



Department of Public Works

Date: March 27, 2017

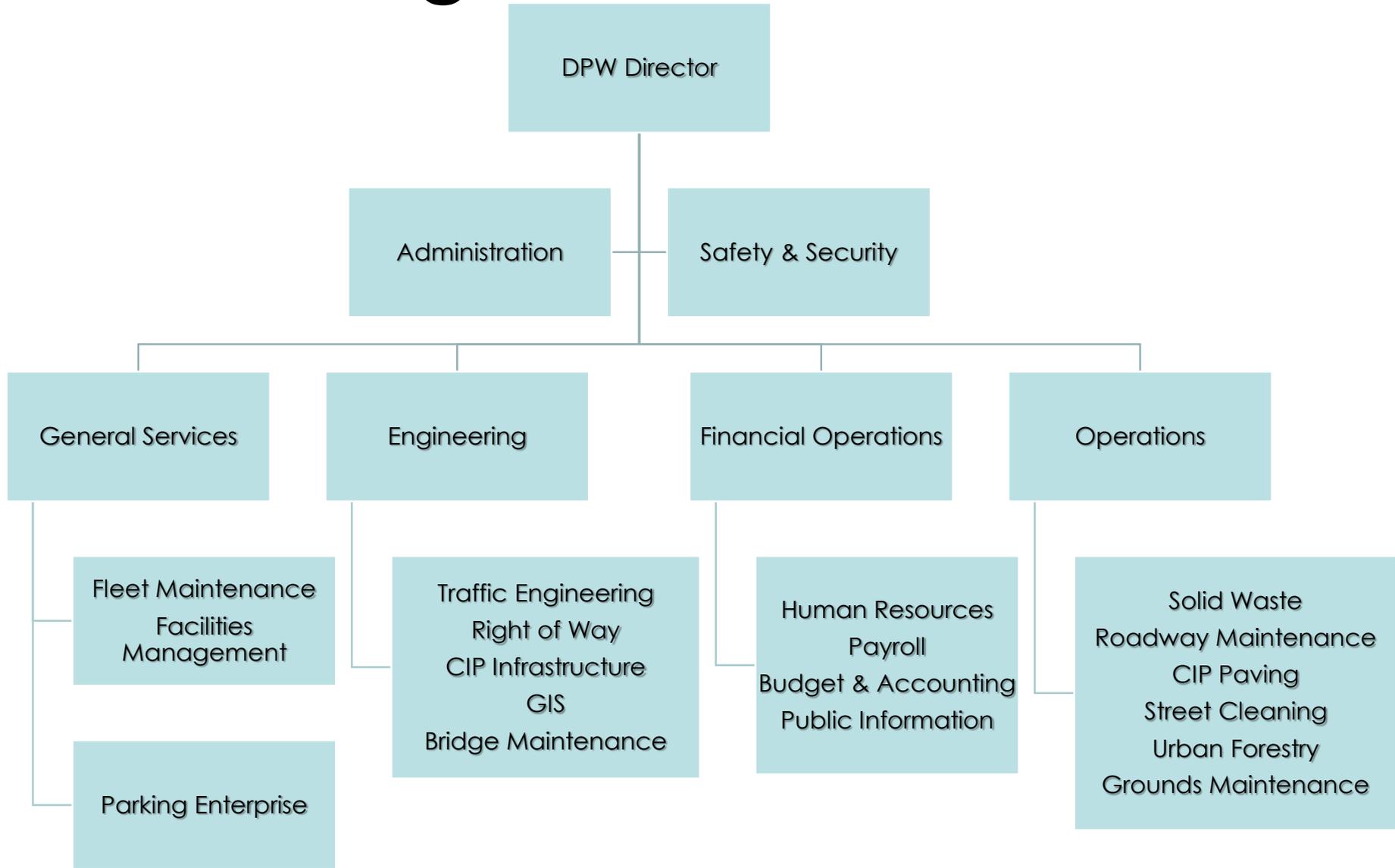
Presented By: Bobby Vincent, Interim Director

Mayor Levar M. Stoney

Selena Cuffee-Glenn, CAO



Organization Chart



Budget Summary

Department of Public Works (029)

2018 Summary of Proposed Fund Sources

	FY16 Actual	FY17 Adopted	FY18 Proposed
General Fund	\$61,771,393	\$61,413,070	\$39,764,859
Non-General Funds			
Special Fund	\$3,160,645	\$2,341,295	*\$35,631,290
Internal Service Fund - Fleet	15,122,211	21,116,235	21,562,855
Parking Enterprise Fund	<u>15,738,434</u>	<u>14,055,022</u>	<u>17,609,382</u>
Total Non-General Funds	\$34,021,290	\$38,512,552	\$74,803,527
Grand Total Operating Budget	\$95,792,683	\$99,925,622	\$114,568,386



Budget Summary

Personnel and Operating

Department of Public Works (029)			
Summary of Proposed Operating Budget			
	FY16 Actual	FY17 Adopted	FY18 Proposed
General Fund			
Personnel Services	\$20,395,071	\$20,364,480	\$10,746,541
Operating Expenses	<u>41,376,322</u>	<u>41,048,590</u>	<u>29,018,318</u>
Total General Fund	\$61,771,393	\$61,413,070	\$39,764,859
Non-General Funds			
Personnel Services	\$1,078,797	\$3,718,312	\$15,151,122
Operating Expenses	<u>\$32,942,493</u>	<u>\$34,794,240</u>	<u>\$59,652,405</u>
Total Non-General Funds	\$34,021,290	\$38,512,552	\$74,803,527
Total All Funds			
Personnel Services	\$21,473,868	\$24,082,792	\$25,897,663
Operating Expenses	<u>\$74,318,815</u>	<u>\$75,842,830</u>	<u>\$88,670,723</u>
Grand Total Operating Budget	\$95,792,683	\$99,925,622	\$114,568,386



Department Public Works (029)

Enterprise Fund – Parking Management

Summary of Funding Uses

	FY16 Actual	FY17 Adopted	Proposed		
			FY18		
			FY18	Change v FY17	% Change v FY17
Enterprise Fund Revenues:					
Total Parking Revenue	\$14,353,860	\$14,785,859	\$17,604,382	\$2,818,523	19.06%
Expenses:					
Personnel Services	\$470,192	\$468,247	\$629,859	\$161,612	34.5%
Operating Budget	\$15,268,242	\$13,586,775	\$16,923,949	\$3,337,174	24.5%
Total Expenditures	\$15,738,434	\$14,055,022	\$17,553,808	\$3,498,786	24.8%



Department Public Works (029)

Internal Service Fund - Fleet Management Summary of Funding Uses

	FY16 Actual	FY17 Adopted	Proposed		
			FY18		
			FY18	Change v FY17	% Change v FY17
Internal Service Fund					
Personnel Budget	\$608,605	\$3,250,065	\$3,383,882	\$133,817	4.12%
Operating Budget	\$8,302,243	\$8,548,641	\$10,226,079	\$1,677,438	19.6%
Fuel	\$2,164,195	\$6,400,000	\$4,410,240	-\$1,989,760	-31.0%
Vehicle Replacement	\$4,047,168	\$3,917,529	\$3,542,654	\$374,875	9.6%
Total Internal Service Fund	\$15,122,211	\$22,116,235	\$21,562,855	\$553,380	2.5%



FY 2018 Budget Changes

Department of Public Works

FY 2018 Budget Changes Table

	Dollars			FTE Employees	
	GF	NGF	Total	GF	NGF
	FY 2017 Adopted (Base)	\$ 61,413,070.00	\$ 38,512,552.00	\$ 99,925,622.00	418
FY 2018 Proposed	\$ 39,764,859.00	\$ 74,803,527.00	\$ 114,568,386.00	250	292
1. Street Maintenance Special Fund		\$ 34,286,290.00			221
1. Bulk & Brush Program	\$ 2,471,000.00	\$ -	\$ 2,471,000.00	15	0
2. Solid Waste Refuse Collectors	\$ 1,477,575.00	\$ -	\$ 1,477,575.00	45	0
3. Contractual Obligations (Security/Janitorial)	\$ 1,480,000.00	\$ -	\$ 1,480,000.00	0	0
5. Streetlighting	\$ 405,260.00	\$ -	\$ 405,260.00	0	0
6. A&E Consultant Services	\$ 125,000.00	\$ -	\$ 125,000.00	0	0
FY 2018 Changes					
FY 2018 Proposed Additions	\$ 5,958,835.00	\$ -	\$ 5,958,835.00	60	2



FY 2018 Budget Changes Detail

1. Street Maintenance Special Fund

- The costs centers eligible to be reimbursed with State Street Maintenance funds were transferred in the FY2018 proposed budget to a special fund, State Street Maintenance.
- The costs centers were:
 - Street Cleaning
 - Grounds Maintenance
 - Urban Forestry
 - Right of Way
 - Traffic Engineering
 - Roadway Maintenance
 - Bridge Maintenance
- A total of 221 positions and \$34.2 million were transferred from the General Fund to the Special fund. These expenditures will be financed by revenue of \$26.7M from the State and a General fund transfer of \$7.5 million.



FY 2018 Budget Changes Detail

2. Bulk and Brush Program

- The Bulk and Brush Program, within the Solid Waste Division of DPW, is proposed to be enhanced in order to provide a more timely and efficient service to the citizens of the City of Richmond. Currently, the city processes citizens request for collection. The primary issue is that there are more request than there are resources to provide the service within a timely fashion.
- The process will be modified from a request program to one that is scheduled on a bi-weekly basis.
- This process will reduce the wait time from 2+ months, during the peak season, to services being collected every other week on your trash collection day, during your recycling week.
- The cost of the enhancement requires an additional fee of \$2.50 per month being added to the Solid Waste fee structure. Some citizens will not want to pay more a service that they feel they already receive.



FY 2018 Budget Changes Detail

3. Solid Waste Refuse Collectors

- The Division of Solid Waste uses a minimum of 50 refuse collectors on a daily basis. Traditionally, these positions have been comprised of temporary employees. These employees are now being hired as full-time employees within the Department of Public Works.
- Bringing these employees on board as full time employees should generate a sense of pride towards the work ethic needed within the operation. It will also provide a level of consistency through training.
- At this time, we see no one in objection to this change. The modification also provided an increase in the salaries of the employees hired, as their new salaries will be based on the City of Richmond's living wage of \$11.66 per hour as oppose to their previous salaries at minimum wage.



FY 2018 Budget Changes Detail

4. Janitorial Services – 730 Building

- The Division of Facilities Management has been given the responsibility to maintain the 730 Building through its' acquisition in 2015.
- These additional funds will “right size” the budget to account for the contractual services being rendered within this facility.
- No known objections.



FY 2018 Budget Changes Detail

5. Security Officer (City Hall, 730, DSS)

- The security of the 730 Building, City Hall, and the Social Services buildings have been increased over the past two years due to facility acquisitions and the need for additional security protocol.
- No known objections to this contractual obligation.



FY 2018 Budget Changes Detail

6. Street Lighting within Public Utilities

- Street lighting within the Department of Public Utilities is funded through the Special Fund within the Department of Public Works.
- Street lighting is projecting an increase of \$405,000.00 based on electric utility billing, infrastructure maintenance, and resource allocation.



FY 2018 Budget Changes Detail

7. Architectural and Engineering Services

- These services are for the engineering divisions of Public Works in order to conduct sidewalk inventory and condition assessment services.
- ADA ramps, and curbs that identified over 20,000 data points that need to be field verified.



POSITION SUMMARY

Cost Center	Description	Total Positions	Filled Positions	Vacant Positions	Vacancy Rate
General Fund Positions					
2901	Administration	32	24	10	29%
2902	Facilities	55	39	14	26%
2903	Solid Waste	135	41	94	65%
2907	GIS	4	2	2	50%
2909	CIP Administration	17	15	2	12%
2913	CIP Construction	7	4	3	43%
	Total GF Positions	250	125	125	50%
Non-General Fund Positions					
	Special Fund	228	143	85	37%
	Fleet Maintenance	56	44	12	21%
	Parking Enterprise Fund	8	6	2	25%
	Total for Non-General Fund	292	193	99	34%
DPW Total Positions		542	318	224	41%



Personnel Summary

Department of Public Works (029)			
Summary of Personnel Component			
	FY16 Actual	FY17 Adopted	FY18 Proposed
General Fund			
Number of Filled Positions	301.00	268.00	125.00
Number of Vacant Positions	<u>124.00</u>	<u>150.00</u>	<u>125.00</u>
Total General Fund Positions	425.00	418.00	250.00
Other Funds			
Number of Filled Positions	47.00	50.00	193.00
Number of Vacant Positions	<u>15.00</u>	<u>12.00</u>	<u>99.00</u>
Total Other Funds	62.00	62.00	292.00
Grand Total Number of Positions	487.00	480.00	542.00



Funded Positions Summary

Summary of Personnel Component			
	FY16 Actual	FY17 Adopted	FY18 Proposed
General Fund			
Funding for Filled Positions*	\$19,548,522	\$19,673,482	\$8,429,633
Funding for Vacant Positions*			\$2,016,908
Funding for Temporary Positions*			
Overtime*	\$846,549	\$690,998	\$300,000
Other Personnel Costs (Benefits, etc.)			
Total General Fund	\$20,395,071	\$20,364,480	\$10,746,541
Non-General Funds			
Funding for Filled Positions*	\$1,078,797	\$3,718,312	\$12,610,816
Funding for Vacant Positions*	0	0	\$2,117,223
Funding for Temporary Positions*	0	0	\$0
Overtime*	0	0	\$423,083
Other Personnel Costs (Benefits, etc.)	0	0	0
Total Non-General Fund	\$1,078,797	\$3,718,312	\$15,151,122
Grand Total Position Funding	\$21,473,868	\$24,082,792	\$25,897,663

* Includes salaries, wages, and benefits.



Special Revenues

Department of Public Works (029)						
Summary of Special Revenues						
	June 30 2016 Balance	FY17 Adopted	Total Available	FY18 Proposed	Allowable Use	Funding Source
Special Revenue Funds				\$34,286,290	ROW Maint.	VDOT
Street Maintenance						
Winter Storm	0	\$1,000,000	0	\$1,000,000		
Total Special Revenue Funds		\$1,000,000		\$35,286,290		
Grants						
Urban and Community Forestry	\$225.00	\$10,000	\$225.00	\$10,000	UF projects Citywide	
Litter Control Act Grant	\$15,377	\$35,000	\$10,395	\$35,000	To address litter	
Employee Trip Reduction	\$136,500	\$300,000	\$40,285	\$300,000	Employee GRTC	
Total Grants	\$0					
Grand Total Department Budget	\$152,102	\$4,345,000	\$50,905	\$35,631,290		





Department Public Works (029)

Major Accomplishments to date for FY17

- Facilities Maintenance completed 24,395 work orders (62% were PM's and 38% were corrective)
- Completed Interior LED lighting cost initiative for energy saving at Fire Stations 22, 23 & 25
- Completed Richmond Main Library step repair with thermal matting
- Purchased over \$4.8M of replacement equipment
- Developed and implemented a fuel card program, projected annual savings over \$300K
- Purchased the City's first Electric Car
- Fleet Maintenance named one of the Top 100 Best Fleets in America
- Purchased 2 additional License Plate Recognition Systems to expand enforcement
- Initiated Pay-By-Plate system January 2, 2017
- Completed Phase II of 2nd & Grace parking garage renovations
- Expanded Carver and Fan Enforcement areas
- Completed renovations for 901 E. Canal Street
- Work In Street Permits (WISP) issued/processed - 2,230
- Right of Way Inspectors received VDOT Material Testing Certifications
- Construction Surveys Completed - 26
- Cornerstones reset - 30
- Six Points Roundabout
- Bike Infrastructure (22 miles)
- Traffic Signal Modernizations (6 locations)
- Traffic Calming (12 locations)
- Bridge Inspections - 47 Each
- Load ratings - 14 Each
- Bridge Deck patching – 60 locations
- Remove and replace damaged guardrail - 815 LF
- Sidewalk Improvements - 4 miles - \$1,154,000
- Maggie L. Walker Plaza and Statue - \$1,150,000
- Chippenham Parkway Slope Repairs - \$280,000
- Commerce Road Emergency Bridge Repairs - \$58,700
- Paving 140 lane miles - \$7,000,000
- Winter Maintenance Response to six-inch (6") snow event
- Major Wind Storm Response incurring damage which lead to the collection of thousands of tons of debris to be removed from the public right of way
- Completion of over 17,000 bulk and brush request
- Completed over 4,200 Grounds Maintenance Work Orders



Department Public Works (029)

Engineering Division Challenges



- Currently within the Engineering Division there are 24 vacancies out of 83 positions, this impacts core services in the areas of Traffic Engineering, Capital Project Management, Bridges and Asset Management.
- Vacancies within Traffic Engineering will impact the ability to:
 - Conduct Road Safety Assessments
 - Decrease pavement markings done annually.
 - Delays in the replacement and installation of regulatory signs.
 - Response times to signal system operations.
- Aging Fleet within Traffic Engineering is also impairing the quantity of lane miles marked annually. The replacement cost of a new paint truck is nearly 20% of the total allotment for the entire city and 70% of the allotment for DPW.
- Bridge Maintenance currently has a 33% vacancy rate

Department Public Works (029)

Operational Challenges

The divisions of Roadway Maintenance, Grounds Maintenance, Urban Forestry, and Street Cleaning are critical functions of DPW that are lacking in staff and equipment. These divisions play a major role in the emergency response to the functionality of the city during storm events as well as public safety as it relates to the city's infrastructure.

- Street Cleaning** – 37% vacancy rate
- Roadway Maintenance** – 34% vacancy rate
- Urban Forestry** – 47% vacancy rate
- Grounds Maintenance** – 43% vacancy rate

In conjunction with the aforementioned vacancy rates, DPW is working with a fleet that is antiquated, therefore, costing the city more in maintenance and repairs. Also, critical operational functions such as alley maintenance, sidewalk maintenance, grass cutting, tree/stump removals, pruning, snow removal and residential street cleaning are all significantly impacted.



Department Public Works (029)

General Services Challenges



- Parking garages are in need of major repairs - \$12M from an engineering study provided.
- Facilities has 83 total facilities with a staffing vacancy rate of 26%. The greatest need is for Plumbers and HVAC Technicians where the salaries for these positions are not competitive with the industry standards.
- Fleet maintenance costs increased due to the aging fleet lifecycle, impeding the ability to maintain a scheduled vehicle and equipment replacement program.
- Fleet Maintenance is receiving only \$2.3M for vehicle replacement for the entire city of Richmond in FY18. Studies have indicated a need for \$10M annually, for 5 years, in order to bring the fleet up to industry standards.
- Fleet also has a 33% vacancy rate within it's mechanical technician staff.

