

CAPITAL IMPROVEMENT PLAN



Fiscal Years 2021 through 2025

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 CIP is approved in total, only the budget for the first year is actually adopted as the Capital Improvement 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 Capital Improvement Budget for those unexpected items.

CIP Project Definition

A CIP 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 CIP 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 County infrastructure funding requirements.

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

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

Impact of CIP on Operating Costs

All projects submitted for consideration in the CIP 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 are submitted for each capital project. These are available for review by the County Commissioners and the public. The total amount allocated for individual projects listed in FY21, or year one of the CIP, establishes the specific projects and the maximum amount of contracts that may be awarded and approved for the fiscal year. Projects may be completed and contractors paid within the fiscal year or construction may continue into one or more future years.



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

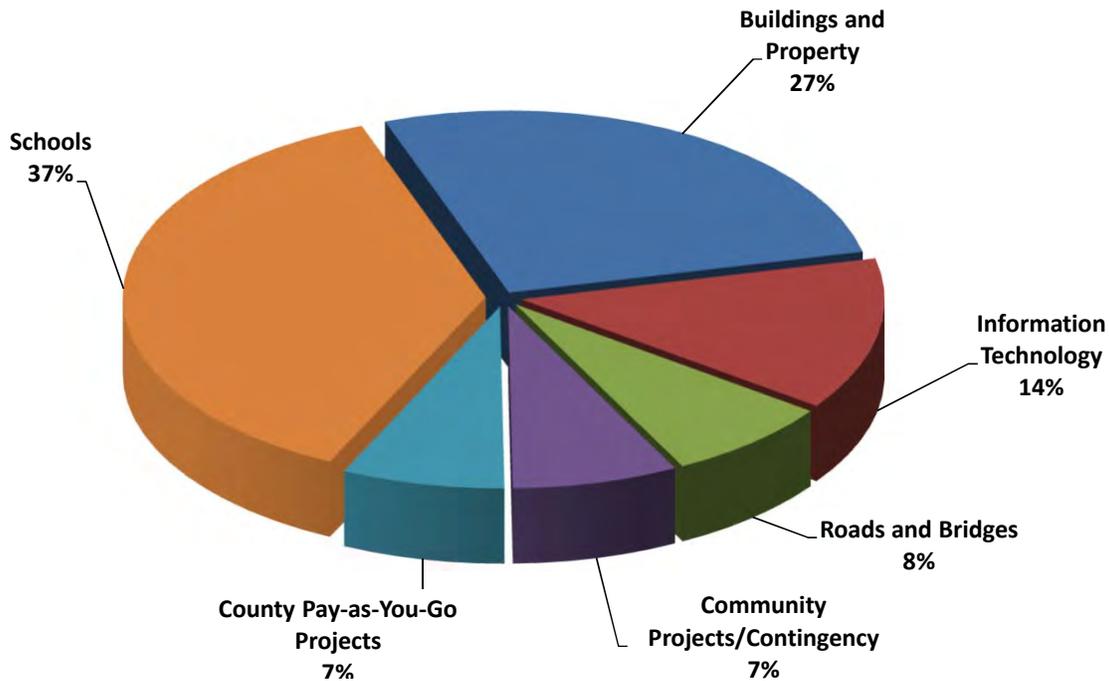
FY 2021-2025

Funding Sources:	FY2021	FY2022	FY2023	FY2024	FY2025	Five Year Total
Federal Funding	5,050,000	21,707,500	20,100,000	10,800,000	-	57,657,500
State Funding	-	-	-	-	-	-
Other Government Reimbursements	1,800,000	2,160,000	-	-	-	3,960,000
County Pay-as-You-Go Projects	6,398,000	1,367,000	697,000	697,000	-	9,159,000
County Funding / Debt*	75,000,000	75,000,000	139,800,000	75,000,000	75,000,000	439,800,000
Total Funding Sources	\$ 88,248,000	\$ 100,234,500	\$ 160,597,000	\$ 86,497,000	\$ 75,000,000	\$ 510,576,500

Project Type Summary:	FY2021	FY2022	FY2023	FY2024	FY2025	Five Year Total
Buildings and Property	23,779,500	19,065,000	18,500,000	28,190,000	38,250,000	127,784,500
Information Technology	11,946,350	17,500,000	14,770,000	5,268,500	-	49,484,850
Roads and Bridges	6,600,000	30,550,000	26,000,000	14,400,000	-	77,550,000
Community Projects/Contingency	6,525,000	2,125,000	6,625,000	1,000,000	1,000,000	17,275,000
County Pay-as-You-Go Projects	6,398,000	1,367,000	697,000	697,000	-	9,159,000
Schools	32,999,150	29,627,500	94,005,000	36,941,500	35,750,000	229,323,150
Total Projects	\$ 88,248,000	\$ 100,234,500	\$ 160,597,000	\$ 86,497,000	\$ 75,000,000	\$ 510,576,500

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

FY2021 CIP Budget Allocations





FY21 - FY25 Capital Improvement Plan - County Capital Share

Project Description	FY21	FY22	FY23	FY24	FY25	5-Year Total
<u>Buildings & Property:</u>						
CJC Chiller Rebuild & Replacement	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000
CJC Interior Renovation	1,000,000	5,000,000	5,000,000	6,500,000	5,000,000	22,500,000
Corrections Kitchen Storage	375,000	-	-	-	-	375,000
Corrections Training Academy	787,500	-	-	-	-	787,500
Corrections W Building Roof Replacement	900,000	300,000	-	-	-	1,200,000
County Clerk & Public Defender Renovations	3,317,000	-	-	-	-	3,317,000
Health Department Building/FF&E/Parking	6,200,000	-	-	-	-	6,200,000
Renovations at East Data Center	2,000,000	-	-	-	-	2,000,000
Weather Proofing Renovation (1060 Madison)	700,000	-	-	-	-	700,000
Youth Justice and Education Center	4,500,000	11,000,000	-	-	-	15,500,000
CJC Boiler Modifications	-	165,000	2,200,000	-	-	2,365,000
Courthouse Restoration/Records Renov.	-	2,000,000	2,000,000	1,625,000	-	5,625,000
Juvenile Court Building Renovation	-	-	1,500,000	13,500,000	12,500,000	27,500,000
PEAB Upgrades/Renovations	-	600,000	5,500,000	5,000,000	5,000,000	16,100,000
Employee Parking Garage	-	-	-	1,500,000	15,000,000	16,500,000
Jail Annex Roof Replacement	-	-	2,300,000	-	-	2,300,000
Shelby Farms Operations Center Renovation	-	-	-	65,000	750,000	815,000
Total Buildings & Property	23,779,500	19,065,000	18,500,000	28,190,000	38,250,000	127,784,500
<u>Information Technology Projects:</u>						
Core Infrastructure Refresh	1,200,000	-	-	-	-	1,200,000
Courtroom Technology Update	500,000	500,000	-	-	-	1,000,000
G.S. Civil Case Management System	1,250,000	750,000	-	-	-	2,000,000
Land/Mobile Radio for City/County	8,200,000	7,200,000	-	-	-	15,400,000
Register's Office Microfilm Equip. Replace.	796,350	-	-	-	-	796,350
Civil Courts Computer Syst. Upgrade (C3SU)	-	-	8,000,000	-	-	8,000,000
Corrections High Definition IP Cameras	-	1,200,000	-	-	-	1,200,000
Datacenter Infrastructure Refresh	-	-	770,000	730,000	-	1,500,000
Enterprise Business Intelligence System	-	1,500,000	-	-	-	1,500,000
ERP Replacement	-	6,000,000	6,000,000	-	-	12,000,000
iCJIS - Electronic Filing-Syst. Enhancements	-	350,000	-	-	-	350,000
Jail Security Camera Upgrade	-	-	-	2,788,500	-	2,788,500
Sheriff's Fingerprint Identification System	-	-	-	1,750,000	-	1,750,000
Total Information Technology	11,946,350	17,500,000	14,770,000	5,268,500	-	49,484,850
<u>Roads & Bridges Projects:</u>						
Hacks Cross Road	-	3,280,000	-	-	-	3,280,000
Holmes Road	-	-	2,400,000	-	-	2,400,000
Houston Levee	-	-	-	3,600,000	-	3,600,000
Macon Road	-	-	3,500,000	-	-	3,500,000
Walnut Grove Road	-	2,862,500	-	-	-	2,862,500
Benjestown Road Pedestrian Bridge	-	540,000	-	-	-	540,000
Total Roads & Bridges	-	6,682,500	5,900,000	3,600,000	-	16,182,500
<u>Community Projects:</u>						
Agricenter Expo Center	300,000	-	4,500,000	-	-	4,800,000
Big Creek Resiliency	3,000,000	-	-	-	-	3,000,000
Binghampton Sports Complex	300,000	-	-	-	-	300,000
Bolton Estates Sewer Connection	550,000	-	-	-	-	550,000
Transit	1,125,000	1,125,000	1,125,000	-	-	3,375,000
Contingency	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Total Community Projects	6,275,000	2,125,000	6,625,000	1,000,000	1,000,000	17,025,000
County Infrastructure Projects	42,000,850	45,372,500	45,795,000	38,058,500	39,250,000	210,476,850
<u>SCHOOLS:</u>						
Schools Projects	32,999,150	29,627,500	29,205,000	36,941,500	35,750,000	164,523,150
New Building - Shelby County Schools*	-	-	50,000,000	-	-	50,000,000
Municipal Schools - Share of New Building*	-	-	14,800,000	-	-	14,800,000
Total Schools	32,999,150	29,627,500	94,005,000	36,941,500	35,750,000	229,323,150
Total County Bond Funded CIP Allocation	75,000,000	75,000,000	139,800,000	75,000,000	75,000,000	439,800,000
<u>County Pay As You Go Projects:</u>						
Trustee Property Tax Payment & Collection Sys.	1,398,000	1,367,000	697,000	697,000	-	4,159,000
Voting Machines (carryforward)	5,000,000	-	-	-	-	5,000,000
Total County Pay As You Go Projects	6,398,000	1,367,000	697,000	697,000	-	9,159,000
Total County Project Allocation	\$ 81,398,000	\$ 76,367,000	\$ 140,497,000	\$ 75,697,000	\$ 75,000,000	\$ 448,959,000



FY21 - FY25 Capital Improvement Plan - Non-County Capital Share

Project Description	FY21	FY22	FY23	FY24	FY25	5-Year Total
<u>Buildings & Property:</u>						
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Buildings & Property	-	-	-	-	-	-
<u>Information Technology Projects:</u>						
Total Information Technology	-	-	-	-	-	-
<u>Roads & Bridges Projects:</u>						
Hacks Cross Road	1,000,000	13,120,000	-	-	-	14,120,000
Holmes Road	1,000,000	-	9,600,000	-	-	10,600,000
Houston Levee	1,800,000	-	-	10,800,000	-	12,600,000
Macon Road	1,800,000	-	10,500,000	-	-	12,300,000
Walnut Grove Road	1,000,000	8,587,500	-	-	-	9,587,500
Benjestown Road Pedestrian Bridge	-	2,160,000	-	-	-	2,160,000
Total Roads & Bridges	6,600,000	23,867,500	20,100,000	10,800,000	-	61,367,500
<i>*In FY2021, the 20% County match for Holmes Road is funded from Roads Special Revenue Fund (included in FY21 amounts above)</i>						
<u>Community Projects:</u>						
Binghampton Sports Complex	250,000	-	-	-	-	250,000
Total Community Projects	250,000	-	-	-	-	250,000
Non-County Allocation	\$ 6,850,000	\$ 23,867,500	\$ 20,100,000	\$ 10,800,000	\$ -	\$ 61,617,500



Summary of FY2021 CIP Allocations by Project - All Funding Sources

Project Number	Project Name	Total Project ¹	County Share ²
<u>BUILDINGS & PROPERTY:</u>			
307367	CJC - Chiller Rebuild & Replacement	\$ 4,000,000	\$ 4,000,000
630178	CJC Interior Renovation	1,000,000	1,000,000
350172	Corrections Kitchen Storage	375,000	375,000
350173	Corrections Training Academy	787,500	787,500
350170	Corrections W bldg Roof Replacement	900,000	900,000
307366	County Clerk & Public Defender Renovations	3,317,000	3,317,000
307386	Health Department Building/FF&E/Parking	6,200,000	6,200,000
250284	Renovations at East Data Center	2,000,000	2,000,000
307365	Weather Proofing Renovation (1060 Madison)	700,000	700,000
307368	Youth Justice and Education Center	4,500,000	4,500,000
	Buildings and Property Subtotal	23,779,500	23,779,500
<u>INFORMATION TECHNOLOGY:</u>			
250284	Core Infrastructure Refresh	1,200,000	1,200,000
250285	Courtroom Technology Update	500,000	500,000
704124	General Sessions Civil Case Management	1,250,000	1,250,000
610177	Land/Mobile Radio for City/County	8,200,000	8,200,000
800774	Register's Office Microfilm Equip. Replace.	796,350	796,350
	Information Technology Subtotal	11,946,350	11,946,350
<u>ROADS AND BRIDGES SUMMARY:</u>			
301089	Hacks Cross Road	1,000,000	-
301074	Holmes Road	1,000,000	-
301084	Houston Levee	1,800,000	
301083	Macon Road	1,800,000	
301082	Walnut Grove Road	1,000,000	
	Roads and Bridges Subtotal	6,600,000	-
<u>COMMUNITY PROJECTS AND CONTINGENCY:</u>			
201276	Agricenter Expo Center	300,000	300,000
271271	Big Creek Resiliency	3,000,000	3,000,000
201288	Binghampton Sports Complex	550,000	300,000
301088	Bolton Estates Sewer Connection	550,000	550,000
201289	Transit	1,125,000	1,125,000
201299	Contingency	1,000,000	1,000,000
	Community Projects and Contingency Subtotal	6,525,000	6,275,000
<u>CIP Pay A You Go Projects</u>			
800873	Trustee's Property Tax Collection System	1,398,000	1,398,000
800972	Voting Machines	5,000,000	5,000,000
	Total County Pay As You Go	6,398,000	6,398,000
SCHOOLS		32,999,150	32,999,150
TOTAL FY21 CIP ALLOCATIONS		\$ 88,248,000	\$ 81,398,000

¹ Includes Federal, State, or Other Governmental reimbursements

² Funded by County Resources (Debt & County Funding)



Shelby County Capital Improvement Plan Summary of Projects Allocated for 2021

Buildings and Property Projects

CJC - Chiller Rebuild & Replacement: \$4,000,000

This project replaces chillers located in the Criminal Justice Center and several other County buildings in order to continue providing air conditioning in these locations. The current chillers have performed several years beyond their manufacturer's recommended rebuild between 5 and 10 years. As a result, one chiller has malfunctioned and is in need of replacement. This project is needed to repair chillers that have reached a critical stage and also includes the addition of a chiller to be used while others are down for required and/or preventative maintenance. **Financial Impact: The current chillers have reached a critical stage and will shut down, resulting in the purchase of new chiller and loss of air conditioning for workers.**

CJC Renovations: \$1,000,000 (\$5,000,000 in FY22, FY23, & FY25; \$6,500,000 in FY24)

The Criminal Justice Center (CJC) was constructed in the late 1970s and opened for business in 1980. While there have been some renovations to the courtrooms within the past 10 years, the office space has been unmodified and is suffering from the wear and tear associated with over 30 years of significant use. Building codes for high-rise buildings have changed since the 1970s, leaving the Criminal Justice Center non-compliant in many areas. This renovation will be implemented as a multi-year project which involves a complete renovation of all floors. Renovations include, but are not limited to: asbestos abatement, ADA upgrades, current high-rise building code compliance, electrical improvements, and office space efficiency modifications. **Financial Impact: Cost reductions from energy efficiencies associated with lighting technology enhancements and space utilization.**

Corrections Kitchen Storage: \$375,000

This is for Phase II of the kitchen project, which will be to construct a Freezer and Dry Goods storage to increase the capacity of food on-hand for production at the Intake Reception Center (IRC). Phase I was previously submitted to make the IRC kitchen the production kitchen for the entire compound and to close the kitchen in the Main building, as required by a Tennessee Corrections Institute (TCI) inspection. That renovation will allow for the provision of food to the entire facility from a more modern and effective environment. Phase II will reduce the number of times food has to be delivered from the current storage site to the IRC per week. **Financial Impact: SCDC could lose the TCA accreditation, which will affect the ability to house State inmates, the major source of revenue to support the operations at SCDC.**

Corrections Training Academy: \$787,500

This project will provide materials needed to convert the Women's building (a former housing unit) into the Corrections Training Academy, provide six (6) SCD training staff locations, a dedicated classroom, conference rooms, a gym, and an eat-in kitchen area for the Shelby County Division of Corrections (SCDC). Currently, SCDC provides training for its employees at the Sheriff's Training Academy at 993 Dovecrest Rd. The training includes required annual in-service training for approx. 500 employees and 1,000 non-facility support staff, as well as new recruit training (a 10 week course). The Sheriff's operations have outgrown this facility and are requesting more space. The SCDC maintenance staff will provide the labor. **Financial Impact: Cost reductions from energy efficiencies associated with lighting technology enhancements and space utilization, alleviating the need to expend additional funds to accommodate the Sheriff's growing operations.**

Corrections W Building Roof Replacement: \$900,000 (\$300,000 in FY22)

The roof for the W building is over 30 years old, is no longer viable for patching, and has been recommended for replacement per the last Tennessee Corrections Institute audits. The repair is necessary to continue the viability of the building and to make it available for converting the building into a Corrections Training Academy, which will allow Shelby County Division of Corrections (SCDC) training operations to move out of the Sheriff's Training Academy at 993 Dovecrest and accommodate the Shelby County Sheriff's Office (SCSO) need to expand its operations at that site. **Financial Impact: The building would be at risk due to the wrapping around the building being damaged by rain to the point that additional cost will be necessary to repair the walls in addition to the roof itself.**



Shelby County Capital Improvement Plan Summary of Projects Allocated for 2021

County Clerk & Public Defender Renovations: \$3,317,000

This project will renovate the 1st and 2nd floors of 150 Washington to bring all public-facing operations provided by the Shelby County Clerk's (SCC) to the 1st floor of that building while placing all administrative staff/administration operations of the SCC on the 2nd floor. In addition, this project also includes moving the Public Defender's office from the 2nd to the 3rd and a complete renovation of the 3rd floor to accommodate the Public Defender's operational needs. The scope of work will include HVAC and electrical modifications, space efficiency improvements, ADA / Life Safety compliance, low voltage wiring/retrofits and new interior finishes. **Financial Impact: Improves public's ease of access to services and efficiency for staff.**

Health Department Building/Parking: \$6,200,000

The Shelby County Health Department facility is located at 814 Jefferson. This project will include the safe demolition of the existing "former" Health Department buildings and construction of a new parking lot in FY21. The demolition of the old buildings and construction of new parking lot were part of an additive alternate in the original project specifications for the construction of a new Health Department building. The construction of a new building for the Health Department was completed in FY20. **Financial Impact: The County is currently paying for Health Department employees to park offsite. Existing building continues to deteriorate, inviting vagrant trespassing.**

Renovations East Data Center: \$2,000,000

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.**

Weather Proofing Renovation (1060 Madison): \$700,000

1060 Madison is a 26,000 square foot, three-story building currently housing several work groups of the Community Services Division. Project is to reseal around all windows, apply weatherproof sealant to exterior of building, and reseal roof edge and parapet. **Financial Impact: Building had recent renovations to the interior, but it is experiencing water damage, especially around the windows. It is also expected that the parapet wall around the roofline and the exterior of the structure itself has suffered from age and is in need of sealing against the weather/water infiltration.**

Youth Justice & Education Center: \$4,500,000 (\$11,000,000 in FY22)

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 a new Juvenile facility. This project will be the design and renovation 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 3420 Old Getwell Road. **Financial Impact: Utility costs are expected as well as maintenance costs.**



Shelby County Capital Improvement Plan Summary of Projects Allocated for 2021

Information Technology Projects

Core Infrastructure Refresh: \$1,200,000

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 they 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: \$500,000 (\$500,000 in FY22)

Shelby County Support Services will soon begin refurbishing many of the Courtrooms. This project will attempt to complement the structural improvements that 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 this is necessary for efficiency in providing public access to our court system.**

General Sessions Civil Case Management: \$1,250,000 (\$750,000 in FY22)

The General Sessions Civil Court Case Management system is at the end of its life. The vendor has stopped providing new versions that now requires the Court Clerk's Office to replace the Contexte 6.0 system. The GS Civil Division collects and disburses \$40M per year to external stakeholders. 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 processing time. **Financial Impact: This project is essential to maintain proper case management for citizens. In doing so, it reduces risk of litigation.**

Land/Mobile Radio for City/County: \$8,200,000 (\$7,200,000 in FY22)

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.**

Register's Office Microfilm Equipment Replacement: \$796,350

Shelby County Register's Office currently has two Kodak Digital Archive Writers that are 17 years old and end-of-life. The current Kodak Digital Archive Writers are used to convert digital images to microfilm, provided that the documents are required to be kept permanently. At present, the Register has no means of writing large images to 35mm film. The suggested digital to microfilm machine actually writes 15mm and 35mm. The Register's Office would also like to purchase a second machine that converts microfilm to digital. A lot of current microfilm could be converted to digital, put into OnBase, and made more widely available to Shelby County Government offices. This includes the purchase of high-speed scanners. **Financial Impact: Currently in violation of certain State law mandating conversion of Digital to Microfilm due to current equipment at end-of-life with no maintenance agreement on it.**

Roads and Bridges Projects

Hacks Cross Road: \$1,000,000 (\$200,000 funded from Roads & Bridges Special Revenue, \$800,000 Federally funded), FY22 \$13.1M Federal funding & \$3.3M County Share

This project improves a 1.8-mile segment of Hacks Cross Road from Shelby Drive to Stateline Road by widening the roadway from two to seven lanes. The improvements will include pedestrian and bicycle facilities and landscaping. This corridor is a major north-south connector that is highly congested with traffic traveling through Unincorporated Shelby County, the City of Memphis, and north Mississippi. Hacks Cross Road has an interchange at State Route 385 that is a significant traffic generator. **Financial Impact: Road**



Shelby County Capital Improvement Plan Summary of Projects Allocated for 2021

expansions increase annual repaving cost; additional funding provided in Roads & Bridges operating budget.

Holmes Road Expansion: \$1,000,000 (\$200,000 funded from Roads & Bridges Special Revenue, \$800,000 Federally funded), FY23 \$9.6M Federal funding & \$2.4M 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 tree-d 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.***

Houston Levee Road: \$1,800,000 (\$450,000 funded from Roads & Bridges Special Revenue, \$1,350,000 Federally funded), FY24 \$10.8M Federal funding & \$3.6M County Share

This project widens a 1.67-mile segment of Houston Levee Road from Walnut Grove to the Wolf River Bridge from two to four lanes. The roadway segment will include a landscaped median with pedestrian and bicycle facilities. This project improves emergency vehicle access along a major north-south corridor in Shelby County. The project is being funded as an 75/25 cost share with 75% of the funding being provided by federal through state transportation funds. ***Financial Impact: Road expansions increase annual repaving cost; additional funding provided in Roads & Bridges operating budget.***

Macon Road: \$1,800,000 (\$450,000 funded from Roads & Bridges Special Revenue, \$1,350,000 Federally funded), FY23 \$10.5M Federal funding & \$3.5M County Share

This project improves a 1.73-mile segment of Macon Road from two to four lanes from Berryhill Road to Houston Levee Road with pedestrian and bicycle facilities, and it includes construction of a new bridge over Gray's Creek. Intersection improvements will be made at Berryhill Road, Lenow Road, Rebel Drive, Big Orange, Far Road, and Houston Levee Road. The project is being funded as an 75/25 cost share with 75% of the funding being provided by federal through state transportation funds. ***Financial Impact: The impacts of deferring this project are unexpended federal funds are subject to rescission and deferring this project will likely result in increases in construction costs.***

Walnut Grove Road: \$1,000,000 (\$250,000 funded from Roads & Bridges Special Revenue, \$750,000 Federally funded), FY22 \$8.6M Federal funding & \$2.9M County Share

This project improves a 1.0-mile segment of Walnut Grove Road by widening the existing roadway from two to four lanes, correcting geometry, adding bicycle and pedestrian facilities for improved mobility, and widening the bridge over Gray's Creek. This project is designed with an oversized median to allow for additional expansion in the future. The intersection of Houston Levee Road and Walnut Grove Road is being improved within this project scope. This route provides one of only two east-west crossings of Gray's Creek. The project is being funded as an 75/25 cost share with 75% of the funding being provided by federal through state transportation funds. ***Financial Impact: The impact of deferring this project is unexpended federal funds that are subject to rescission. Deferring this project will likely result in increases in construction costs.***

Community Projects

Agricenter Expo Center Construction and Renovation: \$300,000 (\$4.5M in FY23)

Agricenter Concrete Decking and Pyramid Roof Renovation in FY 2021 is requested to preserve County infrastructure. The FY 2023 CIP request for the Agricenter East Exhibition Pavilion and Amphitheatre project completes construction and renovation of the programmed floor space for the Agricenter Exhibition Center. ***Financial Impact: Lost revenue from the inability to book projected "new" events as well as loss of events due to aging infrastructure that does not meet the standards expected by our customers.***

Big Creek Resiliency Project: \$3,000,000

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



Shelby County Capital Improvement Plan Summary of Projects Allocated for 2021

with damages exceeding \$500,000,000. This project will increase the storage capacity for stormwater 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.**

Binghampton Sports Complex: \$550,000 (\$300,000 County-funded, \$250,000 funded by Broad Avenue Community and Economic Development (BRACED))

A \$550,000 sports complex is planned for the Binghampton neighborhood on a 2.6-acre lot at the corner of Broad Avenue and Carpenter Street. The project is being led by the Broad Avenue Community and Economic Development (BRACED) Corp., an offshoot of First Baptist Church — Broad. “This is an opportunity to provide our children, families and seniors with a quality space to gather, build leadership skills and character through athletics and put their health and wellness into action,” said First Baptist Pastor Keith Norman, who is CEO of BRACED Corp. “The BRACED Corporation hopes this facility will be a beacon of positivity for the Binghampton community, but also an asset to meet the needs of Shelby County Schools, youth and senior-focused groups and all people of Memphis and Shelby County.” The sports complex will include a multipurpose athletic field named after 2014 Pro-Football Hall of Famer Claude Humphrey, a walking and running track, and a pavilion for senior citizens. Programming and resources will be geared toward children, families, and senior citizens. It will be large enough to hold about 500 people. **Financial Impact: Engages community in health lifestyle activities**

Bolton Estates Sewer Connection: \$550,000

This project is the construction of approximately 2.0 miles of sewer force main and a new lift station to carry the sewage currently treated at the Bolton Estates Wastewater Treatment Plant to the Chapel Hill Wastewater Treatment Plant. By connecting the Bolton Estates sewer to Chapel Hill, the County will be able to decommission the Bolton Estates Sewer Plant and consolidate plant operations. Twenty-six homes are currently being serviced by this treatment plant. **Financial Impact: The connection will minimize major repair needs in future years.**

Transit: \$1,125,000 (\$1,125,000 in FY22 & FY23)

This funding is an investment in creating a sustainable and dedicated capital investment in public transportation capital projects that implement clean energy and hybrid energy projects and purchases that reduce the overall negative environmental impact of transportation modes that rely on fossil fuels. Examples of expenditures the County can legally apply CIP proceeds towards are hybrid vehicles, tracking software, and other capital improvements mitigating environmental impact and/or the rider experience. Amount represents 1.5% (\$1,125,000) of CIP Budget (\$75M) per County Ordinance approved February 10, 2020 item #27. **Financial Impact: This project supports clean energy transportation projects that positively impacts the environment.**

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

Pay-as-You-Go Projects

Trustee's Property Tax Collection System: \$1,398,000 (\$1,367,000 in FY22, \$697,000 in FY23 & FY24)

The Trustee is seeking to implement 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 lifecycle, 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.**



Shelby County Capital Improvement Plan Summary of Projects Allocated for 2021

Voting Machines: \$5,000,000 *(carryforward from FY20)*

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

Schools

Appropriations for schools will be determined after a review of project requests from the Shelby County Board of Education. The County Commission does not have project approval authority for the municipal school districts.

Capital Assets/Projects Budgeted In Other Funds in FY21

Listed below are capital asset acquisitions or construction projects that have been budgeted for FY21 but will not be funded from CIP. The specific fund and nature of the expenditure is indicated for each.

Amount	Division/Fund	Description of Planned Expenditures:
75,000	Administration & Finance	Office Furniture & Building Improvements
183,591	Public Works	Infrastructure, Buildings, & Heavy Equipment
54,000	Health Services	Conversion of Van for Rabies Control, & Other Equipment
2,216,558	Sheriff	Passenger Vehicles & Heavy Equip., Electronic & Comp. Equip.
4,383	Other Elected Officials	Office Furniture & Equip., Electronics & Equip.
\$ 2,533,532	Total General Fund	
1,643,143	Roads & Bridges Fund	Electronics, Utility/Other Vehicles, Heavy Equip.
6,000,000	Roads & Bridges Fund	Asphalt Paving - Infrastructure, Land, & Right of Way
75,000	Engineering	Utility & Other Vehicles
400,000	Storm Water Fund	Construction Contracts
179,100	Sewer Maintenance	Architectural & Engineering Services for Cotton Creek
50,000	Vector Control Fund	Utility & Other Vehicles
35,000	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
\$ 9,171,338	Total Special Revenue Fund	
90,000	CAO - Office of Preparedness	Electronic & Comp. Equip. and Passenger Vehicle for Homeland
2,841,678	Planning & Development	Electronic & Computer Equipment and Land Improvements
52,458,399	Planning & Development	Buildings & Improvements, Land, CIP - Construction Contracts for HUD Resiliency Program Projects
7,944,185	Public Works	Congestion Management Projects (CMAQ Grants)
3,940,000	Public Works	Roads & Bridges Maintenance Grant 766 (Paving)
21,265	Corrections	Offender Re-Entry Program Building Improvements
500,628	Sheriff	Utility/Other Vehicle for Federal Emergency Management Agency (FEMA) and and Electronic & Comp. Equip.
\$ 67,796,155	Total Grant Funds	
1,266,122	Codes Enforcement	Buildings & Improvements for Office Renovations
597,100	Fire Department	Electronics, & Other Equipment
2,560,000	Fire Department	Utility/Other Vehicles
9,140,000	Fire Department	Buildings & Improvements for Station 60' Land
339,300	Corrections	Vehicles, Heavy Equip., Electronic & Comp. Equip.
400,000	Corrections	Buildings & Improvements & Heavy Equipment
\$ 14,302,522	Total Enterprise Funds	
50,000	IT Internal Service Fund	Electronic & Computer Equipment
490,200	Fleet Vehicle Replacement Fund	Utility/Other Vehicle Purchases for Replacement Program
\$ 540,200	Total Internal Service Funds	
\$ 94,343,747	Total Capital Asset Acquisitions/Projects Not Funded from CIP	