

**Enterprise Funds** account for the acquisition, operations and maintenance of the City's facilities. These services are entirely or predominantly supported by user charges. The City periodically determines whether the revenue earned, expense incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. All activities necessary to provide services are budgeted for in these funds:

**Sewer Fund**

This fund is used to account for the operations of the regional sewer collection and treatment facilities operated by the City. Memphis continues to have the lowest residential, commercial and industrial waste water rates among the 1,250 largest cities in the nation. The last increase in sewer fees was in FY 2005.

**Storm Water Fund**

This fund is used to account for the operations of the storm water system operated by the Public Works, General Services and Engineering Divisions of the City. The funds are generated from the Storm Water fee assessed to Residential and Non-Residential facilities and properties within the City limits. The City's storm water fee is be added to MLG&W utility bills and moneys collected will be used to fund federally mandated storm water requirements and to alleviate local flooding problems.

# SEWER FUND

# SUMMARY

Category	FY 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Revenues				
Sewer Fees	48,365,585	52,200,000	50,300,000	50,800,000
Sewer Connections	215,791	300,000	300,000	300,000
Special Sewer Connections	100,495	80,000	80,000	80,000
Rents	0	32,000	32,000	32,000
Subdivision Development Fees	1,097,764	1,500,000	1,600,000	1,500,000
<b>Total Charges for Services</b>	<b>49,779,635</b>	<b>54,112,000</b>	<b>52,312,000</b>	<b>52,712,000</b>
Interest on Investments				1,950,000
<b>Total Revenue</b>	<b>49,779,635</b>	<b>54,112,000</b>	<b>52,312,000</b>	<b>54,662,000</b>
Expenditures				
Environmental Inspection & Preventive Maintenance	3,293,821	3,431,406	4,550,218	4,955,234
TE Maxson Treatment Plant	10,649,573	10,048,461	12,078,951	13,046,487
Maynard C. Stiles Treatment Plant	9,663,592	9,839,845	10,724,586	12,470,034
Lift Stations	995,629	941,436	1,056,094	1,100,474
Environmental Administration	1,127,763	1,201,948	1,392,906	1,529,574
Environmental Maintenance	4,384,966	3,958,859	4,883,187	5,566,077
Sanitary Sewer Design	608,584	836,199	841,008	977,029
Dividend to General Fund	1,300,000	1,300,000	1,300,000	1,300,000
Cost Allocation - General Fund	1,075,000	1,075,000	1,075,000	1,075,000
In Lieu of Tax	3,836,532	4,000,000	4,454,289	4,000,000
Materials & Supplies				110,000
Payment on Debt Service	6,194,433	14,916,000	12,693,064	15,041,000
Pension Fees				1,000
Bond Sale	40,778			150,000
State Loan Principal & Interest	5,450		0	0
Increase (Decrease) in Net Assets	6,603,514	2,562,846	(2,737,303)	(6,659,909)
<b>Total Expenditures</b>	<b>49,779,635</b>	<b>54,112,000</b>	<b>52,312,000</b>	<b>54,662,000</b>



## Operating Budget

Category	FY 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Personal services	13,985,264	14,460,595	16,237,442	17,397,546
Materials & supplies	15,790,985	18,325,850	19,460,679	21,639,363
Capital outlay	2,670,682	2,716,610	2,014,000	3,213,000
Transfer To Fixed Assets				
Capital	(1,154,522)	(2,108,608)	(1,406,000)	(2,605,000)
Bond issue costs	(682)	0	0	0
Total Expenditures	31,291,727	33,394,447	36,306,121	39,644,909
Charges for Services	(538,520)	(373,306)	0	0
Net Expenditures	30,753,207	33,021,141	36,306,121	39,644,909
<i>Funded Staffing Level</i>	241.00	250.67	290.00	290.00



**Description**

*Locate, identify, and correct problems in the sewer collection systems by providing both cleaning of sewer lines as preventive maintenance and clearing sewer stoppages on an emergency basis.*

**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Personal services	2,254,118	2,323,992	2,681,542	2,860,184
Materials & supplies	1,191,767	1,488,034	2,021,050	2,025,050
Capital outlay	430,766	605,731	470,000	720,000
Transfer To Fixed Assets Capital	(353,412)	(535,731)	(400,000)	(650,000)
Net Expenditures	3,523,239	3,882,026	4,772,592	4,955,234
<i>Funded Staffing Level</i>	47.00	49.08	56.00	56.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	Not Measured	Not Measured	100%
Protect the health of the community and the environment by providing the safe collection and transportation of wastewater through the City's sanitary sewer system in a cost-effective manner	To implement a more aggressive manhole inspection and cleaning programs to reduce the number of stoppages and overflows, as well as, prevent future emergencies by 25% from last fiscal year	Number of routine manhole inspections	25,000	17,000	15,000
	To respond to all stoppages and overflows calls within 24 hours of receiving notification or a complaint from a citizen	Percentage of calls responded to in 24 hours	79%	82%	80%
Significantly reduce the number of on-the job injuries (OJIs)	To reduce the overall number of reported OJIs by 15% from last fiscal year, through proper training	Number of OJIs	2	1	1



**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
Ensure that each employees' skill levels remain high	To require each employee to complete at least 16 hours of mandatory training that covers specific information pertaining to the employee's job functions by the end of the fiscal year	Number of training hours	Not Measured	896	896
Meet reporting requirements and mandates for overflows and discharges	To review the current process and implement the necessary changes to guarantee that the department adheres to all of the State's reporting requirements regarding sewage overflows and discharges, and ensure that we meet this mandate 100% percent of the time	Percentage of overflows and discharges reported on time	100%	100%	100%

# SEWER FUND

# PW/T.E. MAXSON TREATMENT PLANT - SOUTH

## Description

To properly and cost effectively treat the wastewater and dispose of the bio-solids generated by the residents and industries in the southern half of Memphis and adjacent communities in compliance with the many regulatory requirements of the United States.

## Operating Budget

Category	FY 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Personal services	3,580,907	3,636,927	4,297,944	4,538,910
Materials & supplies	6,067,655	7,986,878	7,606,325	8,307,577
Capital outlay	1,531,093	1,054,665	800,000	1,050,000
Transfer To Fixed Assets Capital	(335,888)	(854,664)	(600,000)	(850,000)
Total Expenditures	10,843,767	11,823,806	12,104,269	13,046,487
Charges for Services	(38,502)	(32,554)	0	0
Net Expenditures	10,805,265	11,791,252	12,104,269	13,046,487
Funded Staffing Level	56.00	56.33	69.00	69.00

## GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	89.2%	100%	100%
Maintain compliance with federal, state and local regulatory agencies, while studying and pursuing additional environmental programs within the wastewater treatment industry	To maintain a high-quality effluent and meet all State regulatory requirements limitations of 99% or more each quarter	Percentage of compliance each quarter	99.9%	99.9%	99.9%
	To evaluate existing treatment performance and develop a long range plan to begin prioritizing areas for future work	Survey existing staff regarding current status of equipment and staffing and begin identifying future needs.	Not Measured	Not Measured	Completed



**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
	To assess and document current procedures used by Pretreatment Program and initiate management progression transition	Production of document by Program Manager and identify his current duties	Not Measured	Not Measured	Completed
Operate the plant cost-effectively and minimize the financial impact through energy-efficient and other programs that encourages employee participation	To increase employee awareness of energy consumption by widening access to energy consumption data and processes that consume energy	implement web based monitoring program for plant energy usage and review energy usage with plant staff on regular basis	Not Measured	Not Measured	Completed
Implement a standard training program to provide adequate resources, training and education to improve service, increase employee development and reduce job injuries	To schedule at least four hours of health and safety training each quarter by utilizing videos, and/or PowerPoint for every employee through a cooperative effort with the Health and Safety Coordinator	Percentage of employees trained each quarter	68%	75%	100%
	To implement a total of four training programs, one per quarter, designed to provide advancement opportunities for employees and to introduce employees to new equipment and technology through seminars, on-the-job training, correspondence, and/or vendor training	Number of training programs implemented each quarter	Not Measured	1	Completed
Minimize the number of lost time on-the-job injuries (OJI's), and the effect on the operation	To reduce the overall number of reported OJIs by 15% from last fiscal year, through proper training	Lost time OJI's less than 10 per 100 FTE	12	11	8



**SEWER FUND**

**PW/MAYNARD C. STILES  
TREATMENT PLANT - NORTH**

**Description**

*To properly and cost effectively treat the wastewater and dispose of the bio-solids generated by the residents and industries in the northern half of Memphis and adjacent communities in compliance with the many regulatory requirements of the United States.*

**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Personal services	4,051,294	4,148,576	4,456,682	4,925,799
Materials & supplies	6,378,478	6,500,688	6,319,228	7,444,235
Capital outlay	136,633	341,000	246,000	410,000
Transfer To Fixed Assets Capital	(28,543)	(241,000)	(146,000)	(310,000)
<b>Total Expenditures</b>	<b>10,537,862</b>	<b>10,749,264</b>	<b>10,875,910</b>	<b>12,470,034</b>
Charges for Services	(521,354)	(342,142)	0	0
<b>Net Expenditures</b>	<b>10,016,508</b>	<b>10,407,122</b>	<b>10,875,910</b>	<b>12,470,034</b>
<i>Funded Staffing Level</i>	63.00	66.25	75.00	75.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	92.6	100	100
Maintain compliance with federal, state and local regulatory agencies, while studying and pursuing additional environmental programs within the wastewater treatment industry	To maintain a high-quality effluent and meet all State regulatory requirements limitations 99% or more each quarter	Percentage of compliance each quarter	99.9%	99.9%	99%
	To assess and document current procedures used by Pretreatment Program and initiate management progression transition	Production of document by Program Manager and identify staff to assume new duties	0	0	Completed





**SEWER FUND**

*PW/MAYNARD C. STILES*  
**TREATMENT PLANT - NORTH**

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
	To develop long range plan for bio-solids management	Perform an in-house projection of storage capacity of current disposal sites and initiate planning for future options	0	0	Completed
Operate the plant cost-effectively and minimize the financial impact through energy-efficient and other programs that encourages employee participation	To increase employee awareness of energy consumption by widening access to energy consumption data and processes that consume energy	implement web based monitoring program for plant energy usage and review energy usage with plant staff on regular basis	0	0	Completed
Implement a standard training program to provide adequate resources, training and education to improve service, increase employee development and reduce job injuries	To schedule at least four hours of health and safety training each quarter by utilizing videos, and/or PowerPoint for every employee through a cooperative effort with the Health and Safety Coordinator	Percentage of employees trained each quarter	54%	75%	100%
Implement a standard training program to provide adequate resources, training and education to improve service, increase employee development and reduce job injuries	To implement a total of four training programs, one per quarter, designed to provide advancement opportunities for employees and to introduce employees to new equipment and technology through seminars, on-the-job training, correspondence, and/or vendor training	Number of training programs implemented each quarter	Not Measured	Not Measured	Completed
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	To reduce the overall number of reported OJIs by 15% from last fiscal year, through proper training	Lost time OJI's less than 8 per 100 FTE	7	7	7



**Description**

*To provide dependable transport of wastewater through pump stations without interruption of service or discharge of pollutants into nearby streams.*

**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Personal services	480,848	478,643	504,759	528,394
Materials & supplies	381,700	377,588	551,580	556,080
Capital outlay	40,749	41,000	41,000	61,000
Transfer To Fixed Assets Capital	(21,096)	(25,000)	(25,000)	(45,000)
Net Expenditures	882,201	872,231	1,072,339	1,100,474
<i>Funded Staffing Level</i>	8.00	7.83	8.00	8.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	Not Measured	Not Measured	100%
Protect the health of the community and the environment by delivering consistent and reliable levels of service provided by wastewater lift station facilities, through regular inspection and maintenance of component systems to reduce pump failures	To ensure operational reliability of sewage lift stations by scheduling monthly inspections and maintenance on each facility	Number of inspections completed	1,200	1,200	1,200
	To minimize overtime cost associated with after hour failures by 50% from the previous fiscal year, through proper maintenance	Reduction in overtime cost and hours	39%	7%	5%



**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

Goal	Objective	Performance Measure	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Ensure employees' skill levels remain high in order to perform adequate inspections, maintenance on pumps and to respond to emergencies	To require each employee to complete at least 16 hours of mandatory training that covers specific information pertaining to the employee's job functions by the end of the fiscal year	Number of training hours	154	200	125

# SEWER FUND

# PW/ENVIRONMENTAL ADMINISTRATION

## Description

The mission of all Environmental Administration functions is to provide the highest level of environmental services, while charging a user fee that is consistently the lowest in the nation.

## Operating Budget

Category	FY 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Personal services	633,963	686,091	683,577	737,719
Materials & supplies	417,575	348,916	692,465	791,855
Total Expenditures	1,054,114	1,035,007	1,376,042	1,529,574
Charges for Services	21,336	1,390	0	0
Net Expenditures	1,075,450	1,036,397	1,376,042	1,529,574
Funded Staffing Level	9.00	9.17	10.00	10.00

## GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	Not Measured	Not Measured	100%
Provide the most cost-effective and efficient provision of sanitary sewer service while providing maximum practical protection to the environment and public health, while maintaining sewer fees at the lowest in the nation	To successfully manage the department's budget in order to generate an adequate surplus to ensure good bond rating for the sell of future sewer bonds at best cost possible for the City	Future bond rating	Moody's A2	Moody's A2	Moody's A2



**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
Maintaining the most competent, knowledgeable and courteous staff possible, capable of providing the most-efficient customer services to resolve customer billing inquiries as quickly as possible and provide accurate and timely accounting and budgeting support	To ensuring that the staff has the tools necessary to accurately calculate, bill and collect revenues for sewer services with minimum errors to reduce billing disputes and increase sewer revenues for City-billed industrial accounts	Number of billing disputes	4	4	4
Ensure that each employee skill-level remain high	To require each employee to complete at least 16 hours of mandatory training that covers specific information pertaining to the employee's job functions by the end of the fiscal year	Number of training hours	513	400	400

# SEWER FUND

# PW/ENVIRONMENTAL MAINTENANCE

## Description

To provide construction-type repairs to the sewer system in a timely and cost-effective manner.

### Operating Budget

Category	FY 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Personal services	2,421,927	2,497,492	2,928,732	3,088,477
Materials & supplies	1,243,961	1,385,780	2,033,065	2,277,600
Capital outlay	528,865	652,214	435,000	950,000
Transfer To Fixed Assets				
Capital	(415,583)	(452,213)	(235,000)	(750,000)
Bond issue costs	(682)	0	0	0
Net Expenditures	3,778,488	4,083,273	5,161,797	5,566,077
Funded Staffing Level	47.00	49.00	59.00	59.00

### GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	YES	YES	100%
Protect the health of the community and the environment by providing construction-type repairs to the sanitary sewer system in a timely and cost-effective manner	To complete all residential and commercial connections and mainline repairs within 30 days from the original date of the requests or notification	Average number of days to complete repairs and installs	Avg 21 Days	Avg 25 Days	Avg 25 Days
Ensure that each employees' skill levels remain high and are prepared to handle various repairs	To require each employee within the service center to complete at least 16 hours of training that covers specific information pertaining to the employee's job function by the end of the fiscal year	Number of training hours	1,817	1,000	800



**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	To reduce the number of lost time injuries by 15%, by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	1	0	0

**Description**

*To provide quality and timely sewer design services and maintain accurate sewer plan records so that sanitary sewer service can be provided to new developments.*

**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Personal services	562,207	688,874	684,206	718,063
Materials & supplies	109,849	237,966	236,966	236,966
Capital outlay	0	22,000	22,000	22,000
Transfer To Fixed Assets Capital	0	0	0	0
Net Expenditures	672,056	948,840	943,172	977,029
<i>Funded Staffing Level</i>	11.00	13.00	13.00	13.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
Provide 90 percent of Environmental engineering design needs	To deliver approved CIP contract plan sets for bid within 6 months of receipt of survey data	Percent of CIP project design completed	100%	100%	100%
	To keep design costs less than 10 percent of construction costs	Percent of design cost to construction costs	4.7%	8%	8%



# SEWER FUND

# AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>PW/Environmental Inspections</u>		CHEMIST QUALITY CONTROL	1
AIDE POLLUTION CONTROL	9	CHEMIST WTP	1
CLERK GENERAL A	1	CHEMIST WTP ASST	1
CREWPERSON SEMISKILLED	14	CLERK GENERAL A	2
DISPATCHER	5	CLERK INVENT CONTROL SR	1
ENGINEER ENVIRONMENTAL	1	COORD INDUST PRETREAT	1
INSP POLLUTION CONTROL	12	COORD WASTEWATER FACIL ENG	1
OPER STOPPAGE SEWER	10	CUSTODIAN	1
SCHEDULER PLANNER	1	ELECT MNT WTP	2
SUPER SHIFT PUB WKS	3	FOREMAN GEN WTP E I	1
<b>Total PW/Environmental Inspections</b>	<b>56</b>	FOREMAN GEN WTP MECH	2
<u>PW/T.E. Maxson Treatment Plant - South</u>		INSP POLLUTION CONTROL	2
CLERK GENERAL B	1	MECH MNT WTP II	4
CLERK INVENT CONTROL SR	1	MECH SHOP	1
ELECT MNT WTP	2	MECHANIC MNT WTP I	8
FOREMAN GEN WTP E I	1	MGR INDUST WASTE MONITOR	1
FOREMAN GEN WTP MECH	3	MGR WTP	1
MECH HEAVY EQUIP	3	MGR WTP MNT	1
MECH MNT WTP II	6	MGR WTP PROCESSING	1
MECH SHOP	1	OPER HEAVY EQUIP	3
MECHANIC MNT WTP I	13	OPER MECHANICAL	13
MGR WTP	1	OPER WASTE TREAT I	1
MGR WTP MNT	1	OPER WASTE TREAT II	8
MGR WTP PROCESSING	1	PAINTER	1
OPER HEAVY EQUIP	1	SPEC INDUST PRETREAT	1
OPER MECHANICAL	9	SUPER OM SHIFT	1
OPER WASTE TREAT I	1	SUPER WTP OPERATIONS	1
OPER WASTE TREAT II	8	TECH CONTROL WTP	3
PAINTER	1	TECH INDUSTRIAL PRETREAT	3
SECRETARY B	1	<b>Total PW/Maynard C. Stiles Treatment Plant - North</b>	<b>75</b>
SPREADER SLUDGE	6	<u>PW/Lift Stations</u>	
SUPER OM SHIFT	4	ENGINEER STATIONARY I	2
SUPER WTP OPERATIONS	1	ENGINEER STATIONARY II	1
TECH CONTROL WTP	3	HELPER MAINTENANCE	3
<b>Total PW/T.E. Maxson Treatment Plant - South</b>	<b>69</b>	MGR SEWER LIFT STAT MNT	1
<u>PW/Maynard C. Stiles Treatment Plant - North</u>		PAINTER	1
AIDE POLLUTION CONTROL	1	<b>Total PW/Lift Stations</b>	<b>8</b>
ANALYST LAB	6		



# SEWER FUND

# AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<i><u>PW/Environmental Administration</u></i>			
ADMR ENGINEERING	1		
ADMR ENVIRON CONST ADMIN	1		
ADMR WASTE COLLECT FAC	1		
ADMR WTP FACILITIES	1		
CLERK ACCOUNTING B	2		
COORD SEWER CONSTRUCTION	1		
ENGINEER ENVIRONMENTAL	2		
SECRETARY A	1		
<b>Total PW/Environmental Administration</b>	<b><u>10</u></b>		
<i><u>PW/Environmental Maintenance</u></i>			
CLERK GENERAL A	1		
CLERK GENERAL B	1		
CLERK INVENT CONTROL SR	1		
DISPATCHER	1		
FOREMAN SEWER MNT	3		
MECH HEAVY EQUIP	3		
MGR ENVIRON PROJECT	1		
MGR ENVIRONMENTAL MNT	1		
OPER BACKHOE	2		
OPER HEAVY EQUIP	5		
PIPELAYER	24		
SCHEDULER PLANNER	1		
SUPER SEWER MAINT	1		
SUPER SHIFT PUB WKS	4		
WORKER CONCRETE	10		
<b>Total PW/Environmental Maintenance</b>	<b><u>59</u></b>		
<i><u>ENG/Sanitary Sewer Design</u></i>			
ENG DESIGNER AA	2		
ENGINEER DESIGN	1		
ENGINEER DESIGN SENIOR	1		
ENGINEER RNT A	1		
INSP ZONE CONSTRUCTION	4		
SECRETARY B	1		
TECH ENGINEERING AA	3		
<b>Total ENG/Sanitary Sewer Design</b>	<b><u>13</u></b>		
<b><u>TOTAL SEWER FUND</u></b>	<b><u>290</u></b>		



# STORM WATER FUND

# SUMMARY

Category	FY 2007 Actual	FY 2008 Forecast	FY 2008 Budget	FY 2009 Adopted
Revenues				
Storm Water Fees	925,879	13,258,000	14,100,000	20,400,000
Open Transfer-In				452,000
Fines & Forfeitures				5,000
<b>Total Revenue</b>	<b>925,879</b>	<b>13,258,000</b>	<b>14,100,000</b>	<b>20,857,000</b>
Expenditures				
PW/Drain Maintenance	687,960	3,649,850	3,871,155	5,019,650
PW/Heavy Equipment Services	150,024	1,367,908	1,289,899	1,960,909
PW/Flood Control	155,091	898,751	1,135,065	1,202,234
PW/Storm Water	85,657	812,736	1,131,284	1,242,195
GS/Street Sweeping	198,688	1,099,049	1,165,378	2,752,489
Eng/Drainage Design	35,685	290,695	282,151	336,554
Cost Allocation - General Fund	0	300,000	300,000	300,000
MLG&W Billing	0	260,924	300,000	408,000
Material & Supplies				50,000
Depreciation	0	500,000	500,000	500,000
Transfer Out - Debt Service	0	2,300,000	2,300,000	4,412,440
Increase in Net Assets	0	1,778,087	1,825,068	2,672,529
<b>Total Expenditures</b>	<b>1,313,105</b>	<b>13,258,000</b>	<b>14,100,000</b>	<b>20,857,000</b>



**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Personal services	5,873,609	0	6,993,893	7,828,248
Materials & supplies	1,994,975	0	3,251,050	4,397,743
Capital outlay	546,253	0	659,540	668,040
Transfer To Fixed Assets Capital	(4,463,883)	0	0	0
<b>Total Expenditures</b>	<b>3,950,954</b>	<b>0</b>	<b>10,904,483</b>	<b>12,894,031</b>
Charges for Services	(191,766)	0	(200,000)	(385,000)
<b>Net Expenditures</b>	<b>3,759,188</b>	<b>0</b>	<b>10,704,483</b>	<b>12,509,031</b>
<i>Funded Staffing Level</i>	123.00	125.08	149.00	147.00



**Description**

*To preserve, repair, and improve the city's storm sewer infrastructure and the efficient, consistent delivery of essential City services vital to our citizens' quality of life.*

**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Personal services	2,875,420	0	3,237,020	3,594,890
Materials & supplies	754,201	0	936,491	971,760
Capital outlay	404,354	0	427,500	453,000
Transfer To Fixed Assets Capital	(3,815,759)	0	0	0
Net Expenditures	218,216	0	4,601,011	5,019,650
<i>Funded Staffing Level</i>	66.00	68.00	73.00	73.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	Not Measured	Not Measured	100%
To protect property by reducing the likelihood of storm water flooding by providing preventive maintenance that includes inspection and repairs through cost-effective measures	To establish an aggressive plan to inspect 50% of all drainage basins within the City and arrange the necessary repairs to any damages that could cause unexpected flooding without undue delays	Percentage of basins inspected	76%	100%	100%
Improve drainage conditions by increase the routine inspection and cleaning the City's drainage inlets	To establish a more aggressive plan to increase the number storm drain inlets inspected and cleaned per day by 10% and to inspect and clean all high risk inlets once per month or determined by thunder storms	Percentage of inlets inspected and cleaned	Not Measured	Not Measured	100%



**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

Goal	Objective	Performance Measure	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Ensure that each employees' skill levels remain high	To require each employee within the service center to complete at least 10 hours of training that covers specific information pertaining to the employee's job function by the end of the fiscal year	Number of training hours	1,488	730	730
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	To reduce the number of lost time injuries by 15%, by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	8	6	4

**Description**

*To preserve, repair, and improve the city's infrastructure and the efficient, consistent delivery of essential City services vital to our citizen's quality of life.*

**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Personal services	964,446	0	1,041,707	1,281,909
Materials & supplies	393,122	0	358,450	474,000
Capital outlay	141,899	0	210,000	205,000
Transfer To Fixed Assets Capital	(648,124)	0	0	0
Net Expenditures	851,343	0	1,610,157	1,960,909
<i>Funded Staffing Level</i>	20.00	20.75	21.00	21.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	Not Measured	Not Measured	100%
Facilitate major infrastructures repairs and community enhancement projects that require particular expertise in the use of heavy equipment	To increase the number of heavy equipment projects completed this fiscal by 5%, to include locations in need of grading, clearing and/or excavating to enhance the aesthetics of the environment, allow proper water flow or to control erosion	Percentage of projects completed	70%	74%	80%



**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

Goal	Objective	Performance Measure	Actual FY 2007	Estimated FY 2008	Adopted FY 2009
Improve preparedness and emergency responses through additional training	To with the help of other agencies including EMA, plan and conduct at least one emergency drills or training exercise before the end of the fiscal years that involves the mobilization of any and all heavy equipment vehicles and other necessary resources within the department in order to prepare for and respond to various emergencies and disasters in the future	Completion of exercise/drill	Not Measured	Not Measured	1
Ensure that each employees' skill levels remain high	To require each employee within the service center to complete at least 10 hours of training that covers specific information pertaining to the employee's job function by the end of the fiscal year	Number of training hours	600	375	400
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	To reduce the number of lost time injuries by 15%, by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	1	0	0



**Description**

*To provide quality flood protection and to protect City of Memphis homes and businesses from flood water caused by high river water and rain.*

**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Personal services	709,715	0	832,581	869,709
Materials & supplies	210,768	0	310,646	332,525
Net Expenditures	920,483	0	1,143,227	1,202,234
<i>Funded Staffing Level</i>	12.00	16.00	16.00	16.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	Not Measured	Not Measured	100%
To protect public health as well as private property and infrastructure through a variety of quality flood control measures in a cost effective manner	To perform monthly inspections and tests of all flood control facilities in order to maintain them in excellent conditions and achieve an Outstanding rating annually by the U.S Corp of Engineers	Annual Corps of Engineers' rating	Achieve Outstanding Rating	Achieve Outstanding Rating	Achieve Outstanding Rating
	To perform monthly inspections of all flood control facilities in order to prevent any pump station failures during increase river stages and potential flooding periods. Start-up tests shall be performed on a quarterly basis to ensure pumps are properly functioning	Number of pump station failures	Not Measured	Not Measured	100%



**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
Ensure that each employees' skill levels remain high and are prepared to handle a flooding crisis	To require each employee within the service center to complete at least 16 hours of training that covers specific information pertaining to the employee's job function by the end of the fiscal year	Number of training hours	256	256	256
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	To maintain 0 number of OJIs by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	0	0	0

**Description**

*To protect the health of the City's citizens and the environment in which they live by developing and implementing programs to address pollution in storm water runoff from four defined source areas: residential and commercial, industrial and landfill, illicit connections and illegal dumping, and construction sites. (The program also works to reduce visible pollution caused by litter).*

**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Personal services	343,762	0	375,235	414,351
Materials & supplies	151,963	0	801,600	819,844
Capital outlay	0	0	20,000	8,000
Transfer To Fixed Assets Capital	0	0	0	0
<b>Total Expenditures</b>	<b>495,725</b>	<b>0</b>	<b>1,196,835</b>	<b>1,242,195</b>
Charges for Services	(11,819)	0	(5,000)	(5,000)
<b>Net Expenditures</b>	<b>483,906</b>	<b>0</b>	<b>1,191,835</b>	<b>1,237,195</b>
<i>Funded Staffing Level</i>	6.00	6.08	7.00	7.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
Develop and monitor the service center's annual budget in accordance with the division's goals and policies	To ensure the service center stays within budget by establishing internal budget constraints and monitoring all expenditures	Meeting all quarterly forecasts	Not Measured	Not Measured	100%
Improve and protect of the quality of life for the citizens and the environment through the development of storm water solutions and programs in accordance with NPDES standards	To organize and facilitate 10% more public education forums throughout the City than the number held in previous years to increase awareness of storm water programs and to gain more participation and responsibility from citizens and businesses	Number of forums held	30	30	33



**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
	To continue the plan to collect and analyze monthly water samples from each of the rivers and streams running through the City to determine water quality	Number of water samples tested	27	27	27
Ensure employees' skill levels remain high in order to perform sampling and other job functions	To require each employee to complete at least 16 hours of mandatory training that covers specific information pertaining to the employee's job functions by the end of the fiscal year	Number of training hours	120	112	112
Minimize the number of lost time on-the job injuries (OJI's), and the effect on the operation	To maintain 0 number of OJIs by providing every employee with adequate health and safety training, and ensuring that all safety policies are being adhered to and safety equipment is properly used	Number of lost-time injuries reported	0	0	0

**Description**

*Street Sweeping helps Memphis retain the image of a beautiful, clean city through our efforts to clean and maintain City rights-of-way, vacant lots, lots with vacant houses and to make downtown a cleaner place.*

**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Personal services	812,036	0	1,294,904	12,200
Materials & supplies	439,348	0	732,023	843,887
Total Expenditures	1,251,384	0	2,026,927	856,087
Charges for Services	(179,947)	0	(195,000)	(190,000)
Net Expenditures	1,071,437	0	1,831,927	666,087

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
Keep streets cleaned	To sweep primary streets quarterly	Total times primary streets swept	Not Applicable	4	
	To sweep residential/ neighborhood streets annually	Total times residential/ neighborhood streets swept	Not Applicable	1	
	To sweep state streets twice each month	Total times state streets swept	Not Applicable	24	
	To sweep downtown streets 3 times per week	Total times downtown streets swept	Not Applicable	156	

**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Personal services	0	0	0	1,432,515
Materials & supplies	0	0	0	843,887
Total Expenditures	0	0	0	2,276,402
Charges for Services	0	0	0	(190,000)
Net Expenditures	0	0	0	2,086,402
<i>Funded Staffing Level</i>		10.25		26.00



**Description**

*To provide quality and timely drainage design services and maintain accurate drainage plan records so that storm water drainage service can be provided to new developments.*

**Operating Budget**

<b>Category</b>	<b>FY 2007 Actual</b>	<b>FY 2008 Forecast</b>	<b>FY 2008 Budget</b>	<b>FY 2009 Adopted</b>
Personal services	168,230	0	212,446	222,674
Materials & supplies	45,573	0	111,840	111,840
Capital outlay	0	0	2,040	2,040
Transfer To Fixed Assets Capital	0	0	0	0
Net Expenditures	213,803	0	326,326	336,554
<i>Funded Staffing Level</i>	3.00	4.00	4.00	4.00

**GOALS, OBJECTIVES & PERFORMANCE MEASURES**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>Actual FY 2007</b>	<b>Estimated FY 2008</b>	<b>Adopted FY 2009</b>
Provide planning/ design construction inspection services for necessary public drainage improvements	To initiate studies on requested projects within 4 months of receipt	Percentage of studies started within time frame	100%	100%	100%
	To keep design costs within 14.5 of construction costs	Percent of design cost vs. construction cost of project	10.0%	10.0%	8.0%

# STORM WATER FUND

# AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>PW/Drain Maintenance</u>		ENGINEER ENVIRONMENTAL	1
ADMR DRAIN MAINT	1	TECH ENVIRONMENTAL	2
CLERK GENERAL A	2	<b>Total PW/Storm Water</b>	<b>7</b>
COORD DRAIN MAINT	1		
CREWPERSON SEMISKILLED	14	<u>Street Sweeping</u>	
FOREMAN MNT PUB WKS	12	OPER EQUIPMENT	3
MASON BRICK	3	OPER HEAVY EQUIP	1
MGR DRAIN MAINT	1	OPER SWEEPER	21
OPER EQUIPMENT	11	SUPER ZONE HEAVY EQUIP	1
OPER HEAVY EQUIP	4	<b>Total Street Sweeping</b>	<b>26</b>
PIPELAYER	14		
SUPER DRAIN MAINT	1	<u>ENG/Drainage Design</u>	
SUPER SHIFT PUB WKS	3	CLERK GENERAL B	1
WORKER CONCRETE	6	ENGINEER DESIGN AA	1
<b>Total PW/Drain Maintenance</b>	<b>73</b>	ENGINEER DESIGN SENIOR	1
		TECH ENG AA	1
<u>PW/Heavy Equipment Services</u>		<b>Total ENG/Drainage Design</b>	<b>4</b>
CLERK GENERAL A	1		
GREASER	1	<b>TOTAL STORM WATER FUND</b>	<b>147</b>
MECH HEAVY EQUIP	3		
MGR HEAVY EQUIP SVCS	1		
OPER EQUIPMENT	7		
OPER HEAVY EQUIP	6		
SERVICEMAN VEHICLE	1		
SUPER HEAVY EQUIP	1		
<b>Total PW/Heavy Equipment Services</b>	<b>21</b>		
<u>PW/Flood Control</u>			
CLERK GENERAL A	1		
CREWPERSON	1		
ENGINEER STATIONARY I	4		
ENGINEER STATIONARY II	3		
FOREMAN GEN STATIONARY ENG	1		
HELPER MAINTENANCE	5		
MECH SHOP	1		
<b>Total PW/Flood Control</b>	<b>16</b>		
<u>PW/Storm Water</u>			
CLERK ACCOUNTING B	1		
COORD STORMWATER PROJ	3		

