

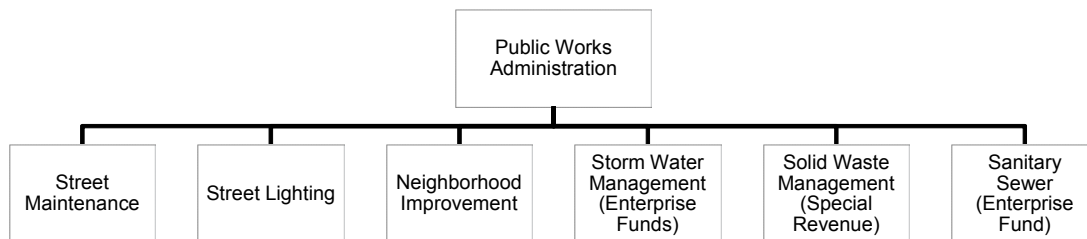
■ Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	9,530,135	10,068,135	10,203,131	9,896,931
Materials and Supplies	7,205,767	12,253,356	9,621,200	11,099,891
Capital Outlay	(99,531)	120,000	120,000	120,000
Grants and Subsidies	500,667	0	58,320	0
Expense Recovery	(5,397,834)	0	0	0
Total Expenditures	11,739,204	22,441,490	20,002,650	21,116,822
Program Revenues	(2,132,995)	(1,951,962)	(2,009,562)	(2,151,962)
Net Expenditures	9,606,209	20,489,528	17,993,089	18,964,860
Authorized Complement				209

MISSION

Using sound engineering, economic and management principles, the Public Works Division preserves and enhances the quality of life by utilizing strategies that are both cost effective and efficient in the delivery of services that are intended to protect the health, safety and welfare of the community through the maintenance and rehabilitation of the City’s infrastructure, collection and disposal of solid waste, collection and treatment of waste water, and the removal of blighted conditions.

STRUCTURE



SERVICES

Services provided by the Division of Public Works are instrumental in the City’s system for addressing environmental, public health, and local transportation issues. The Division provides residents with weekly collection of garbage, recyclables and trash, maintaining an emphasis on recycling all possible materials to reduce landfill costs and produce revenue from household recyclables and compost from yard waste. Public Works manages the maintenance of streets with services including asphalt paving, pothole and cut/patch repair, the removal of snow and ice from bridges and streets, as well as

installation and care of streetlights. The Division operates and maintains the City's wastewater collection and treatment system, including two treatment plants, is responsible for protecting the city from flooding and ensuring reduction of pollution from urban runoff. The Division also works to promote cleaner and greener communities, while working to eliminate blight through education and the enforcement of codes and ordinances.

Performance Highlights

- Continued 96 Gallon Recycling Cart distribution by customer requests with an additional 9,000 carts delivered to recyclers.
- Provided oversight for two Superfund sites, providing protection of human health and the environment.
- Purchased and installed 20 additional hi-tech cameras at various dumpsites across the City.
- Performed more than 2288 clean-ups of 250 active dumpsites.
- Cleaned and cleared more than 300 blocks of alleys.
- Removed 10,580 signs placed illegally in public right-of-ways.
- Diverted more than 49,500 tons of yard waste from Class I and Class III landfills.
- Processed more than 38,500 cubic yards of brush and tree limbs into 9,700 tons of single hammer mulch to be sold to nurseries to generate revenue.
- Investigated 231 storm water pollution discharge sites by the end of FY 2015.
- Continued implementation of Storm Water Enterprise program and user fees generating approximately 24 million dollars to address storm water related issues.
- Earned \$91,000 as a result of energy savings contract with TVA/EnerNOC. Completed construction of \$1.0 million for various sanitary sewer cured in places pipe projects.
- Continued sanitary sewer assessment in accordance with USEPA, DOJ and City of Memphis Consent Decree ahead of established schedule. Assessed approximately 377 miles of sanitary sewer in FY 2015.
- Completed construction of \$1.2 million for the Mallory Bayou Lift Station Rehabilitation.
- Resurfaced 100 lane miles of City streets.
- Filled over 75,000 potholes.
- Inspected and cleaned over 17,000 storm water inlets and catch basins.
- Treated 49 billion gallons of wastewater.
- Inspected and cleaned 373 miles of sanitary sewer mainline.
- Swept 22,420 lane miles of City streets.
- Made available for public use the Memphis City Beautiful Mobile Tool bank.

- Expanded Code Enforcement education and anti-littering campaigns through competitive award campaigns.
- Organized and/or participated in over 769 volunteer clean-up/recycling events.
- Demolished more than 800 single family property units and 5 large commercial/multifamily properties
- Mitigated more than 35,000 overgrown/grass weeds at vacant houses or lots.
- Responded to more than 35,000 property code complaints.
- Expanded the Volunteer Code Inspector Program
- Registered more than 300 properties under the City's Vacant Property Registration Ordinance
- Completed the Bluff City Snapshot Project, through which more than 237,000 properties were surveyed, categorized and rated in order to assess the exterior condition of all parcels in the City of Memphis.
- Assisted in the filing of over 500 lawsuits under the Tennessee Neighborhood Preservation Act

Issues & Trends

Public Works faces the challenge of providing numerous services to a constituency with constantly changing expectations. The Division must also be responsive to the increased regulatory demands as well as new technology to improve productivity and quality. The Division is committed to ensuring quality core services are delivered efficiently and effectively while looking to improve customer service in all areas. The Division has recently improved its abilities in response to blight initiatives with the transfer of Fire Anti-Neglect to Code Enforcement. The Division recently consolidated code enforcement to a single facility in order to increase productivity and efficiencies. Education and outreach are key strategies being used in the community in order to build partnerships that will create, improve, and promote the City's efforts to eradicate blight.

The Division has recently started a new service delivery model for Solid Waste collections to promote a higher level of productivity and reduce operating costs. A key issue for the coming year is to assess customer service level expectations for trash services. Currently Solid Waste Department allows unlimited collection of legal materials placed at the curb year around. Most municipalities restrict trash or bulky collections or provide a volumetric charge for such items. Recycling is a major initiative and the Division will be issuing new 96 gallon recycling carts to an additional 105,000 residential customers.

The Division is upgrading the capacity of the TE Maxson (South) Waste Water Treatment Plant to provide sufficient capacity in order to serve future growth. The upgrades will take 4 years to complete and will increase capacity to 90 MGD. Another improvement being implemented is the addition of a disinfection process to both WWTP's prior to discharge. This improvement is needed to comply with new regulatory requirements. The Division is in year 4 of the Consent Decree which requires assessment and rehabilitation of the entire sanitary sewer system in order to address overflows. The program is

ahead of schedule and performing as expected. The City maintains the lowest sewer fees in the country which is advantageous to economic development as well as serving the community.

The Division has increased efforts to cut grass and address littering along public Rights-of-Ways (ROW). Litter collection is a daily challenge as is locating and enforcing illegal dumping activities. The Division in partnership with TDEC and the District Attorney's offices has been able to prosecute numerous violators using covert cameras placed in illegal dumping prone areas.

Key Performance Indicators

STREET MAINTENANCE	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Repaving cycle (years)	New measure	New measure	37.5	35	Neighborhoods
Street repairs performed annually (#)	1,258	Tracking	3,436	3,780	Neighborhoods
Quantity of litter removed from right of way (yards)	New measure	Tracking	24,429	26,872	Neighborhoods
Average time to fill potholes in response to citizen request (days)	27.8	5	9	7.5	Neighborhoods

NEIGHBORHOOD IMPROVEMENT	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Average time to first notice of violation	New measure	5 days	8.3 days	5 days	Neighborhoods
Average time to bring into compliance grass/weeds violations for unoccupied properties	29.5 days	18 days	23.4 days	18 days	Neighborhoods

SOLID WASTE	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
% of garbage pickups completed as scheduled.	New measure	New measure	99.9%	99.9%	Neighborhoods
% of recycling pickups completed as scheduled.	New measure	New measure	99.9%	99.9%	Neighborhoods
Average days to pick up missed garbage in response to citizen request.	12.1	7	8.1	7	Neighborhoods
Average days to pick up missed recycling in response to citizen request.	13.8	7	9.3	7	Neighborhoods

* "FY16 Actual" describes performance as of April 30, 2016, the most recent available figures at time of publication.

Public Works Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<u>Personnel Services</u>				
Full-Time Salaries	5,994,906	8,725,668	8,051,215	8,914,863
Holiday Salary Full Time	355,448	0	196,270	0
Vacation Leave	486,670	0	264,853	0
Bonus Leave	54,356	0	32,540	0
Sick Leave	389,510	0	180,792	0
Overtime	543,931	82,000	82,912	82,000
Out of Rank Pay	74,679	45,900	48,089	54,400
Hazardous Duty Pay	524	740	740	740
College Incentive Pay	0	0	0	6,802
Longevity Pay	3,928	0	3,733	1,200
Shift Differential	2,881	6,447	6,447	6,447
Retirement Benefits	70,905	171,845	172,895	171,845
Job Incentive	0	50,000	50,000	50,000
Required Special License Pay	2,200	32,950	32,950	32,950
Pension	296,843	315,574	315,573	307,831
Supplemental Pension	48,516	47,464	47,464	46,616
Social Security	195,147	175,160	178,130	175,160
Pension ARC Funding	817,141	955,099	955,099	1,120,006
Group Life Insurance	20,030	23,998	23,997	22,716
Unemployment	24,150	20,240	20,240	14,160
Medicare	119,310	122,200	122,200	124,618
Long Term Disability	20,186	22,615	22,614	21,696
Health Insurance - Basic	64,403	61,451	63,106	57,180
Health Insurance - Premier	1,081,913	1,118,685	1,118,684	1,043,586
Other Post Employment Benefits	0	156,330	156,329	49,810
Salaries - Part Time/Temporary	1,003,854	595,304	649,980	786,803
On the Job Injury	94,395	37,000	95,835	37,000
Payroll Reserve	59,490	0	(144,484)	0
Attrition	0	(118,689)	0	(742,246)
Bonus Pay	0	0	27,750	0
Expense Recovery - Personnel	(2,295,180)	(2,470,942)	(2,470,942)	(2,439,442)
Benefits Adjustments	0	(108,903)	(101,880)	(49,809)
Total Personnel Services	9,530,135	10,068,135	10,203,131	9,896,931
<u>Materials and Supplies</u>				
Demolitions	3,294,643	3,000,000	3,277,000	3,000,000
Insurance	42,064	57,808	57,808	62,429
Claims	137,777	210,122	210,122	210,122
Lawsuits	134,868	264,748	264,748	264,748
Dues/Memberships/Periodicals	1,494	1,000	1,850	6,000

Public Works Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Rent	58,010	57,200	57,200	7,200
Misc Services and Charges	92	0	1,097	2,000
Minor Equipment	23,136	50,150	50,150	37,650
Expense Recovery - M & S	(5,405,275)	(5,606,250)	(5,606,250)	(5,606,250)
City Storeroom Supplies	688	7,700	7,700	7,700
Facility Repair & Carpentry	707	5,000	5,000	5,000
City Shop Charges	930,460	988,104	988,315	953,719
City Shop Fuel	484,347	599,563	599,563	539,607
City Computer Svc Equipment	58,791	27,272	27,272	27,272
Data/Word Process Software	38,744	63,744	63,744	0
City Telephone/Communications	155,079	55,360	55,360	115,360
Printing - Outside	758	8,364	8,364	8,364
Supplies - Outside	37,821	49,148	49,148	50,648
Hand Tools	889	400	400	400
Clothing	31,920	34,081	34,081	38,081
Household Supplies	5,227	21,967	21,697	23,967
Safety Equipment	51,025	42,500	42,500	42,500
Drafting/Photo Supplies	0	872	872	872
Outside Postage	147,200	48,060	48,075	101,560
Asphalt Products	3,275,486	5,056,250	2,927,657	5,056,250
Lumber & Wood Products	239	5,000	5,000	5,000
Paints Oils & Glass	0	1,000	1,000	1,000
Pipe Fittings & Castings	6,404	50,000	50,000	50,000
Lime Cement & Gravel	104,214	55,000	252,764	55,000
Chemicals	212	6,426	6,426	6,426
Materials and Supplies	160,661	353,712	353,712	204,712
Miscellaneous Expense	(843)	0	0	0
Outside Vehicle Repair	111,499	80,000	82,188	80,000
Outside Equipment Repair/ Maintenance	238,432	125,000	141,014	124,964
Facilities Structure Repair - Outside	20,607	25,000	40,597	25,000
Internal Repairs and Maintenance	0	0	117	0
Advertising/Publication	1,510	0	23,892	25,000
Outside Phone/Communications	0	50	50	50
Janitorial Services	0	1,050	1,050	1,050
Security	466	1,500	1,500	1,500
Asset Amortization Payment	467	0	0	0
Weed Control/Chemical Service	94,245	16,000	123,301	116,000
Seminars/Training/Education	12,507	8,900	9,600	18,400
Misc Professional Services	2,639,711	6,005,368	4,853,052	4,955,868
Travel Expense	3,493	11,473	11,507	10,473
Unreported Travel	(206)	310	858	310

Public Works Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Outside Fuel	8,482	11,606	11,606	11,606
Mileage	168	1,964	1,964	1,500
Utilities	297,372	450,533	456,228	450,533
Total Quality Management	0	300	300	300
Hazardous Materials Clean-up	175	0	0	0
Total Materials and Supplies	7,205,767	12,253,356	9,621,200	11,099,891
Capital Outlay				
Furniture/Furnishings	0	120,000	120,000	120,000
Equipment	(99,531)	0	0	0
Total Capital Outlay	(99,531)	120,000	120,000	120,000
Grants and Subsidies				
Death Benefits	6,667	0	8,320	0
Professional Services	494,000	0	50,000	0
Total Grants and Subsidies	500,667	0	58,320	0
Expense Recovery				
Expense Recovery - State Street Aid	(5,397,834)	0	0	0
Total Expense Recovery	(5,397,834)	0	0	0
Total Expenditures	11,739,204	22,441,490	20,002,650	21,116,822
Local Taxes				
Special Assessment Tax	(338,049)	(398,000)	(398,000)	(398,000)
Total Local Taxes	(338,049)	(398,000)	(398,000)	(398,000)
Fines and Forfeitures				
Vacant Property Registration Fee	(166,800)	(18,600)	(76,000)	(18,600)
Total Fines and Forfeitures	(166,800)	(18,600)	(76,000)	(18,600)
State Grants				
St TN Highway Maint Grant	(459,660)	(735,362)	(735,362)	(735,362)
St TN Interstate	(794,660)	(800,000)	(800,000)	(800,000)
Total State Grants	(1,254,320)	(1,535,362)	(1,535,362)	(1,535,362)
Other Revenues				
Anti-Neglect Enforcement Program	0	0	0	(200,000)
Miscellaneous Income	(373,826)	0	(200)	0
Total Other Revenues	(373,826)	0	(200)	(200,000)
TOTAL PROGRAM REVENUES	(2,132,995)	(1,951,962)	(2,009,562)	(2,151,962)
NET EXPENDITURES	9,606,209	20,489,528	17,993,089	18,964,860

Description

Administration ensure timely and accurate administrative services to Public Works service centers, including budget development, monitoring, purchasing and payroll/personnel activities.

Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	195,179	331,603	341,763	243,949
Materials and Supplies	319,945	664,974	666,206	635,246
Capital Expenditures	515,124	996,577	1,007,969	879,195
Program Revenues	(459,660)	(735,362)	(735,362)	(735,362)
Net Expenditures	55,464	261,215	272,607	143,833
Authorized Complement				13

Description

Street Maintenance provides and maintains the safest and smoothest roadway system for the citizens of Memphis.

Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	5,234,656	4,820,222	4,820,019	4,477,362
Materials and Supplies	1,087,168	4,173,167	1,723,821	3,771,611
Grants and Subsidies	5,000	0	8,320	0
Expense Recovery	(3,879,649)	0	0	0
Total Expenditures	2,447,175	8,993,389	6,552,159	8,248,973
Program Revenues	(794,660)	(800,000)	(800,200)	(800,000)
Net Expenditures	1,652,515	8,193,389	5,751,959	7,448,973
Authorized Complement				108

Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Materials and Supplies	13,299	0	531	0
Total Expenditures	13,299	0	531	0
Net Expenditures	13,299	0	531	0
Authorized Complement				0

Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Materials and Supplies	11,926	0	0	0
Total Expenditures	11,926	0	0	0
Net Expenditures	11,926	0	0	0
Authorized Complement				0

Description

Street Lighting provides administrative direction, approval and funding for all roadway lighting within the City to enhance visibility and assist roadway users during evening hours.

Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Materials and Supplies	32,005	0	5,179	0
Tottal Expenditures	32,005	0	5,179	0
Net Expenditures	32,005	0	5,179	0
Authorized Complement				0

Description

Neighborhood Improvements focus on improving the quality of life for the citizens of Memphis through a constant effort to beautify the city and eradicate blight. This section continues to combat community cleanliness with street sweeping, litter removal, weed control, and enforcing housing code violations while maintaining safety, health and environmental standards for the community and the citizens of Memphis.

Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	4,100,301	4,916,310	5,041,349	5,175,621
Materials and Supplies	5,741,423	7,415,215	7,225,463	6,693,034
Capital Outlay	(99,531)	120,000	120,000	120,000
Grants and Subsidies	495,667	0	50,000	0
Expense Recovery	(1,518,185)	0	0	0
Total Expenditures	8,719,675	12,451,524	12,436,812	11,988,655
Program Revenues	(504,849)	(416,600)	(474,000)	(616,600)
Net Expenditures	8,214,826	12,034,924	11,962,812	11,372,055
Authorized Complement				88

PUBLIC WORKS

AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
<i>Administration</i>		<i>Neighborhood Improvement</i>	
ACCOUNTANT ASSOCIATE A	2	ACCOUNTANT ASSOCIATE A	2
ADMR FINANCE/PERSONNEL	1	ADMR NEIGHBORHOOD IMPROV	1
ANALYST PERSONNEL PW	2	CLERK GENERAL B	2
ANALYST USER SUPPORT	1	COORD ADMIN BUDGET CE	1
ASST EXECUTIVE	1	COORD COURT HOUSING INSP	1
COORD CUSTOMER AFFAIRS	1	COORD EDUCATION	1
COORD QUALITY PROGRAM	1	COORD INFO TECH_NI	1
DIRECTOR PUBLIC WORKS	1	COORD PROGRAM CB	1
DIVERSITY/CONTRACT ANALYST	1	CREWPERSON	1
SECRETARY A	1	DIRECTOR NEIGHBORHOOD IMPROV	1
SUPER PAYROLL PERSONNEL	1	DEPUTY	1
Total Administration	13	FOREMAN.GROUND MNT	1
<i>Street Maintenance</i>		INSP CODE ENFORCEMENT	41
ADMR STREET MAINT	1	INSP FIELD ANTINEGLECT	4
ANALYST.DATABASE	1	INVESTIGATOR CODE	2
CLERK GENERAL A	1	ENFORCEMENT	2
CLERK.INVENT.CONTROL	1	MGR 25 SQ PROG	1
COORD ENG STREET MNT	1	MGR CITY BEAUTIFUL	1
CREWPERSON	8	MGR CODE ENFORCEMENT	1
CREWPERSON SEMISKILLED	18	MGR ZONE HOUSING IMPROVE	2
DISPATCHER	1	OPER DATA ENTRY A	2
FOREMAN MNT PUB WKS	6	PARALEGAL NI	1
FOREMAN POTHOLE CREW	2	SCHEDULE PLANNER	1
FOREMAN RIGHT OF WAY MAINT	3	SECRETARY A	1
GREASER	1	SPEC COMPLIANCE	6
HELPER MECH HEAVY EQUIP	1	SPEC CONDEMNATION	1
MECH HEAVY EQUIP	1	SPEC TECH SUPPORT CB	1
MECH MAINT	1	SUPER ANTINEGLECT	1
MGR STREET MAINT	2	SUPER BUSINESS AFFAIRS	1
OPER ASPHALT PLANT	2	SUPER CODE ENFORCEMENT	4
OPERATOR EQUIPMENT	26	SUPER CONDEMNATION	1
OPERATOR HEAVY EQUIP	11	SUPER DATA TRANSCRIBER	1
OPER SPECIAL EQUIP	7	SUPER HORTICULTURE	1
SCREWMAN ASPHALT LUTE	6	SUPER OFFICE CD	1
SUPER ASPHALT PLANT	1	Total Neighborhood Improvement	88
SUPER RECORDS INVENTORY	1		
SUPER RIGHT OF WAY MAINT	1		
SUPERVISOR SHIFT PUB WKS	3	TOTAL PUBLIC WORKS	209
TECH AUTOMOTIVE	1		
Total Street Maintenance	108		



