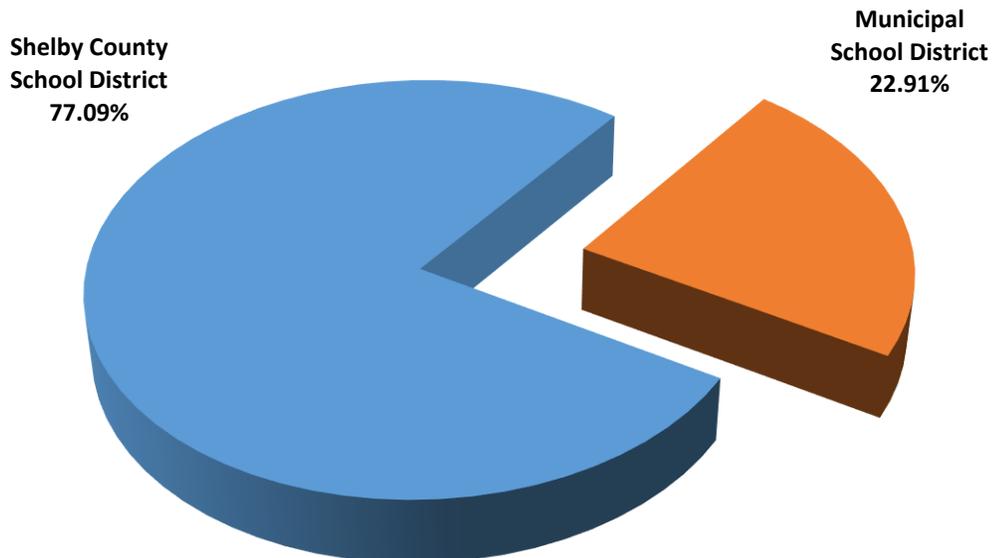
Weighted ADA Allocations to School Districts within Shelby County ⁽¹⁾

District:	FY18 Actual		FY19 Actual		FY20 Budget ⁽²⁾	
	Amount	ADA %	Amount	ADA %	Amount	ADA %
Shelby	325,719,232	77.65%	329,373,963	77.09%	329,373,963	77.09%
Arlington	13,590,860	3.24%	14,142,273	3.31%	14,142,273	3.31%
Bartlett	25,965,255	6.19%	26,490,058	6.20%	26,490,058	6.20%
Collierville	24,874,630	5.93%	26,874,591	6.29%	26,874,591	6.29%
Germantown	17,449,994	4.16%	18,115,782	4.24%	18,115,782	4.24%
Lakeland	4,530,287	1.08%	4,913,479	1.15%	4,913,479	1.15%
Millington	7,340,742	1.75%	7,348,854	1.72%	7,348,854	1.72%
TOTAL	419,471,000	100.00%	427,259,000	100.00%	427,259,000	100.00%

(1) Weighted full-time equivalency of average daily attendance as certified by State.

(2) FY19 Final WFTEADA is the basis for the FY20 budget estimates. Actual FY20 payments will be based on ADA rates as certified by the State in the spring of 2020.

**WFTEADA Allocation
Shelby County Schools vs. Municipal Schools**



Maintenance of Effort (MOE)

As specified by T.C.A. § 49-3-314, the County is required to maintain a level of funding to schools that is at least equal to the amount provided in the prior year’s budget – on either a total budget or per pupil basis. FY20 maintains the MOE level set in FY20. The FY20 tax revenue projections show a shortfall of the MOE set in FY19. To cover this difference, the General Fund will transfer \$4.0million to the Education Fund in FY20.

**County Funding for Education Operations
FY2008 - 2020**

Fiscal Years	Funding Amount	Increase Over Prior Year	%	Other Funding
FY2008 - FY2013	\$ 361,288,000	\$ 1,268,396	0.4%	
FY2014	\$ 381,288,000	\$ 20,000,000	5.5%	\$ 3,476,432 ¹
FY2015	\$ 381,288,000	\$ -	0.0%	\$ 1,800,000 ²
FY2016	\$ 391,288,000	\$ 10,000,000	2.6%	
FY2017	\$ 419,471,000	\$ 28,183,000	7.2%	
FY2018	\$ 419,471,000	\$ -	0.0%	
FY2019	\$ 427,259,000	\$ 7,788,000	1.9%	\$ 6,459,319 ³
FY2020	\$ 427,259,000	\$ -	0.0%	

¹ Non-recurring appropriation for "Life Safety" capital expenditures from MLG&W settlement funds. ADA distribution not applicable for FY14 (single school district).

² Non-recurring appropriation for a Facilities Study from General Fund Balance. ADA distribution applied for all seven districts.

³ Non-recurring appropriation for a Science Textbooks from Education Fund Balance. ADA distribution not applicable for one-time appropriations for specific purposes.



**Shelby County Funding for Education
ADA Per Pupil Basis 2016-2020**

Fiscal Year	ADA* Attendance	% change from prior	Shelby County Funding	Per pupil Funding	% change from prior
2016	129,817	-2.5%	\$ 391,288,000	\$ 3,014	5.3%
2017	128,163	-1.3%	\$ 419,471,000	\$ 3,273	8.6%
2018	130,664	2.0%	\$ 419,471,000	\$ 3,210	-1.9%
^{1,2} 2019 Estimated	131,084	0.3%	\$ 427,259,000	\$ 3,259	1.5%
³ 2020 Projected	131,503	0.3%	\$ 427,259,000	\$ 3,249	-0.3%
Avg annual % change over 5 yrs		-0.2%			2.6%
Total change over 5 yrs		1.3%	\$ 35,971,000	\$ 234	7.8%

¹ Excludes non-recurring appropriation for Science Textbooks from Education Fund Balance.

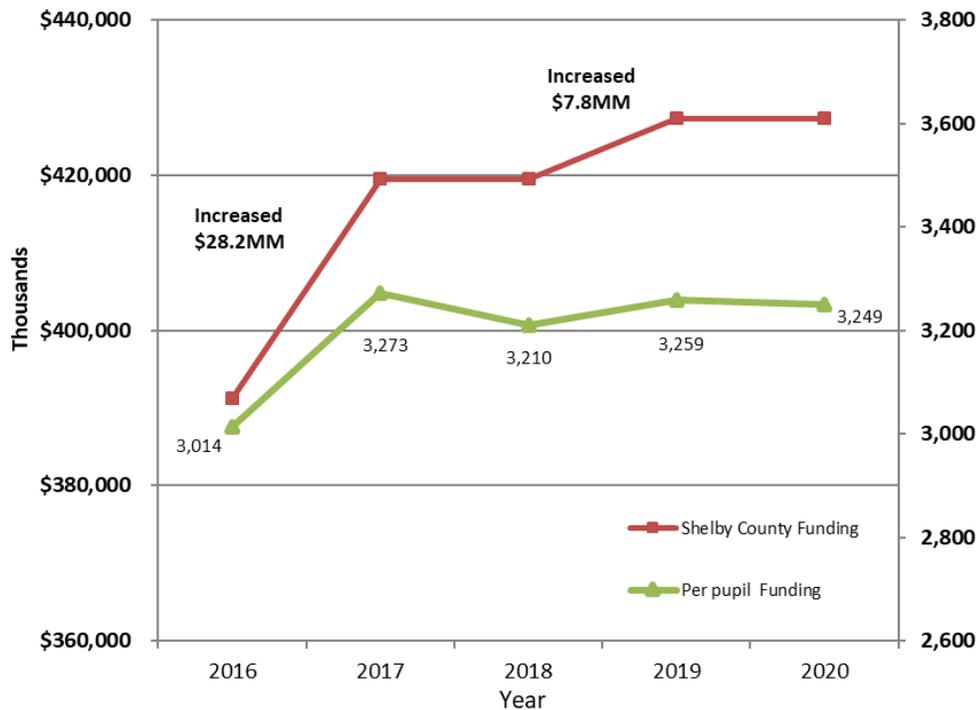
² ADA figures unavailable at time of publication. Estimated based on trend.

³ Projected ADA based on stabilizing attendance figures and moderate trending rebound.

*ADA is unweighted Average Daily Attendance; excludes ASD attendance.

*Source: Annual Statistical Report issued by the Tennessee Department of Education, 2016-2018.

Total and Per-Pupil Funding Trends



Over past five years attendance increased 1.3% while total funding increased \$36.0 million and funding per pupil increased 7.8%

Capital Improvement (CIP) Funding

Background

Funding for Capital Improvement Projects was deferred during the transitional years of school consolidation and subsequent “de-merger” of the County school system into seven independent districts. A request by the consolidated Shelby County School District (SCS) for capital improvements was appropriated by the County Commission in FY14 in the amount of \$52,161,500 that included projects for schools that would later become part of the municipal districts. CIP funds were not appropriated for FY15, pending the results of a facilities assessment of all schools in the SCS district with a long term plan for repairs and potential school closures as requested by the Shelby County Commission. Upon the completion of the facilities assessment in FY16, the Shelby County Commission has appropriated CIP funding for each fiscal year.

Education CIP Funding Process

Funds for CIP expenditures are allocated to the school districts according to prior year ADA ratios. Those amounts are distributed directly to the municipal school districts without Shelby County Government project approval; the governing body of each municipality provides CIP project approval for that school district. SCS CIP funds are distributed on a reimbursement basis for projects approved by the Shelby County Commission.

Funding

For FY20, the County proposes allocations in the amount of \$38,403,000 for capital funds for all school districts. Of this amount, \$29,604,873 is allocated to SCS with \$8,798,127 as the combined total provided to all other school districts within Shelby County based on the Weighted Full-time Average Daily Attendance, as required by law when providing funds to the Shelby County School District. This amount helps the County remain within its stated policy limit of \$75million annual capital spending while addressing the needs of both County schools and the other vital County needs.

Shelby County generally issues debt for capital improvements for schools. The majority of the County’s current long term debt obligations are related to school construction required to accommodate growth in eastern Shelby County during the 1990s. For FY20 the County expects to spend about \$115.4 million for debt service related to schools – an amount that represents 8.8% of total County expenditures.

**CIP ORIGINAL APPROPRIATIONS - SHELBY COUNTY SCHOOLS
FY14-FY20**

FISCAL YEAR	SCS DISTRICT	% of TOTAL	MUNICIPAL SCHOOL DISTRICTS	% of TOTAL	TOTAL BUDGET
FY2014 *	\$ 52,161,500	100.00%	\$ -	0.00%	\$ 52,161,500
FY2016	26,163,306	79.25%	6,850,329	20.75%	33,013,635
FY2017	18,397,080	78.62%	5,002,920	21.38%	23,400,000
FY2018	53,981,454	77.92%	15,296,593	22.08%	69,278,047
FY2019	90,292,947	77.65%	25,989,020	22.35%	116,281,967
FY2020	29,604,873	77.09%	8,798,127	22.91%	38,403,000
Total	\$ 270,601,160		\$ 61,936,989		\$ 332,538,149

* Municipal school districts had not yet been created in FY14. However, \$4.8 million was allotted to facilities within those areas.

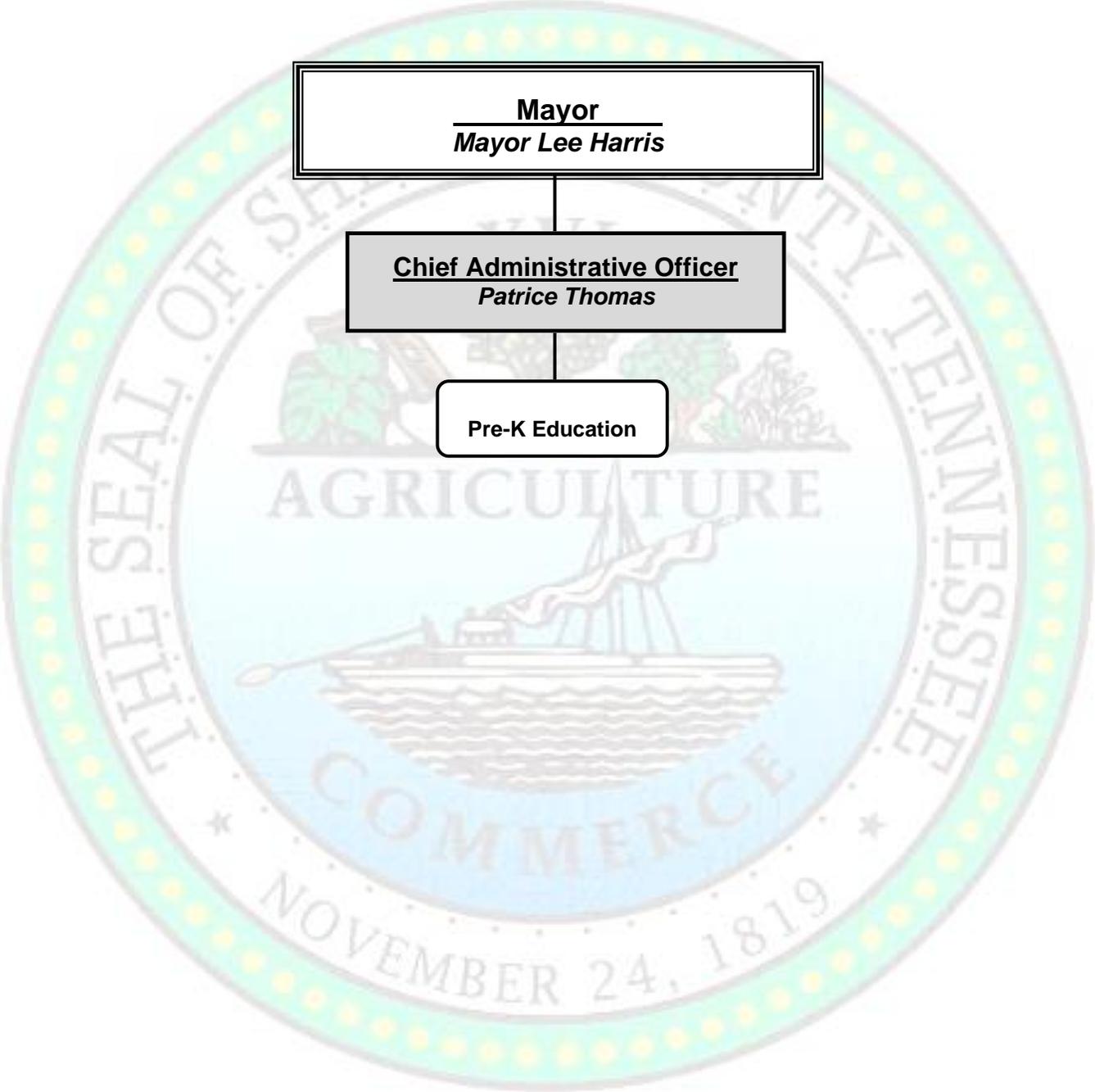
Account Detail

All Funds

Education

Acct	Description	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Amended Budget	FY 20 Proposed Budget
4001 - Property Taxes-Current		(360,523,663)	(364,132,775)	(375,635,921)	(374,614,000)	(370,847,863)
4002 - Property Taxes-Delinquent		(9,883,043)	(10,107,701)	(9,828,871)	(10,059,000)	(10,167,884)
40 - Property Taxes		(370,406,706)	(374,240,476)	(385,464,791)	(384,673,000)	(381,015,747)
4105 - MLG&W In Lieu Of Taxes		(3,557,065)	(2,600,305)	(2,953,274)	(3,750,000)	(3,535,632)
4108 - Exempt Property In Lieu Of Taxes		(3,693,037)	(3,612,608)	(3,411,119)	(3,593,000)	(3,350,223)
4116 - Community Redevelopment TIFF		(100,861)	(130,502)	(405,727)	(188,000)	(462,000)
4130 - Marriage License Privilege Tax		(53,637)	(53,176)	(49,799)	(55,000)	(55,000)
4160 - Wheel Tax		(13,476,694)	(33,873,450)	(33,659,197)	(35,000,000)	(34,865,755)
41 - Other Local Taxes		(20,881,294)	(40,270,041)	(40,479,116)	(42,586,000)	(42,268,610)
Revenue		(391,288,000)	(414,510,516)	(425,943,908)	(427,259,000)	(423,284,357)
8943 - Arlington Municipal Schools		13,812,467	15,054,080	13,590,860	14,142,273	14,142,273
8944 - Bartlett Municipal Schools		22,890,348	25,312,538	25,965,255	26,490,058	26,490,058
8945 - Collierville Municipal Schools		21,559,969	24,186,610	24,874,630	26,874,591	26,874,591
8946 - Germantown Municipal Schools		15,964,550	17,305,936	17,449,994	18,115,782	18,115,782
8947 - Lakeland Municipal Schools		2,347,728	2,710,568	4,530,287	4,913,478	4,913,478
8948 - Millington Municipal Schools		7,082,313	7,506,189	7,340,742	7,348,855	7,348,855
8955 - Shelby County Schools		307,630,625	324,934,594	325,719,232	335,833,282	329,373,963
89 - Affiliated Organizations		391,288,000	417,010,516	419,471,000	433,718,319	427,259,000
Affiliated Organizations		391,288,000	417,010,516	419,471,000	433,718,319	427,259,000
Expenditures		391,288,000	417,010,516	419,471,000	433,718,319	427,259,000
9999 - Planned Fund Balance Decrease		0	0	0	(6,459,319)	0
99 - Planned Use of Fund Balances		0	0	0	(6,459,319)	0
Planned Fund Balance Change		0	0	0	(6,459,319)	0
Planned Fund Balance Change		0	0	0	(6,459,319)	0
9601 - Transfer From General Fund		0	(2,500,000)	0	0	(3,974,643)
96 - Operating Transfers In		0	(2,500,000)	0	0	(3,974,643)
Operating Transfers In		0	(2,500,000)	0	0	(3,974,643)
Net Transfers		0	(2,500,000)	0	0	(3,974,643)
Education Total		0	0	(6,472,908)	0	0

PRE-KINDERGARTEN (PRE-K) EDUCATION
Division Organizational Chart by Program



Division Overview FY 20

DIVISION MISSION STATEMENT AND STRATEGIC GOALS

To provide high-quality, early childhood instruction for Shelby County’s youngest learners by providing an educational environment that fosters improved school readiness skills. The Pre-K Education Division supports the following County strategies:



Strategy 1: Support Quality Public Education

[1-b] Enhance programs available in the community that provide pre-kindergarten (Pre-K) services to ensure that children (0-5 years of age) receive care and training that prepares them to enter school ready to learn.



Strategy 5: Provide Effective Governance and Sound Stewardship for County Resources

[5-f] Actively seek alternative funding sources through fees, grants, or community partners to provide county services.

DEPARTMENTAL MISSION/GOALS:

The strategic goals of the division are achieved through the following departmental structure:

9401 Pre-K Education – Supports the County’s early learning community by providing funding to deliver a comprehensive system of high quality early childhood education for learners ages 0-5.

- Provide a dedicated source of funding to maintain and grow Pre-Kindergarten (Pre-K) classrooms in the community.
- Build a coalition with the Shelby County Commission, the City of Memphis, and other community stakeholders to develop a framework that preserves existing classrooms and sets the stage to add classrooms

FY20 Budget Highlights

BUDGETARY ISSUES/TRENDS:

- The County’s commitment to Pre-K Education resulted in a \$6 million investment in the FY 2020 budget.
- This dedicated source of funding is a reallocation of county sales tax revenue from the Roads and Bridges Fund to a newly created Pre-K Education Special Revenue Fund.

Special Revenue Fund

PRE-K FUND	<u>FY18 Actual</u>	<u>FY19 Amended</u>	<u>FY20 Proposed</u>	<u>FY20-19 Var</u>
Revenue	-	-	(6,000,000)	(6,000,000)
Grants	-	-	6,000,000	6,000,000
Net	-	-	-	-
FTE Count	0.0	0.0	0.0	0.0

CHANGES TO MAJOR CATEGORIES:

- **Revenue:** Revenue includes \$6 million reallocated from Roads and Bridges Fund.
- **Total Personnel:** There is no associated personnel costs.
- **O&M:** All funding is expended on Pre-K education.

**Prime Accounts
Pre-K**

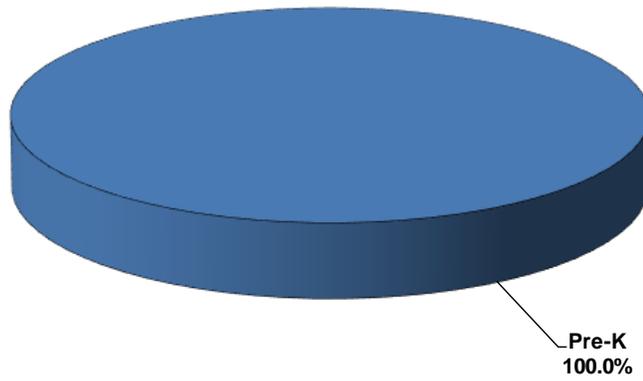
Special Revenue Fund

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
41 - Other Local Taxes		0	0	0	0	(6,000,000)
	Revenue	0	0	0	0	(6,000,000)
90 - Grants		0	0	0	0	6,000,000
	Grants	0	0	0	0	6,000,000
	Expenditures	0	0	0	0	6,000,000
Pre-K Total		0	0	0	0	0

Sources and Uses by Fund Type

FUND NAME	FY20 SOURCES OF FUNDS			FY20 USES OF FUNDS		NET OPERATIONS	
	REVENUE	TRANSFERS IN	FUND BALANCE	EXPENSES	TRANSFERS OUT	NET TOTAL	% of Total
SPECIAL REVENUE FUND							
063 - Pre-K	(6,000,000)	-	-	6,000,000	-	-	100.0%
TOTAL SPECIAL REVENUE FUND	(6,000,000)	-	-	6,000,000	-	-	100.0%
ALL FUNDS TOTAL	(6,000,000)	-	-	6,000,000	-	-	100.0%

FY20 Uses by Fund



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DEBT SERVICE FUND OVERVIEW

DEBT MANAGEMENT POLICY

Shelby County has adopted and maintains an updated debt management policy to provide written guidance related to the purpose and use of debt to fund the County's capital needs and the process of issuance of the County's debt obligations. The debt policy is intended to assist in maintaining the County's ability to incur debt and other long-term obligations at favorable interest rates and to repay debt responsibly without impairing other resources. Responsible issuance of debt for capital needs provides an investment in our community and makes these capital expenditures affordable to current users while allowing capital costs to be more equitably distributed to both current and future users.

The debt policy formally establishes the parameters for issuing debt in consideration of the County's ability to repay financial obligations within the context of legal, economic, financial and debt market conditions. It is intended to provide guidance in debt issuance decisions, to promote sound financial management, to protect and enhance the County's credit rating, to ensure the legal use of debt proceeds and to provide for the evaluation of debt issuance options. Specific guidelines in the policy address the types of acceptable investments, diversification, interest structure, the use of derivatives, and debt refunding.

The Debt Management Policy for Shelby County was first established by resolution in 2002 and updated in 2005, 2011 and 2014. The current Debt Management Policy was updated and adopted by resolution in January 2019.

USE AND PURPOSE OF DEBT

Debt is issued primarily for school construction and for major capital improvements to County facilities, roads and equipment. A five-year Capital Improvement Plan is developed and updated annually as a part of the budget process. The plan includes consideration of all funding sources and the timing of the capital projects identified in the operating and capital budgets. During the annual budgeting process, the current year proposed capital improvement projects are reviewed and prioritized to ensure consistency with the County's goals and objectives.

The County's share of allocations in the Capital Improvement Plan is limited to approximately \$75 million each year. About 82% of the County's total expenditure for Debt is related to schools.

CAPITAL FINANCING

Decisions regarding the use of capital financing are based in part on the long-term needs of the County versus the amount of other funding resources dedicated in a given fiscal year to capital outlay on a "Pay-As-You-Go" basis, as defined below. It is the County's preference to provide capital outlay on a Pay-As-You-Go basis, except for Education capital funding and for projects in excess of \$5 million. The County also includes Pay-As-You-Go funding in the Operating Budget for smaller asset acquisitions and improvements each year rather than in the Capital Improvement Budget. These capital expenditures are detailed in the CIP section of this book. The Capital Improvement Plan identifies the projects intended to be financed by the issuance of debt.

Capital financing typically includes two types of funding: Pay-As-You-Go and Debt financing:

Pay-As-You-Go financing is defined as all sources of funding other than debt issuance – including state, federal and local governmental reimbursements or grants, CIP fund balance, private donor contributions, investment earnings and any other dedicated revenue sources.

To the extent available, this form of financing will be used for:

- Projects that do not constitute assets of the County
- Smaller projects or those with a shorter useful life
- Other non-school related projects

DEBT SERVICE FUND OVERVIEW

Debt Financing is generally obtained either 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 two to three years of the initial draw date.

REVENUE SOURCES FOR DEBT SERVICE

Property taxes are the primary funding source for repayment of annual debt service, with about 15% of the tax rate allocated directly to the Debt Service Fund. The allocation for debt service has been reduced over the past decade through controlled limitation of new debt issuance.

Prior to FY2017, the Wheel Tax revenue collected on license renewals was divided between the Education Fund and the Debt Service Fund for repayment of debt incurred for school construction. Since then, the County Commission has allocated 100% of the Wheel Tax to Education to increase overall funding for operations. This change represents another significant debt funding restructure made possible through gradual debt reduction.

Current debt service obligations are paid with current funding sources and Fund Balance when the Fund Balance is above policy guidelines.

BOND RATINGS

Credit ratings issued by the bond rating agencies are a major factor in determining the cost of borrowed funds in the municipal bond market. Determination of a credit rating by a rating agency is based on the rating agency's assessment of the credit worthiness of an issuer with respect to a specific obligation. To make this judgment, the rating agencies analyze the issuer in four broad areas: economic base, debt burden, administrative management, and fiscal management. In an effort to maintain the ability to access the municipal markets at the lowest cost, Shelby County intends to maintain or increase the current ratings assigned by the national rating agencies.

Current bond ratings: Moody's Aa1
 S&P/Fitch AA+

DEBT LIMIT

Debt may generally be issued without regard to any limit on indebtedness. However, the Debt Management Policy stipulates that General Obligation Bonds and Notes should be maintained at a level considered manageable by the rating agencies based upon current economic conditions such as population, per capita income and assessed valuation. Several debt affordability target ratios were established for this purpose. The County conducts its finances so that the amount of general obligation debt does not exceed 12% of the County's taxable assessed valuation or 5% of the appraised valuation. On a per capita basis, debt should be maintained at a level below 6% of the personal income of County residents. Comparisons of actual performance versus standards established by the current County Debt Management Policy are shown on the following page.

DEBT SERVICE FUND OVERVIEW

Debt Affordability Targets:

Debt to Appraised Property Value Percentage	Under 5%
Debt to Assessed Property Value Percentage	Under 12%
Debt to Per Capita Personal Income Percentage	Under 6%
Principal Debt Percent Retired in Ten Years	Over 50%
Debt Service as Percent of Non-Capital Expenditures	Under 20%
Debt per Capita	Under \$2,000

BONDED DEBT RATIO ANALYSIS (in thousands)						
	2015	2016	2017	2018	2019	
Appraised Property Valuation	\$ 59,884,234	\$ 59,897,289	\$60,418,966	\$ 67,338,527	\$ 67,338,527	*
Assessed Valuation	17,966,889	17,939,880	18,102,855	20,247,539	20,247,539	*
Total General Fund Revenue	381,887	387,500	387,470	406,821	427,838	
Total General Obligation Debt	1,143,350	998,061	989,747	890,040	965,474	
<u>Debt Ratio Targets</u>						
	<u>Goal</u>					
Debt to Appraised Valuation %	under 5%	1.91%	1.67%	1.64%	1.32%	1.43%
Debt to Assessed Property Valuation %	under 12%	6.36%	5.56%	5.47%	4.40%	4.77%
Debt Per Capita	under \$2,000	1,331	1,204	1,138	1,011	1,011 *
Debt to Per Capita Personal Income %	under 6%	3.08%	2.69%	2.51%	2.19%	2.19% *
Principal Debt % Retired in 10 Years	over 50%	82.69%	93.74%	92.46%	98.66%	84.07%
Debt Service as % of Non-Capital Expenditures	under 20%	30.89%	23.94%	21.45%	13.17%	13.17% *
<u>Fund Balance Targets:</u>						
Debt Service Fund Balance as % of annual revenue (preferred balance > 25%)	20 - 30%	48.61%	36.35%	39.79%	36.55%	45.64%

*Based on April 2018 Certified Tax Roll (2019 not available)

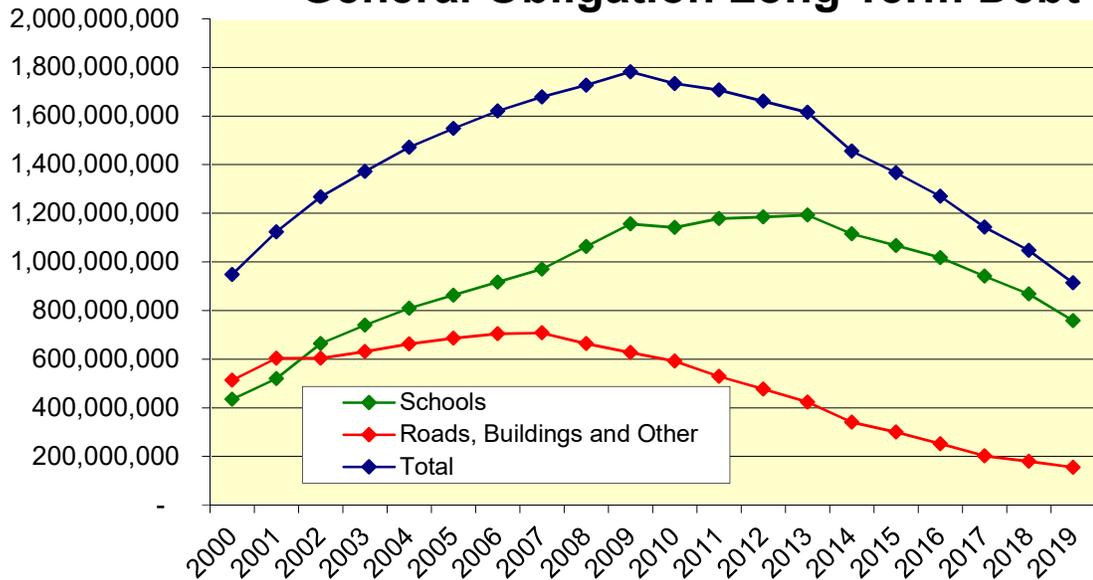
Shelby County's debt obligations are within the stated affordability targets, with favorable trends achieved over the past four years.

DEBT SERVICE FUND OVERVIEW

FY20 Debt Service for Outstanding Debt

Description	Debt Outstanding as of 6/30/2019	FY20 Principal Payments	FY20 Interest Payments	FY20 Total Debt Service
2006B PUBLIC IMP/SCHOOLS	150,145,000	2,705,000	6,621,467	9,326,467
2009A PUBLIC IMP/SCHOOLS	29,170,000	14,595,000	1,416,450	16,011,450
2011A REFUNDING BOND PI/SCH%	52,505,000	8,665,000	2,366,988	11,031,988
2011A REV-PORT COMM	16,192,500	645,000	756,050	1,401,050
2012A REFUNDING PI/SCH	189,475,000	20,450,000	8,942,875	29,392,875
2015A REFUNDING PI/SCH	74,585,000	28,310,000	3,469,188	31,779,188
2016A REFUNDING PI/SCH	61,820,000	3,115,000	2,880,775	5,995,775
2017A PUBLIC IMP/SCHOOLS	77,410,000	2,750,000	3,870,500	6,620,500
2019A PUBLIC IMP/SCHOOLS	181,130,000	4,670,000	8,918,571	13,588,571
2019B PUBLIC IMP/SCHOOLS	74,555,000	3,495,000	3,861,271	7,356,271
2009QCSB	24,451,999	3,439,402	835,068	4,274,470
2010QSCB	34,034,392	4,196,919	3,260,765	7,457,684
Total General Obligation Bonds	965,473,891	97,036,321	47,199,967	144,236,288
Issuance Costs			1,297,578	1,297,578
Line of Credit (Int. & Fees)			1,300,000	1,300,000
Capital Lease - Forensic Facility	4,680,878	351,619	88,392	440,011
	970,154,769	97,387,940	49,885,937	147,273,877

General Obligation Long Term Debt



DEBT SERVICE FUND OVERVIEW

OUTSTANDING DEBT OBLIGATIONS

As of June 30, 2019

	Debt Outstanding	FY20 Payment Requirement		
	at 6/30/19	Principal	Interest	Total
School 82.5%	795,758,020	76,594,514	38,179,418	114,773,932
County Infrastructure 17.5%	\$ 169,715,871	\$ 20,441,807	\$ 9,020,549	\$ 29,462,356
Total Bonds & Notes Payable	965,473,891	97,036,321	47,199,967	144,236,288
Issuance Cost	-	-	897,578	897,578
Line of Credit (Int. & Fees)			1,700,000	1,700,000
Capital Leases - Forensic Center	4,680,878	351,619	88,392	440,011
Total Debt Service	\$ 970,154,769	\$ 97,387,940	\$ 49,885,937	\$ 147,273,877

Schedule of Outstanding Bonded Debt June 30, 2019			
FY Ended June	Bonds Payable	Interest Payable	Fiscal Total
FY20 Budgeted Debt Payments			
2020	97,036,321	47,199,967	144,236,288
2021	96,703,821	41,331,708	138,035,529
2022	94,261,321	37,101,211	131,362,532
2023	93,491,321	33,208,942	126,700,263
2024	85,736,321	29,238,489	114,974,810
2025	85,216,321	25,459,083	110,675,404
2026	76,046,321	21,682,326	97,728,647
2027	54,730,604	17,914,774	72,645,378
2028	33,234,040	12,374,195	45,608,235
2029	31,812,500	10,709,922	42,522,422
2030	26,150,000	9,274,669	35,424,669
2031	40,385,000	7,865,316	48,250,316
2032	22,182,500	6,169,488	28,351,988
2033	23,067,500	5,310,531	28,378,031
2034	23,987,500	4,415,925	28,403,425
2035	18,217,500	3,389,750	21,607,250
2036	19,015,000	2,591,075	21,606,075
2037	18,445,000	1,765,400	20,210,400
2038	12,625,000	964,550	13,589,550
2039	13,130,000	459,550	13,589,550
TOTAL	965,473,891	318,426,871	1,283,900,762

Total Outstanding Debt will be reduced by \$97 million by 6/30/2020.

Prime Accounts Summary

Debt Service Fund

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Proposed
40 - Property Taxes		(135,065,977)	(136,445,315)	(133,844,039)	(122,937,000)	(121,607,985)
41 - Other Local Taxes		(35,506,016)	(13,752,783)	(14,594,741)	(14,060,000)	(11,229,940)
44 - Intergovernmental Revenues-Federal &		(994,950)	(1,113,771)	(1,114,966)	(1,109,586)	0
45 - Charges for Services		(225,750)	(206,938)	(188,125)	0	0
47 - Other Revenue		(641,241)	(576,880)	(551,617)	(553,400)	(418,100)
48 - Investment Income		(1,468,280)	(514,672)	(2,088,513)	(400,000)	(2,393,309)
Revenue		(173,902,214)	(152,610,359)	(152,382,002)	(139,059,986)	(135,649,334)
64 - Services & Other Expenses		254,300	2,412	0	0	0
66 - Professional & Contracted Services		135,682	117,151	108,928	156,928	156,928
Operating & Maintenance		389,982	119,563	108,928	156,928	156,928
80 - Debt Service Expenditure		280,852,532	248,940,527	147,950,003	263,212,623	147,116,949
Debt Services		280,852,532	248,940,527	147,950,003	263,212,623	147,116,949
94 - Other Sources & Uses		(85,819,811)	(100,648,257)	0	(114,391,812)	0
Other Financing Sources		(85,819,811)	(100,648,257)	0	(114,391,812)	0
Expenditures		195,422,703	148,411,833	148,058,931	148,977,739	147,273,877
99 - Planned Use of Fund Balances		0	0	0	(9,917,753)	(11,624,543)
Planned Fund Balance Change		0	0	0	(9,917,753)	(11,624,543)
Planned Fund Balance Change		0	0	0	(9,917,753)	(11,624,543)
98 - Operating Transfers Out		6,680,000	6,680,000	0	0	0
Operating Transfers Out		6,680,000	6,680,000	0	0	0
Net Transfers		6,680,000	6,680,000	0	0	0
SUMMARY TOTAL		28,200,489	2,481,474	(4,323,072)	0	0

CAPITAL IMPROVEMENT PLAN



Fiscal Years 2020 through 2024

CIP BUDGET INDEX

Capital Improvement Plan (CIP)

CIP Overview	Q-3
FY20-24 CIP Summary of Project Allocations & Funding	Q-5
FY20-24 CIP Project Plan (County Share).....	Q-6
FY20 Project Allocations (All Funding Sources)	Q-8
FY20 Project Descriptions	Q-9
FY20 Capital Assets/Projects Budgeted in Other Funds.....	Q-14

All projects for FY20-24 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 FY20. Descriptions for projects allocated in FY20-FY24 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.

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 FY20, 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.

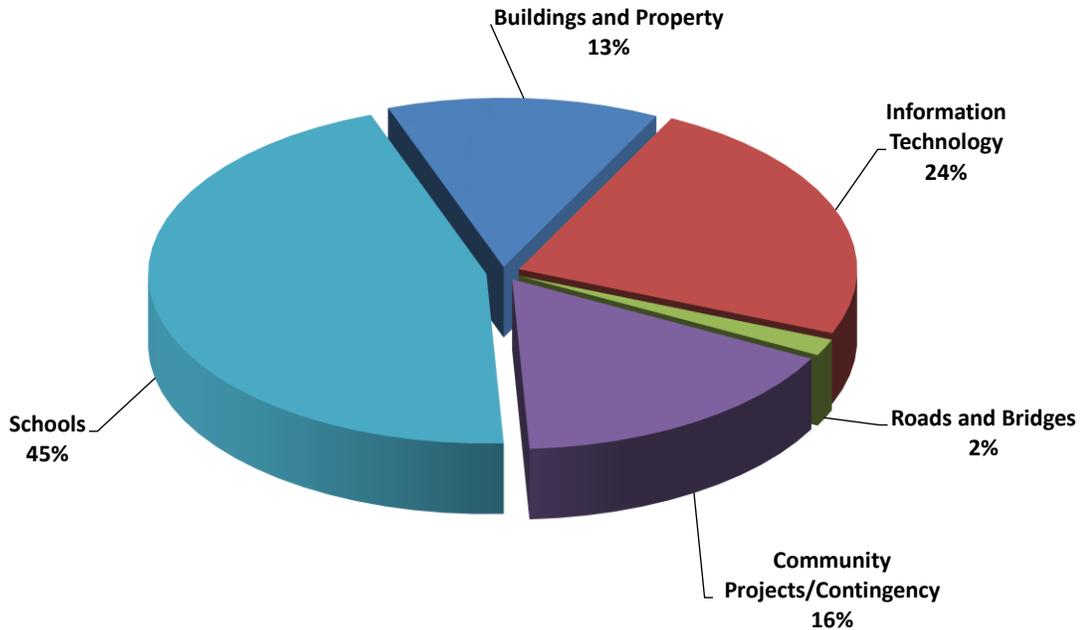
Summary of Project Allocations and Funding

Funding Sources:	FY2020	FY2021	FY2022	FY2023	FY2024	Five Year Total
Federal Funding	5,080,000	33,445,000	24,887,500	14,512,500	-	77,925,000
State Funding	4,000,000	2,000,000	-	-	-	6,000,000
Other Government Reimbursements	770,000	625,000	2,160,000	-	-	3,555,000
County Funding / Debt*	75,000,000	75,000,000	75,000,000	75,000,000	75,000,000	375,000,000
Total Funding Sources	\$ 84,850,000	\$ 111,070,000	\$ 102,047,500	\$ 89,512,500	\$ 75,000,000	\$ 462,480,000

Project Type Summary:	FY2020	FY2021	FY2022	FY2023	FY2024	Five Year Total
Buildings and Property	11,045,000	17,500,000	15,500,000	22,365,000	33,250,000	99,660,000
Information Technology	20,106,000	18,420,000	24,505,000	10,215,500	2,447,000	75,693,500
Roads and Bridges	1,350,000	25,700,000	28,550,000	17,350,000	-	72,950,000
Community Projects/Contingency	13,946,000	16,800,000	7,500,000	7,000,000	1,000,000	46,246,000
Schools	38,403,000	32,650,000	25,992,500	32,582,000	38,303,000	167,930,500
Total Projects	\$ 84,850,000	\$ 111,070,000	\$ 102,047,500	\$ 89,512,500	\$ 75,000,000	\$ 462,480,000

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

FY2020 CIP Budget Allocations



CIP – COUNTY CAPITAL SHARE

FY 2020 – FY 2024

Project Description	FY20	FY21	FY22	FY23	FY24	FY20-24
<u>Buildings & Property:</u>						
Employee Parking Garage				1,500,000	15,000,000	16,500,000
Renovations at East Data Center	3,000,000					3,000,000
CJC Renovations		1,000,000	5,000,000	5,000,000	5,000,000	16,000,000
Corrections Kitchen Equipment	375,000					375,000
Juvenile Court Building Renovations			1,500,000	12,500,000	12,500,000	26,500,000
Youth Justice and Education Center	4,500,000	12,500,000	8,000,000			25,000,000
Courthouse Restoration/Records	300,000	1,000,000	1,000,000	1,000,000		3,300,000
Health Services Building		3,000,000				3,000,000
Aging Commission Relocation	800,000					800,000
Jail Annex Roof Replacement				2,300,000		2,300,000
Assessor Expansion	770,000					770,000
CJC Roof Replacement	1,300,000					1,300,000
Shelby Farms Operations Center Reno				65,000	750,000	815,000
Total Buildings & Property	11,045,000	17,500,000	15,500,000	22,365,000	33,250,000	99,660,000
<u>Information Technology Projects:</u>						
ERP Replacement			6,000,000	6,000,000		12,000,000
ICJIS Electronic Filing System		350,000				350,000
Voting Machines		5,000,000	5,000,000			10,000,000
Core Infrastructure Refresh	400,000	700,000	600,000			1,700,000
Courtroom Technology Updates	600,000	500,000	500,000			1,600,000
Datacenter Infrastructure Refresh			770,000	730,000		1,500,000
Regional One EHR System	7,000,000					7,000,000
Jail Security Camera upgrade				2,788,500		2,788,500
Land/Mobile Radios	9,200,000	7,200,000				16,400,000
Enterprise Business Intelligence System			1,500,000			1,500,000
Civil Courts Computer System Upgrade			8,000,000			8,000,000
Corrections Screening for Illegal Substances	250,000					250,000
Register's Microfilm Scanner		225,000				225,000
Juvenile Court Financial Tracking	358,000					358,000
Corrections High Definition IP Cameras			1,200,000			1,200,000
Sheriff's Automated Fingerprint System					1,750,000	1,750,000
Trustee's Property Tax Collection System	1,298,000	1,445,000	935,000	697,000	697,000	5,072,000
General Sessions Civil Case Management	1,000,000	1,000,000				2,000,000
Total Information Technology	20,106,000	16,420,000	24,505,000	10,215,500	2,447,000	73,693,500
<u>Roads & Bridges Projects:</u>						
Holmes Road		1,800,000				1,800,000
Walnut Grove Expansion			2,862,500			2,862,500
Macon Road		450,000		4,337,500		4,787,500
Houston Levee Road			3,600,000			3,600,000
Hacks Cross Road		2,880,000				2,880,000
Benjestown Pedestrian Bridge			540,000			540,000
Total Roads & Bridges	-	5,130,000	7,002,500	4,337,500	-	16,470,000
<u>Community Projects:</u>						
Big Creek Resiliency Project		2,000,000	1,000,000			3,000,000
Agricenter Expo Center Renovation		300,000		4,500,000		4,800,000
Fedex Forum Maintenance*	3,000,000					3,000,000
East Shelby Library	796,000					796,000
Sky Cop Cameras	650,000					650,000
Contingency	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Total Community Projects	5,446,000	3,300,000	2,000,000	5,500,000	1,000,000	17,246,000
County Infrastructure Projects	36,597,000	42,350,000	49,007,500	42,418,000	36,697,000	207,069,500
Schools	38,403,000	32,650,000	25,992,500	32,582,000	38,303,000	167,930,500
Total County Allocation	75,000,000	75,000,000	75,000,000	75,000,000	75,000,000	375,000,000

*One year of Fedex Forum Maint. in Capital Plan pending State Legislation approval to allow Hotel/Motel Tax funding in future years.

CIP – NON-COUNTY CAPITAL SHARE

FY 2020 – FY 2024

Project Description	FY20	FY21	FY22	FY23	FY24	FY20-24
Roads & Bridges Projects:						
Holmes Road	350,000	7,200,000				7,550,000
Walnut Grove Expansion		500,000	8,587,500			9,087,500
Macon Road		1,350,000		13,012,500		14,362,500
Houston Levee Road			10,800,000			10,800,000
Hacks Cross Road	1,000,000	11,520,000				12,520,000
Benjestown Pedestrian Bridge			2,160,000			2,160,000
Total Roads & Bridges	1,350,000	20,570,000	21,547,500	13,012,500	-	56,480,000
<i>*In FY2020, the 20% County match for Holmes Road is funded from Roads Special Revenue Fund (included in FY20 amounts above)</i>						
Community Projects:						
Big Creek Resiliency Project	8,500,000	13,500,000	5,500,000	1,500,000		29,000,000
Total Community Projects	8,500,000	13,500,000	5,500,000	1,500,000	-	29,000,000
County Infrastructure Projects	9,850,000	34,070,000	27,047,500	14,512,500	-	85,480,000

CIP FY 2020 PROJECT ALLOCATIONS

All Funding Sources

<u>Project Number</u>	<u>Project Name</u>	<u>Total Project ¹</u>	<u>County Share ²</u>
<u>BUILDINGS & PROPERTY:</u>			
250284	Renovations at East Data Center	\$ 3,000,000	\$ 3,000,000
350171	Corrections Kitchen Equipment	375,000	375,000
307368	Youth Justice & Education Center	4,500,000	4,500,000
307381	Courthouse Restoration/Recordsroom Reno	300,000	300,000
307370	Aging Commission Relocation	800,000	800,000
800471	Assessor Office Expansion	770,000	770,000
307389	CJC Roof Replacement	1,300,000	1,300,000
	Buildings and Property Subtotal	11,045,000	11,045,000
<u>INFORMATION TECHNOLOGY:</u>			
250284	Core Infrastructure Refresh	400,000	400,000
250285	Courtroom Technology Upgrades	600,000	600,000
201271	Regional One EHR System	7,000,000	7,000,000
610177	Land/Mobile Radio for City/County	9,200,000	9,200,000
350571	Correction's Illegal Substances Scanner	250,000	250,000
250288	Juvenile Court Financial Tracking System	358,000	358,000
800873	Trustee's Property Tax Collection System	1,298,000	1,298,000
704141	General Sessions Civil Case Management	1,000,000	1,000,000
	Information Technology Subtotal	20,106,000	20,106,000
<u>ROADS AND BRIDGES SUMMARY:</u>			
301074	Holmes Road Expansion	350,000	-
301089	Hacks Cross Road Expansion	1,000,000	-
	Roads and Bridges Subtotal	1,350,000	-
<u>COMMUNITY PROJECTS AND CONTINGENCY:</u>			
271271	Big Creek Resiliency Project	8,500,000	-
201281	Fedex Forum Maintenance	3,000,000	3,000,000
800203	East Shelby Library	796,000	796,000
800205	Sky Cop Cameras	650,000	650,000
201299	Contingency	1,000,000	1,000,000
	Community Projects and Contingency Subtotal	13,946,000	5,446,000
TOTAL FY20 CIP ALLOCATIONS		\$ 46,447,000	\$ 36,597,000

1 Includes Federal, State, or Other Governmental reimbursements

2 Funded by County Resources (Debt & County Funding)

Buildings and Property Projects**East Data Center Renovations: \$3,000,000**

The County's East Data Center was constructed in the late 1990's as the disaster recovery site for the County's mainframe computers 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 data center, 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 Data Center 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.

Financial Impact: Reduced risk of data loss as well as improved efficiency for staff.

Corrections Kitchen Equipment: \$375,000

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." This project request is for the purchase of equipment and the conversion of electric cooking appliances to gas to make the kitchen at 961 Sycamore View operational for the entire facility.

Financial Impact: The new energy efficient equipment will reduce the utility cost and the overall maintenance expense of the HVAC equipment, cooking equipment and general repairs.

Youth Justice & Education Center: \$4,500,000 (FY21 - \$12,500,000 & FY22 - \$8,000,000)

Shelby County completed a facility assessment and master plan for the existing Juvenile Court facility in January 2017. The facility assessment identified multiple deficiencies in the housing and education facility of the detention area. The Master Plan developed from the facility assessment included options for the renovation of the detention areas and Juvenile center. The best option to bring the facility up to today's standard with a vision of the future is the construction of a new Juvenile facility. This project will be the design and construction of a new Juvenile facility; which will include a housing area for 80 to 120 Juveniles, a new education center, and recreational space including a new gymnasium. The proposed location is 600 Adams Avenue.

Financial Impact: Utility costs are expected as well as maintenance costs.

Courthouse Restoration/Records room Renovation: \$300,000 (\$1,000,000 in FY21, FY22 & FY23)

The last restoration of the Shelby County Courthouse was completed in 1992. Since that time, water infiltration has caused damage to plaster walls and finishes. The floor coverings in several areas are showing signs of deterioration from continuous usage. Paneling and other wood finishes need to be restored from general wear and tear. Brass hardware needs to be repaired, replaced, and/or cleaned. Energy conservation measures need to be examined and implemented, where appropriate. ADA compliance measures need to be implemented. There are also three elevators that need to be rebuilt and brought up to current codes. And, the General Sessions Court Clerk has four (4) separate records rooms, neither of which are contiguous to each other. The current design requires many man-hours in document filing, file storage and file retrieval. In addition to providing greater file storage capacity in response to increasing demand, this project is designed to provide a centralized records room which will enhance security for court files and reduce man-hours in document filing, file storage and file retrieval.

Financial Impact: The records room portion of this project will make the process of record keeping much more efficient and resources (man hours) can be allocated to areas of greater need. There is also a small anticipated decrease in maintenance.

Aging Commission Renovation: \$800,000

The Peggy Edmiston Administration 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.

Financial Impact: Utility savings will result from the replacement of HVAC and electrical upgrades.

Assessor Office Expansion: \$770,000

For the past 20 years, the Shelby County Assessor's Office has been located in the east wings of the Peggy Edmiston Administration Building. In FY18, a major renovation of the Assessor's space began, with the scope of work including HVAC and electrical upgrades, space efficiency improvements, ADA compliance, and new interior finishes. The result of the renovation reduced the footprint of the Assessor's offices from approximately 63,000 sqft to 50,000 sqft. One end result of the renovation was the vacancy of the southeast wing. In early FY19, the Assessor was advised by the Tennessee Board of Equalization, that staffing needed to be increased to properly serve Shelby County. This project provides for the consultant design services and construction services to renovate the southeast wing to accommodate expansion of the Assessor's offices.

Financial Impact: Additional efficiency is expected throughout office.

CJC Roof Replacement: \$1,300,000

The existing roof on the Criminal Justice Center was installed when the building was constructed almost 40 years ago. It has significantly exceeded the manufacturer's estimated useful life. The roof has to be patched and/or repaired numerous times each year due to exposure to extreme weather conditions. This project provides for the consultant design services and construction services to replace the existing roof with a new system. Roof is approximately 25,000 sq. ft.

Financial Impact: Repair costs will be eliminated for the length of the new warranty.

Information Technology Projects**Core Infrastructure Refresh: \$400,000 (FY21 - \$700,000, FY22 - 600,000)**

Replace current core servers and network hardware and software. Current core infrastructure systems that will have been in service 10 years will be at or nearing end of life, and will need to be replaced. This project will also address expected expansion of infrastructure to support evolving initiatives.

Financial Impact: Energy costs are expected to be reduced as the more efficient technology produces less heat.

Courtroom Technology Updates: \$600,000 (FY21 - \$500,000 & FY22 \$500,000)

Shelby County Support Services will soon begin refurbishing many of the Courtrooms. This project will attempt to compliment the structural improvements Support Services is making with the appropriate technology upgrades as the courtrooms are refurbished. This project's goal is to upgrade all courtrooms.

Financial Impact: The technology upgrades will require Audio/Video support, but is necessary for efficiency in providing public access to our court system.

Regional One EHR System: \$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 FY21 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.

Financial Impact: No impact on the County's Operating Budget.

Land/Mobile Radio for City/County: \$9,200,000 (FY21 - \$7,200,000)

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.

Financial Impact: The new radio system is expected to reduce ongoing maintenance costs for repairs of aging handheld radio units.

Corrections Illegal Substances Scanner: \$250,000

Corrections seeks to purchase a device containing molecular chemical imaging technology that can provide reasonably accurate detection of illegal chemical substances to help control the amount of illegal substances trafficked into the compound. The device would keep staff from having to physically examine mail for such substances, which could be harmful upon discovery to staff, and would improve the search of inmates who leave the compound for work detail and come back on a routine basis.

Financial Impact: The use of this device would increase the safety of staff and inmates alike, and would be an active step in addressing the opioid crisis that affects all segments of the population, including inmates. This safety measure reduces the risk of litigation for the County.

Juvenile Court Financial Tracking System: \$358,000

The Juvenile Court Clerk is in need of an all-inclusive financial tracking, bookkeeping and case information system that integrates with the Juvenile Court Judges software to provide a seamless solution for both the staff and the customers. The current Juvenile Court Clerk solution is an out-of-date system that results in manual business processes and is dependent upon a single person contractor.

Financial Impact: This project is essential to maintain proper case management for citizens. In doing so, it reduces risk of litigation.

Trustee's Property Tax Collection System: \$1,298,000 (FY21 \$1,445,000, FY22 \$935,000, FY22 & FY23 \$697,000)

The Trustee is seeking to purchase a highly configurable, enterprise-level, Comprehensive Software Solution for Property Tax Payments and Collections with the functionality to maintain, bill, collect, distribute, and track properties with the associated taxes. The system must provide for multiple integration points or modules to facilitate and streamline property tax administration across the entire property life cycle, including but not limited to deed registration, property valuation, and tax collection. The existing tax solution is twenty-years old and is required to sustain critical county operations, specifically those related to revenue.

Financial Impact: Future staffing reductions are expected as a result of this new software. Also, the new licensing fees will be a reduction from the prior system's licensing fees.

General Sessions Civil Case Management: \$1,000,000 (FY21 - \$1,000,000)

The General Sessions Civil Court Case Management system is at the end of its life. The GS Civil Division collects and disburses \$40 million per year to external stakeholders. The vendor has stopped providing new versions that now requires the Court Clerk's Office to replace the Contexte 6.0 system. The case management system will contain financials and will enhance the revenue of the Court Clerk's Office with e-filing and expedite the case process time.

Financial Impact: This project is essential to maintain proper case management for citizens. In doing so, it reduces risk of litigation.

Roads and Bridges Projects**Holmes Road Expansion: \$350,000 (\$70,000 funded from Roads & Bridges Special Revenue, \$280,000 federally funded), FY21 \$7.2 million Federal funding & \$1.8 million County Share**

This project improves a 2.2 mile residential segment of Holmes Road that is recommended for improvement due to growth in this area of Shelby County and the need for improved pedestrian and bicycle mobility. The roadway is being improved from two to four lanes with a treed median, bicycle lanes, and sidewalks. A large elementary school lies along this section of roadway.

Financial Impact: Road expansions increase annual repaving cost; additional funding provided in Roads & Bridges operating budget.

Hacks Cross Road: \$1,000,000 (\$200,000 funded from Roads & Bridges Special Revenue, \$800,000 federally funded), FY21 \$11.5 million Federal funding & \$2.9 million County Share

This project improves a 1.8 mile segment of Hacks Cross Road from Shelby Drive to Stalene 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.

Financial Impact: Road expansions increase annual repaving cost; additional funding provided in Roads & Bridges operating budget.

Community Projects**Big Creek Resiliency Project: \$8,500,000 (100% Grant Funded in FY20), FY21 \$13.5 million Grant Funded & \$2 million County Share, FY22 \$5.5 million Grant Funded & \$1 million County Share, FY23 \$1.5 million Grant Funded**

This project provides 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.

Financial Impact: Flood risk reduction. Investment mitigates cost of potential damages and recovery efforts.

FedEx Forum Maintenance: \$3,000,000

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. One year of maintenance is in the Capital Plan pending State Legislation approval to allow Hotel/Motel tax funding in future years.

Financial Impact: Planned maintenance ensures competitive facility and protects revenue stream.

East Shelby Library: \$796,000

The East Shelby Drive Branch Library was constructed in 1999 on a 6.4 acre site, located at 7200 East Shelby Drive. The library is in good overall condition, enduring normal wear and tear for approximately 20 years. However, there are several issues that need to be addressed, such as: 1) the parking lot shows visible cracks and deterioration that need repair, 2) evidence of soil erosion is apparent near the building due to rainwater runoff in the blueline creek adjacent to the foundation, 3) the mechanical systems have reached the end of their useful lives and need to be replaced, 4) the existing fluorescent lighting needs to be replaced with LED lighting, 5) some exterior painting and rust repair is necessary, and 6) a few minor ADA infractions need to be corrected.

Financial Impact: The repairs will minimize major repair needs in future years.

Skycop Cameras: \$650,000

There is a need for additional Sky Cop Cameras throughout Shelby County. This project is intended to provide a total of 130 cameras.

Financial Impact: This project creates a more efficient surveillance system of the County to assist our police officers and communities.

Contingency: \$1,000,000

Included for all years for unanticipated capital needs.

Schools

Appropriations for school to be determined after review of project requests from the Shelby County Board of Education.

FY 2020 CAPITAL ASSETS/PROJECTS BUDGETED IN OTHER FUNDS

Listed below are capital asset acquisitions or construction projects that have been budgeted for FY20 but will not be funded from CIP. The specific fund and nature of the expenditure is indicated for each.

<u>Amount</u>	<u>Division/Fund</u>	<u>Description of Planned Expenditures:</u>
115,000	Administration & Finance	Office Furniture & Building Improvements
79,800	Information Technology Svcs	Backup & Archive Storage
243,180	Public Works	Infrastructure, Buildings, & Heavy Equipmeny
72,000	Health Services	Conversion of Van for Rabies Control, & Other Equipment
2,190,710	Sheriff	Passenger Vehicles & Heavy Equip., Electronic & Comp. Equip.
10,083	Other Elected Officials	Office Furniture & Equip., Electronics & Equip.
\$ 2,710,773	Total General Fund	
2,379,782	Roads & Bridges Fund	Electronics, Utility/Other Vehicles, Heavy Equip.
4,092,925	Roads & Bridges Fund	Asphalt Paving - Infrastructure, Land, & Right of Way
228,991	Storm Water Fund	Construction Contracts
1,021,000	Sewer Maintenance	Architectural & Engineering Services for Cotton Creek
50,000	Vector Control Fund	Utility & Other Vehicles
60,000	Sheriff ALERT Fund	Passenger Vehicles & Utility Vehicles
750,000	Sheriff Narcotics Fund	Electronic & Computer Equipment, Vehicles & Building Improv.
15,000	Criminal Court Clerk	Electronic & Computer Equipment
2,000	General Sessions Civil	Building Improvements
3,338	General Sessions Criminal	Electronic & Computer Equipment
18,757	Register DP Fund	Electronic & Computer Equipment
\$ 8,621,793	Total Special Revenue Fund	
80,000	CAO - Office of Preparedness	Electronic & Computer Equipment for Homeland Security
390,000	Planning & Development	Electronic & Computer Equipment and Land Improvements
17,675,000	Planning & Development	Buildings & Improvements, Land, CIP - Construction Contracts for HUD Resiliency Program Projects
87,291	Public Works - Fire Dept.	Specialized Equipment for Firefighter Assistance Grant
8,770,785	Public Works	Congestion Management Projects (CMAQ Grants)
3,399,788	Public Works	Roads & Bridges Maintenance Grant 766 (Paving)
10,000	Corrections	Offender Re-Entry Program Building Improvements
65,450	Health Services	Buildings & Improvements for Air Pollution Grant
9,008	Sheriff	Electronic & Computer Equip., Justice Assistance Grant (Homeland Security)
700	Attorney General	Office Furniture & Equip., Justice Assistance Grant
\$ 30,488,022	Total Grant Funds	
1,000,000	Codes Enforcement	Buildings & Improvements for Office Renovations
239,658	Fire Department	Utility/Other Vehicles, Electronics, & Other Equipment
150,000	Fire Department	Buildings & Improvements for Station 60
339,300	Corrections	Vehicles, Heavy Equip., Electronic & Comp. Equip.
400,000	Corrections	Buildings & Improvements & Heavy Equipment
\$ 2,128,958	Total Enterprise Funds	
230,000	IT Internal Service Fund	Purchase of 2 projectors for Office of Preparedness
490,200	Fleet Vehicle Replacement Fund	Utility/Other Vehicle Purchases for Replacement Program
\$ 720,200	Total Internal Service Funds	
\$ 44,669,746	Total Capital Asset Acquisitions/Projects Not Funded from CIP	

**SHELBY COUNTY GOVERNMENT
EXHIBIT A - FY20 PROPOSED OPERATING BUDGET**

ACCT DESCRIPTION	GENERAL FUND	EDUCATION FUND	DEBT SERVICE FUND	ENTERPRISE FUNDS	SPECIAL REVENUE FUNDS	GRANT FUNDS	INTERNAL SERVICE FUNDS	TOTAL ALL FUNDS
40 - Property Taxes	(292,568,973)	(381,015,747)	(121,607,985)	-	-	-	-	(795,192,705)
41 - Other Local Taxes	(36,242,967)	(42,268,610)	(11,229,940)	-	(33,700,000)	-	-	(123,441,517)
43 - Intergovernmental Revenues-State	(25,460,163)	-	-	(38,336,307)	(12,881,358)	(101,103,449)	-	(177,781,277)
44 - Intergovernmental Revenues-Federal	(8,880,092)	-	-	(3,013,832)	(60,000)	(37,410,490)	-	(49,364,414)
45 - Charges for Services	(2,948,307)	-	-	(4,070,732)	(1,163,648)	(1,528,000)	(8,750,746)	(18,461,433)
46 - Fines, Fees & Permits	(67,448,000)	-	-	(33,261,500)	(6,184,767)	(272,247)	-	(107,166,514)
47 - Other Revenue	(636,858)	-	(418,100)	(8,200)	(2,211,000)	(2,167,813)	-	(5,441,971)
48 - Investment Income	(1,912,523)	-	(2,393,309)	(690,000)	(1,145,755)	(206,300)	-	(6,347,887)
Total Revenue Sources	(436,097,883)	(423,284,357)	(135,649,334)	(79,380,571)	(57,346,528)	(142,688,299)	(8,750,746)	(1,283,197,718)
94 - Other Financial Sources	(100,000)	-	-	(55,000)	(20,000)	(75,000)	-	(250,000)
99 - Planned Use of Fund Balance	(1,250,000)	-	(11,624,543)	(4,383,174)	(7,374,372)	(1,818,012)	(2,727,829)	(29,177,931)
96 - Operating Transfers In	(1,028,555)	(3,974,643)	-	(16,814,262)	-	(4,151,340)	-	(25,968,800)
TOTAL APPROPRIATION SOURCES	(438,476,438)	(427,259,000)	(147,273,877)	(100,633,007)	(64,740,900)	(148,732,652)	(11,478,575)	(1,338,594,449)
51 - Salaries-Regular Pay	228,753,750	-	-	48,535,276	8,383,412	30,034,428	1,147,511	316,854,377
52 - Salaries-Other Compensation	16,048,707	-	-	8,727,679	770,298	1,711,905	26,966	27,285,556
55 - Fringe Benefits	88,239,810	-	-	19,642,069	3,053,625	11,767,523	454,776	123,157,803
56 - Vacancy Savings	(25,492,472)	-	-	(5,309,982)	(513,094)	(2,212,729)	(50,000)	(33,578,276)
TOTAL SALARIES	307,549,796	-	-	71,595,043	11,694,241	41,301,127	1,579,253	433,719,460
60 - Supplies & Materials	8,893,436	-	-	3,231,325	2,517,100	2,751,632	2,802,545	20,196,037
64 - Services & Other Expenses	12,116,813	-	-	1,009,577	1,466,735	39,681,318	1,299,691	55,574,134
66 - Professional & Contracted Services	36,757,124	-	156,928	11,563,109	3,139,535	27,128,485	2,029,348	80,774,529
67 - Rent, Utilities & Maintenance	17,061,087	-	-	2,608,784	1,337,367	3,989,772	3,021,558	28,018,568
68 - Interfund Services	(658,406)	-	-	5,680,629	2,224,011	2,940,298	25,980	10,212,512
70 - Capital Asset Acquisitions	2,710,773	-	-	2,128,958	8,621,793	30,488,022	720,200	44,669,746
95 - Contingencies & Restrictions	(4,650,000)	-	-	(300,000)	-	(176,755)	-	(5,126,755)
TOTAL OPERATING & MAINTENANCE	72,230,827	-	156,928	25,922,381	19,306,541	106,802,771	9,899,322	234,318,770
80 - DEBT SERVICE EXPENDITURE	-	-	147,116,949	472,500	-	-	-	147,589,449
89 - AFFILIATED ORGANIZATIONS	31,700,857	427,259,000	-	-	24,023,045	-	-	482,982,902
90 - GRANTS TO NON-PROFITS	3,200,000	-	-	-	6,000,000	-	-	9,200,000
98 - OPERATING TRANSFERS OUT	23,794,958	-	-	1,122,400	272,887	628,753	-	25,818,998
99 - PLANNED INCREASE TO FUND BALANCE	-	-	-	1,520,683	3,444,186	-	-	4,964,869
TOTAL APPROPRIATED USES	438,476,438	427,259,000	147,273,877	100,633,007	64,740,900	148,732,652	11,478,575	1,338,594,449

**Shelby County Government
Proposed Budget for Fiscal Year 2020**

GENERAL FUND

FUND	DEPT	DEPARTMENT NAME	FY 20 SOURCES	FY 20 USES	FTE
<u>DIVISION OF ADMINISTRATION & FINANCE</u>					
010	2001	Mayor	\$ -	\$ 940,604	7.0
010	2002	Public Affairs/Mayor's Action	-	543,124	6.0
010	2003	CAO	-	3,356,268	21.1
010	2009	County Attorney	(1,750)	3,908,478	33.5
010	2011	Director-Admin. & Finance	-	948,750	7.0
010	2012	Central Operations	(347,033,832)	41,192,290	-
010	2013	County Grants	-	3,200,000	-
010	2014	Human Resources	(731,910)	4,786,796	60.0
010	2017	Purchasing	(200)	751,398	10.0
010	2025	Finance	-	2,624,593	31.0
010	2028	Board of Equalization	-	376,813	2.0
Total Division of Administration & Finance			\$ (347,767,692)	\$ 62,629,114	177.6
<u>DIVISION OF INFORMATION TECHNOLOGY SERVICES</u>					
017	2501	Chief Information Officer	\$ (332,250)	\$ 395,949	2.0
010	2501	IT Operations	-	313,023	2.0
010	2502	IT Operations	(1,725,000)	11,640,667	87.0
Total Division of Information Tech Services			\$ (2,057,250)	\$ 12,349,639	91.0
<u>DIVISION OF PLANNING & DEVELOPMENT</u>					
010	2710	Housing	\$ -	\$ 401,765	3.4
Total Division of Planning & Development			\$ -	\$ 401,765	3.4
<u>DIVISION OF PUBLIC WORKS</u>					
006	3016	Parks & Grounds Maintenance	\$ (25,500)	\$ 35,500	-
010	3001	Director & Staff- Public Works	(40,460)	728,193	2.0
010	3004	Environmental Programs	(280,500)	489,497	2.0
010	3016	Parks & Grounds Maintenance	(630,296)	5,373,656	13.0
010	3073	Support Services	(2,148,189)	19,579,117	143.0
014	3004	Environmental Programs	-	115,664	1.0
Total Division of Public Works			\$ (3,124,945)	\$ 26,321,627	161.0
<u>DIVISION OF HEALTH SERVICES</u>					
010	4001	Health Services Director	\$ -	\$ 562,013	5.0
010	4002	Forensic Services	(365,000)	4,267,641	-
010	4003	Admin. & Finance	(1,718,000)	1,496,807	26.3
010	4004	Environmental Health Services	(1,986,150)	4,028,857	40.0
010	4005	Community Health	(560,800)	3,150,680	18.8
010	4006	Health Planning and Promotion	-	1,408,577	14.0
010	4007	Inmate Medical Care	-	13,902,379	4.0
010	4008	Public Health Safety	(472,000)	4,807,210	54.0
Total Division of Health Services			\$ (5,101,950)	\$ 33,624,165	162.1
<u>DIVISION OF COMMUNITY SERVICES</u>					
010	4801	Director of Community Services	\$ -	\$ 1,041,089	10.0
010	4806	Crime Victims Center	(700,000)	1,824,256	12.0
010	4811	Pretrial Services	(200,000)	7,581,416	75.0
Total Division of Community Services			\$ (900,000)	\$ 10,446,760	97.0

**Shelby County Government
Proposed Budget for Fiscal Year 2020**

GENERAL FUND

FUND	DEPT	DEPARTMENT NAME	FY 20 SOURCES	FY 20 USES	FTE
<u>SHERIFF</u>					
031	6101	Sheriff's Staff	\$ -	\$ 1,058,885	10.0
031	6102	Planning & Research	(40,000)	6,623,384	16.0
031	6104	Finance	-	1,609,673	11.0
031	6105	Information Systems	(620,000)	12,632,917	142.0
031	6109	CAO	(3,000)	(115,154)	5.0
031	6201	Chief Deputy	(1,449,500)	(54,734)	38.0
031	6202	Fugitive	(30,000)	7,370,734	80.0
031	6203	Detectives	-	5,611,358	57.0
031	6204	Special Operations	(50,000)	10,739,125	104.0
031	6205	Uniform Patrol	(542,000)	33,265,568	340.0
031	6206	Courts	(347,500)	17,353,554	157.0
031	6208	Training Academy	-	3,272,142	29.0
031	6301	Jail Administration	-	4,366,809	31.0
031	6302	Jail Security	(2,903,000)	69,182,045	1,036.0
031	6303	Jail Programs	-	10,388,836	59.0
		Total Sheriff	\$ (5,985,000)	\$ 183,305,142	2,115.0
<u>JUDICIAL DIVISION</u>					
010	7080	Public Defender	\$ (5,528,100)	\$ 14,678,743	137.5
010	7085	Divorce Referee	(280,000)	728,450	6.5
010	7087	Jury Commission	-	867,312	5.0
032	7011	Chancery Court	(4,880,000)	1,725,376	21.5
033	7021	Circuit Court	(2,124,500)	2,954,092	40.0
034	7031	Criminal Court	(4,425,000)	5,450,936	83.0
035	7041	General Sessions Court	(8,840,000)	16,803,390	195.3
036	7051	Probate Court	(737,500)	1,497,214	15.0
037	7061	Juvenile Court Judge	(4,000)	11,398,565	131.5
037	7071	Juvenile Court Clerk	(1,530,993)	4,428,238	59.0
038	7090	Attorney General	-	11,766,914	131.2
		Total Judicial	\$ (28,350,093)	\$ 72,299,230	825.5
<u>OTHER ELECTED OFFICIALS</u>					
010	8009	Election Commission	\$ (4,101,508)	\$ 6,145,117	23.0
016	8006	County Clerk - MVR Supplies	(76,000)	76,000	-
040	8006	County Clerk	(12,800,000)	6,007,447	95.0
041	8007	Register	(4,135,000)	2,005,804	25.0
042	8008	Trustee	(24,055,000)	7,180,347	65.5
043	8004	Assessor	(22,000)	10,814,172	135.0
044	8002	Legislative Operations	-	3,489,484	29.0
044	8003	Equal Opportunity Compliance	-	1,180,624	13.0
044	8001	Commissioner's Contingency	-	200,000	-
		Total Other Elected Officials	\$ (45,189,508)	\$ 37,098,994	385.5
		TOTAL GENERAL FUND APPROPRIATIONS	\$ (438,476,438)	\$ 438,476,438	4,018.2

**Shelby County Government
Proposed Budget for Fiscal Year 2020**

DEBT SERVICE AND EDUCATION FUNDS

FUND	DEPT	DEPARTMENT NAME	FY 20 SOURCES	FY 20 USES	FTE
<i>Debt Service Fund</i>					
901	9201	Public Improvements	\$ (146,855,777)	\$ 31,717,416	-
901	9202	Schools	-	115,556,460	-
902	9201	87 Economic Development	(91,100)	-	-
903	9201	88 Economic Development	(327,000)	-	-
904	9202	Rural School Bonds	-	-	-
Total Debt Service Fund			\$ (147,273,877)	\$ 147,273,877	-

Education Fund

061	9101	<u>Sources of Funds:</u>			
		Property Taxes	\$ (381,015,747)		
		Wheel Tax	(34,865,755)		
		Other Local Taxes	(7,402,855)		
		Transfer from General Fund	(3,974,643)		
 <u>Distribution of Funds:</u>					
		8955 - Shelby County Schools		\$ 329,373,963	-
		8948 - Millington Municipal Schools		7,348,855	-
		8947 - Lakeland Municipal Schools		4,913,478	-
		8946 - Germantown Municipal Schools		18,115,782	-
		8945 - Collierville Municipal Schools		26,874,591	-
		8944 - Bartlett Municipal Schools		26,490,058	-
		8943 - Arlington Municipal Schools		14,142,273	-
Total Education Fund			\$ (427,259,000)	\$ 427,259,000	-

**Shelby County Government
Proposed Budget for Fiscal Year 2020**

ENTERPRISE FUNDS

FUND	DEPT	DEPARTMENT NAME	FY 20 SOURCES	FY 20 USES	FTE
<u>CODES ENFORCEMENT FUND</u>					
950	2701	Director-Planning & Development	\$ (3,000,000)	\$ 1,545,653	6.0
950	2702	Local Planning	(307,500)	1,353,994	13.0
950	2708	Codes Enforcement	(12,166,000)	12,381,186	105.0
950	2711	Regional Services	-	192,667	-
Total Codes Enforcement Fund			<u>\$ (15,473,500)</u>	<u>\$ 15,473,500</u>	<u>124.0</u>
<u>FIRE SERVICES FUND</u>					
954	3008	Fire Services Fund	\$ (26,097,864)	\$ 26,097,864	229.0
Total Fire Services Fund			<u>\$ (26,097,864)</u>	<u>\$ 26,097,864</u>	<u>229.0</u>
<u>CORRECTIONS FUND</u>					
956	3501	Corrections Administration	\$ (59,061,643)	\$ 27,496,301	126.0
956	3505	Correction Center Facility	-	31,565,342	463.0
Total Corrections Fund			<u>\$ (59,061,643)</u>	<u>\$ 59,061,643</u>	<u>589.0</u>
TOTAL ENTERPRISE FUND APPROPRIATIONS			<u>\$ (100,633,007)</u>	<u>\$ 100,633,007</u>	<u>942.0</u>

**Shelby County Government
Proposed Budget for Fiscal Year 2020**

SPECIAL REVENUE FUNDS

FUND	DEPT	DEPARTMENT NAME	FY 20 SOURCES	FY 20 USES	FTE
<u>Pre-K Fund</u>					
063	9401	Pre-K Fund	\$ (6,000,000)	\$ 6,000,000	-
<u>Hotel Motel Tax Fund</u>					
073	2012	Hotel Motel Tax Fund	\$ (18,274,231)	\$ 18,274,231	-
<u>Car Rental Tax Fund</u>					
074	2012	Car Rental Tax Fund	(2,500,000)	2,500,000	-
<u>Tax Increment Financing Fund</u>					
051	2012	Tax Increment Financing Fund	(6,500,000)	6,500,000	-
<u>Economic Development Fund</u>					
092	2012	Economic Development Fund	(1,670,000)	1,670,000	-
<u>Roads and Bridges Fund</u>					
071	3010	Roads & Bridges	(17,168,711)	17,134,436	88.1
071	3021	Roads & Bridges - Waste Management	(131,500)	165,775	2.0
		Total Roads and Bridges Fund	(17,300,211)	17,300,211	90.1
<u>Stormwater Fees Fund</u>					
093	3004	Stormwater Fees Fund	(1,238,582)	1,238,582	2.9
098	3004	Stormwater Fees Fund	(1,206,000)	1,206,000	-
		Total Stormwater Fees Fund	(2,444,582)	2,444,582	2.9
<u>Health Services Restricted Funds</u>					
081	4004	Air Pollution Fund	(880,541)	880,541	9.8
082	4004	Vector Control Fund	(4,177,636)	4,177,636	47.0
083	4004	Air Emissions Fund	(174,000)	174,000	-
		Total Health Services Funds	(5,232,176)	5,232,176	56.8
<u>Sheriff Forfeitures Funds</u>					
088	6204	SCSO DUI Vehicle Seizures	(30,000)	30,000	-
089	6203	ALERT Fund	(162,760)	162,760	-
090	6204	Sheriff Narcotics Federal	(505,000)	505,000	-
091	6204	Sheriff Narcotics State	(2,291,000)	2,291,000	-
097	6204	SCSO DUI Blood Tests	-	-	-
		Total Sheriff Forfeitures Funds	(2,988,760)	2,988,760	-
<u>Data Processing Funds</u>					
084	7041	Gen Sess Court Clerk DP Fund	(665,710)	665,710	-
085	7031	Criminal Court Clerk DP Fees	(115,800)	115,800	-
076	8007	Register DP Fees	(281,345)	281,345	-
		Total Data Processing Fees Funds	(1,062,855)	1,062,855	-
<u>Drug-DUI Treatment Funds</u>					
094	7041	Veteran's Court	(6,550)	6,550	-
095	7041	DUI Treatment Fines	(65,000)	65,000	-
096	7041	General Sessions Drug Court	(696,535)	696,535	5.0
		Total Drug-DUI Treatment Funds	(768,085)	768,085	5.0
TOTAL SPECIAL REVENUE FUND APPROPRIATIONS			\$ (64,740,900)	\$ 64,740,900	154.8

Shelby County Government
Proposed Budget for Fiscal Year 2020

GRANT FUNDS

DEPARTMENT	FY 20 SOURCES	FY 20 USES	FTE
<u>DIVISION OF ADMINISTRATION & FINANCE</u>			
2003 - CAO - Admin	\$ (3,976,547)	\$ 3,976,547	3.9
2021 - Workforce Investment Network	(19,071,254)	19,071,254	33.2
Total Division of Administration & Finance	(23,047,802)	23,047,802	37.0
<u>DIVISION OF PLANNING & DEVELOPMENT</u>			
2702 - Local Planning	(6,000)	6,000	-
2706 - Sustainability	(1,050,000)	1,050,000	-
2710 - Housing	(5,580,564)	5,580,564	10.6
2711 - Regional Services	(2,625,488)	2,625,488	12.0
2712 - Resilience Department	(21,296,101)	21,296,101	3.0
Total Division of Planning & Development	(30,558,153)	30,558,153	25.6
<u>DIVISION OF PUBLIC WORKS</u>			
3004 - Environmental Programs	(422,658)	422,659	0.5
3008 - Fire Department	(87,291)	87,291	-
3010 - Roads & Bridges	(13,269,232)	13,269,232	3.5
3016 - Parks & Grounds Maintenance	(806,468)	806,468	1.0
Total Division of Public Works	(14,585,650)	14,585,650	5.0
<u>DIVISION OF CORRECTIONS</u>			
3501 - Corrections Administration	(1,684,783)	1,684,783	10.0
Total Division of Public Works	(1,684,783)	1,684,783	10.0
<u>DIVISION OF HEALTH SERVICES</u>			
4003 - Admin & Finance - Health Svcs	(457,153)	457,153	-
4004 - Environmental Health Services	(2,631,743)	2,631,743	23.2
4005 - Community Health	(20,065,972)	20,065,972	286.5
4006 - Health Planning and Promotion	(696,086)	696,086	6.0
4007 - Inmate Medical Care	(83,018)	83,018	1.0
4008 - Public Health Safety	(1,490,210)	1,490,210	12.0
4009 - Ryan White	(11,603,564)	11,603,564	16.5
Total Division of Health Services	(37,027,746)	37,027,746	345.2
<u>DIVISION OF COMMUNITY SERVICES</u>			
4802 - CSA	(22,664,568)	22,664,568	36.0
4806 - Crime Victims Center	(1,620,678)	1,620,678	18.0
4811 - Office of Justice Initiatives	(1,360,074)	1,360,074	6.0
4817 - Aging Commission of the Mid-South	(9,178,252)	9,178,252	48.5
4820 - Workforce Investment Network	-	-	-
Total Division of Community Services	(34,823,572)	34,823,572	108.5
<u>SHERIFF</u>			
6102 - Planning & Research - Sheriff	(250,646)	250,646	-
6105 - Information Systems - Sheriff	(47,009)	47,009	-
6202 - Fugitive	(72,876)	72,876	-
6204 - Special Operations	(202,678)	202,678	-
6205 - Uniform Patrol	(86,909)	86,909	-
6301 - Jail Administration	(85,000)	85,000	-
Total Sheriff	(745,118)	745,118	-
<u>JUDICIAL DIVISION</u>			
7031 - Criminal Court	-	-	-
7041 - General Sessions Court	(1,395,260)	1,395,260	2.0
7061 - Juvenile Court Judge	(2,237,896)	2,237,896	18.0
7071 - Juvenile Court Clerk	(1,480,180)	1,480,180	22.0
7090 - Attorney General	(1,146,492)	1,146,492	12.8
Total Judicial	(6,259,828)	6,259,828	54.8
TOTAL GRANT FUND APPROPRIATIONS	\$ (148,732,652)	\$ 148,732,652	586.1

**Shelby County Government
Proposed Budget for Fiscal Year 2020**

INTERNAL SERVICE FUNDS

FUND	DEPT	DEPARTMENT NAME	FY 20 SOURCES	FY 20 USES	FTE
<u>Information Technology - Internal Services</u>					
962	2515	IT Internal Services	\$ (7,959,889)	\$ 7,959,889	5.0
<u>Public Works - Internal Services</u>					
959	3019	Fleet Replacement Fund	\$ (490,200)	\$ 490,200	-
960	3019	Fleet Services	(3,028,486)	3,028,486	14.0
		Total PW Internal Services	\$ (3,518,686)	\$ 3,518,686	14.0
TOTAL INTERNAL SERVICE FUNDS			\$ (11,478,575)	\$ 11,478,575	19.0

Operating Budget Process

The budget process establishes the priorities of Shelby County Government. A Commission resolution requires the County Mayor to submit a consolidated budget document to the Board of Commissioners by March 31 and State law requires that the County adopt a budget before July 1. These dates drive the budget calendar.

The formal budgetary process begins with a goal-setting workshop for senior administrative management. After identifying and prioritizing general goals and objectives, specific strategies and action plans for implementation are prepared at the division management level. This planning process serves as the basis for formulation of departmental budgets. These budgets are reviewed by the respective division directors and a combined division budget is prepared incorporating administrative review changes at that level.

Division budgets are submitted to the Chief Administrative Officer for a final level of administrative review. After any revisions and a final executive review by the Mayor, a consolidated budget for the County Administration is prepared. Elected Officials submit their respective budgets to the budget office to be included in a consolidated budget document that is presented to the Budget and Finance Committee of the Board of County Commissioners.

State law requires the County to publish the annual proposed operating budget in a newspaper of general circulation. This statute specifies that the budget must be published no later than five days after it is presented to the county legislative body if the newspaper is published daily. However, the budget cannot be adopted until at least ten days after it is published.

The Budget and Finance Committee conducts public review meetings and recommends revisions to the consolidated budget. The revised consolidated budget is presented for approval to the Board of County Commissioners. The legislative body is responsible for final approval and appropriation of the consolidated budget and sets the property tax rate. The budget is adopted by resolution. The tax rate is set by ordinance which requires three readings.

The financial plans of Shelby County are included in the annual capital and operating budgets to project all receipts and disbursements, and present the level of governmental services and the method of distributing costs to the various segments through the collection of taxes and fees. By the terms of its Home Rule Charter, Shelby County Government is not permitted to make any expenditure of funds unless funds sufficient for that expenditure have been appropriated by the Board of Commissioners.

The Operating Budget as adopted by the Commission specifies only the departments, major funds, and accounts to which monies are allocated. To ensure compliance with contractual and other spending restrictions and to facilitate internal and external reporting, some of these major funds, notably the Grant funds, are subdivided into multiple funds within the financial accounting system. Also, to control expenditures and monitor performance at a level of greater detail, many departmental operating budgets are subdivided by sections in the financial accounting system.

The Home Rule Charter prescribes that expenditures may not exceed budget by major account at department level. Moreover, Generally Accepted Accounting Principles prescribe that the County's financial statements include a presentation indicating budgetary compliance for all funds for which annual budgets are adopted. The State of Tennessee Comptroller of the Treasury reviews the County's adopted budget because the County has outstanding debt. The County's budget is submitted to the State Director of the Division of Local Finance after adoption.

Capital Improvements Budget 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. Priority is also given to projects that will

provide cost savings to the County. The County has an established maximum annual Capital Improvement Plan of \$75,000,000 from County funds (including debt and pay-as-you-go).

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 of the project.

Mid-Year Changes to the Adopted Budget

When unforeseen circumstances necessitate adjustments to the budget during the fiscal year, changes can be accomplished in two ways. The County Mayor or his designate is authorized to transfer budget amounts between line items of the same category (personnel related versus all other types of expenditures) of the same division (group of departments) and same fund type. A line item transfer shall be deemed effective when the Mayor or his designate has indicated his approval by signature. All other adjustments require a resolution. A resolution shall be deemed effective when signed by the Mayor to indicate his approval and by the Clerk of the County Commission or her deputy to attest its passage by the Commission.

Carry Forward Encumbrances

At any given time, there are certain agreements in place, evidenced by contracts or purchase orders, by which Shelby County is obligated to make various payments to vendors on condition of future performance of services or future deliveries of goods by the vendors. These obligations are known as encumbrances. The County's Accounting Policies Resolution prescribes that at every fiscal year end the old year's budget is reduced by the amounts of all such encumbrances then outstanding (known as carry forward encumbrances), and the new year's budget is increased by the same amount. Any amount by which a new year's budget is increased for carry forward encumbrances may only be expended as follows:

- 1) In the case of the Operating Budget, for the contract or purchase order for which the budget increase was made.
- 2) As prescribed by Resolution, General Fund carry forward encumbrances are restricted to Professional and Contracted Services, Rent Utilities & Maintenance and Asset Acquisitions in excess of \$5000. All other encumbrances remain open and reduce budget availability in the new year; unless the department requests that the encumbrance be closed.
- 3) In the case of Capital Projects Budget, for the specific purpose for which the monies were appropriated.

Position Control Budget

An integral part of the annual Adopted Operating Budget for Shelby County is the Position Control Budget (PCB) that defines the approved salary for each position. The purpose of the Position Control Budget is to ensure that total salary costs will not exceed the amount of the annual cost of living raise from one fiscal year to the next. This budget is maintained by the Finance Department throughout the year.

Any salary increase that is requested for an employee by a department for purposes of reclassification, equity, or other circumstances must first be approved by Compensation. The department must then identify funding for the increase through availability from another position, a salary contingency account, or an approved resolution appropriating funds from another source. Savings realized through vacancies or attrition (lapse) cannot be used to fund salary increase requests. Funds budgeted for variable salaries (overtime, etc.) or temporary salaries cannot be used to fund permanent salary obligations if other options exist.

A significant factor within the position control budget at the divisional level is the salary restriction (also known as the lapse restriction). This reduction to available salary funds is made to allow for expected savings associated with vacancies or other types of naturally occurring attrition. Allowances are made to consider the variable attrition rates within different types of functions when salary restrictions are calculated.

The Shelby County Chart of Accounts is available on the County intranet site for department users with detailed descriptions of funds and accounts. The accounts are updated on a monthly basis to maintain complete and accurate information. Department budgets are adopted at the prime account level; those groupings are summarized below.

How to Read the Financial Data:

Each department's financial page presents a summary of all revenues, expenditures and transfers categorized by **Prime Account** groupings. The accounts are defined by Shelby County's **Chart of Accounts** – the financial coding structure used for budgeting and accounting purposes which was revised for Fiscal 2010.

The County uses **section numbers** to identify departments or activities for purposes of accumulating revenues and expenses and for budgetary control purposes. Each financial transaction includes a full account coding in the format of 123-123456-1234; the first set of 3 numbers is the fund number, the middle set of 6 numbers is the section number and the last set of 4 numbers is the account number.

Structure of Section Numbers:

The complete section number contains 6 digits. The number is subdivided into the following parts:

- a. First 2 digits: division number
- b. Middle 2 digits: the department number, when combined with the division number
- c. Last 2 digits: the section number, when combined with the department number.

Section number (6-digit) financial data is the lowest form of detail in the budget document in the form of program budgets.

Structure of Department Numbers:

This 4-digit number includes the division number and two additional numbers. For example, Department number 3016 is Public Works: Parks and Grounds Maintenance.

Compliance with the legally adopted budget of the County requires that expenses be charged to the correct section number at least to the department level, since the budget is adopted at the department level.

The following Division Numbers are assigned:

- 20 - Administration & Finance
- 25 - Information Technology Services
- 27 - Planning & Development
- 30 - Public Works
- 35 - Corrections Center
- 40 - Health Services
- 48 - Community Services
- 61 - Sheriff-Administration
- 62 - Sheriff-Law Enforcement
- 63 - Sheriff-Jail Division
- 70 - Judicial
- 80 - Other Elected Officials
- 91 - Education
- 92 - Debt Service
- 93 - Internal Service Funds, non-operating
- 94 - Pre-K

Revenue and Expense Account Structure:

As noted above, the County uses a 4-digit "account number" to classify revenues by the source of the revenue and expenses by the nature of the related goods or services. In the budget document, the prime accounts provide detail by "pools" or a summary of all 4-digit accounts based on the first two digits of an account category. For example, a 60XX supplies pool is the total of all 4-digit accounts beginning with the account number "60."

The **Revenue** category includes the following prime account groupings:

- **Property Taxes** – Current and delinquent realty and personalty taxes collected by the Trustee.

- **Other Local Taxes** – Business taxes, interest and penalties on tax payments, MLGW in Lieu of Taxes, wholesale beer tax.
- **Intergovernmental Revenue – State** – County share of state sales tax, state grants and reimbursements, TVA Replacement tax, jail revenue from state.
- **Intergovernmental Revenue – Federal & Local** – Grants, revenues and reimbursements that Shelby County receives directly from the Federal Government. Cost reimbursements from the City of Memphis for shared services and other payments.
- **Charges for Services** – Various fees collected for services or property use such as rental income, inmate telephone system revenue, TennCare revenue for health services provided to patients covered by this insurance system.
- **Fines, Fees & Permits** – Fees collected by the Courts and Elected Officials such as drug treatment fees, title search fees, permits, and various court fines and fees.
- **Other Revenues** – Miscellaneous revenues not appropriately assigned to other categories such as private donor grants and interfund interest income.
- **Investment Income** – All income from investments, including interest earned, dividends, gains or losses on disposition of an investment and any other investment income.

The **Expense** category includes the following account groupings:

Salary-related expense accounts:

- **Salaries** – includes basic salaries and wages.
- **Other Compensation** – other forms of compensation and overtime.
- **Fringe Benefits** – includes benefits such as health, life, pension, and unemployment.
- **Salary Restriction** – used only for budget purposes as an offsetting salary budget to estimate savings from vacant positions.

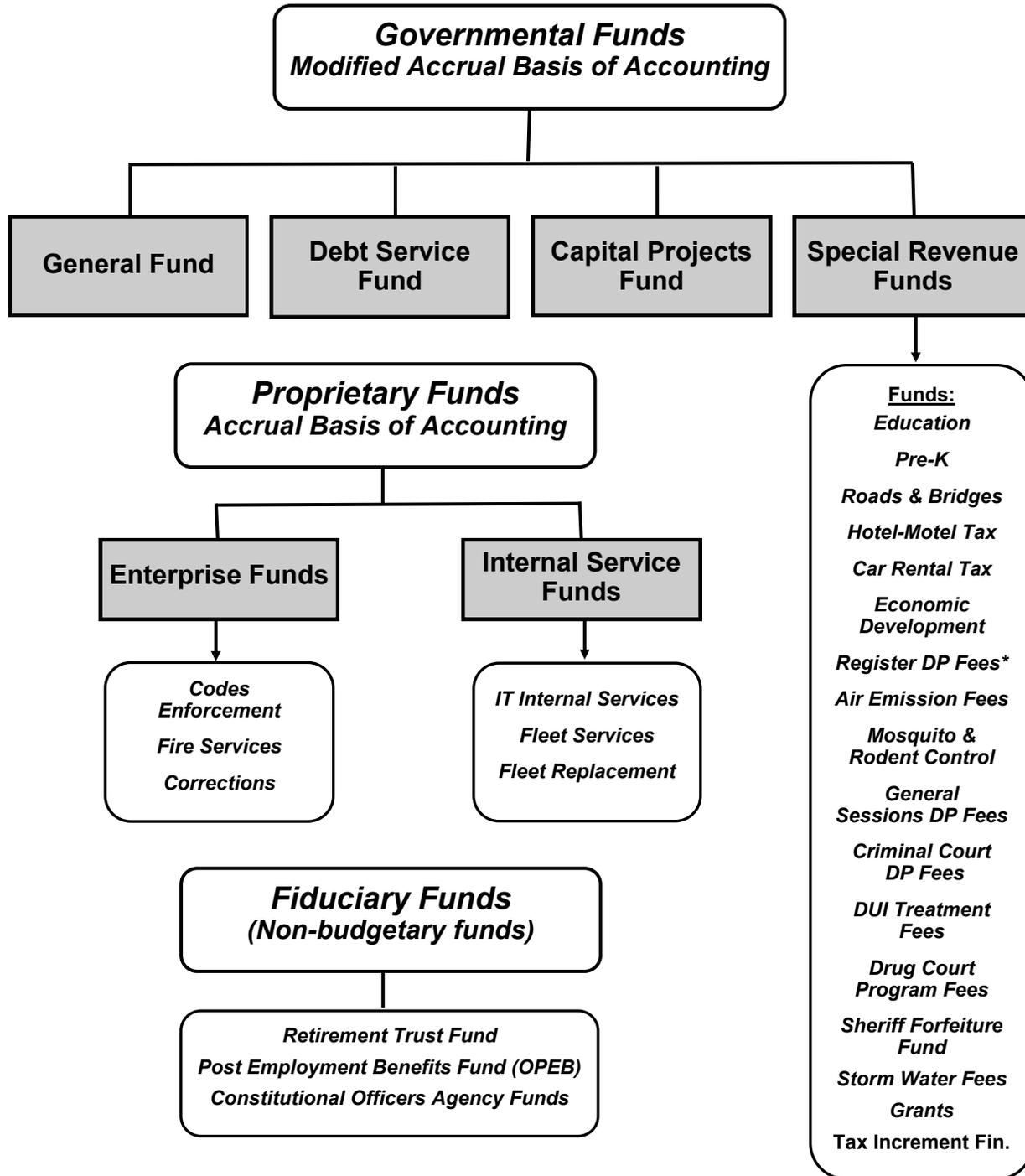
Operating Expense Accounts:

- **Supplies & Materials** – consists of materials and supplies, employee apparel, medical supplies, membership dues & publications.
- **Services & Other Expenses** – includes inside & outside printing, copy expense, education & training, travel, freight & storage.
- **Professional & Contracted Services** – includes contracts with consultants, sub-recipient of grant awards, and the jail medical contract.
- **Rent, Utilities & Maintenance** – includes communication expenses, utilities, maintenance of equipment and maintenance of County buildings.
- **Interfund Services** – charges or fees by one fund or department to another fund or department for the use of printing, copying, postage, fleet services, and repair of County vehicles.
- **Capital Asset Acquisitions** – used for the procurement of capital expenditures, land, buildings, equipment, infrastructure and vehicles.
- **Depreciation Expense** – used to record the periodic depreciation of capital assets based on estimated useful lives; depreciation expense is charged directly to internal service funds but used only for government-wide reporting for assets of the governmental funds.
- **Debt Service Expenditure** – expenditures related to debt from borrowing or capital lease financing, including principal repayment, interest payments and debt issuance costs.
- **Affiliated Organizations** – used to report payments to component units, joint ventures and other related organizations with which the County has an established affiliation.
- **Grants** – reports grants and subsidies to various not-for-profit organizations, other than those considered to be “Affiliated Organizations.”
- **Contingencies and Restrictions** – this category has budget amounts only since no actual expenses are charged to these accounts; used only by the central budget staff for budgeting for contingency and other unallocated budget purposes.
- **Other (Financing) Sources and Uses** – receipts and disbursements that are classified as “Other Sources and Uses” on financial statements such as the gain or loss on the disposition of a capital asset recognized in a proprietary fund.
- **Planned Use of Fund Balances** – used only for budget purposes to reflect budget adjustments when expenditures are effectively using fund balance from the end of the previous year.
- **Transfers** – Transfers are transfers between funds; purposes of transfers include local match for grants, operating subsidies and indirect cost allocations.

APPENDIX

Fund Accounting Structure

The accounts of Shelby County government are organized on the basis of funds, with the operations of each fund accounted for in a separate set of self-balancing accounts that comprise the assets, liabilities, equity, revenues, expenditures and transfers for that fund. Only Governmental and Proprietary funds are subject to appropriation in the operating budget. Fiduciary funds are not subject to appropriation.



*Data Processing Fees

The accounts of the County are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for in a separate set of self-balancing accounts that comprise the assets, liabilities, equity, revenues, and expenditures of each fund. Resources are allocated to each fund and accounted for based on the purpose for which they are designated and the means of controlling the spending activities. The individual funds are grouped into three basic types: Governmental, Proprietary or Fiduciary. Within the first two groups, the funds are further subdivided into six generic classifications: General, Debt Service, Capital Projects, Special Revenue, Enterprise, or Internal Service Funds. Only the governmental and proprietary funds are subject to appropriation as approved in the annual operating budget. Fiduciary funds are not generally subject to appropriation.

Major Funds:

Shelby County defines its major funds as those that equal more than either 10% of total appropriated revenues or 10% of total appropriated expenditures. The major funds of Shelby County include the General Fund, the Education Fund (a Special Revenue Fund), and the Debt Service Fund.

Fund Numbers:

A summary of the budgeted fund types by number are as follows:

Funds 001-049	General Funds
Funds 050-099	Special Revenue Funds
Funds 100-899	Grant Funds
Funds 901-904	Debt Service Funds
Funds 905-939	Capital Improvement Funds
Funds 950-958	Enterprise Funds
Funds 959-969	Internal Service Funds
Funds 980-989	Fiduciary Funds

GOVERNMENTAL FUNDS:

Governmental Funds are those through which most governmental functions are financed with the objective of having sufficient resources available to provide services to the public. A governmental fund's measurement focus is on the determination of financial position and changes in financial position. The modified accrual basis of accounting is used for governmental funds to recognize:

- 1) Revenues in the accounting period in which they are both measurable and available to finance expenditures made during the current fiscal period.
- 2) Expenditures in the accounting period in which the liabilities are both measured and incurred.

All funds that use the modified accrual basis of accounting are expendable and do not, therefore, have a capital maintenance objective. Four types of governmental funds are employed by the County: the General Fund, Special Revenue Funds, Debt Service Fund and Capital Improvements Fund.

General Fund

The General Fund is the most significant Governmental Fund. Transactions related to resources obtained and used for delivery of those services traditionally provided by a county government, which are not accounted for in other funds, are accounted for in the General Fund. These services include, among other things, general government, health, public works and community services. The operations of all fee operating elected offices are accounted for as sub-funds of the General Fund. General Fund revenues come from many different sources.

Special Revenue Funds

Transactions related to resources obtained and used for certain Federal and State programs and from other resources upon which legal restrictions are imposed are accounted for in the Special Revenue Funds. The following funds comprise the Special Revenue Funds:

The **Education Fund** accounts for revenues collected and allocated for public education in Shelby County.

The **Pre-K Fund** accounts for local sales tax revenues designated for Pre-K education in Shelby County.

The **Tax Increment Financing Fund** accounts for funds collected from the Tax Increment Financing program to be used for community improvement projects.

The **Economic Development Fund** provides a comprehensive accounting for resources received that can be used only for economic development activities supported by the County.

The **Roads and Bridges Fund** accounts for the receipt and expenditures of the County's share of the proceeds from the state gasoline tax and additional allocations from the State of Tennessee for road repairs and maintenance.

The **Hotel/Motel Tax Fund** accounts for the 5% tax collected on hotel and motel room rentals in Shelby County for the purpose of funding debt service repayment for the Sports Authority and funding for the Convention and Visitor's Bureau.

The **Sheriff Forfeiture Fund** accounts for the proceeds of goods seized and forfeited under the provisions of T. C. A. Section 53-11-451; includes the **Narcotic Fund, Alert Fund** and **DUI Vehicle Seizures Fund**.

The **Register's Data Processing Fees Fund** accounts for the \$2.00 fee collected on every document recorded by the Register to fund computer acquisition and enhancements for the Register's office.

The **General Sessions Data Processing Fees Fund** accounts for fees collected by the General Sessions Civil and Criminal Court Clerk to provide funds for computer acquisition and enhancements for the General Sessions Court Clerk's office.

The **Criminal Court Data Processing Fees Fund** accounts for fees collected by the Criminal Court Clerk to provide funds for computer acquisition and enhancements for the Criminal Court Clerk's office.

The **DUI Treatment Fines Fund** accounts for fines collected by General Sessions, Criminal and GS Drug Courts for use in alcohol & drug treatment programs through services offered by certain qualified organizations. DUI funds will be used in conjunction with services provided by Drug Court program.

The **Drug Court Program Fees Fund** accounts for fines collected by General Sessions and Criminal Courts and the GS Drug Court to be used exclusively for the creation and maintenance of state drug court treatment programs.

The **Car Rental Tax Fund** accounts for the car rental tax restricted for payment to the Public Building Authority for the funding of the NBA arena.

The **Air Emission Fees Fund** accounts for the proceeds of emission fees to be used in the Environmental Protection Agency (EPA) Title V program regulating all major and minor air emission sources in Shelby County.

The **Vector Control Fund** accounts for the collection of the Vector Control fee of \$.75 charged to all MLG&W customers on a monthly basis for the control of mosquito and rat populations.

The **Grants Fund** accounts for the receipts and expenditures of federal, state and other grants received by various County departments.

The **Storm Water Fund** accounts for fees collected from customers in unincorporated Shelby County to provide a dedicated source of funds to implement the provisions of the county's Storm Water Ordinance.

Debt Service Fund

The Debt Service Fund is used to account for the accumulation of resources for, and the payment of general 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).

Capital Improvements Fund

The Capital Improvements Fund accounts for the acquisition and use of resources for the construction or purchase of major, long-lived fixed assets, except for those which are financed by Enterprise or Internal Service Funds. Resources for construction or purchase normally come from the issuance of general long-term debt and from governmental grants. A five-year Capital Improvements Fund plan is approved by the Board of Commissioners, while only the first year of the plan is included in the annual adopted budget. In order for a project to be appropriated, a commission-approved resolution is still necessary.

PROPRIETARY FUNDS:

Proprietary Funds are used to account for the organizations and activities of the County which are similar to those often found in private enterprises. The measurement focus is on determination of net income, financial position, and changes in financial position. The accrual basis of accounting is used for Proprietary Funds to recognize:

- 1) Revenues in the accounting period that the revenues are earned
- 2) Expenses in the accounting period that the expenses are incurred

Both the revenues and expenditures must be measurable in order to be reported in the accrual basis. Two types of Proprietary Funds are employed by the County: Enterprise Funds and Internal Service Funds.

Enterprise Funds

Enterprise Funds account for operations (a) that are financed and operated in a manner similar to private enterprises where the intent is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The Enterprise Funds used by the County are as follows:

The ***Consolidated Codes Enforcement Fund*** accounts for operations of the Memphis and Shelby County Office of Construction Codes Enforcement. Revenues are generated through fees charged by the office.

The ***Fire Services Fund*** accounts for the operations of the Fire Department. Revenues are received from fees charged for fire services.

The ***Corrections Center Fund*** accounts for the operations of the Corrections facilities. Revenues are received from the State of Tennessee based on actual costs incurred for housing state prisoners.

Internal Service Funds

Internal Service Funds account for the financing of goods or services provided by one department to other departments or agencies of the County on a cost reimbursement basis. Shelby County uses Internal Service Funds to account for the accumulation and allocation of costs associated with:

Fleet Services – Vehicle repairs, fuel and fleet replacement

Information Technology Services – Telecommunications, PC Replacement, and Managed Print

FIDUCIARY FUNDS (Non-budgetary funds)

Fiduciary funds (non-expendable trust funds) account for resources that are held by the County as a trustee or agent for parties outside the County and that cannot be used to support the government's own programs. Fiduciary funds are not appropriated in the operating budget. The following funds comprise the Fiduciary Funds:

The ***Pension Trust Fund*** accounts for the activities of the County's retirement plan, which accumulates resources for pension payments to employees.

The ***Other Post-employment Benefits (OPEB) Trust*** accounts for the fund used to accumulate and provide health and life insurance to retirees. Revenues for the Pension and OPEB Funds are provided by employer (County) contributions and premiums are paid by retirees.

The ***Constitutional Officers Agency Fund*** accounts for assets held by the County's constitutional officers and other elected officials in an agency capacity for governments, litigants, heirs and others. Agency funds are custodial in nature and do not involve measurement of results of operations.

OTHER INTERNAL SERVICE FUNDS (Non-budgetary)

The following non-budgetary internal services funds exist to accumulate funds necessary for these self-insurance programs:

The ***On-the-Job Injury (OJI) Fund*** accounts for the employee OJI program operated by the County. This self-insured fund is the County's equivalent of workers' compensation insurance.

The ***Unemployment Compensation Fund*** accounts for the unemployment compensation program operated by the County.

The ***Group Health Insurance Fund*** accounts for employer contributions and employee health insurance premiums collected for payment of all health claims and related administrative costs.

The ***Tort Liability Fund*** accounts for claims paid based on wrongful act, damage, or injury for which the County is responsible.

APPENDIX

Fund-Division Matrix

Relationship Between Functional Units and Financial Structure

DIVISION-FUND	General Fund	Special Revenue Funds	Enterprise Funds	Internal Service Funds	Grant Funds	Debt Service Fund	CIP Funds
ADMINISTRATION & FINANCE:							
Various Programs*	X				X		
Hotel-Motel Tax Fund		X					
Car Rental Tax Fund		X					
Economic Development Fund		X					
Tax Increment Financing Fund		X					
INFORMATION TECHNOLOGY SERVICES:							
Various Programs*	X						X
IT Internal Services				X			
PLANNING & DEVELOPMENT:							
Various Programs*	X				X		
Codes Enforcement Fund			X				
CORRECTIONS*							
PUBLIC WORKS:							
Various Programs*	X				X		X
Roads and Bridges Fund		X					X
Storm Water Fund		X					
Fire Services Fund			X				
Fleet Services				X			
Fleet Replacement Fund				X			
HEALTH SERVICES:							
Various Programs*	X				X		X
Air Emissions Fund		X					
Mosquito & Rodent Control Fund		X					
COMMUNITY SERVICES*							
SHERIFF:							
Various Programs*	X				X		X
Sheriff Forfeiture Funds		X					
JUDICIAL:							
Various Programs*	X				X		X
Court DP Fees		X					
Drug Court/DUI Fees		X					
OTHER ELECTED OFFICIALS							
Various Programs*	X						X
Register DP Fees		X					
EDUCATION							
Pre-K		X					X
DEBT SERVICE							
						X	

*Detailed information about programs within each Division or Fund is provided within the Division Summary sections. Detailed information and appropriation status for CIP Projects are provided in the CIP Section.

LONG TERM FINANCIAL PLANNING

Long-term financial planning, with a focus on a sound, stable decision making, is a critical component of maintaining the County's strong financial position and AA+/Aa1 bond ratings. The long term planning process includes both operations and capital needs. In conjunction with preparing the annual operating budget, the County projects revenues and expenditures over at least the next five years to assess the impact of current decisions and capital projects on future operations and to identify potential issues in future years. This provides a basis to consider the longer term implications of decisions regarding new programs, program level changes, raises, benefits, and the property tax rate. Close cooperation exists between the Administration and the Commission in an open, thorough, and timely budgeting process that focuses on a clear understanding of funding for both operations and debt.

Strategies designed to strengthen the County's long-term financial position are addressed in more detail in the "Strategic Goals" section of this Introduction. Key policies intended to maintain the County's long term financial stability are presented in the following pages.

OPERATING BUDGET POLICIES

Balanced Budget

Preparing a balanced budget with conservative revenue estimates is a primary foundation for maintaining a strong financial position. Should a planned use of fund balance be used to balance the budget, there should be clear documentation of the availability of fund balance for this purpose, the reasons for using fund balance and the expected impact on the following year's budget.

According to Tennessee General Statute, local governments are required to operate under an annual balanced budget ordinance. Deficit financing is prohibited by both Tennessee Law and the County Charter. Current expenditures must be matched by equal dollars of revenue and appropriated fund balances to provide a balanced budget.

Any adjustments or amendments to the operating budget will be done in accordance with County regulations by transfer or resolution to maintain a balanced budget at all times. The Operating Budget will include all programs not specifically

eligible for inclusion in the Capital Improvement Plan.

Overall Budget Growth

The County will seek expenditure reductions whenever possible through efficiencies and the reduction or elimination of programs, policies, and practices that are no longer necessary or not mandated to be performed by the County. The County will not commit to programs with significant future costs without first identifying those costs and the ongoing sources of funds available to finance those programs.

Position Control and Compensation Policies

Because salaries represent the largest operating expense for the County, specified policies are maintained to control this significant expense.

Staffing levels will be limited to final position counts and FTEs noted in the budget document. Temporary positions are excluded from the FTE count. Increases to the position count must be approved by resolution.

To assist in controlling personnel expenses, the Position Control Budget (PCB) defines the approved salary for each budgeted position. The purpose of the Position Control Budget is to ensure that total salary costs will not exceed the amount of the annual cost of living raise from one fiscal year to the next. This budget is maintained by the Finance Department throughout the year.

The County seeks to provide equitable pay among comparable jobs and to contain the growth of compensation costs through organizational efficiencies and productivity within the workforce. A Compensation Policy is prepared annually by the Human Resources department, with approval by the Board of Commissioners, to define those policies and the salary ranges for all job classifications.

Any salary increase that is requested for an employee by a department must first be approved by Compensation. The department then identifies funding for the increase through availability from another position, a salary contingency account, or an approved resolution appropriating funds from another source.

The salary restriction (also known as the lapse restriction), is a reduction to available salary funds made to allow for expected savings associated with vacancies or other types of naturally occurring attrition. Allowances are made

to consider the variable attrition rates within different types of functions when salary restrictions are calculated. Savings realized through vacancies or attrition (lapse) cannot be used to fund salary increase requests. A Hiring Review Committee was established several years ago to review the necessity for positions requested for hire by departments and to regulate hiring patterns in relation to funding restrictions.

Fund Balance Reserve Policies

To ensure that sufficient resources are available to adapt to variable economic conditions and unforeseen emergencies, the County will maintain unassigned fund balance as a percent of revenue in the General Fund of 20% to 30%. To provide for debt service requirements, the County will maintain an unassigned fund balance of revenue in the Debt Service Fund of 20% to 30%.

Revenue Policies

Non-recurring revenue - The County will minimize the use of non-recurring revenue to fund ongoing operations. Current operating costs will be financed by current operating revenues.

Revenue Projections - Revenue estimates will be realistic and accurate without being overly optimistic. Estimates will be based on objective judgment. Conservative projections will minimize the adverse impact of a revenue shortfall.

Setting Fees and Service Charges - Stable property tax rates will be maintained to avoid wide annual fluctuations as economic and fiscal conditions change. The County will seek to balance the financial burden of programs and facilities as fairly as possible between the general taxpayers and the direct recipients of those programs, recognizing the shared value of many public expenditures and the inability of some citizens to pay the full cost of certain benefits.

Grant Funding Policies

The County will competitively seek a fair share of available State and Federal financial support unless conditions attached to that assistance conflict with the County interest. The County will not generally use local funding to compensate for lost state and federal grant funds. Grant matching funds must be included in the approved operating funds of the sponsoring division or department. Indirect costs for administrative overhead incurred by the County must be allocated to the full extent allowed by the grantor.

Debt Policies

The County has adopted and follows a formal Debt Management Policy as an essential component to the County's long term financial stability. Detailed information about Debt Management practices and target ratios is provided in the Debt section of this document.

The County will limit the amount of new general obligation debt to that which can be supported by the community under conservative fiscal and economic projections and that which will maximize the probability of sustaining the County's favorable bond ratings.

The County will minimize debt service costs through the judicious use of available debt instruments, consistent with the desirability of maintaining stable current tax rates and the equitable distribution of costs among present and future users.

Only capital projects will be financed by long-term debt. The County will limit long-term debt for capital projects funded locally to \$75 million and annual debt issuance to less than \$70 million.

Capital Budgeting Policies

Capital expenditures are authorized through the Capital Improvements Plan. Major capital expenditures for General Fund departments are funded through issuance of bonds or notes. Smaller capital expenditures for General Fund departments are made from the pay-as-you-go fund. Pay-as-you-go financing will be used when possible to conserve debt capacity for future bond issues.

Capital expenditures for grants are made through the grant's operating budget. Capital expenditures for enterprise and internal service fund operations are made from those funds.

The CIP will be reviewed and updated annually in order to maintain a current and viable program of ongoing capital projects. More information about planning and budgeting for Capital Improvements is provided in the CIP section of the document. The five year capital improvement program provides an identification and prioritization of capital projects. Shelby County takes an annual inventory of capital assets, part of which is to assess the condition of major capital assets. This allows the County to plan future improvement and replacement requirements

Basis for Accounting Policy (and Budgeting)

The Shelby County Home Rule Charter requires that the Mayor maintains the accounting systems of Shelby County Government in accordance with Generally Accepted Accounting Principles (GAAP) applicable to governmental entities, including all Governmental Accounting Standards Board (GASB) pronouncements. The County Commission established these countywide accounting policies with the adoption of Resolution No. 21 on April 25, 1988. The policies were then amended by Resolution No. 19 on June 26, 1989, Resolution No. 17 on April 26, 1993 and Resolution No. 51 on April 12, 2004.

In conjunction with the implementation of a new financial system, modifications were made to the Chart of Accounts effective July 1, 2009, to be more consistent with current recommended practices. A resolution was adopted by the Commission on June 1, 2009, to amend County accounting policies to provide for this modification of line item accounts for Revenue/Expenditure/Transfers. It also made minor changes to ensure consistency with recent accounting pronouncements by the Governmental Accounting Standards Board (GASB).

Fund Accounting Management

The accrual basis of accounting is used in the Countywide Financial Statements, business type funds and fiduciary funds. Under the accrual basis of accounting, revenues are recorded as earned and expenses are recorded as incurred.

The modified accrual basis of accounting is followed by governmental funds and agency funds. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, i.e., both measurable and available. "Available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. To be considered available, collection must occur within 60 days after year end, unless a different time period can be clearly documented as more appropriate to be available to pay liabilities incurred as of year-end. Expenditures generally are recorded when the liability is incurred, but general long-term debt service (maturing principal, interest, and fiscal charges) are recorded when due.

The basis for budgeting is the same as the basis for accounting.

In applying the "susceptible to accrual" concept to inter-governmental revenues, the legal and contractual requirements of the numerous individual programs are used as guidance. There are essentially two types of these revenues. In one case, monies must be expended on the specific purpose or project before any amounts will be paid to the County; therefore, revenues are recognized based upon expenditures. In the other case, monies are virtually unrestricted as to the purpose of the expenditure and are revocable only for failure to comply with prescribed compliance requirements, such as equal opportunity employment. These resources are reflected as revenues at the time of receipt or earlier if they are "susceptible to accrual."

Fund Balances

The fund balance for governmental funds will consist of the following five components: Nonspendable, Restricted, Committed, Assigned and/or Unassigned fund balances. Fund balance reserve levels are further defined in the Financial Policies section.

- **Nonspendable fund balance** consists of amounts not in spendable form or amounts that legally or contractually must be maintained intact.
- **Restricted fund balance** consists of amounts subject to external enforceable legal restrictions that are either: 1) externally imposed by creditors, grantors, contributors, or laws or regulations of other governments or 2) imposed by law through constitutional provisions or enabling legislation.
- **Committed fund balance** consists of amounts whose use is constrained by limitations that the County imposes upon itself by the Shelby County Commission through resolution.
- **Assigned fund balance** consists of the County's intended use of resources. It allows decision-making authority to be delegated to some other body or official.
- **Unassigned fund balance** is the residual net resources.

Internal Accounting Controls

The County will develop and manage its accounting system to provide reasonable assurance regarding the safeguarding of assets

against loss from unauthorized use or disposition and the reliability of financial records for preparing financial statements and maintaining accountability for assets. "Reasonable assurance" recognizes that the cost of a control should not exceed the benefits likely to be derived; and the evaluation of costs and benefits requires estimates and judgments by management.

Audits

The County will ensure the conduction of timely, effective, and periodic audit coverage of all financial records. An annual "single audit" of operating and grant funds accomplishes this function.

Components of Net Assets and Fund Balance

County policy has been to maintain the General Fund balance at a level between 15% and 25% of expenditures. The Projected Fund Balances for June 30, 2014 and June 30, 2015 are adjusted for budgeted or known changes and are well within this targeted range. Restrictions, reserves, designation and other components of net assets and fund balance are determined in accordance with generally accepted governmental accounting principles. Generally, restrictions and reserves are legal limitations regarding the use of the balances.

Capital Assets

Capital assets purchased for general governmental purposes are recorded as expenditures in the governmental funds and recorded at cost in the Countywide Statement of Net Assets. Contributed assets are recorded at fair market value at the time of receipt. Infrastructure assets, principally, roads, bridges, curbs, gutters, streets, sidewalks, drainage systems, and lighting systems have been recorded retroactive to July 1, 1980.

Property and equipment of the proprietary funds (Enterprise and Internal Service Funds) are reported as assets of the funds rather than as expenses and are stated at cost or estimated cost. Depreciation expense on the capital assets is reported in the proprietary funds.

Depreciation for all applicable capital assets is charged as an expense to operations in the Countywide Statement of Activities. Accumulated depreciation is reported as a reduction of capital assets. Depreciation is provided over the estimated useful lives of the

assets using the straight-line method of computing depreciation as shown below:

Land Improvements	10 - 30 years
Buildings	30 - 40 years
Equipment Infrastructure	10 - 50 years

Claims and Judgments

Claims and judgments, which can be reasonably estimated and could result in probable material losses to the county, should be given proper recognition under generally accepted accounting principles. For governmental type funds, the liability is recognized within the applicable fund if expected to be liquidated with expendable, available financial resources. All other material unpaid claims and judgments not to be liquidated with expendable, available financial resources are inventoried and recorded as a liability and expense in the Countywide Financial Statements. In business type funds, probable and measurable loss contingencies are recorded as incurred within the applicable fund.

Inventories

Expendable supplies held by governmental funds are recorded as expenditures at the time such items are purchased and are not reflected as inventories because the amount of these supplies is insignificant. Inventories of business type funds are stated at cost generally on a first-in first-out basis - or market, whichever is lower, and are charged to operations when consumed.

Interfund Activities

Reciprocal interfund activity (exchange or exchange-like transactions), except interfund loans, is accounted for as fund revenues and expenditures or expenses (as appropriate). Interfund loans are accounted for as assets and liabilities and this activity is not reported in the statement of revenues and expenditures/expenses. Transactions which constitute reimbursements of a fund for expenditures, or expenses initially made from the fund which are properly applicable to another fund are recorded as expenditures or expenses (as appropriate) in the reimbursing fund and as reductions of expenditures or expenses in the fund that is reimbursed. All interfund transactions except loan/advances, reciprocal transactions, and reimbursements are accounted for as transfers.

Compensated Absences

County employees are granted sick and annual leave in varying amounts in accordance with administrative policies and union memorandums of understanding. Accumulated vacation days are required to be used within eighteen months. In the event of termination or retirement, the employees are reimbursed for accumulated vacation days. Generally, employees not on the Executive Salary Schedule are compensated for accumulated sick leave, not to exceed 75 days, upon retirement. The amount of such payment is calculated on a maximum base salary of \$20,000 per year. Certain exceptions to this policy occur in accordance with the terms of various union contracts.

Amounts paid for sick and annual leave are recorded in current salary expenditures or the Governmental Funds. In the Countywide Financial Statements and the business activities type funds, sick and annual leave obligations are recorded as expenses when such obligations accrue to the benefit of the employees.

Cash, Cash Equivalents and Investments

Investments and equity in pooled investments are stated at their related fair market values. The County pools substantially all of its cash, cash equivalents, investments and accrued interest receivable. Each fund participating in the investment pool owns a pro rata share in the pool. Investment income of the pool is allocated to the various funds based upon average investment balances.

Risk Management

The County maintains a self-insured Group Health Insurance Fund for active employees and their dependents, funded by participation of both the County and its employees. A self-insured Tort Liability Fund is funded by premiums paid by departments using County vehicles and by transfers from the General Fund. Claim liabilities of the Tort Liability Fund are estimated based on prior years' claims expense, current year actual claims and a review of pending litigation through the County Attorney. The County also maintains a self-insured Employer Insurance Fund for on-the-job injuries and unemployment compensation, funded by premiums paid by County departments based on a percentage of salary costs. Claims liabilities are estimated based on prior year claims expense and current year actual claims incurred.

Retirement and Post-Employment Benefits

The Shelby County Retirement System is a single employer defined benefit public employee retirement system (PERS). All full-time and permanent employees of the County are required to participate in the system. The system is administered by a board. The Shelby County Board of Commissioners establishes the benefits and contribution provisions. Retired employees may participate in post-employment health and life insurance benefits through the OPEB Trust – a single-employer defined benefit plan.

Charitable Contributions

The only charitable contributions made by the County are approved in the annual budget process or by resolution of the County Commission.

Outsourcing and Privatization Policies

The County does not have a formal policy regarding the provision of services through outsourcing or privatization. Potential savings or other benefits to the County that may result from privatization may be evaluated on a cost-benefit basis for specific services.

Purchasing Policies

Shelby County maintains a detailed manual of purchasing procedures and policies, as approved by the County Commission. The policies are intended to ensure the procurement of supplies and services of the right quality, in the proper quantities, at the right time, and from the right source.

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