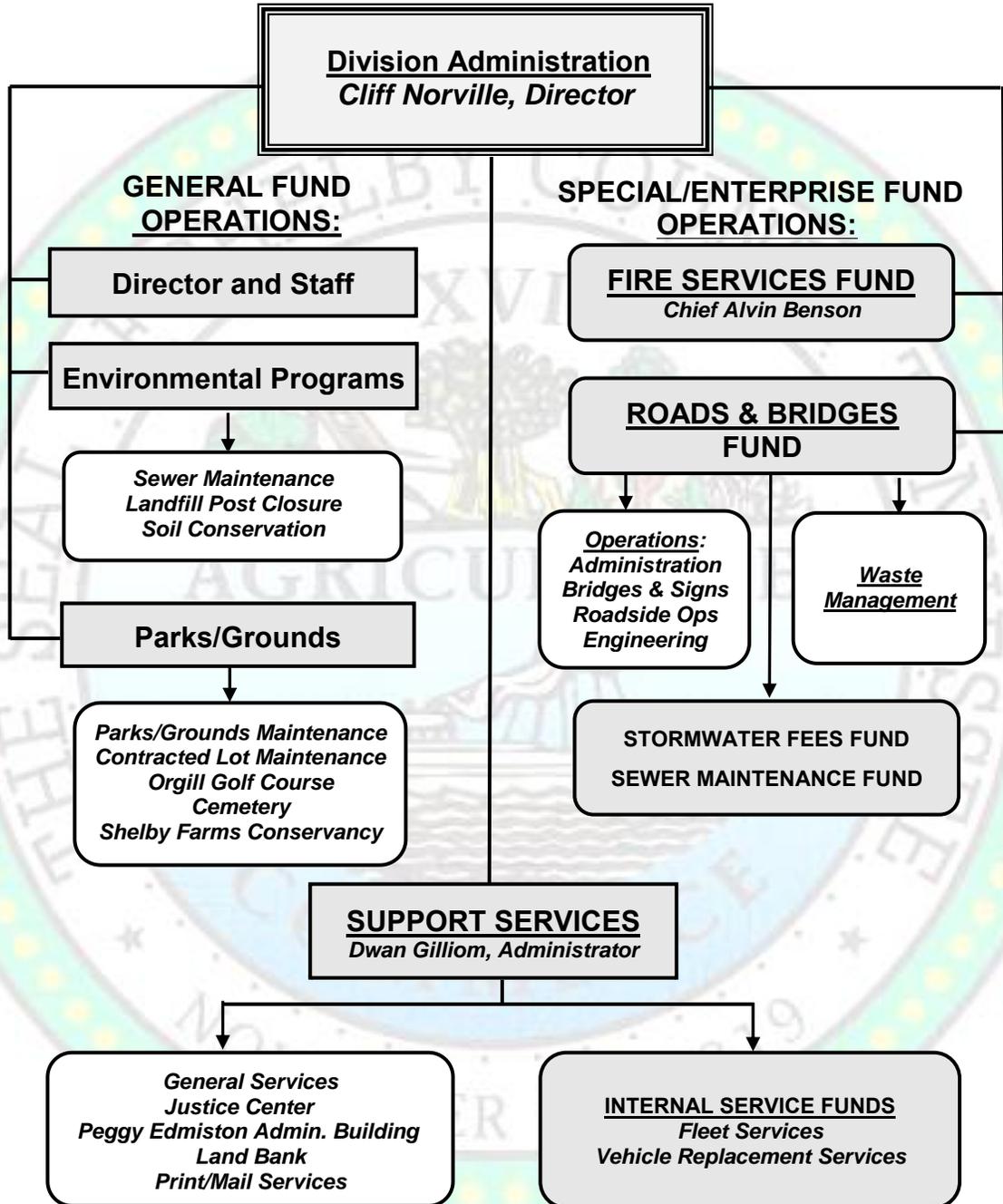


PUBLIC WORKS

Division Organizational Chart by Program



Public Works
Service Level Measurements

Service Levels	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Estimated
Environmental Programs				
# of Complaints Resolved in 24 hours	305	249	296	300
Miles of roadside trash/debris collected	2,341	2,443	2,391	2,400
Tons of liter collected	275	222	254	275
Parks & Grounds Maintenance				
Number of golf rounds played	13,460	15,000	15,283	16,000
Landscaping Jobs on Vacant Property	24,941	30,800	24,780	31,000
Cemetery Burials - Indigent	85	104	111	100
Cemetery Burials - Infants	161	117	105	100
Support Services				
Properties Sold by Land Bank	1,451	1,282	1,040	1,200
Total Property Sales Revenue	\$8,060,554	\$4,317,833	\$2,135,671	\$3,000,000
Properties in Inventory	4,166	3,398	2,795	2,300
Work orders processed	7,350	7,740	8,113	8,000
Inter-Office Mail pieces delivered	844,886	712,456	688,884	700,000
Metered Mail	1,166,381	1,127,342	1,144,632	1,200,000
Mail delivery error rate	0.0012	0.0012	0.0012	0.0012
Impressions (# of copies made)	5,269,417	3,981,866	6,038,800	6,500,000
Print Service requests	3,950	1,387	1,697	1,700
Roads & Bridges				
Signs replaced (units)	1,210	1,361	1,511	1,300
Traffic control roadway striping - painted miles	161	368	236	250
Traffic control sign maintenance (units)	15,500	15,600	15,725	16,000
Asphalt program - miles of roadway paved	49	55	45	55
Right-of-way maintenance	3,800	3,655	3,669	3,900
Waste Management				
Dead animals recovered and properly disposed annually	1,041	1,078	1,063	1,060
Tons of trash per year collected	170	168	169	179
Stormwater				
Land Disturbance Activities cited for lack of controls	3	3	1	3
Public Education and Outreach Events	7	10	6	6
Fire Department				
Average number of structures covered by Fire Fees	44,624	44,832	44,936	45,000
Dispatch - # of Incoming Telephone Calls	57,073	53,410	55,494	56,000
Fire responses - Unincorporated & Lakeland/Other	3,847	4,549	4,251	4,200
First responder calls - Unincorporated & Lakeland/Other Municipalities	11,242	11,723	11,489	11,500
Response Time - from dispatch to arrival of equipment (minutes)	5:43	5:59	5:53	5:31
Incidence of Structure Fires per 1,000 Population (average per months)	26.3	29.3	28.0	27.8
Fleet Vehicle Replacement				
Vehicles Replaced	37	30	15	35
Average Age of Fleet Years	5	4.5	7.3	5.0
Fleet Services				
Diesel distribution-gallons	118,049	115,000	117,369	118,000
Gasoline distribution-gallons	599,462	550,000	592,146	600,000
Completed work orders-maintenance	1,180	1,150	909	1,000
Completed work orders-repairs	2,734	2,700	2,000	2,700
Mechanic productivity hours	61.0%	45.0%	72.0%	75.0%
24 hour turnaround service %	63.0%	55.0%	63.0%	65.0%

Division Overview FY 20

DIVISION MISSION STATEMENT AND STRATEGIC GOALS

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

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



Strategy 2: Enhance Public Safety and Support Criminal Justice Reform

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



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

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

DEPARTMENTAL MISSION/GOALS:

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

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

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

PUBLIC WORKS

Cliff Norville, Director

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

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

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

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

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

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

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



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

Built in 1935 as the Shelby County Hospital and Health Care Center, this building is one of many aging county facilities maintained by Support Services. A \$2.8 million renovation to the area that houses the Assessor's Office began in FY18 with CIP funding.

FY20 Budget Highlights

BUDGETARY ISSUES/TRENDS:

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

General Fund

Public Works	FY18 Actual	FY19 Amended	FY20 Adopted	FY20-19 Var
Revenue	(3,215,158)	(3,162,830)	(2,984,485)	178,345
Total Personnel	11,396,224	12,000,908	11,870,231	(130,677)
O&M ¹	12,519,175	14,308,785	14,327,954	19,169
Use of Fund Balance - Golf	-	-	-	-
Other Financing Sources	(66,298)	(200,000)	(100,000)	100,000
Net Transfers - Grants	14,830	14,830	9,540	(5,290)
Net Operations	20,648,773	22,961,693	23,123,239	161,546
FTE Count	161.0	162.0	161.0	(1.0)

O&M- ¹ Includes Affiliated Org. Shelby Farms @ \$825,848 & adjusted for \$259,382 Non-Recurring Expenditures

CHANGES TO MAJOR CATEGORIES

- **Revenue:** The reduction is primarily a revenue reduction of \$200,000 in Land Bank due to lower contract volume.
- **Total Personnel:**
 - Variance is a result of a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections.
 - One FTE was moved from Land Bank to the Road and Bridges special revenue fund.
- **O&M Changes include:**
 - The Landscape Maintenance budget houses the County Youth Initiative program. This program has received an increase of \$60,000 to fund the current program structure.
 - The General Fund transfer from the Chickasaw Basin Authority grant budget has been increased by \$5,290 based on current staff contribution, showing as an increase to transfers from grants and a decrease to Net Transfers.
 - Interfund Service accounts: Fleet Vehicle Services decreased \$27,906 and Mail & Print Services decreased \$28,410 based on other department level budgets.
- **Other Financing Sources** includes \$100,000 budgeted gain on sale for the Land Bank. The budget has been reduced from \$200,000 to \$100,000 to reflect recent year actuals.

OTHER FUNDS:

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

PUBLIC WORKS

Cliff Norville, Director

FTE Position Count

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

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

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

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

d) Transferred Manager A position (863509) from Support Services to Parks & Grounds Maintenance in FY17

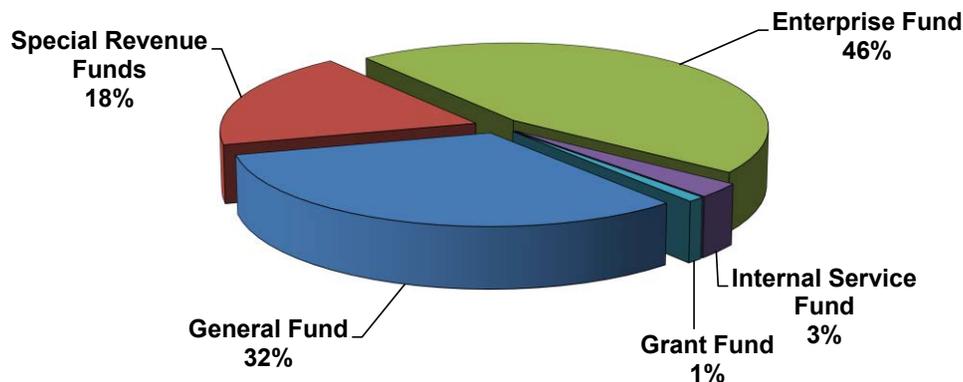
FY18- e) One (1) FTE - Senior Manager position (180006) added to manage preventative maintenance of County Buildings

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

FY19- g) Deleted one (1) FTE from Fleet Services to fund Fleet O&M expenditures

FY20- h) Moved one (1) Real Estate position (861186) from Land Bank to Roads & Bridges

FTE Positions by Fund



**Prime Accounts
Public Works**

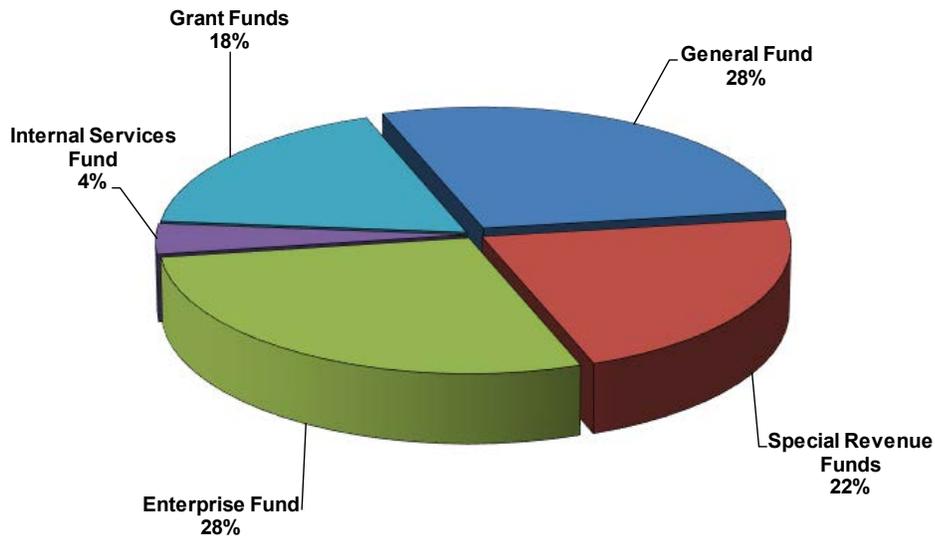
All Funds

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Adopted
41 - Other Local Taxes		(182,273)	(3,221,725)	(5,181,835)	(5,200,000)	(600,000)
43 - Intergovernmental Revenues-State of		(24,344,032)	(22,429,206)	(19,233,070)	(31,537,440)	(27,505,099)
44 - Intergovernmental Revenues-Federal &		(1,975,612)	(2,541,931)	(2,995,684)	(2,154,883)	(2,096,188)
45 - Charges for Services		(3,858,504)	(5,402,069)	(8,011,988)	(8,466,561)	(8,529,306)
46 - Fines, Fees & Permits		(20,559,866)	(22,962,170)	(23,829,469)	(22,972,483)	(23,163,063)
47 - Other Revenue		(734,098)	(155,211)	(127,438)	(162,000)	(154,000)
48 - Investment Income		(34,230)	(113,250)	(275,680)	(120,800)	(883,974)
Revenue		(51,688,615)	(56,825,562)	(59,655,164)	(70,614,167)	(62,931,631)
51 - Salaries-Regular Pay		20,634,481	23,060,628	25,513,833	28,728,064	29,403,554
52 - Salaries-Other Compensation		1,866,670	2,338,099	2,760,100	2,928,238	2,981,698
55 - Fringe Benefits		7,363,275	10,912,852	13,892,834	11,777,533	11,241,850
56 - Vacancy Savings		0	0	0	(1,631,926)	(2,026,222)
Salaries & Fringe Benefits		29,864,426	36,311,580	42,166,767	41,801,910	41,600,881
60 - Supplies & Materials		3,307,760	4,116,809	4,011,826	5,910,351	5,793,517
64 - Services & Other Expenses		1,640,257	1,483,199	1,485,050	2,029,885	2,209,732
66 - Professional & Contracted Services		3,088,517	2,072,782	1,684,382	3,120,575	3,084,353
67 - Rent, Utilities & Maintenance		7,933,257	8,875,245	9,216,234	11,371,470	11,053,737
68 - Interfund Services		2,832,475	3,311,411	3,846,621	3,666,195	3,386,387
70 - Capital Asset Acquisitions		19,101,073	18,797,401	12,673,949	28,952,918	22,279,873
79 - Depreciation Expense		(2,067,859)	(2,587,586)	(488,311)	0	0
Operating & Maintenance		35,835,480	36,069,261	32,429,751	55,051,393	47,807,597
80 - Debt Service Expenditure		1,622	9,375	20,625	472,500	472,500
Debt Services		1,622	9,375	20,625	472,500	472,500
89 - Affiliated Organizations		575,848	575,848	825,848	825,848	825,848
Affiliated Organizations		575,848	575,848	825,848	825,848	825,848
94 - Other Sources & Uses		(375,712)	(211,449)	(111,088)	(275,000)	(175,000)
Other Financing Sources		(375,712)	(211,449)	(111,088)	(275,000)	(175,000)
Expenditures		65,901,664	72,754,615	75,331,903	97,876,651	90,531,826
99 - Planned Use of Fund Balances		0	0	0	(7,541,408)	(4,476,956)
Planned Fund Balance Change		0	0	0	(7,541,408)	(4,476,956)
Planned Fund Balance Change		0	0	0	(7,541,408)	(4,476,956)
96 - Operating Transfers In		(675,824)	(530,183)	(1,812,690)	(1,689,723)	(1,196,952)
Operating Transfers In		(675,824)	(530,183)	(1,812,690)	(1,689,723)	(1,196,952)
98 - Operating Transfers Out		339,027	537,130	331,874	5,189,723	1,196,952
Operating Transfers Out		339,027	537,130	331,874	5,189,723	1,196,952
Net Transfers		(336,797)	6,948	(1,480,816)	3,500,000	0
Public Works Total		13,876,252	15,936,000	14,195,923	23,221,075	23,123,239

Sources and Uses by Fund Type

<i>FUND NAME:</i>	FY20 SOURCES OF FUNDS			FY20 USES OF FUNDS			NET OPERATIONS	
	REVENUE + OTHER	TRANSFERS IN	FUND BALANCE	EXPENSES	TRANSFERS OUT	FUND BALANCE	NET TOTAL	% of Total
GENERAL FUND							-	
006 - Orgill Golf Course	(25,500)	-	-	35,500	-	-	10,000	0%
014 - Landfill Post Closure	-	-	-	115,273	-	-	115,273	0%
010 - General Fund	(3,058,985)	(40,460)	-	26,047,411	50,000	-	22,997,966	28%
TOTAL GENERAL FUND	(3,084,485)	(40,460)	-	26,198,184	50,000	-	23,123,239	28%
SPECIAL REVENUE FUNDS								
071 - Roads & Bridges	(14,577,635)	-	(2,703,352)	16,182,430	1,098,557	-	-	19%
093 - Stormwater Fee	(787,000)	-	(452,181)	1,239,181	-	-	-	1%
098 - Sewer Maintenance Fund	(56,000)	-	(1,150,000)	1,206,000	-	-	-	1%
TOTAL SPECIAL REVENUE	(15,420,635)	-	(4,305,534)	18,627,612	1,098,557	-	-	22%
ENTERPRISE FUND								
954 - Fire Services Fund	(26,097,864)	-	-	25,705,462	7,935	384,467	-	28%
INTERNAL SERVICE FUNDS								
959 - Fleet Vehicle Replacement	(490,200)	-	-	490,200	-	-	-	1%
960 - Fleet Services	(3,028,486)	-	-	3,028,486	-	-	-	3%
TOTAL INTERNAL SERVICE	(3,518,686)	-	-	3,518,686	-	-	-	4%
GRANT FUNDS TOTAL	(14,984,960)	(1,156,492)	(555,890)	16,656,882	40,460	-	-	18%
ALL FUNDS TOTAL	(63,106,631)	(1,196,952)	(4,861,423)	90,706,826	1,196,952	384,467	23,123,239	100%

FY20 Uses by Fund



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

PUBLIC WORKS

Cliff Norville, Director

Net Expenditures by Department*

Fund Dept	Dept Description	FY16 ACTUAL	FY17 ACTUAL	FY18 ACTUAL	FY19 AMENDED	FY20 ADOPTED
GENERAL FUND						
006	3016 Orgill Golf Course	4,306	(8,743)	55,725	-	10,000
010	3001 Director & Staff	816,792	672,773	690,560	626,941	670,981
010	3004 Environmental Programs	170,117	152,939	165,244	326,672	323,655
010	3016 Parks & Grounds Maint	2,968,312	3,823,237	4,314,848	4,930,082	4,743,036
010	3073 Support Services	13,458,466	13,330,316	15,422,397	17,337,380	17,375,566
GENERAL FUND TOTAL		17,417,992	17,970,521	20,648,773	23,221,075	23,123,239
SPECIAL REVENUE FUND						
071	3010 R&B Bridges & Signs	(1,031,859)	(1,971,993)	(4,787,360)	(33,620)	(33,493)
071	3021 R&B Waste Management	(42)	2,206	16	33,620	33,493
093	3004 Stormwater Fees Fund	(318,881)	(139,619)	(117,674)	-	-
098	3004 Sewer Maintenance Fund	-	-	(1,479,595)	-	-
SPECIAL REVENUE FUND TOTAL		(1,350,783)	(2,109,406)	(6,384,613)	-	-
ENTERPRISE FUNDS						
954	3008 Fire Services	(1,791,311)	575,528	16,121	-	-
ENTERPRISE FUNDS TOTAL		(1,791,311)	575,528	16,121	-	-
INTERNAL SERVICE FUND						
959	3019 Vehicle Replacement Fund	(199,262)	(288,707)	(304,599)	-	-
960	3019 Fleet Services	(165,690)	161,424	342,927	-	-
961	3073 Mail & Print Services	-	-	-	-	-
INTERNAL SERVICE FUND TOTAL		(364,951)	(127,283)	38,328	-	-
GRANT FUNDS TOTAL		(34,696)	(373,360)	(122,685)	-	-
PUBLIC WORKS TOTAL		13,876,252	15,936,000	14,195,923	23,221,075	23,123,239

*Includes all sources and uses of funds

**Prime Accounts
Public Works**

General Fund

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Adopted
44 - Intergovernmental Revenues-Federal &		(1,378,494)	(1,116,881)	(757,886)	(400,000)	(400,000)
45 - Charges for Services		(743,079)	(723,739)	(681,770)	(1,220,410)	(1,242,485)
46 - Fines, Fees & Permits		(984,771)	(2,003,732)	(1,655,326)	(1,405,920)	(1,205,500)
47 - Other Revenue		(151,406)	(145,928)	(119,383)	(136,000)	(136,000)
48 - Investment Income		(184)	(515)	(793)	(500)	(500)
Revenue		(3,257,935)	(3,990,795)	(3,215,158)	(3,162,830)	(2,984,485)
51 - Salaries-Regular Pay		6,903,123	7,501,782	7,949,291	8,819,122	8,999,942
52 - Salaries-Other Compensation		167,602	177,360	215,344	165,211	165,211
55 - Fringe Benefits		2,560,327	2,848,777	3,231,589	3,499,831	3,313,585
56 - Vacancy Savings		0	0	0	(483,255)	(608,508)
Salaries & Fringe Benefits		9,631,052	10,527,920	11,396,224	12,000,908	11,870,231
60 - Supplies & Materials		883,273	866,380	768,114	1,494,020	1,409,173
64 - Services & Other Expenses		1,337,850	1,230,886	1,176,291	1,485,229	1,658,677
66 - Professional & Contracted Services		144,420	90,800	82,365	242,583	217,550
67 - Rent, Utilities & Maintenance		7,287,602	7,985,640	8,364,851	9,823,428	9,600,785
68 - Interfund Services		352,842	539,465	881,419	473,285	372,741
70 - Capital Asset Acquisitions		395,541	250,069	420,287	509,041	243,180
Operating & Maintenance		10,401,528	10,963,239	11,693,327	14,027,587	13,502,106
89 - Affiliated Organizations		575,848	575,848	825,848	825,848	825,848
Affiliated Organizations		575,848	575,848	825,848	825,848	825,848
94 - Other Sources & Uses		(120,077)	(99,302)	(66,298)	(200,000)	(100,000)
Other Financing Sources		(120,077)	(99,302)	(66,298)	(200,000)	(100,000)
Expenditures		20,488,350	21,967,704	23,849,101	26,654,343	26,098,184
99 - Planned Use of Fund Balances		0	0	0	(285,268)	0
Planned Fund Balance Change		0	0	0	(285,268)	0
Planned Fund Balance Change		0	0	0	(285,268)	0
96 - Operating Transfers In		(35,170)	(56,387)	(35,170)	(35,170)	(40,460)
Operating Transfers In		(35,170)	(56,387)	(35,170)	(35,170)	(40,460)
98 - Operating Transfers Out		222,747	50,000	50,000	50,000	50,000
Operating Transfers Out		222,747	50,000	50,000	50,000	50,000
Net Transfers		187,577	(6,387)	14,830	14,830	9,540
Public Works Total		17,417,992	17,970,521	20,648,773	23,221,075	23,123,239

FY20 Budget Highlights

SPECIAL REVENUE FUNDS

ROADS & BRIDGES FUND 071:

- The Improve Act passed in January, 2017 provided state gas tax dollars for paving. The legislation added 4 cents per gallon to gasoline purchases in FY18, with an additional 1 cent increases in FY19 & FY20 for a total of 6 cents over 3 years.
- Local Sales Tax provides a revenue source for State Aid projects that require a county match portion of funding. The Roads and Bridges fund is expected to end FY 2019 with an \$18.6 million surplus in Fund Balance which is \$7.6 million above the Fund Balance that existed at the end of FY 2017. With the higher gasoline taxes and the current strong Fund Balance, it was determined that only \$400,000 of sales taxes were needed to remain in Roads and Bridges to be used primarily to match Federal and State grants.

ROADS & BRIDGES FUND	FY18 Actual	FY19 Amended	FY20 Adopted	FY20-19 Var
Revenue	(18,906,374)	(18,370,042)	(14,557,635)	3,812,407
Total Personnel	6,008,662	6,458,703	6,404,366	(54,337)
O&M	7,959,222	11,923,519	9,778,064	(2,145,455)
Other Financing Sources	(73,402)	(20,000)	(20,000)	-
Use of Fund Balance	-	(5,076,385)	(2,703,352)	2,373,033
Net Transfers	224,548	5,084,205	1,098,557	(3,985,648)
Net	(4,787,344)	-	-	-
FTE Count	89.1	89.1	90.1	1.0

- **Revenues** reflect a reduction of \$4.6 million from Local Sales Tax revenue for the reasons listed above, a \$712,021 increase to State Gas Tax, per the 1 cent additional increase, and a \$182,939 reduction to Roads & Bridges services provided to county departments based on individual department budgets.
- **Total Personnel:** Variance is a result of a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections.
- **O&M** \$1.5 Million reduction in infrastructure expenditures with an offset in decreased use of Fund Balance.
- **Fund Balance** = \$17.6 million; FY20 Planned Use of Fund Balance is \$2.7 million.
- **Net Transfers** provide local matching funds for certain Roads projects that have State CIP funding. FY19 transfer includes \$3.5 million transferred to the Capital Fund for Road projects and \$442,800 transferred to the Grants Fund for the Shelby Farms Greenline grant match.

STORMWATER FUND 093:

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

STORMWATER	<u>FY18 Actual</u>	<u>FY19 Amended</u>	<u>FY20 Adopted</u>	<u>FY20-19 Var</u>
Revenue	(763,786)	(740,000)	(787,000)	(47,000)
Total Personnel	201,249	300,871	303,306	2,435
O&M	444,863	935,875	935,875	-
Use of Fund Balance	-	(496,746)	(452,181)	44,565
Net Transfers	-	-	-	-
Net	<u>(117,674)</u>	<u>-</u>	<u>-</u>	<u>-</u>
FTE Count	2.9	2.9	2.9	-

- **Revenue:** Variance is a result of a budgeted increase in the interest allocation.
- **Total Personnel:** Variance is a result of a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections.
- **Fund Balance** = \$1.8 million; FY20 Planned Use of Fund Balance is \$452,181.

SEWER MAINTENANCE FUND 098:

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

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

- The operating budget reflects anticipated costs to repair and maintain the Cotton Creek sewer system. A small fee is collected from residents, but the initial funding for the program was supplied from the County's Tort Liability Fund in FY2018. \$50,000 has been budgeted for interest revenue.

**Prime Accounts
Public Works**

Special Revenue Fund

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Adopted
41 - Other Local Taxes		(182,273)	(3,221,725)	(5,181,835)	(5,200,000)	(600,000)
43 - Intergovernmental Revenues-State of		(9,885,741)	(10,002,262)	(12,100,303)	(12,300,000)	(12,881,358)
44 - Intergovernmental Revenues-Federal &		(21,603)	0	(571,277)	0	0
45 - Charges for Services		(362,988)	(534,579)	(858,572)	(752,542)	(569,603)
46 - Fines, Fees & Permits		(749,376)	(775,704)	(776,530)	(773,500)	(772,500)
47 - Other Revenue		(13,936)	(39,000)	(1,021)	0	0
48 - Investment Income		(28,308)	(86,119)	(189,016)	(90,000)	(577,174)
Revenue		(11,244,225)	(14,659,388)	(19,678,554)	(19,116,042)	(15,400,635)
51 - Salaries-Regular Pay		3,871,724	4,035,437	4,335,289	4,903,529	4,998,847
52 - Salaries-Other Compensation		111,366	118,440	122,372	238,539	238,539
55 - Fringe Benefits		1,421,411	1,492,866	1,752,249	1,960,065	1,856,563
56 - Vacancy Savings		0	0	0	(342,559)	(386,277)
Salaries & Fringe Benefits		5,404,502	5,646,742	6,209,911	6,759,574	6,707,672
60 - Supplies & Materials		578,655	739,643	906,362	1,709,581	1,653,642
64 - Services & Other Expenses		144,923	132,587	179,158	332,679	333,679
66 - Professional & Contracted Services		173,610	175,875	339,972	454,721	655,713
67 - Rent, Utilities & Maintenance		144,862	134,751	239,759	693,476	672,476
68 - Interfund Services		1,431,950	1,572,909	1,513,327	1,671,645	1,727,401
70 - Capital Asset Acquisitions		1,960,286	4,290,761	5,254,306	9,203,292	6,877,028
Operating & Maintenance		4,434,286	7,046,525	8,432,884	14,065,394	11,919,939
94 - Other Sources & Uses		(4,000)	(79,900)	(73,402)	(20,000)	(20,000)
Other Financing Sources		(4,000)	(79,900)	(73,402)	(20,000)	(20,000)
Expenditures		9,834,788	12,613,368	14,569,393	20,804,968	18,607,612
99 - Planned Use of Fund Balances		0	0	0	(6,773,131)	(4,305,534)
Planned Fund Balance Change		0	0	0	(6,773,131)	(4,305,534)
Planned Fund Balance Change		0	0	0	(6,773,131)	(4,305,534)
96 - Operating Transfers In		0	(257,673)	(1,501,486)	0	0
Operating Transfers In		0	(257,673)	(1,501,486)	0	0
98 - Operating Transfers Out		58,654	194,287	226,034	5,084,205	1,098,557
Operating Transfers Out		58,654	194,287	226,034	5,084,205	1,098,557
Net Transfers		58,654	(63,386)	(1,275,452)	5,084,205	1,098,557
Public Works Total		(1,350,783)	(2,109,406)	(6,384,613)	0	0

FY20 Budget Highlights

ENTERPRISE FUND - FIRE 954

BUDGETARY ISSUES/TRENDS:

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

FIRE FUND	<u>FY18 Actual</u>	<u>FY19 Amended</u>	<u>FY20 Adopted</u>	<u>FY20-19 Var</u>
Revenue	(26,487,736)	(25,095,091)	(26,042,864)	(947,773)
Total Personnel	23,208,010	21,553,235	21,540,089	(13,146)
O&M ¹	3,295,847	3,927,147	4,110,373	183,226
Use of Fund Balance	-	(405,639)	384,467	790,106
Transfers	-	20,348	7,935	(12,413)
Net	<u>16,121</u>	<u>-</u>	<u>-</u>	<u>-</u>
FTE Count	229.0	229.0	229.0	-

¹ Includes Other Financing Sources and Capital Lease cost

CHANGES TO MAJOR CATEGORIES

- **Revenue:** Increase of \$947,773 mostly attributed to Ambulance Services Fees (\$302,910), Fire Protection Fees (\$434,500), and interest income based on trend (\$200,000).
- **Total Personnel:** Variance is a result of a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections. FTE count unchanged at 229.
- **O&M:** Increase is primarily for the \$130,000 cost of a New Roof for Station 60 & additional Station renovations & repairs and an additional \$53,828 for safety supplies along with other offsetting costs.
- **Net Position:** (\$5.8 Million) – Includes \$20.3 Million reserve for pension and OPEB obligations. Budget includes Planned Increase to Fund Balance in the amount of \$423,277.

**Prime Accounts
Public Works**

954 - Fire Services Fund

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Adopted
43 - Intergovernmental Revenues-State of		(81,600)	(82,200)	(101,405)	(100,000)	(95,000)
44 - Intergovernmental Revenues-Federal &		(794,602)	(1,178,159)	(1,616,521)	(1,462,064)	(1,495,832)
45 - Charges for Services		(18,508)	(948,026)	(3,358,760)	(2,815,527)	(3,120,532)
46 - Fines, Fees & Permits		(18,797,570)	(20,182,735)	(21,343,624)	(20,674,500)	(21,096,500)
47 - Other Revenue		(46,267)	(5,234)	(6,549)	(13,000)	(5,000)
48 - Investment Income		(3,812)	(14,647)	(60,878)	(30,000)	(230,000)
	Revenue	(19,742,358)	(22,411,001)	(26,487,736)	(25,095,091)	(26,042,864)
51 - Salaries-Regular Pay		9,067,071	10,662,778	12,366,573	13,929,493	14,314,522
52 - Salaries-Other Compensation		1,574,486	2,029,839	2,399,591	2,500,606	2,554,066
55 - Fringe Benefits		3,304,558	5,963,818	8,441,846	5,879,248	5,643,819
56 - Vacancy Savings		0	0	0	(756,112)	(972,318)
Salaries & Fringe Benefits		13,946,115	18,656,434	23,208,010	21,553,235	21,540,089
60 - Supplies & Materials		320,780	896,271	633,029	654,372	807,200
64 - Services & Other Expenses		133,216	102,121	115,803	160,300	181,200
66 - Professional & Contracted Services		2,107,424	1,134,361	431,188	484,339	483,000
67 - Rent, Utilities & Maintenance		339,630	608,033	452,948	651,400	573,000
68 - Interfund Services		1,013,941	1,174,664	1,156,970	1,313,978	1,258,815
70 - Capital Asset Acquisitions		2,118,130	2,212,014	179,145	245,258	389,658
79 - Depreciation Expense		(1,784,511)	(1,791,219)	314,190	0	0
Operating & Maintenance		4,248,611	4,336,244	3,283,272	3,509,647	3,692,873
80 - Debt Service Expenditure		1,622	9,375	20,625	472,500	472,500
Debt Services		1,622	9,375	20,625	472,500	472,500
94 - Other Sources & Uses		(245,300)	(15,525)	(8,050)	(55,000)	(55,000)
Other Financing Sources		(245,300)	(15,525)	(8,050)	(55,000)	(55,000)
	Expenditures	17,951,047	22,986,529	26,503,857	25,480,382	25,650,462
99 - Planned Use of Fund Balances		0	0	0	(405,639)	384,467
Planned Fund Balance Change		0	0	0	(405,639)	384,467
	Planned Fund Balance Change	0	0	0	(405,639)	384,467
98 - Operating Transfers Out		0	0	0	20,348	7,935
Operating Transfers Out		0	0	0	20,348	7,935
	Net Transfers	0	0	0	20,348	7,935
Public Works Total		(1,791,311)	575,528	16,121	0	0

FY20 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	FY18 Actual	FY19 Amended	FY20 Adopted	FY20-19 Var
Revenue	(429,000)	(464,400)	(490,200)	(25,800)
O&M ¹	124,401	464,400	490,200	25,800
Use of Fund Balance	-	-	-	-
Net	(304,599)	-	-	-

- **Revenue:** Represents annual billings to participating departments.
- **O&M:** Budget increased \$25,800 to align with the expenditure budgets for Fleet Replacement participants.
- **Fund Balance** = \$3.1 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	FY18 Actual	FY19 Amended	FY20 Adopted	FY20-19 Var
Revenue	(2,584,886)	(3,135,682)	(3,028,486)	107,196
Total Personnel	1,028,893	1,023,520	1,016,311	(7,209)
O&M	1,898,920	2,139,532	2,012,175	(127,357)
Use of Fund Balance	-	(27,370)	-	27,370
Net	342,927	-	-	-

FTE Count	15.0	14.0	14.0	0.0
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- **Revenue:** Represents billings to departments served.
- **Total Personnel:** Variance is a result of a general salary increase for employees combined with lower costs for pension, OPEB, and/or changes to employee health elections.
- **O&M:** Reflects planned use of fleet services in all other county budgets.
- **Fund Balance** = (\$1.8 Million) including reserve for Pension/OPEB; no use of Fund Balance for FY20.

**Prime Accounts
Public Works**

Internal Service Fund

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Adopted
45 -	Charges for Services	(2,646,928)	(3,095,125)	(3,013,886)	(3,600,082)	(3,518,686)
47 -	Other Revenue	(3,337)	(4,077)	0	0	0
	Revenue	(2,650,266)	(3,099,202)	(3,013,886)	(3,600,082)	(3,518,686)
51 -	Salaries-Regular Pay	556,798	608,953	635,056	724,721	735,591
52 -	Salaries-Other Compensation	10,346	10,313	20,070	19,430	19,430
55 -	Fringe Benefits	(8,209)	504,608	373,767	329,369	318,211
56 -	Vacancy Savings	0	0	0	(50,000)	(56,921)
	Salaries & Fringe Benefits	558,935	1,123,874	1,028,893	1,023,520	1,016,311
60 -	Supplies & Materials	1,501,482	1,609,205	1,689,399	1,823,538	1,858,098
64 -	Services & Other Expenses	10,599	11,440	10,916	15,865	15,865
66 -	Professional & Contracted Services	23,908	16,683	13,133	21,878	21,878
67 -	Rent, Utilities & Maintenance	149,070	136,451	122,886	170,755	98,354
68 -	Interfund Services	27,572	18,104	16,647	107,496	17,980
70 -	Capital Asset Acquisitions	303,432	877,682	936,178	464,400	490,200
79 -	Depreciation Expense	(283,348)	(796,368)	(802,501)	0	0
	Operating & Maintenance	1,732,714	1,873,197	1,986,659	2,603,932	2,502,375
94 -	Other Sources & Uses	(6,335)	(16,722)	36,662	0	0
	Other Financing Sources	(6,335)	(16,722)	36,662	0	0
	Expenditures	2,285,315	2,980,349	3,052,214	3,627,452	3,518,686
99 -	Planned Use of Fund Balances	0	0	0	(27,370)	0
	Planned Fund Balance Change	0	0	0	(27,370)	0
	Planned Fund Balance Change	0	0	0	(27,370)	0
96 -	Operating Transfers In	0	(8,430)	0	0	0
	Operating Transfers In	0	(8,430)	0	0	0
	Net Transfers	0	(8,430)	0	0	0
	Public Works Total	(364,951)	(127,283)	38,328	0	0

Grant Summary Information

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

Environmental Programs Department

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

Fire Department

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

Roads & Bridges Department

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

Parks & Grounds Department

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

Support Services Department

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

Prime Accounts Public Works

Grant Funds

Acct	Description	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Amended	FY20 Adopted
43 - Intergovernmental Revenues-State of		(14,376,692)	(12,344,744)	(7,031,363)	(19,137,440)	(14,528,741)
44 - Intergovernmental Revenues-Federal &		219,087	(246,891)	(50,000)	(292,819)	(200,356)
45 - Charges for Services		(87,000)	(100,600)	(99,000)	(78,000)	(78,000)
46 - Fines, Fees & Permits		(28,150)	0	(53,989)	(118,563)	(88,563)
47 - Other Revenue		(519,152)	39,028	(485)	(13,000)	(13,000)
48 - Investment Income		(1,925)	(11,969)	(24,992)	(300)	(76,300)
Revenue		(14,793,832)	(12,665,176)	(7,259,829)	(19,640,122)	(14,984,960)
51 - Salaries-Regular Pay		235,765	251,679	227,624	351,200	354,652
52 - Salaries-Other Compensation		2,871	2,148	2,723	4,452	4,452
55 - Fringe Benefits		85,187	102,783	93,382	109,021	109,672
56 - Vacancy Savings		0	0	0	0	(2,198)
Salaries & Fringe Benefits		323,822	356,609	323,728	464,673	466,578
60 - Supplies & Materials		23,570	5,310	14,922	228,839	65,404
64 - Services & Other Expenses		13,670	6,166	2,881	35,811	20,311
66 - Professional & Contracted Services		639,155	655,063	817,724	1,917,054	1,706,212
67 - Rent, Utilities & Maintenance		12,093	10,370	35,790	32,411	109,121
68 - Interfund Services		6,170	6,269	278,259	99,791	9,450
70 - Capital Asset Acquisitions		14,323,684	11,166,876	5,884,034	18,530,927	14,279,807
Operating & Maintenance		15,018,342	11,850,056	7,033,610	20,844,833	16,190,304
Expenditures		15,342,164	12,206,665	7,357,338	21,309,505	16,656,882
99 - Planned Use of Fund Balances		0	0	0	(50,000)	(555,890)
Planned Fund Balance Change		0	0	0	(50,000)	(555,890)
Planned Fund Balance Change		0	0	0	(50,000)	(555,890)
96 - Operating Transfers In		(640,654)	(207,692)	(276,034)	(1,654,553)	(1,156,492)
Operating Transfers In		(640,654)	(207,692)	(276,034)	(1,654,553)	(1,156,492)
98 - Operating Transfers Out		57,626	292,843	55,840	35,170	40,460
Operating Transfers Out		57,626	292,843	55,840	35,170	40,460
Net Transfers		(583,028)	85,151	(220,194)	(1,619,383)	(1,116,032)
Public Works Total		(34,696)	(373,360)	(122,685)	0	0

Grant Program Detail

<u>FUND</u>	<u>GRANT PROGRAM</u>	<u>AMOUNT</u>
	<u>Department 3004: Environmental Programs</u>	
726	Household Hazardous Waste	\$ 245,000
863	Chickasaw Basin Authority	103,300
	Department Total	\$ 348,300
	<u>Department 3008: Fire</u>	
821	Assistance to Firefighters	79,356
	Department Total	\$ 79,356
	<u>Department 3010: Roads & Bridges</u>	
121	ADA Assessment and Transition Plan	\$ 299,567
660	TDOT Roadside Litter Grant	269,200
722	CMAQ Greenline Extension	1,909,280
723	CMAQ #3 - FY2016	6,399,185
766	State Aid Road & Bridge Maintenance	4,598,066
832	STP Resurface Houston Levee	330,000
	Department Total	\$ 13,805,298
	<u>Department 3016: Parks & Grounds</u>	
332	Statewide Special Litter Pickup	\$ 100,000
	Department Total	\$ 100,000
	<u>Department 3073: Support Services</u>	
724	Waste Tire Program	652,006
	Department Total	\$ 652,006
	DIVISION TOTAL	\$ 14,984,960

*ADA = Americans with Disabilities Act
 CMAQ = Congestion Management Air Quality
 TDOT = Tennessee Department of Transportation
 STP = Surface Transportation Program*