Department of Public Works Operations Division

2017 Budget Overview
Finance & Personnel Committee
October 12, 2016

Community Goals and Objectives

- Build safe and healthy neighborhoods.
 - Collect solid waste in a timely scheduled manner.
 - Vigorously abate nuisance garbage.
 - Effectively maintain vacant lots to minimize blight on neighborhoods.
- Increase investment and economic vitality throughout the city.
 - Remove snow and ice as quickly and economically as possible to restore safe motorist and pedestrian travel and minimize economic losses.

Community Goals and Objectives

- Sustain, enhance and promote Milwaukee's natural environmental assets.
 - Reduce solid waste sent to landfills and increase household recycling.
 - Maintain a fully stocked tree canopy that maximizes community and environmental benefits and is safe for public use and enjoyment.
 - Maintain a landscaped boulevard system that is visually attractive and adds value to neighborhoods and reduces storm water runoff.
 - Expand use of compressed natural gas vehicles and equipment in the city fleet, reducing fuel costs and dependence on petroleum based fuels.
 - Manage public risk associated with the Emerald Ash Borer.

Key Performance Measures

Measure	2015 Actual	2016 Projected	2017 Planned
Fleet availability	Police: 91% Light: 93% Heavy: 90%	Police: 95% Light: 95% Heavy: 90%	Police: 95% Light: 95% Heavy: 90%
Reduce tons of solid waste sent to landfill by 2%	1%	-2%	-2%
Increase household recycling participation by 2%	1%	2%	2%
Tons of salt used	31,925	44,000	44,000
Number of trees pruned	25,184	32,000	32,000
Trees planted	3,713	4,211	4,100

Budget Data

	2016 ADOPTED BUDGET	2017 PROPOSED BUDGET	DIFFERENCE (amount /%)
FTEs - O&M	675.28	672.90	-2.38
FTEs - Other	50.36	56.94	-6.58
Salaries & Wages	\$35,410,138	\$35,296,439	-\$113,699
Fringe Benefits	\$16,996,867	\$15,883,399	-\$1,113,468
Operating Expenditures	\$26,890,484	\$27,525,139	\$634,655
Equipment	\$1,385,469	\$1,649,211	\$263,742
Special Funds	\$2,617,653	\$2,678,320	60,667
TOTAL	\$83,300,611	\$83,032,508	-\$268,103

Budget Highlights

- Overall decrease of < 1%</p>
 - Personnel
 - Overall salaries decreased by \$114,000
 - Net increase of 6 positions
 - -2.38 O&M FTEs
 - +6.58 Non O&M FTEs
 - Operating Expenditures increased 2.4%
 - Equipment increased 19%
 - Special Funds increased by 2.3%

Budget Highlights – SNP Initiative

Property Management

- Total funding \$2.2 million
 - Includes funding for the accelerated foreclosure program
 - Supports the maintenance of 4,600 properties
 - Average cost per property is approximately \$500
- Maintenance includes
 - Cleaning
 - Snow removal
 - Grass cutting

Budget Highlights – SNP Initiative

In House Demolition

- Completed
 - 90 properties in 2015
 - On pace to complete 90 in 2016
 - 90 properties budgeted for 2017
- 2017 Proposed Budget is approximately \$700,000 and includes:
 - \$265,000 in salaries (5 FTEs)
 - \$438,000 in the In House Demolition Special Funds account

Budget Highlights - Fleet

- Personnel
 - 6 Training Supervisors transferred from DPW Administrative Services
- Operating Expenditures
 - Tools and Machinery Parts increased 14.6%
 - Increased budget by \$534,000
 - Attributed to some higher part costs and age of Fleet
- Reduced Fuel Cost
 - Falling diesel and gasoline prices (-\$236,000)
 - Increased CNG use netted savings
 - Fuel volume is budgeted at the same level as 2016

Budget Highlights – Fleet (cont.)

- Capital Major Fleet (\$6.4 million)
 - Includes:
 - Packers
 - Dump Trucks (various types)
 - Street Sweepers
 - Light Tractors
 - Aerial Trucks

Budget Highlights – Sanitation

Personnel

- Utility Crew Worker position transferred from Forestry
- 6.48 FTE's moved from O&M to Non-O&M funding
 - Due to Increased State Recycling Grant

Salt

- Price budgeted \$61.89 per ton (same as 2016)
- 43,000 tons budgeted
- 66,000 tons available

Budget Highlights – Sanitation (cont'd)

Recycling

- Program fully funded
- \$100,000 included for recycling outreach (\$40,000 increase)

Solid Waste

- Disposal budgeted at 235,000 tons
- Tipping fee costs increased 2% to \$43.91 (\$10.3 million)
- Additional \$500,000 included for e-waste disposal (new cost)

Budget Highlights - Forestry

Personnel

- 119 fully funded Urban Forestry Specialist
- Utility Crew Worker transferred to Sanitation
- Replaced 2 Urban Forestry Inspector positions with 2 Urban Forestry Technician positions
- Will utilize Transitional Jobs program

Capital (\$3.5 million)

- EAB Response and Readiness
- Concealed Irrigation
- Tree Planting and Production
- Stump Removal

Revenues

	2016	2017
	Adopted Budget	Proposed Budget
Solid Waste	\$36,741,600	\$37,931,000
Apartment Garbage	1,500,000	1,500,000
Snow and Ice Fee	8,743,000	8,958,500
Extra Cart Fee	1,860,000	1,860,000

Revenues (Fees)

	2016 Adopted	2017 Proposed	% Increase
Snow and Ice	\$36.63	\$37.72	3.0%
Solid Waste	196.92	202.84	3.0%
Additional Cart	60.00	60.00	0.0%
Construction Debris	20.00	20.00	0.0%

Revenues

- Budgeted Revenues total over \$79.1 million
 - Represents \$2.6 million (or 3.5%) net increase over 2016 budgeted revenues

2017 Initiatives

- Continued use of Transitional Jobs
- Increase number of automated vehicles
 - Lower cost
 - Increased flexibility and efficiency
 - Fewer injuries
- Increase use CNG Packers
 - Reduced fuel costs
- Recycling Partnership with Waukesha
 - Reduced costs
 - Increased revenue

Fleet Services Section Fleet Operations / Fleet Services

 Mission: To provide responsive, flexible, efficient and comprehensive fleet services and dispatch operations to support the delivery of public programs and services for the City of Milwaukee



Key Strategies

- Ensure fiscal performance
- Replace older equipment at the right time
- "Green" the fleet where applicable and economical
- Embrace training and technology to improve operations

SNP Initiative

- 100 properties completed 2014
- 90 properties completed in 2015
- On pace to complete 90 properties in 2016
- 90 residential properties planned in 2017









Plan Progress to date



40% DIVERSION OF SOLID WASTE BY 2020

<u> 2012</u>



Fully implemented single sort recycling



Provided twice monthly recycling on 2 heavy routes



Awarded new cart contract with multiple cart size options and pricing

<u>2011</u>



Implemented extra garbage cart fee



Fee for items outside cart (not adopted)



[Compromise] - Reduced outside of cart limit to one cubic yd

2013 – 2015



Automating select collection routes



Awarded new solid waste & recycling contracts



Conducted food waste reduction demonstration/study



Future Plans





- Organics Collection Pilot Program
- Consider "nothing free outside of cart" & smaller cart sizes
- Every other week scheduled recycling pickup
- Other waste diversion alternatives



Other Service Delivery Areas

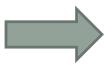


Seasonal Operation Changes

Pre -





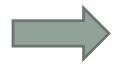


2017











Equipment Innovations

