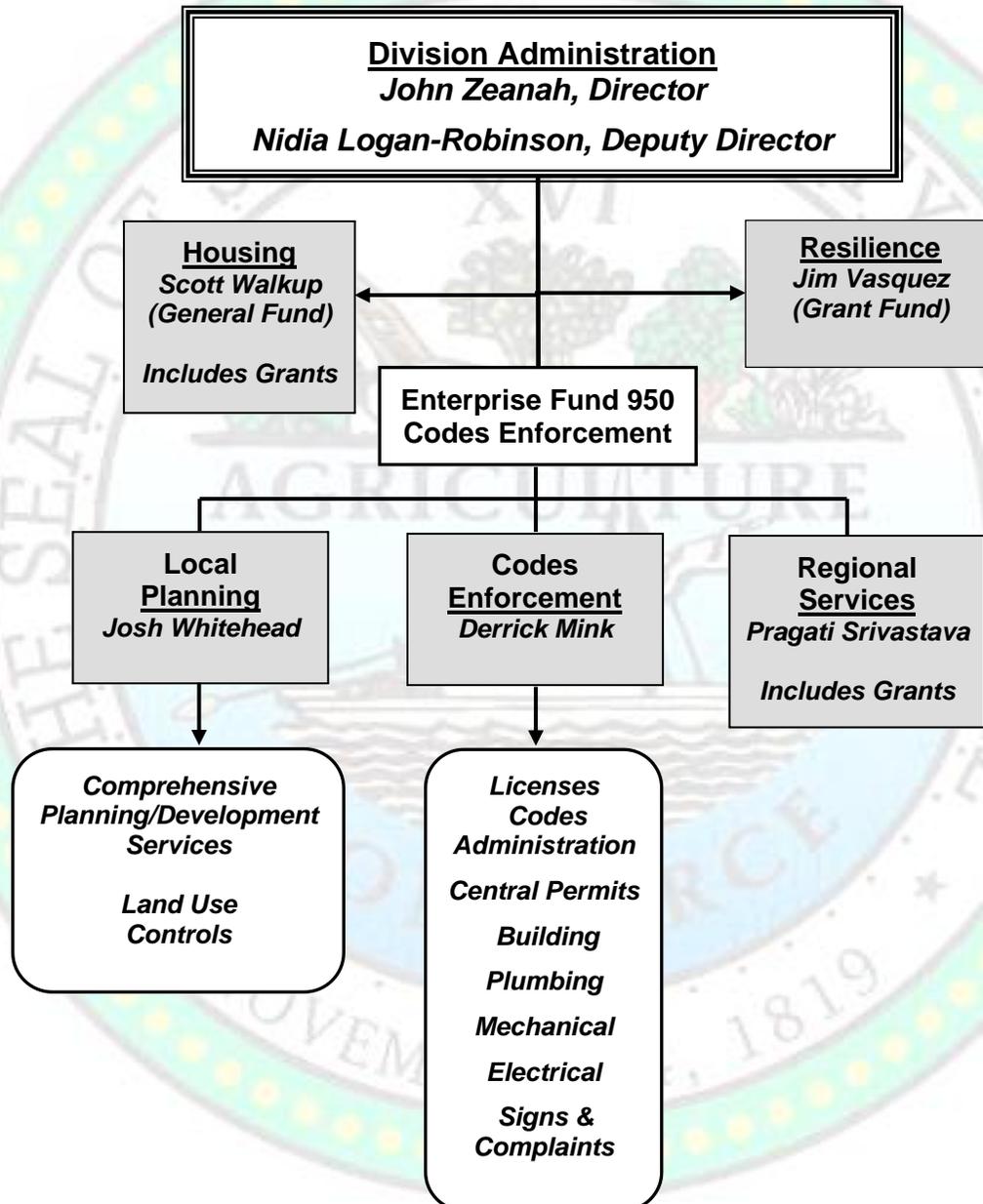


PLANNING & DEVELOPMENT

Division Organizational Chart by Program



Division Overview FY 21

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.

PLANNING & DEVELOPMENT

John Zeanah, Director

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.

Service Level Measurements

	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Estimated
Housing						
Approved Down Payment Assistance Loans	162	124	68	60	41	40
Lead Hazard Reduction Units Assisted	56	12	43	76	29	0
Low Income Homeowner Rehabilitations	26	13	28	24	19	20
Local Planning & Growth						
# of Land Use Cases			482	422	488	475
Building Permits						
# of Residential Building Permits Issued	3,732	4,099	4,134	3,885	4,198	4,000
# of Commercial Building Permits Issued	2,726	2,869	2,769	2,748	2,076	2,500
Average # of Permits per Inspector	1,206	1,235	1,300	1,291	1,013	1,063



FY21 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 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

Summary	FY19 Actual	FY20 Amended *	FY21 Adopted	FY21-20 Var
Revenue	13,935,873	13,973,500	13,440,065	(533,435)
Total Personnel	8,098,542	10,591,513	10,654,693	63,181
O&M	2,987,398	3,521,932	3,951,292	429,360
Net Transfers	1,264,473	1,147,336	1,165,920	18,584
Planned Fund Balance Change	-	1,078,179	-	(1,078,179)
Net Expenditures	4,114,406	(70,788)	-	70,788

**Excludes carry forwards and one time expenditures*

FTE Count	124.0	124.0	124.0	-
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CHANGES TO MAJOR CATEGORIES:

- **Revenue:** Revenues are budgeted at \$13.4 million. Decrease is due to anticipated decline in fines, fees, and permit collections.
- **Total Personnel:** Variance is a result of lower costs for pension and OPEB offset by changes to employee health elections. Positions remain unchanged at 124.
- **O&M:** Variance is a result of anticipated cost reductions in Professional Contracted Services and Supplies & Materials.

GRANT FUNDS – account for 81% of Division operations. FY21 grant funding is \$63.4 million, an increase of \$27.4 million from prior year due to increased revenue from the Resilience Grant.

- Federal Lead Based Paint Grant has ended
- FTE count for grants is 22.6, a decrease of 3.0 FTE from FY20.

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	FY17 Budget	FY18 Budget	FY19 Budget	FY20 Budget	FY21 Adopted	FY20-21 Change
GENERAL FUND								
010	2710	Housing	4.0	4.0	3.4	3.4	3.4	-
TOTAL POSITIONS - GENERAL FUND			4.0	4.0	3.4	3.4	3.4	-
ENTERPRISE FUND								
950	2701	Director & Staff	6.0	6.0	7.0	8.0	8.0	-
950	2702	Local Planning	12.0	13.0	12.0	12.0	12.0	-
950	2708	Codes Enforcement	98.0	97.0	105.0	104.0	104.0	-
TOTAL POSITIONS - ENTERPRISE FUND			116.0	116.0	124.0	124.0	124.0	-
GRANT FUNDS			25.5	27.0	25.6	25.6	22.6	(3.0)
TOTAL POSITIONS - ALL FUNDS			145.5	147.0	153.0	153.0	150.0	(3.0)

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.

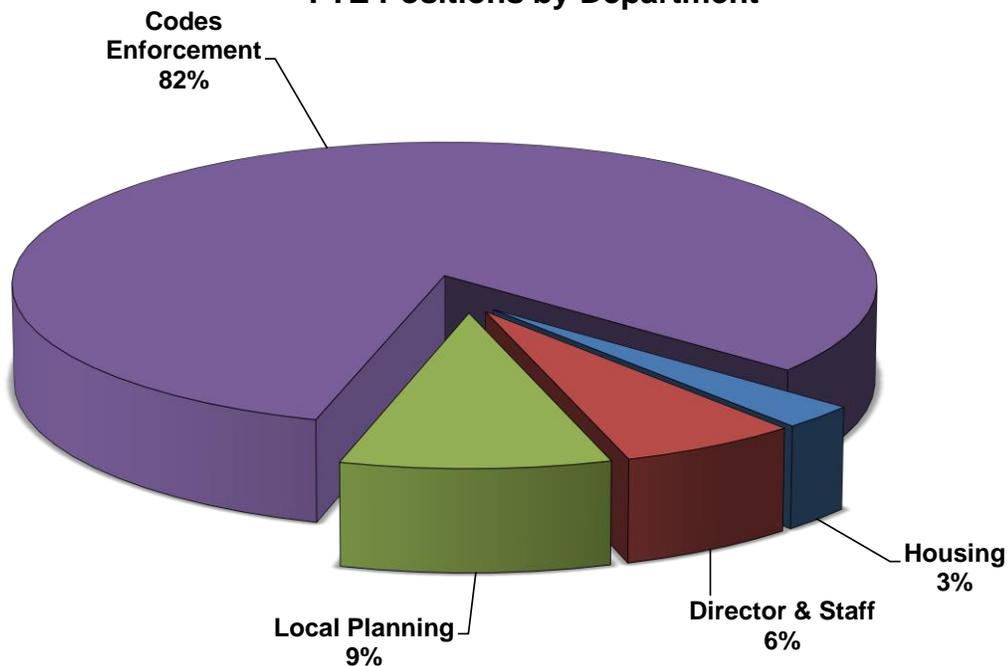
FY19 - Codes Enforcement - increased 1 FTE reflecting Position (950233) moving from Housing to Codes Enforcement.

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.

FY21 - Grant Funds - 3.0 FTE deleted (Grants Coordinator, Site Inspector, & Education Outreach Coordinator) as Fund 229, Federal Lead Based Paint Grant ended in FY20.

FTE Positions by Department



Prime Accounts

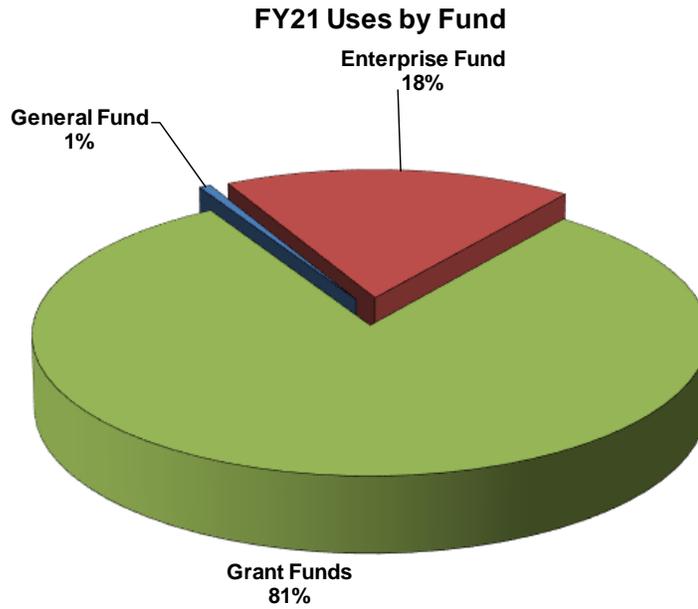
27 - Planning & Development

All Funds

Account - Description	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Amended	FY21 Adopted
43 - Intergov Revenues-State of Tennessee	1,299,891	1,206,009	1,464,549	6,489,689	7,086,058
44 - Intergov Revenues-Federal & Local	4,699,983	7,610,463	6,706,585	27,120,460	57,359,334
45 - Charges for Services	18,908	19,508	23,296	27,500	27,500
46 - Fines, Fees & Permits	9,151,405	9,207,881	12,191,531	12,318,684	11,720,048
47 - Other Revenue	235,900	249,302	235,141	271,000	272,500
48 - Investment Income	91,263	155,966	476,782	440,000	410,000
TOTAL REVENUE	15,497,350	18,449,129	21,097,884	46,667,332	76,875,440
94 - Other Financial Sources & Uses	10,659	17,826	(4,362)	75,000	75,000
96 - Operating Transfers In	1,719,654	1,761,440	1,779,039	1,946,231	4,898,441
9990 - Carryforward For Encumbrances	-	-	-	1,227,176	-
9999 - Planned Fund Balance Decrease	-	-	-	1,001,000	1,022,905
TOTAL OTHER SOURCES	1,730,314	1,779,266	1,774,677	4,249,407	5,996,346
TOTAL SOURCES	17,227,664	20,228,395	22,872,561	50,916,739	82,871,785
51 - Salaries-Regular Pay	7,337,434	7,424,350	7,745,078	9,386,964	9,222,784
52 - Salaries-Other Compensation	107,726	108,277	96,834	116,264	327,361
55 - Fringe Benefits	4,076,676	4,028,368	2,383,045	3,617,914	3,388,087
56 - Vacancy Savings	-	-	-	(183,183)	(96,149)
TOTAL SALARIES	11,521,837	11,560,995	10,224,957	12,937,958	12,842,083
60 - Supplies & Materials	150,677	131,038	108,904	546,658	248,838
64 - Services & Other Expenses	1,302,569	2,032,840	2,437,845	4,500,338	3,064,010
66 - Professional & Contracted Services	2,453,947	4,302,948	4,390,704	10,315,465	8,441,946
67 - Rent, Utilities & Maintenance	62,710	73,787	80,881	132,020	127,688
68 - Interfund Services	1,072,094	1,128,536	1,169,278	1,441,036	1,574,252
70 - Capital Asset Acquisitions	60,184	64,711	1,167,717	19,948,952	56,566,199
79 - Depreciation Expense	68,390	65,199	(313,719)	-	-
TOTAL OPERATING	5,170,571	7,799,059	9,041,610	36,884,469	70,022,932
98 - Operating Transfers Out	228,084	242,256	279,039	417,025	398,441
9998 - Planned Fund Balance Increase	-	-	-	1,078,179	-
TOTAL OTHER USES	228,084	242,256	279,039	1,495,204	398,441
TOTAL USES	16,920,492	19,602,309	19,545,607	51,317,631	83,263,456
ACTUAL FUND BALANCE CHANGE	307,173	626,085	3,326,955	(400,892)	(391,671)

Sources and Uses by Fund Type

<u>FUND NAME:</u>	FY21 SOURCES OF FUNDS			FY21 USES OF FUNDS			NET OPERATIONS	
	REVENUE & OTHER SOURCES	TRANSFERS IN	FUND BALANCE	EXPENSES	TRANSFERS OUT	FUND BALANCE	NET TOTAL	% of Total
GENERAL FUND 010 - General Fund	-	-	-	327,310	64,361	-	(391,671)	1%
ENTERPRISE FUND 950 - Codes Enforcement	13,440,065	1,500,000	-	14,605,985	334,080	-	-	18%
GRANT FUNDS	63,510,375	3,398,441	1,022,905	67,931,720	-	-	-	81%
ALL FUNDS TOTAL	76,950,440	4,898,441	1,022,905	82,865,015	398,441	-	(391,671)	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	FY17 ACTUAL	FY18 ACTUAL	FY19 ACTUAL	FY20 AMENDED	FY21 ADOPTED
GENERAL FUND							
010	2710	Housing	359,233	401,359	370,210	400,892	391,671
GENERAL FUND TOTAL			359,233	401,359	370,210	400,892	391,671
ENTERPRISE FUNDS							
950	2701	Director - Plan & Development	(970,225)	(1,344,054)	(2,977,259)	(1,407,686)	(1,810,335)
950	2702	Local Planning	637,064	629,917	750,020	951,075	993,848
950	2708	Codes Enforcement	(471,609)	(385,407)	(1,997,076)	264,216	625,545
950	2711	Regional Services	44,065	64,520	114,272	192,394	190,942
ENTERPRISE FUNDS TOTAL			(760,705)	(1,035,023)	(4,110,043)	-	-
GRANT FUNDS TOTAL			94,299	7,579	412,878	-	-
PLANNING & DEVELOPMENT TOTAL			(307,173)	(626,085)	(3,326,955)	400,892	391,671

**Includes all Sources and Uses of Funds*

**Prime Accounts
27 - Planning & Development**

General Fund

Account - Description	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Amended	FY21 Adopted
46 - Fines, Fees & Permits	2,250	-	-	-	-
TOTAL REVENUE	2,250	-	-	-	-
TOTAL SOURCES	2,250	-	-	-	-
51 - Salaries-Regular Pay	215,173	200,268	194,781	200,623	195,277
52 - Salaries-Other Compensation	3,730	3,108	2,924	4,668	4,668
55 - Fringe Benefits	78,909	80,230	76,302	71,895	68,656
56 - Vacancy Savings	-	-	-	(1,889)	-
TOTAL SALARIES	297,813	283,607	274,007	275,297	268,600
60 - Supplies & Materials	5,689	6,899	5,625	8,493	8,048
64 - Services & Other Expenses	1,675	1,496	1,280	2,725	2,138
68 - Interfund Services	35,147	48,222	45,786	50,017	48,524
TOTAL OPERATING	42,511	56,617	52,691	61,235	58,710
98 - Operating Transfers Out	21,160	61,135	43,512	64,361	64,361
TOTAL OTHER USES	21,160	61,135	43,512	64,361	64,361
TOTAL USES	361,483	401,359	370,210	400,892	391,671
ACTUAL FUND BALANCE CHANGE	(359,233)	(401,359)	(370,210)	(400,892)	(391,671)

**Prime Accounts
27 - Planning & Development**

Enterprise Fund

Account - Description	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Amended	FY21 Adopted
44 - Intergov Revenues-Federal & Local	1,500,000	1,500,000	1,500,000	1,500,000	1,593,765
45 - Charges for Services	18,908	19,508	23,296	27,500	27,500
46 - Fines, Fees & Permits	9,027,011	9,089,197	12,077,165	12,135,000	11,536,300
47 - Other Revenue	3,237	829	4,705	1,000	2,500
48 - Investment Income	50,542	100,965	330,707	310,000	280,000
TOTAL REVENUE	10,599,699	10,710,500	13,935,873	13,973,500	13,440,065
94 - Other Financial Sources & Uses	10,659	17,826	(4,362)	-	-
96 - Operating Transfers In	1,500,000	1,519,184	1,500,000	1,500,000	1,500,000
9990 - Carryforward For Encumbrances	-	-	-	1,227,176	-
TOTAL OTHER SOURCES	1,510,659	1,537,010	1,495,638	2,727,176	1,500,000
TOTAL SOURCES	12,110,358	12,247,510	15,431,511	16,700,676	14,940,065
51 - Salaries-Regular Pay	6,037,528	5,964,104	6,251,263	7,625,179	7,625,179
52 - Salaries-Other Compensation	91,309	93,840	83,182	100,047	312,422
55 - Fringe Benefits	3,572,230	3,407,971	1,764,097	2,962,435	2,813,241
56 - Vacancy Savings	-	-	-	(166,937)	(96,149)
TOTAL SALARIES	9,701,067	9,465,914	8,098,542	10,520,725	10,654,693
60 - Supplies & Materials	131,653	105,352	97,135	412,412	150,160
64 - Services & Other Expenses	114,871	118,571	157,250	413,224	507,507
66 - Professional & Contracted Services	137,270	182,478	1,508,155	739,297	601,263
67 - Rent, Utilities & Maintenance	58,277	72,557	80,881	109,050	103,300
68 - Interfund Services	871,017	956,584	994,037	1,191,173	1,322,940
70 - Capital Asset Acquisitions	60,184	64,711	463,660	1,883,952	1,266,122
79 - Depreciation Expense	68,390	65,199	(313,719)	-	-
TOTAL OPERATING	1,441,662	1,565,452	2,987,398	4,749,108	3,951,292
98 - Operating Transfers Out	206,924	181,121	235,527	352,664	334,080
9998 - Planned Fund Balance Increase	-	-	-	1,078,179	-
TOTAL OTHER USES	206,924	181,121	235,527	1,430,843	334,080
TOTAL USES	11,349,653	11,212,487	11,321,468	16,700,675	14,940,065
ACTUAL FUND BALANCE CHANGE	760,705	1,035,023	4,110,043	-	-

**Prime Accounts
27 - Planning & Development**

Grant Funds

Account - Description	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Amended	FY21 Adopted
43 - Intergov Revenues-State of Tennessee	1,299,891	1,206,009	1,464,549	6,489,689	7,086,058
44 - Intergov Revenues-Federal & Local	3,199,983	6,110,463	5,206,585	25,620,460	55,765,569
46 - Fines, Fees & Permits	122,144	118,683	114,366	183,684	183,748
47 - Other Revenue	232,663	248,473	230,436	270,000	270,000
48 - Investment Income	40,721	55,000	146,076	130,000	130,000
TOTAL REVENUE	4,895,402	7,738,629	7,162,011	32,693,832	63,435,375
94 - Other Financial Sources & Uses	-	-	-	75,000	75,000
96 - Operating Transfers In	219,654	242,256	279,039	446,231	3,398,441
9999 - Planned Fund Balance Decrease	-	-	-	1,001,000	1,022,905
TOTAL OTHER SOURCES	219,654	242,256	279,039	1,522,231	4,496,346
TOTAL SOURCES	5,115,056	7,980,885	7,441,050	34,216,063	67,931,720
51 - Salaries-Regular Pay	1,084,734	1,259,978	1,299,034	1,561,161	1,402,328
52 - Salaries-Other Compensation	12,687	11,329	10,727	11,549	10,271
55 - Fringe Benefits	425,536	540,167	542,647	583,584	506,190
56 - Vacancy Savings	-	-	-	(14,357)	-
TOTAL SALARIES	1,522,957	1,811,474	1,852,408	2,141,937	1,918,789
60 - Supplies & Materials	13,335	18,787	6,144	125,753	90,630
64 - Services & Other Expenses	1,186,022	1,912,772	2,279,315	4,084,389	2,554,365
66 - Professional & Contracted Services	2,316,677	4,120,470	2,882,549	9,576,168	7,840,683
67 - Rent, Utilities & Maintenance	4,433	1,230	-	22,970	24,388
68 - Interfund Services	165,930	123,730	129,455	199,846	202,788
70 - Capital Asset Acquisitions	-	-	704,058	18,065,000	55,300,077
TOTAL OPERATING	3,686,398	6,176,990	6,001,521	32,074,127	66,012,931
98 - Operating Transfers Out	-	0	-	-	-
TOTAL OTHER USES	-	0	-	-	-
TOTAL USES	5,209,355	7,988,464	7,853,929	34,216,063	67,931,720
ACTUAL FUND BALANCE CHANGE	(94,299)	(7,579)	(412,878)	-	-

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.

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 GRANT PROGRAM</u>	<u>FY21 AMOUNT</u>
<u>Department: 2702 Local Planning</u>	
405 Tree Bank	\$ 5,000
Department Total	\$ 5,000
<u>Department: 2706 Sustainability</u>	
599 Energy Efficiency and Workforce Development	\$ 150,000
875 Economic Development Grant (Interest Income)	50,000
Department Total	\$ 200,000
<u>Department: 2710 Housing</u>	
114 Community Development Block Grant- HUD	\$ 2,370,237
144 Home Entitlement - HUD	954,186
600 Down Payment Assistance Program - Assistance Funds	400,000
601 Down Payment Assistance Program - Admin & Operation	338,748
Department Total	\$ 4,063,171
<u>Department: 2711 Regional Services</u>	
380 Transportation Planning TDOT	\$ 65,000
382 Transportation Planning TDOT	1,781,181
387 Transportation Planning MDOT	668,954
423 MDOT Section 8/Rideshare Planning	5,000
Department Total	\$ 2,520,135
<u>Department: 2712 Resilience Department</u>	
297 Resilience Grant Fund	\$ 56,647,069
Department Total	\$ 56,647,069
DIVISION TOTAL*	\$ 63,435,375

*Grant totals reflect current revenue sources only.

Discontinuations:

- Fund 229 - Federal Lead Based Paint

HUD = Housing and Urban Development

TDOT = Tennessee Department of Transportation

MDOT = Mississippi State Department of Transportation

