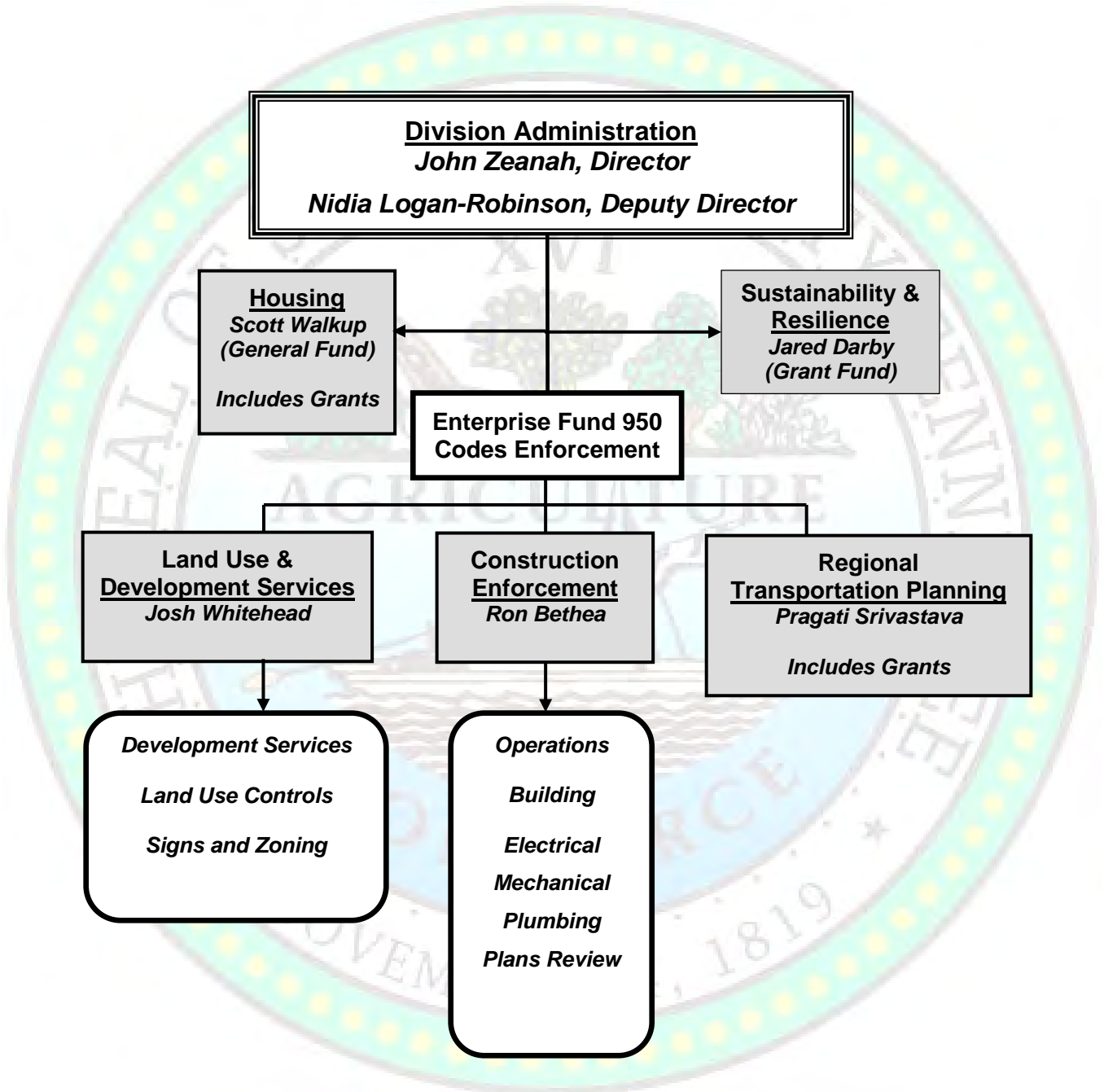


PLANNING & DEVELOPMENT

Division Organizational Chart by Program



Division Overview FY22

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 and administering plans, programs, and services that will result in thriving, livable neighborhoods, connected communities, enhanced human potential, and safe and efficient buildings. The Division supports the following County goals:



Strategy 4: Promote Workforce Development and a Healthy Economy

- [4-a] Coordinate agency programs that address issues of poverty and economic/housing insecurity within the county.
- [4-b] 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 – 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, projects, and services focused on strategic and orderly urban development, energy efficiency, planning and green space, transportation and environmental quality, and high-quality customer service.

2702 Land Use & Development Services – 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, and assist in proposed Zoning and Subdivision Regulation legislation, and ensure compliance with zoning code regulations.

2708 Construction Enforcement – To provide a safe and secure environment through the enforcement and administration of Construction Code standards. 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 Transportation Planning – 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 Sustainability & Resilience – 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 to provide for the creation of a Regional Resilience Plan to direct future disaster planning and recovery efforts.

SERVICE LEVEL MEASUREMENTS

Service Levels	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Estimated
Housing					
Approved Down Payment Assistance Loans	68	60	41	17	75
Lead Hazard Reduction Units Assisted	43	76	29	0	60
Low Income Homeowner Rehabilitations	28	24	19	24	20
Local Planning & Growth					
# of Land Use Cases	482	422	488	414	450
Building Permits					
# of Residential Building Permits Issued	4,134	3,885	4,198	4,004	4,240
# of Commercial Building Permits Issued	2,769	2,748	2,076	1,662	2,097
Average # of Permits per Inspector	1,300	1,291	1,013	1,070	1,204

FY22 Budget Highlights

BUDGETARY ISSUES/TRENDS:

The Codes Enforcement Fund is an Enterprise Fund dependent on revenue generated primarily from services. Growth in the economy projects a positive outlook for commercial and residential construction permits in the coming year.

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 Shelby County equally share in providing \$1.5 million each in additional financial support as needed to sustain operations.

CODES ENFORCEMENT FUND 950

Summary	FY20 Actual	FY21 Amended *	FY22 Adopted	FY22-21 Var
Revenue	13,675,122	13,440,065	13,103,678	(336,387)
Total Personnel	11,590,244	10,654,693	10,722,265	67,572
O&M	2,587,780	3,951,292	3,549,077	(402,215)
Other Financing Sources	8,837	-	-	-
Net Transfers	1,340,276	1,165,920	1,167,664	1,744
Planned Fund Balance Change	-	-	-	-
Net Expenditures	846,210	-	-	-

**Excludes carry forwards and one time expenditures*

FTE Count	124.0	126.0	126.0	-
------------------	--------------	--------------	--------------	----------

CHANGES TO MAJOR CATEGORIES:

- **Revenue:** Revenues are budgeted at \$13.1 million. Decrease is primarily due to anticipated decline in fines, fees, permit collections, and interest income.
- **Personnel:** Variance is a result of offsets and/or changes in salary restrictions, fringe benefits, and employee health elections.
- **O&M:** Variance is a result of a decrease in buildings and improvements partially offset by an increase in capital assets and indirect charges from other funds. O&M also includes a \$100,000 increase to building and improvements for renovation costs.

GRANT FUNDS – Represents 79% of Division operations. FY22 grant revenue is \$54.8 million, a decrease of \$8.5 million from prior year due to decreased revenue from the Resilience Grant. FTE count for grants is 24.6.

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.

FTE Position Count

Fund	Dept	Dept Description	FY18 Budget	FY19 Budget	FY20 Budget	FY21 Budget	FY22 Adopted	FY21-22 Change
GENERAL FUND								
010	2710	Housing	4.0	3.4	3.4	3.4	3.4	-
TOTAL POSITIONS - GENERAL FUND			4.0	3.4	3.4	3.4	3.4	-
ENTERPRISE FUND								
950	2701	Director & Staff	6.0	7.0	8.0	12.0 ^{b,c,d}	12.0	-
950	2702	Local Planning	13.0	12.0	12.0	11.0 ^c	11.0	-
950	2708	Codes Enforcement	97.0	105.0	104.0	103.0 ^d	103.0	-
TOTAL POSITIONS - ENTERPRISE FUND			116.0	124.0	124.0	126.0	126.0	-
GRANT FUNDS			27.0	25.6	25.6	24.6^a	24.6	-
TOTAL POSITIONS - ALL FUNDS			147.0	153.0	153.0	154.0	154.0	-

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.

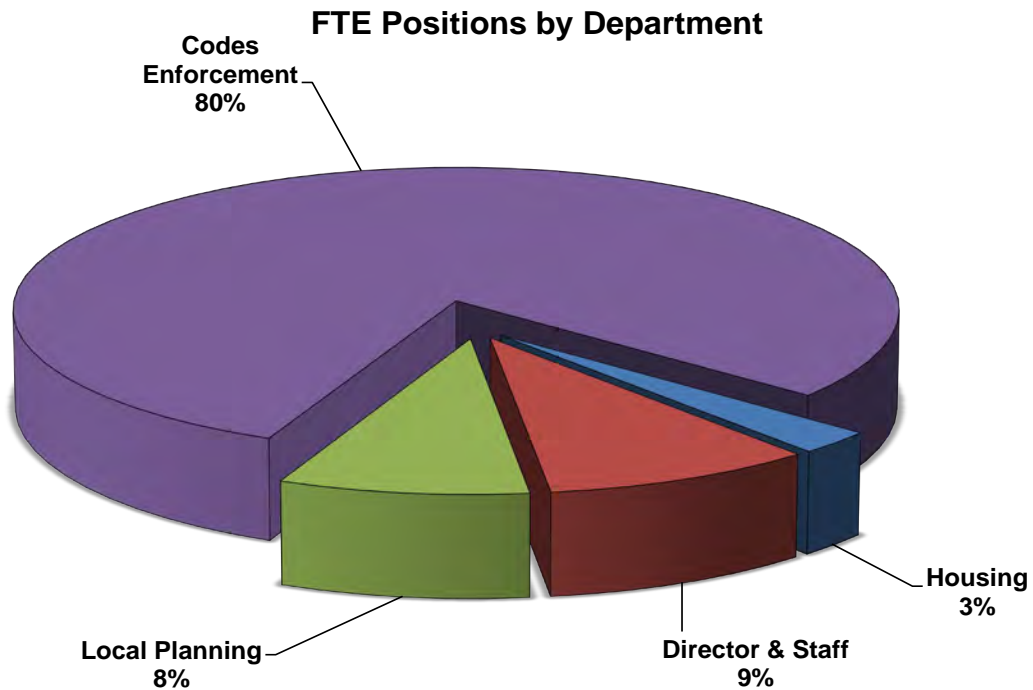
FY20 - Grant Funds - FTE unchanged; One (1) position moved from Codes to Director & Staff.

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

(b) 2.0 FTEs (Accountant B & Business Services Analyst) added to Director & Staff.

(c) 1.0 FTE (Municipal Planner) moved from Local Planning to Director & Staff.

(d) 1.0 FTE (Accountant B) moved from Codes to Director & Staff.



Prime Accounts

27 - Planning & Development

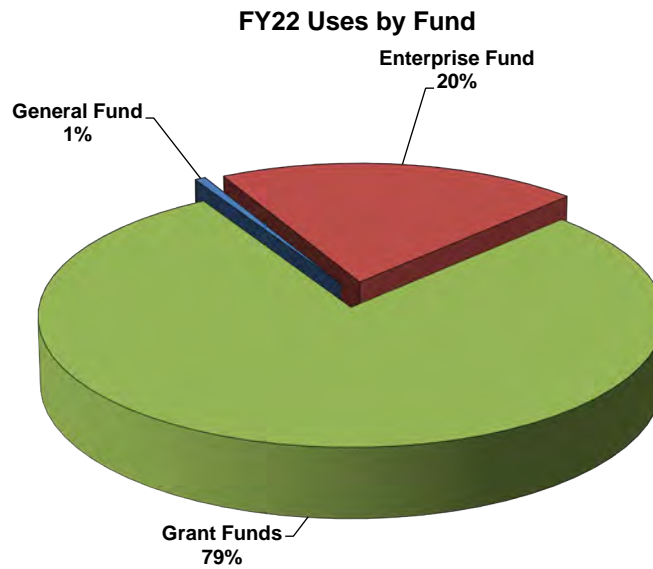
All Funds

Account - Description	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Amended	FY22 Adopted
43 - Intergov Revenues-State of Tennessee	1,206,009	1,464,549	1,613,654	7,086,058	7,280,524
44 - Intergov Revenues-Federal & Local	7,610,463	6,706,585	6,119,077	58,467,821	49,773,251
45 - Charges for Services	19,508	23,296	17,980	27,500	27,000
46 - Fines, Fees & Permits	9,207,881	12,191,531	12,033,274	11,720,048	11,584,402
47 - Other Revenue	249,302	235,141	260,413	272,500	272,500
48 - Investment Income	155,966	476,782	295,419	410,000	166,000
TOTAL REVENUE	18,449,129	21,097,884	20,339,818	77,983,927	69,103,677
94 - Other Financial Sources & Uses	17,826	(4,362)	8,837	75,000	75,000
96 - Operating Transfers In	1,761,440	1,779,039	1,723,754	4,989,890	1,896,697
9990 - Carryforward For Encumbrances	-	-	-	4,298,271	-
9999 - Planned Fund Balance Decrease	-	-	-	1,022,905	1,001,000
TOTAL OTHER SOURCES	1,779,266	1,774,677	1,732,591	10,386,066	2,972,697
TOTAL SOURCES	20,228,395	22,872,561	22,072,409	88,369,993	72,076,374
51 - Salaries-Regular Pay	7,424,350	7,745,078	8,333,912	9,476,750	9,478,112
52 - Salaries-Other Compensation	108,277	96,834	77,805	298,495	217,868
55 - Fringe Benefits	4,028,368	2,383,045	5,112,358	3,488,410	3,580,861
56 - Salary Restriction	-	-	-	(160,023)	(170,263)
TOTAL SALARIES	11,560,995	10,224,957	13,524,075	13,103,632	13,106,578
60 - Supplies & Materials	131,038	108,904	301,382	258,106	242,245
64 - Services & Other Expenses	2,032,840	2,437,845	1,767,483	3,828,954	3,621,184
66 - Professional & Contracted Services	4,302,948	4,390,704	3,565,066	10,698,177	8,951,560
67 - Rent, Utilities & Maintenance	73,787	80,881	54,939	157,320	152,114
68 - Interfund Services	1,128,536	1,169,278	1,295,633	1,507,860	1,822,439
70 - Capital Asset Acquisitions	64,711	1,167,717	907,571	43,069,796	44,171,960
79 - Depreciation Expense	65,199	(313,719)	(601,549)	-	-
TOTAL OPERATING	7,799,059	9,041,610	7,290,524	59,520,213	58,961,502
89 - Affiliated Organizations	-	-	415,499	15,739,377	-
98 - Operating Transfers Out	242,256	279,039	223,754	398,441	396,697
TOTAL OTHER USES	242,256	279,039	639,253	16,137,818	396,697
TOTAL USES	19,602,309	19,545,607	21,453,852	88,761,663	72,464,777
ACTUAL FUND BALANCE CHANGE	626,085	3,326,955	618,557	(391,671)	(388,403)

Sources and Uses by Fund Type

All Funds

<i>FUND NAME:</i>	FY22 SOURCES OF FUNDS			FY22 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	-	-	-	324,042	64,361	-	(388,403)	1%
ENTERPRISE FUND 950 - Codes Enforcement	13,103,678	1,500,000	-	14,271,342	332,336	-	-	20%
GRANT FUNDS	56,074,999	396,697	1,001,000	57,472,696	-	-	-	79%
ALL FUNDS TOTAL	69,178,677	1,896,697	1,001,000	72,068,080	396,697	-	(388,403)	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	FY18 ACTUAL	FY19 ACTUAL	FY20 ACTUAL	FY21 AMENDED	FY22 ADOPTED
GENERAL FUND							
010	2710	Housing	401,359	370,210	383,394	391,671	388,403
GENERAL FUND TOTAL			401,359	370,210	383,394	391,671	388,403
ENTERPRISE FUNDS							
950	2701	Director - Plan & Development	(1,344,054)	(2,977,259)	22,277	(1,578,053)	(1,491,237)
950	2702	Local Planning	629,917	750,020	691,180	825,688	821,704
950	2708	Codes Enforcement	(385,407)	(1,997,076)	(1,450,604)	561,424	480,335
950	2711	Regional Services	64,520	114,272	41,703	190,942	189,198
ENTERPRISE FUNDS TOTAL			(1,035,023)	(4,110,043)	(695,444)	-	-
GRANT FUNDS TOTAL			7,579	412,878	3,190,707	-	-
PLANNING & DEVELOPMENT TOTAL			(626,085)	(3,326,955)	2,878,658	391,671	388,403

**Includes all Sources and Uses of Funds*

**Prime Accounts
27 - Planning & Development**

General Fund

Account - Description	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Amended	FY22 Adopted
51 - Salaries-Regular Pay	200,268	194,781	198,022	195,277	195,277
52 - Salaries-Other Compensation	3,108	2,924	5,283	4,668	4,668
55 - Fringe Benefits	80,230	76,302	67,340	68,656	75,582
56 - Salary Restriction	-	-	-	-	(10,194)
TOTAL SALARIES	283,607	274,007	270,646	268,600	265,332
60 - Supplies & Materials	6,899	5,625	1,997	8,048	8,048
64 - Services & Other Expenses	1,496	1,280	2,086	2,138	2,138
67 - Rent, Utilities & Maintenance	-	-	-	1,400	-
68 - Interfund Services	48,222	45,786	44,285	47,124	48,524
TOTAL OPERATING	56,617	52,691	48,368	58,710	58,710
98 - Operating Transfers Out	61,135	43,512	64,030	64,361	64,361
TOTAL OTHER USES	61,135	43,512	64,030	64,361	64,361
TOTAL USES	401,359	370,210	383,044	391,671	388,403
ACTUAL FUND BALANCE CHANGE	(401,359)	(370,210)	(383,044)	(391,671)	(388,403)

**Prime Accounts
27 - Planning & Development**

Enterprise Fund

Account - Description	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Amended	FY22 Adopted
44 - Intergov Revenues-Federal & Local	1,500,000	1,500,000	1,500,000	1,593,765	1,589,326
45 - Charges for Services	19,508	23,296	17,980	27,500	27,000
46 - Fines, Fees & Permits	9,089,197	12,077,165	11,927,287	11,536,300	11,405,852
47 - Other Revenue	829	4,705	2,400	2,500	2,500
48 - Investment Income	100,965	330,707	227,454	280,000	79,000
TOTAL REVENUE	10,710,500	13,935,873	13,675,122	13,440,065	13,103,678
94 - Other Financial Sources & Uses	17,826	(4,362)	8,837	-	-
96 - Operating Transfers In	1,519,184	1,500,000	1,500,000	1,507,496	1,500,000
9990 - Carryforward For Encumbrances	-	-	-	359,920	-
TOTAL OTHER SOURCES	1,537,010	1,495,638	1,508,837	1,867,415	1,500,000
TOTAL SOURCES	12,247,510	15,431,511	15,183,959	15,307,480	14,603,678
51 - Salaries-Regular Pay	5,964,104	6,251,263	6,939,235	7,754,383	7,755,167
52 - Salaries-Other Compensation	93,840	83,182	58,715	202,931	202,931
55 - Fringe Benefits	3,407,971	1,764,097	4,592,295	2,863,471	2,923,611
56 - Salary Restriction	-	-	-	(158,596)	(159,444)
TOTAL SALARIES	9,465,914	8,098,542	11,590,244	10,662,189	10,722,265
60 - Supplies & Materials	105,352	97,135	285,657	150,660	138,579
64 - Services & Other Expenses	118,571	157,250	259,237	448,199	395,507
66 - Professional & Contracted Services	182,478	1,508,155	617,229	782,237	846,243
67 - Rent, Utilities & Maintenance	72,557	80,881	51,089	134,420	130,614
68 - Interfund Services	956,584	994,037	1,114,046	1,257,948	1,571,209
70 - Capital Asset Acquisitions	64,711	463,660	862,071	1,537,747	466,925
79 - Depreciation Expense	65,199	(313,719)	(601,549)	-	-
TOTAL OPERATING	1,565,452	2,987,398	2,587,780	4,311,211	3,549,077
98 - Operating Transfers Out	181,121	235,527	159,724	334,080	332,336
TOTAL OTHER USES	181,121	235,527	159,724	334,080	332,336
TOTAL USES	11,212,487	11,321,468	14,337,748	15,307,480	14,603,678
ACTUAL FUND BALANCE CHANGE	1,035,023	4,110,043	846,210	-	-

**Prime Accounts
27 - Planning & Development**

Grant Funds

Account - Description	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Amended	FY22 Adopted
43 - Intergov Revenues-State of Tennessee	1,206,009	1,464,549	1,613,654	7,086,058	7,280,524
44 - Intergov Revenues-Federal & Local	6,110,463	5,206,585	4,619,077	56,874,056	48,183,925
46 - Fines, Fees & Permits	118,683	114,366	105,987	183,748	178,550
47 - Other Revenue	248,473	230,436	258,013	270,000	270,000
48 - Investment Income	55,000	146,076	67,965	130,000	87,000
TOTAL REVENUE	7,738,629	7,162,011	6,664,697	64,543,862	55,999,999
94 - Other Financial Sources & Uses	-	-	-	75,000	75,000
96 - Operating Transfers In	242,256	279,039	223,754	3,482,395	396,697
9990 - Carryforward For Encumbrances	-	-	-	3,938,351	-
9999 - Planned Fund Balance Decrease	-	-	-	1,022,905	1,001,000
TOTAL OTHER SOURCES	242,256	279,039	223,754	8,518,650	1,472,697
TOTAL SOURCES	7,980,885	7,441,050	6,888,451	73,062,512	57,472,696
51 - Salaries-Regular Pay	1,259,978	1,299,034	1,196,655	1,527,090	1,527,668
52 - Salaries-Other Compensation	11,329	10,727	13,807	90,897	10,270
55 - Fringe Benefits	540,167	542,647	452,723	556,283	581,668
56 - Salary Restriction	-	-	-	(1,427)	(625)
TOTAL SALARIES	1,811,474	1,852,408	1,663,185	2,172,843	2,118,981
60 - Supplies & Materials	18,787	6,144	13,727	99,398	95,618
64 - Services & Other Expenses	1,912,772	2,279,315	1,506,160	3,378,617	3,223,539
66 - Professional & Contracted Services	4,120,470	2,882,549	2,947,836	9,915,940	8,105,317
67 - Rent, Utilities & Maintenance	1,230	-	3,850	21,500	21,500
68 - Interfund Services	123,730	129,455	137,302	202,788	202,706
70 - Capital Asset Acquisitions	-	704,058	45,500	41,532,049	43,705,035
TOTAL OPERATING	6,176,990	6,001,521	4,654,375	55,150,293	55,353,716
89 - Affiliated Organizations	-	-	415,499	15,739,377	-
98 - Operating Transfers Out	0	-	-	-	-
TOTAL OTHER USES	0	-	415,499	15,739,377	-
TOTAL USES	7,988,464	7,853,929	6,733,060	73,062,512	57,472,696
ACTUAL FUND BALANCE CHANGE	(7,579)	(412,878)	155,391	-	-

Grant Summary Information

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

Land Use & Development Services

- 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 Division of Planning and Development (DPD). The funds are used to reasonably regulate and control the clearing of tree and wood vegetation and to encourage the planting of new trees.

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 Transportation Planning

- 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.

Sustainability & Resilience

- The County receives 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 Cypress Creek (South Memphis).
- The County also has funds for economic development. A goal of these funds is to provide community development funding for economic initiatives for minority, women, and local businesses.

Grant Program Detail

<u>FUND GRANT PROGRAM</u>	<u>FY22 Amount</u>
<u>Department: 2702 Land Use & Development Services</u>	
405 Tree Bank	\$ 5,000
Department Total	<u>\$ 5,000</u>
 <u>Department: 2710 Housing</u>	
114 Community Development Block Grant- HUD	\$ 2,482,063
144 Home Entitlement - HUD	1,087,186
534 Lead Based Paint Hazard Grant	1,108,487
600 Down Payment Assistance Program - Assistance Funds	400,000
601 Down Payment Assistance Program - Admin & Operation	328,550
Department Total	<u>\$ 5,406,286</u>
 <u>Department: 2711 Regional Transportation Planning</u>	
382 Transportation Planning TDOT	\$ 2,133,236
387 Transportation Planning MDOT	813,445
423 MDOT Section 8/Rideshare Planning	5,000
Department Total	<u>\$ 2,951,681</u>
 <u>Department: 2712 Sustainability & Resilience</u>	
297 Resilience Grant Fund	\$ 47,475,032
599 Energy Efficiency and Workforce Development	\$ 150,000
875 Economic Development Grant (Interest Income)	\$ 12,000
Department Total	<u>\$ 47,637,032</u>
 DIVISION TOTAL	 <u><u>\$ 55,999,999</u></u>

*Grant totals reflect current revenue sources only.

*HUD = Housing and Urban Development
 TDOT = Tennessee Department of Transportation
 MDOT = Mississippi State Department of Transportation*