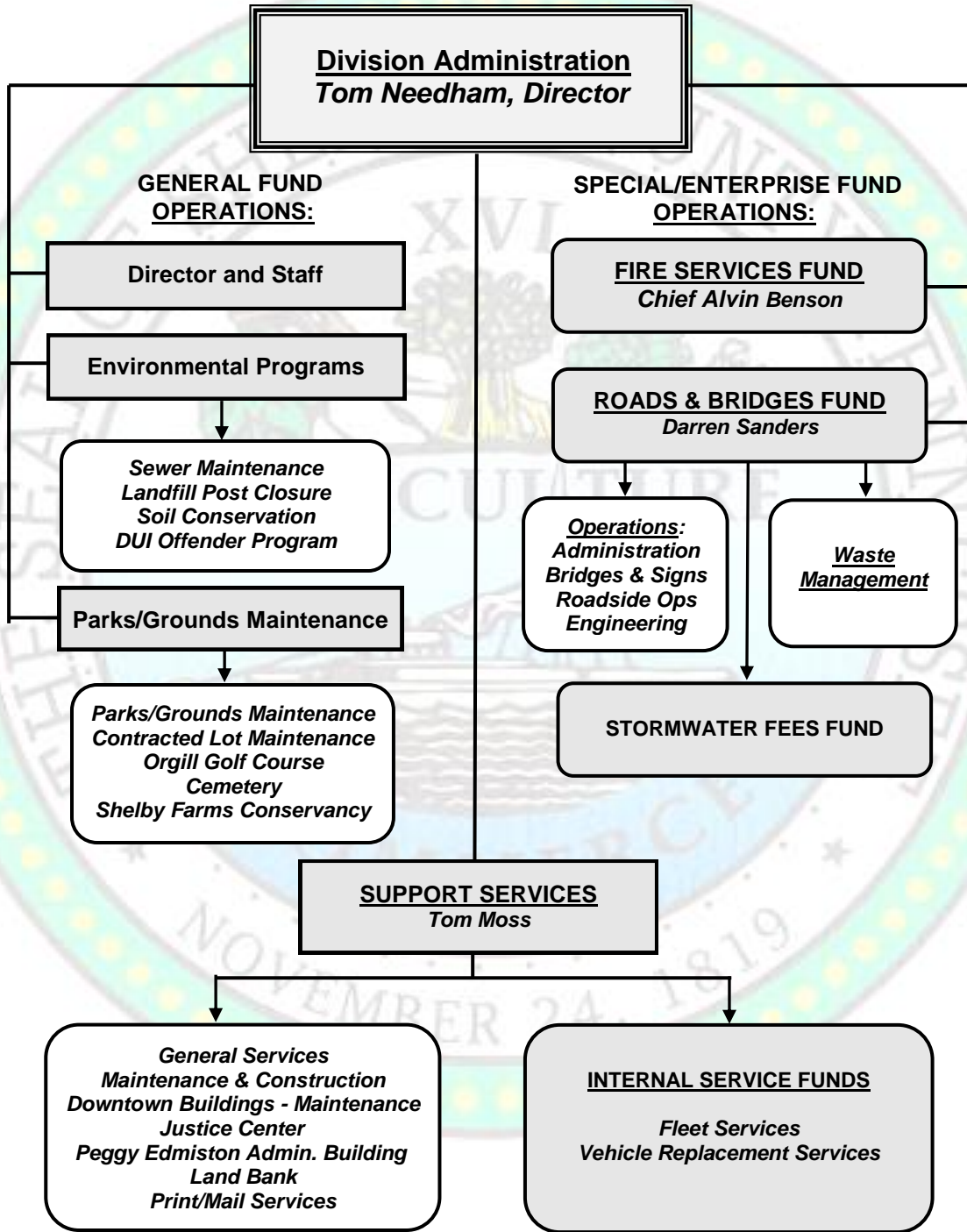


PUBLIC WORKS

Division Organizational Chart by Program





PUBLIC WORKS

Division Overview FY18

DIVISION MISSION STATEMENT

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:



Protect and Promote Public Safety

- [2-f] Provide effective disaster preparedness and 911 emergency response systems.
- [2-g] Ensure public safety through enforcement of fire, environmental, construction and zoning codes and regulations.



Protect and Promote Environmental Quality and Livable Communities

- [4-a] Provide and support programs that protect air and water quality and other natural resources of the region.
- [4-b] Develop and implement programs and policies that promote clean and sustainable environmental practices in energy efficiency, waste reduction, transportation systems, recycling and construction.
- [4-c] Enforce or strengthen local codes and ordinances that regulate maintenance of structures, lots, and land use to prevent blight and preserve the quality of neighborhoods.
- [4-d] Support initiatives and programs that promote community livability through access to recreation, transportation, education, and commerce.



Provide Effective Governance and Sound Stewardship for County Resources

- [6-b] Preserve and maintain county infrastructure of roads, bridges, buildings and technical systems for current and future operations.
- [6-c] Maximize efficiency and minimize cost of operations through centralization, utilization of technology, outsourcing or other methods.
- [6-f] Actively seek alternative funding sources through fees, grants or community partners to provide county services.

DEPARTMENT 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 County landowners, promoting a clean litter-free environment through the management of the DUI Litter Program, 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.



PUBLIC WORKS

Division Overview FY18

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 for all vehicles and equipment that currently comprise the fleet at Shelby County Government to ensure safe and efficient operations. The department operates a maintenance facility (Auto Shop) and a fueling facility (two Service Stations).

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, C.I.P. 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 is scheduled to begin in FY18 with CIP funding.

Public Works
Service Level Measurements

Service Levels	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Estimated
Environmental Programs				
# of Complaints Resolved in 24 hours	117	100	305	125
Miles of roadsides picked-up	2,273	2,000	2,341	2,000
Tons of liter collected	316	300	275	275
Parks & Grounds Maintenance				
Number of golf rounds played	11,852	12,000	13,460	15,000
Landscaping Jobs on Vacant Property	3,627	7,600	24,941	30,800
Cemetery Burials - Indigent	214	80	85	85
Cemetery Burials - Infants	87	272	161	180
Support Services				
Properties Sold by Land Bank	970	792	1,451	1,250
Total Property Sales Revenue	\$5,060,316	\$2,000,000	\$8,060,554	\$4,500,000
Properties in Inventory	4252	4509	4,166	3,800
Work orders processed	15,083	15,000	7,350	7,000
Inter-Office Mail pieces delivered	767,019	850,000	844,886	830,000
Metered Mail	1,310,573	1,300,000	1,166,381	1,000,000
Mail delivery error rate	0.0012	0.0100	0.0012	0.0012
Impressions (# of copies made)	7,429,000	7,500,000	5,269,417	4,700,000
Print Service requests	2,319	2,200	3,950	3,000
Roads & Bridges				
Signs replaced (units)	1,821	1,400	1,210	1,200
Traffic control roadway striping - painted miles	240	250	161	230
Traffic control sign maintenance (units)	15,400	15,300	15,500	15,500
Asphalt program - miles of roadway paved	20	20	49	40
Right-of-way maintenance	3,150	3,200	3,800	3,400
Waste Management				
Dead animals recovered and properly disposed annually	1,250	1,300	1,041	1,200
Tons of trash per year collected	113	100	170	165
Stormwater				
Land Disturbance Activities cited for lack of controls	3	3	3	4
Public Education and Outreach Events	8	8	7	8
Fire Department				
Average number of structures covered by Fire Fees	42,500	42,700	44,624	44,624
Dispatch - # of Incoming Telephone Calls	66,000	64,000	57,073	60,537
Fire responses - Unincorporated & Lakeland/Other	3500	3,200	3,847	3,524
First responder calls - Unincorporated & Lakeland/Other Municipalities	11,650	9,500	11,242	10,371
Response Time - from dispatch to arrival of equipment (minutes)	5:58	5:58	5:43	5:53
Incidence of Structure Fires per 1,000 Population (average per months)	25.5	25.5	26.3	25.8
Fleet Vehicle Replacement				
Vehicles Replaced	N/A	64	37	30
Average Age of Fleet Years	18	15	5	4.5
Fleet Services				
Diesel distribution-gallons	140,335	130,736	118,049	115,000
Gasoline distribution-gallons	623,986	646,686	599,462	550,000
Completed work orders-maintenance	1,303	1,348	1,180	1,150
Completed work orders-repairs	2,653	2,556	2,734	2,700
Mechanic productivity hours	40.2%	40.0%	61.0%	45.0%
24 hour turnaround service %	51.4%	52.0%	63.0%	55.0%

**FTE Position Count
Public Works**

All Funds

Fund	Dept	Dept Description	FY14 Budget	FY15 Budget	FY16 Budget	FY17 Budget	FY18 Adopted	FY17-18 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	13.0	12.0	12.0	13.0	13.0	-
010	3073	Support Services	125.0	125.0	139.0 ^b	143.0 ^c	144.0 ^f	1.0
TOTAL POSITIONS - GENERAL FUND			143.0^a	142.0	156.0	161.0	162.0	1.0
SPECIAL REVENUE FUND								
071	3010	R&B Bridges & Signs	89.0	89.1	89.1	88.1 ^d	87.1 ^g	(1.0)
071	3021	R&B Waste Management	2.0	2.0	2.0	2.0	2.0	-
093	3004	Stormwater Fees Fund	2.0	1.9	1.9	1.9	2.9 ^g	1.0
TOTAL POSITIONS - SPECIAL REVENUE			93.0	93.0	93.0	92.0	92.0	-
ENTERPRISE FUND - FIRE SERVICES			169.0	169.0	169.0	229.0^e	229.0	-
INTERNAL SERVICE FUND								
960	3019	Fleet Services	15.0	15.0	15.0	15.0	15.0	-
961	3073	Mail & Print Services	13.0	13.0	-	-	-	-
TOTAL POSITIONS - INTERNAL SERVICES			28.0	28.0	15.0	15.0	15.0	-
GRANT FUND			5.0	5.0	5.0	5.0	5.0	-
TOTAL POSITIONS - ALL FUNDS			438.0	437.0	438.0	502.0	503.0	1.0

FY14 - a) Deleted (1) Laborer position (870147) to fund/reclass other positions

FY16- b) Mail & Print Services were moved from Internal Service Fund to General Fund in FY16

FY17- c) Five (5) positions were transferred from Juvenile Court to Support Services in FY17

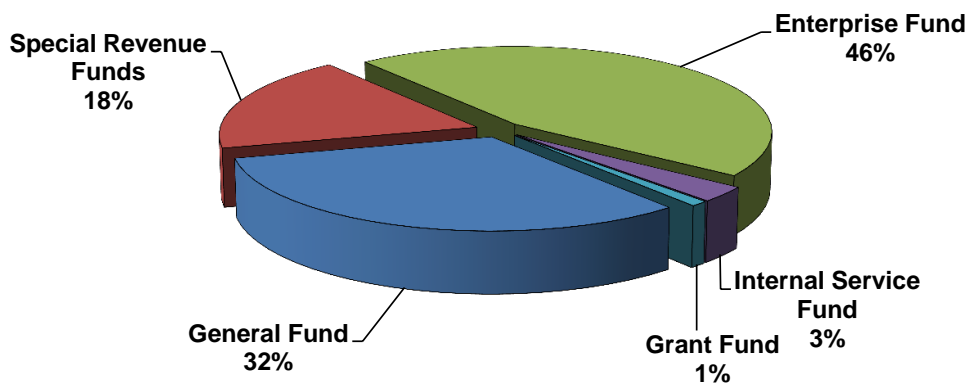
d) Deleted (1) Computer Analyst position (862432) to fund/reclass other positions

e) Added 60 new Firefighter/EMR positions for SCFD Ambulance Service in FY17

FY18- f) One (1) FTE - Senior Manager position (180006) added to manage preventative maintenance of County Buildings

g) Transferred Stormwater Tech position (862165) from Roads & Bridges to Stormwater in FY18

FTE Positions by Fund



**Prime Accounts
Public Works**

All Funds

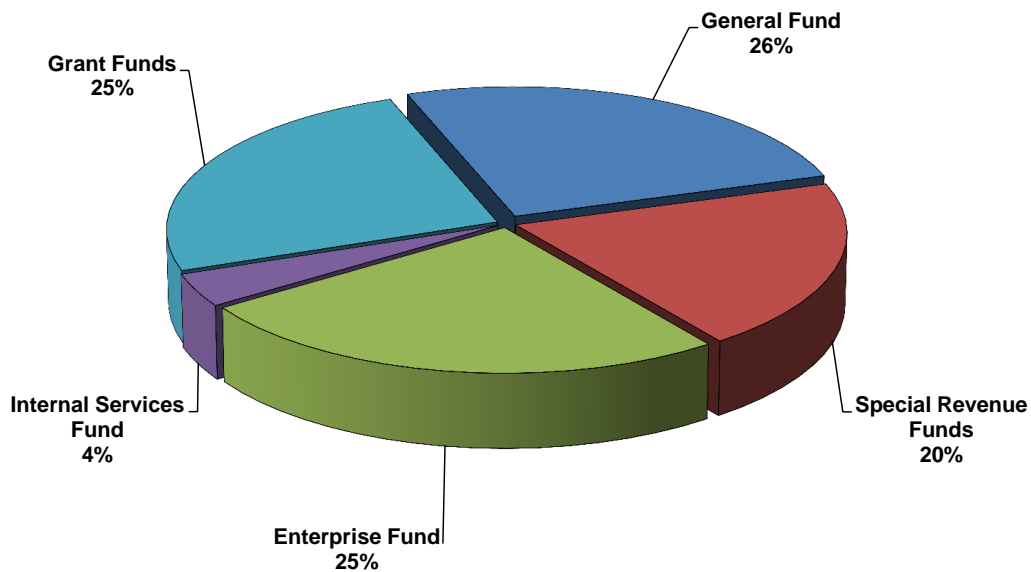
Acct	Description	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Amended	FY18 Adopted
41 - Other Local Taxes		(180,629)	(131,988)	(182,273)	(3,160,000)	(3,160,000)
43 - Intergovernmental Revenues-State of		(13,414,654)	(16,826,133)	(24,344,032)	(37,816,929)	(35,575,597)
44 - Intergovernmental Revenues-Federal &		(2,747,058)	(2,753,662)	(1,975,612)	(2,495,475)	(2,009,140)
45 - Charges for Services		(6,973,021)	(6,314,102)	(3,858,504)	(7,252,679)	(8,004,945)
46 - Fines, Fees & Permits		(19,687,910)	(19,693,807)	(20,559,866)	(21,132,313)	(22,932,063)
47 - Other Revenue		(323,999)	(642,800)	(734,098)	(2,163,742)	(177,000)
48 - Investment Income		(25,263)	(26,688)	(34,230)	(20,300)	(33,800)
Revenue		(43,352,534)	(46,389,180)	(51,688,615)	(74,041,439)	(71,892,546)
51 - Salaries-Regular Pay		19,628,429	20,470,545	20,634,481	26,285,237	27,748,746
52 - Salaries-Other Compensation		1,458,410	1,606,138	1,866,670	2,906,885	2,806,885
55 - Fringe Benefits		8,370,248	6,672,446	7,363,275	10,033,086	11,440,613
56 - Vacancy Savings		0	0	0	(3,858,483)	(1,102,157)
Salaries & Fringe Benefits		29,457,087	28,749,129	29,864,426	35,366,725	40,894,087
60 - Supplies & Materials		4,771,538	4,300,869	3,307,760	6,236,490	5,941,011
64 - Services & Other Expenses		1,645,576	1,640,730	1,640,257	2,022,573	1,908,961
66 - Professional & Contracted Services		5,037,321	3,752,662	3,088,517	4,304,920	2,240,731
67 - Rent, Utilities & Maintenance		6,867,401	7,286,505	7,933,257	10,737,037	10,306,814
68 - Interfund Services		4,542,150	4,147,723	2,832,475	3,576,639	3,605,067
70 - Capital Asset Acquisitions		5,951,248	11,383,680	19,101,073	39,096,892	32,559,263
79 - Depreciation Expense		280,758	(271,704)	(2,067,859)	0	0
Operating & Maintenance		29,095,992	32,240,465	35,835,480	65,974,552	56,561,847
80 - Debt Service Expenditure		9,104	4,792	1,622	0	472,500
Debt Services		9,104	4,792	1,622	0	472,500
89 - Affiliated Organizations		575,848	575,848	575,848	575,848	825,848
Affiliated Organizations		575,848	575,848	575,848	575,848	825,848
95 - Contingencies & Restrictions		0	0	0	(45,000)	0
Contingencies & Restrictions		0	0	0	(45,000)	0
94 - Other Sources & Uses		(1,515,334)	(795,755)	(375,712)	(775,000)	(275,000)
Other Financing Sources		(1,515,334)	(795,755)	(375,712)	(775,000)	(275,000)
Expenditures		57,622,697	60,774,479	65,901,664	101,097,125	98,479,283
99 - Planned Use of Fund Balances		0	0	0	(6,395,564)	(4,101,773)
Planned Fund Balance Change		0	0	0	(6,395,564)	(4,101,773)
Planned Fund Balance Change		0	0	0	(6,395,564)	(4,101,773)
96 - Operating Transfers In		(2,559,114)	(2,625,230)	(675,824)	(737,536)	(282,208)
Operating Transfers In		(2,559,114)	(2,625,230)	(675,824)	(737,536)	(282,208)
98 - Operating Transfers Out		1,049,653	610,241	339,027	752,914	301,392
Operating Transfers Out		1,049,653	610,241	339,027	752,914	301,392
Net Transfers		(1,509,460)	(2,014,989)	(336,797)	15,378	19,184
Public Works Total		12,760,704	12,370,310	13,876,252	20,675,501	22,504,148

**Sources and Uses by Fund Type
Public Works Division**

All Funds

<u>FUND NAME:</u>	FY18 SOURCES OF FUNDS			FY18 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)	-	(52,450)	77,950	-	-	-	0%
014 - Landfill Post Closure	-	-	-	115,497	-	-	115,497	0%
010 - General Fund	(2,904,731)	(35,170)	-	25,278,552	50,000	-	22,388,650	25%
TOTAL GENERAL FUND	(2,930,231)	(35,170)	(52,450)	25,471,999	50,000	-	22,504,148	26%
SPECIAL REVENUE FUNDS								
071 - Roads & Bridges	(15,237,265)	-	(1,787,059)	16,827,286	197,038	-	-	17%
093 - Stormwater Fee	(725,000)	-	(500,787)	1,225,788	-	-	-	1%
098 - Sewer Maintenance Fund	(6,000)	-	(1,500,000)	1,506,000	-	-	-	2%
TOTAL SPECIAL REVENUE	(15,968,265)	-	(3,787,846)	19,559,074	197,038	-	-	20%
ENTERPRISE FUND								
954 - Fire Services Fund	(24,822,708)	-	(510,607)	24,960,154	-	373,161	-	25%
INTERNAL SERVICE FUNDS								
959 - Fleet Vehicle Replacement	(464,200)	-	-	464,200	-	-	-	0%
960 - Fleet Services	(3,350,681)	-	(28,182)	3,378,863	-	-	-	3%
TOTAL INTERNAL SERVICE	(3,814,881)	-	(28,182)	3,843,063	-	-	-	4%
GRANT FUNDS	(24,631,460)	(247,038)	(95,848)	24,919,992	54,354	-	-	25%
ALL FUNDS TOTAL	(72,167,546)	(282,208)	(4,474,934)	98,754,283	301,392	373,161	22,504,148	100%

FY18 Uses by Fund



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

**Net Expenditures By Department
Public Works Division**

All Funds

Fund Dept	Dept Description	FY14 ACTUAL	FY15 ACTUAL	FY16 ACTUAL	FY17 AMENDED	FY18 ADOPTED
GENERAL FUND						
006 3016	Orgill Golf Course	(3,917)	19,496	4,306	-	-
010 3001	Director & Staff	1,221,007	609,472	816,792	589,808	524,721
010 3004	Environmental Programs	164,630	193,602	170,117	198,811	200,128
010 3016	Parks & Grounds Maint	1,797,415	2,274,114	2,968,312	4,140,496	4,961,981
010 3073	Support Services	2) 12,189,114	12,970,027	13,458,466	15,746,386	16,817,317
GENERAL FUND TOTAL		15,368,250	16,066,711	17,417,992	20,675,501	22,504,148
SPECIAL REVENUE FUND						
071 3010	R&B Bridges & Signs	(1,048,394)	(916,602)	(1,031,859)	1,415	(3,000)
071 3021	R&B Waste Management	(227)	69	(42)	(1,415)	3,000
093 3004	Stormwater Fees Fund	182,243	(91,917)	(318,881)	-	-
SPECIAL REVENUE FUND TOTAL		(866,378)	(1,008,450)	(1,350,783)	-	-
ENTERPRISE FUNDS						
954 3008	Fire Services	(1,285,728)	(1,506,350)	(1,791,311)	-	-
ENTERPRISE FUNDS TOTAL		(1,285,728)	(1,506,350)	(1,791,311)	-	-
INTERNAL SERVICE FUND						
959 3019	Vehicle Replacement Fund	1) -	2,730	(199,262)	-	-
960 3019	Fleet Services	190,613	(250,137)	(165,690)	-	-
961 3073	Mail & Print Services	2) -	(591,383)	-	-	-
INTERNAL SERVICE FUND TOTAL		190,613	(838,790)	(364,951)	-	-
GRANT FUNDS TOTAL		(646,053)	(342,810)	(34,696)	-	-
PUBLIC WORKS TOTAL		12,760,704	12,370,310	13,876,252	20,675,501	22,504,148

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



FY18 Budget Highlights

BUDGETARY ISSUES/TRENDS:

- The inventory of County owned properties is fairly constant due to the quantity of properties taken in tax sales and the ability to have a constant sale of the available properties. This has required 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	FY16 Actual	FY17 Amended	FY18 Adopted	FY18-17 Var
Revenue	(3,257,935)	(3,039,484)	(2,730,231)	309,253
Total Personnel	9,631,052	10,679,470	11,622,278	942,808
O&M	10,977,376	13,741,902	13,849,721	107,819
Use of Fund Balance	-	-	(52,450)	(52,450)
Other Financing Sources	(120,077)	(700,000)	(200,000)	500,000
Net Transfers - Grants	187,577	(6,387)	14,830	21,217
Net Operations	17,417,993	20,675,501	22,504,148	1,828,647
FTE Count	156	161	162	1.0

CHANGES TO MAJOR CATEGORIES

- **Revenue:** Memphis Cost Reimbursements decline of \$800,000 reflects loss of rental income due to the City Police move from 201 Poplar to the former State building. Fees & Permits increase by \$760,000 reflects an increase in Land Bank contracts and sales.
- **Personnel/FTE changes:**
 - FY18 includes the addition of one Senior Manager position in Support Services to oversee preventative maintenance services for County Buildings.
 - FY18 salaries reflect 3% general increase and county benefit rates.
- **O&M:** decreases include \$117,000 in Postage & Mail and \$98,000 in printing services from outside vendors; increases include \$250,000 for park renovations, \$75,000 for cemetery improvements, and \$46,000 in heavy equipment purchases primarily for golf course maintenance and improvements.
- **Affiliated Organization** payments to Shelby Farms Park Conservancy (SFPC) increased by \$250,000 to \$825,848 per year to assist with the management and operation of various park initiatives such as Shelby Farms Greenline (included in the O&M category).
- **Other Financing Sources:** decrease of \$500,000 attributed to proper reallocation of funding earned from LandBank sales.

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.

**Prime Accounts
Public Works**

General Fund

Acct	Description	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Amended	FY18 Adopted
44 - Intergovernmental Revenues-Federal &		(1,391,878)	(1,369,570)	(1,378,494)	(1,200,000)	(400,000)
45 - Charges for Services		(371,341)	(354,195)	(743,079)	(1,067,484)	(778,731)
46 - Fines, Fees & Permits		(639,101)	(600,401)	(984,771)	(650,000)	(1,405,000)
47 - Other Revenue		(134,630)	(127,144)	(151,406)	(122,000)	(146,000)
48 - Investment Income		(287)	(179)	(184)	0	(500)
Revenue		(2,537,237)	(2,451,488)	(3,257,935)	(3,039,484)	(2,730,231)
51 - Salaries-Regular Pay		6,200,047	6,439,195	6,903,123	7,968,337	8,501,749
52 - Salaries-Other Compensation		54,317	61,200	167,602	165,211	165,211
55 - Fringe Benefits		2,548,293	2,591,116	2,560,327	3,005,011	3,414,408
56 - Vacancy Savings		0	0	0	(459,090)	(459,090)
Salaries & Fringe Benefits		8,802,657	9,091,511	9,631,052	10,679,470	11,622,278
60 - Supplies & Materials		852,035	953,547	883,273	1,315,332	1,382,930
64 - Services & Other Expenses		132,833	143,787	1,337,850	1,636,471	1,510,045
66 - Professional & Contracted Services		192,838	259,764	144,420	266,797	331,875
67 - Rent, Utilities & Maintenance		6,274,771	6,530,281	7,287,602	9,344,026	9,292,672
68 - Interfund Services		1,791,305	1,563,451	352,842	332,217	321,464
70 - Capital Asset Acquisitions		73,421	162,262	395,541	316,211	184,886
Operating & Maintenance		9,317,203	9,613,092	10,401,528	13,211,054	13,023,873
89 - Affiliated Organizations		575,848	575,848	575,848	575,848	825,848
Affiliated Organizations		575,848	575,848	575,848	575,848	825,848
95 - Contingencies & Restrictions		0	0	0	(45,000)	0
Contingencies & Restrictions		0	0	0	(45,000)	0
94 - Other Sources & Uses		(1,407,889)	(777,082)	(120,077)	(700,000)	(200,000)
Other Financing Sources		(1,407,889)	(777,082)	(120,077)	(700,000)	(200,000)
Expenditures		17,287,819	18,503,369	20,488,350	23,721,372	25,271,999
99 - Planned Use of Fund Balances		0	0	0	0	(52,450)
Planned Fund Balance Change		0	0	0	0	(52,450)
Planned Fund Balance Change		0	0	0	0	(52,450)
96 - Operating Transfers In		(35,170)	(35,170)	(35,170)	(56,387)	(35,170)
Operating Transfers In		(35,170)	(35,170)	(35,170)	(56,387)	(35,170)
98 - Operating Transfers Out		652,839	50,000	222,747	50,000	50,000
Operating Transfers Out		652,839	50,000	222,747	50,000	50,000
Net Transfers		617,669	14,830	187,577	(6,387)	14,830
Public Works Total		15,368,250	16,066,711	17,417,992	20,675,501	22,504,148



FY18 Budget Highlights

SPECIAL REVENUE FUNDS

ROADS & BRIDGES FUND 071:

- Revenues increased by \$1.8 million from the passage of the Tennessee Improve Act with a six cent increase in the gasoline tax over the next three years, four cents beginning July 1, 2017 with additional one cent increases in 2018 and 2019.

ROADS & BRIDGES FUND	FY16 Actual	FY17 Amended *	FY18 Adopted	FY18-17 Var
Revenue	(10,498,690)	(13,410,265)	(15,217,265)	(1,807,000)
Total Personnel	5,228,770	5,776,424	6,468,208	691,784
O&M ¹	4,183,365	9,640,942	10,359,078	718,136
Other Financing Sources	(4,000)	(20,000)	(20,000)	-
Use of Fund Balance	-	(2,144,746)	(1,787,059)	357,687
Net Transfers to Grants	58,654	157,645	197,038	39,393
Net	(1,031,901)	-	-	-

* FY17 adjusted for carry-forwards by \$119,530

FTE Count	91.1	90.1	89.1	(1.0)
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- **Total Personnel** reflects 3% general increase and county benefit rates.
- **FTE** count changes – in FY17, Computer Analyst position was deleted to fund other positions, and in FY18, moved Stormwater Tech position to Stormwater Fund.
- **O&M** budget increase of \$718,000 reflects the Improve Act gas tax increase for infrastructure improvements for roads and bridges.
- **Fund Balance** = \$10.8 million; FY18 Planned Use of Fund Balance is \$1.8 million.

STORMWATER FUND 093:

Revenues for the Shelby County Storm Water 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	FY16 Actual	FY17 Amended *	FY18 Adopted	FY18-17 Var
Revenue	(745,535)	(720,000)	(725,000)	(5,000)
Total Personnel	175,732	189,696	289,912	100,216
O&M ¹	250,921	970,289	935,875	(34,414)
Use of Fund Balance	-	(476,580)	(500,787)	(24,207)
Net Transfers	-	36,595	-	(36,595)
Net	(318,882)	-	-	-

* FY17 adjusted for carry-forwards by \$183,522

FTE Count	1.9	1.9	2.9	1.0
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- **Total Personnel** increase reflects 3% general increase and county benefit rates and the addition of a Stormwater Tech position from Roads & Bridges.
- **O&M** decrease of \$34,000 is from decrease in capital construction contracts.
- **FY18 Planned Use of Fund Balance** is \$500,000; Fund Balance is \$1.7 million.

**Prime Accounts
Public Works**

Special Revenue Fund

Acct	Description	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Amended	FY18 Adopted
41 - Other Local Taxes		(180,629)	(131,988)	(182,273)	(3,160,000)	(3,160,000)
43 - Intergovernmental Revenues-State of		(9,287,263)	(9,396,715)	(9,885,741)	(9,375,000)	(11,175,000)
44 - Intergovernmental Revenues-Federal &		(61,706)	(13,431)	(21,603)	0	0
45 - Charges for Services		(682,969)	(479,852)	(362,988)	(819,265)	(819,265)
46 - Fines, Fees & Permits		(765,438)	(748,334)	(749,376)	(756,000)	(764,000)
47 - Other Revenue		(18,898)	(9,497)	(13,936)	0	0
48 - Investment Income		(21,331)	(20,729)	(28,308)	(20,000)	(30,000)
Revenue		(11,018,234)	(10,800,545)	(11,244,225)	(14,130,265)	(15,948,265)
51 - Salaries-Regular Pay		3,777,630	3,884,351	3,871,724	4,233,491	4,727,233
52 - Salaries-Other Compensation		60,692	74,581	111,366	238,539	238,539
55 - Fringe Benefits		1,562,626	1,500,145	1,421,411	1,587,157	1,885,415
56 - Vacancy Savings		0	0	0	(93,067)	(93,067)
Salaries & Fringe Benefits		5,400,949	5,459,077	5,404,502	5,966,120	6,758,121
60 - Supplies & Materials		701,371	641,359	578,655	1,544,624	1,802,839
64 - Services & Other Expenses		147,858	139,011	144,923	174,026	178,379
66 - Professional & Contracted Services		660,098	495,272	173,610	522,120	532,913
67 - Rent, Utilities & Maintenance		108,998	111,991	144,862	340,185	341,976
68 - Interfund Services		1,649,108	1,437,952	1,431,950	1,853,086	1,947,825
70 - Capital Asset Acquisitions		1,204,512	996,873	1,960,286	6,480,242	7,997,021
Operating & Maintenance		4,471,946	3,822,458	4,434,286	10,914,283	12,800,953
94 - Other Sources & Uses		(82,684)	(5,500)	(4,000)	(20,000)	(20,000)
Other Financing Sources		(82,684)	(5,500)	(4,000)	(20,000)	(20,000)
Expenditures		9,790,211	9,276,035	9,834,788	16,860,404	19,539,074
99 - Planned Use of Fund Balances		0	0	0	(2,924,378)	(3,787,846)
Planned Fund Balance Change		0	0	0	(2,924,378)	(3,787,846)
Planned Fund Balance Change		0	0	0	(2,924,378)	(3,787,846)
96 - Operating Transfers In		0	(9,011)	0	(236,752)	0
Operating Transfers In		0	(9,011)	0	(236,752)	0
98 - Operating Transfers Out		361,644	525,071	58,654	430,992	197,038
Operating Transfers Out		361,644	525,071	58,654	430,992	197,038
Net Transfers		361,644	516,061	58,654	194,240	197,038
Public Works Total		(866,378)	(1,008,450)	(1,350,783)	0	0



FY18 Budget Highlights

ENTERPRISE FUND - FIRE 954

BUDGETARY ISSUES/TRENDS:

The Shelby County Fire Department operates as an Enterprise Fund that is primarily supported by fire protection fees from services provided and inspections performed. Shelby County Fire Department aims to ensure the latest certifications including all levels of firefighting, emergency medical care, hazardous materials waste management, and rescue are provided to personnel. The Fire Department covers more than 300 square miles of unincorporated area that includes over 42,700 commercial and residential structures and 152,000 citizens. The Shelby County Fire Department also 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	FY16 Actual	FY17 Amended	FY18 Adopted	FY18-17 Var
Revenue	(19,742,358)	(22,148,353)	(24,767,708)	(2,619,355)
Total Personnel	13,946,115	17,345,198	21,103,204	3,758,006
O&M ¹	4,004,933	6,916,156	3,801,950	(3,114,206)
Use of Fund Balance	-	(2,113,001)	(137,446)	1,975,555
Net	(1,791,310)	-	-	-

FTE Count	169	229	229	-
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¹ Includes Other Financing Sources and Capital Lease cost

CHANGES TO MAJOR CATEGORIES

- **Revenue** increase of \$2.6 million represents a full year of revenue collections - Fire Protection Fees (\$1 million increase), Ambulance Service Fees (\$1.3 million increase), and Other Government Cost Reimbursements (\$314,000 increase) which are ambulance services payments from the municipalities.
- **Total Personnel** increase reflects a full year personnel budget for the sixty (60) new Firefighter / EMR positions, a 3% general increase, and county benefit rates.
- **O&M** budget decrease of \$3 million reflects removal of \$2.5 million for non-recurring ambulance and other capital equipment purchases in FY17, a decrease of \$870,000 for the former ambulance contract with American Medical Response (AMR) transportation, and a removal of \$315,000 as a rental contingency for ambulances during the transition from AMR to Shelby County Fire Department ambulance transport.
- **FY18 Use of Fund Balance** = -\$137,446; decrease of approximately \$2.0 million in Fund Balance is from removal of Interfund Loan recorded in FY17; payback for the loan is budgeted at \$472,000 per year over five years.
- **Fund Balance** = \$19.7 million (*excludes OPEB and Pension liability*)

**Prime Accounts
Public Works**

954 - Fire Services Fund

Acct	Description	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Amended	FY18 Adopted
43 - Intergovernmental Revenues-State of		(84,000)	(75,434)	(81,600)	(75,000)	(100,000)
44 - Intergovernmental Revenues-Federal &		(789,436)	(822,761)	(794,602)	(1,174,475)	(1,488,140)
45 - Charges for Services		(78,486)	(78,486)	(18,508)	(1,273,128)	(2,514,068)
46 - Fines, Fees & Permits		(18,221,250)	(18,250,769)	(18,797,570)	(19,607,750)	(20,644,500)
47 - Other Revenue		(29,329)	(10,659)	(46,267)	(18,000)	(18,000)
48 - Investment Income		(2,269)	(4,294)	(3,812)	0	(3,000)
		<u>(19,204,769)</u>	<u>(19,242,403)</u>	<u>(19,742,358)</u>	<u>(22,148,353)</u>	<u>(24,767,708)</u>
Revenue						
51 - Salaries-Regular Pay		8,350,772	8,971,040	9,067,071	13,052,115	13,522,188
52 - Salaries-Other Compensation		1,331,014	1,450,303	1,574,486	2,479,253	2,379,253
55 - Fringe Benefits		3,701,002	2,756,571	3,304,558	5,070,156	5,701,763
56 - Vacancy Savings		0	0	0	(3,256,326)	(500,000)
Salaries & Fringe Benefits		<u>13,382,789</u>	<u>13,177,914</u>	<u>13,946,115</u>	<u>17,345,198</u>	<u>21,103,204</u>
60 - Supplies & Materials		369,360	391,354	320,780	968,500	661,200
64 - Services & Other Expenses		91,788	108,181	133,216	164,400	171,800
66 - Professional & Contracted Services		2,493,185	2,450,332	2,107,424	1,251,750	400,002
67 - Rent, Utilities & Maintenance		235,333	278,508	339,630	826,300	455,000
68 - Interfund Services		1,042,324	1,087,797	1,013,941	1,330,506	1,281,448
70 - Capital Asset Acquisitions		28,057	184,469	2,118,130	2,429,700	415,000
79 - Depreciation Expense		274,351	82,457	(1,784,511)	0	0
Operating & Maintenance		<u>4,534,398</u>	<u>4,583,097</u>	<u>4,248,611</u>	<u>6,971,156</u>	<u>3,384,450</u>
80 - Debt Service Expenditure		9,104	4,792	1,622	0	472,500
Debt Services		<u>9,104</u>	<u>4,792</u>	<u>1,622</u>	<u>0</u>	<u>472,500</u>
94 - Other Sources & Uses		(7,250)	(20,250)	(245,300)	(55,000)	(55,000)
Other Financing Sources		<u>(7,250)</u>	<u>(20,250)</u>	<u>(245,300)</u>	<u>(55,000)</u>	<u>(55,000)</u>
Expenditures		17,919,041	17,745,553	17,951,047	24,261,354	24,905,154
99 - Planned Use of Fund Balances		0	0	0	(2,113,001)	(137,446)
Planned Fund Balance Change		<u>0</u>	<u>0</u>	<u>0</u>	<u>(2,113,001)</u>	<u>(137,446)</u>
Planned Fund Balance Change		0	0	0	(2,113,001)	(137,446)
96 - Operating Transfers In		0	(9,501)	0	0	0
Operating Transfers In		<u>0</u>	<u>(9,501)</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net Transfers		0	(9,501)	0	0	0
Public Works Total		<u>(1,285,728)</u>	<u>(1,506,350)</u>	<u>(1,791,311)</u>	<u>0</u>	<u>0</u>



FY18 Budget Highlights

INTERNAL SERVICE FUNDS

FLEET REPLACEMENT - Fund 959

The Fleet Vehicle Replacement Fund provides an orderly system for purchasing and funding a standardized fleet of Shelby County vehicles to promote cost effective fleet management through efficient vehicle acquisition, replacement, operation, maintenance, and repair. The goal of this replacement program is to lower the overall cost of vehicle maintenance by replacing all vehicles aged ten (10) years or older continuing with a cycle of maintenance and repair until replacement is necessary again.

Fleet Replacement	FY16 Actual	FY17 Amended*	FY18 Adopted	FY18-17 Var
Revenue	(213,400)	(401,000)	(464,200)	(63,200)
O&M ¹	14,138	765,564	464,200	(301,364)
Use of Fund Balance	-	(364,564)	-	364,564
Net	(199,262)	-	-	-

**FY17 adjusted for budget carried forward from FY16 for \$714,018*

- **Revenue** represents annual billings to participating departments.
- **O&M** budget decreased \$301,000 to adjust for use of Fund Balance and align with the expenditure budgets for Fleet Replacement participants.
- **Fund Balance** = \$2.5 million. Use of additional fund balance will be appropriated by resolution as necessary for purchase contracts.

FLEET SERVICES - Fund 960

The Fleet Services Department operates as an internal service fund to provide maintenance for all vehicles and equipment that currently comprise the Shelby County Government fleet.

Fleet Services	FY16 Actual	FY17 Amended	FY18 Adopted	FY18-17 Var
Revenue	(2,436,866)	(3,613,802)	(3,350,681)	263,121
Salaries	558,935	957,997	1,047,426	89,429
O&M	1,712,241	2,655,805	2,331,437	(324,368)
Use of Fund Balance	-	-	(28,182)	(28,182)
Net	(165,690)	-	-	-

FTE Count	15	15	15	-
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- **Revenue** represents billings to departments served.
- **Salaries** reflect 3% general increase and county fringe rates; Salaries = 31% of budget; O&M = 69% of budget
- **FTE Count** unchanged at 15 positons

**Prime Accounts
Public Works**

Internal Service Fund

Acct	Description	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Amended	FY18 Adopted
45 -	Charges for Services	(5,750,816)	(5,236,178)	(2,646,928)	(4,014,802)	(3,814,881)
47 -	Other Revenue	(344)	(3,745)	(3,337)	0	0
	Revenue	(5,751,160)	(5,239,923)	(2,650,266)	(4,014,802)	(3,814,881)
51 -	Salaries-Regular Pay	1,069,826	847,974	556,798	724,636	746,376
52 -	Salaries-Other Compensation	12,387	19,959	10,346	19,430	19,430
55 -	Fringe Benefits	468,030	(302,096)	(8,209)	263,931	331,621
56 -	Vacancy Savings	0	0	0	(50,000)	(50,000)
	Salaries & Fringe Benefits	1,550,242	565,837	558,935	957,997	1,047,427
60 -	Supplies & Materials	2,828,109	2,297,652	1,501,482	2,381,100	2,069,230
64 -	Services & Other Expenses	1,267,457	1,222,032	10,599	13,365	11,365
66 -	Professional & Contracted Services	17,900	15,770	23,908	21,206	21,206
67 -	Rent, Utilities & Maintenance	245,456	335,515	149,070	193,755	184,755
68 -	Interfund Services	43,713	43,753	27,572	46,380	44,880
70 -	Capital Asset Acquisitions	0	364,169	303,432	1,479,582	464,200
79 -	Depreciation Expense	6,407	(354,161)	(283,348)	0	0
	Operating & Maintenance	4,409,041	3,924,731	1,732,714	4,135,387	2,795,637
94 -	Other Sources & Uses	(17,511)	7,077	(6,335)	0	0
	Other Financing Sources	(17,511)	7,077	(6,335)	0	0
	Expenditures	5,941,772	4,497,644	2,285,315	5,093,384	3,843,063
99 -	Planned Use of Fund Balances	0	0	0	(1,078,582)	(28,182)
	Planned Fund Balance Change	0	0	0	(1,078,582)	(28,182)
	Planned Fund Balance Change	0	0	0	(1,078,582)	(28,182)
96 -	Operating Transfers In	0	(96,511)	0	0	0
	Operating Transfers In	0	(96,511)	0	0	0
	Net Transfers	0	(96,511)	0	0	0
	Public Works Total	190,613	(838,790)	(364,951)	0	0

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.

Roads & Bridges Department

- 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.

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	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Amended	FY18 Adopted
43 - Intergovernmental Revenues-State of		(4,043,390)	(7,353,984)	(14,376,692)	(28,366,929)	(24,300,597)
44 - Intergovernmental Revenues-Federal &		(504,038)	(547,900)	219,087	(121,000)	(121,000)
45 - Charges for Services		(89,410)	(165,392)	(87,000)	(78,000)	(78,000)
46 - Fines, Fees & Permits		(62,121)	(94,303)	(28,150)	(118,563)	(118,563)
47 - Other Revenue		(140,799)	(491,756)	(519,152)	(2,023,742)	(13,000)
48 - Investment Income		(1,376)	(1,486)	(1,925)	(300)	(300)
Revenue		(4,841,134)	(8,654,821)	(14,793,832)	(30,708,534)	(24,631,460)
51 - Salaries-Regular Pay		230,154	327,986	235,765	306,658	251,199
52 - Salaries-Other Compensation		0	95	2,871	4,452	4,452
55 - Fringe Benefits		90,296	126,710	85,187	106,831	107,406
Salaries & Fringe Benefits		320,450	454,790	323,822	417,941	363,057
60 - Supplies & Materials		20,664	16,957	23,570	26,934	24,811
64 - Services & Other Expenses		5,639	27,719	13,670	34,311	37,371
66 - Professional & Contracted Services		1,673,302	531,524	639,155	2,243,047	954,735
67 - Rent, Utilities & Maintenance		2,843	30,211	12,093	32,771	32,411
68 - Interfund Services		15,699	14,768	6,170	14,450	9,450
70 - Capital Asset Acquisitions		4,645,257	9,675,908	14,323,684	28,391,157	23,498,156
Operating & Maintenance		6,363,404	10,297,088	15,018,342	30,742,671	24,556,935
Expenditures		6,683,854	10,751,878	15,342,164	31,160,611	24,919,992
99 - Planned Use of Fund Balances		0	0	0	(279,602)	(95,848)
Planned Fund Balance Change		0	0	0	(279,602)	(95,848)
Planned Fund Balance Change		0	0	0	(279,602)	(95,848)
96 - Operating Transfers In		(2,523,944)	(2,475,037)	(640,654)	(444,397)	(247,038)
Operating Transfers In		(2,523,944)	(2,475,037)	(640,654)	(444,397)	(247,038)
98 - Operating Transfers Out		35,170	35,170	57,626	271,922	54,354
Operating Transfers Out		35,170	35,170	57,626	271,922	54,354
Net Transfers		(2,488,774)	(2,439,867)	(583,028)	(172,475)	(192,684)
Public Works Total		(646,053)	(342,810)	(34,696)	0	0

Grant Program Detail for FY18

Public Works

<u>FUND</u>	<u>GRANT PROGRAM</u>	<u>AMOUNT</u>
<u>Department 3004: Environmental Programs</u>		
726	Household Hazardous Waste	\$ 219,000
863	Chickasaw Basin Authority	78,300
	Department Total	<u>\$ 297,300</u>
<u>Department 3010: Roads & Bridges</u>		
660	660 - Roadside Grant	\$ 230,700
698	698 - CMAQ	12,458,492
722	722 - CMAQ Greenline Extension	106,654
723	723 - CMAQ #3 - FY2016	7,162,385
766	766 - State Aid Road & Bridge Maintenance	3,331,793
804	804 - STP Resurface Raleigh LaGrange	387,130
	Department Total	<u>\$ 23,677,154</u>
<u>Department 3073: Support Services</u>		
724	Waste Tire Program	\$ 657,006
	Department Total	<u>\$ 657,006</u>
	DIVISION TOTAL*	<u>\$ 24,631,460</u>

CMAQ = Congestion Management Air Quality

STP = Surface Transportation Program

**Current revenue sources only.*

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