

DIRECTORS

APPOINTMENTS, REAPPOINTMENTS, INTERIM APPOINTMENTS

Melvin Jamerson

Interim Director, General Services

About

- Melvin Jamerson, Interim Director, General Services; 23 years of service with City of Memphis; encompassing areas of expertise in program oversight, strategic leadership, financial administration, business administration, strategic planning, and staff management. I have provided management oversight to accomplish multiple deferred maintenance and building construction projects. Recent building systems projects consist of roofing systems replacement, general carpentry construction, elevator modernization upgrades, heat ventilation air conditioning (HVAC) systems, electrical equipment - LED lighting, main breaker replacement, and emergency generator installation, plumbing and drainage systems repairs, surveillance systems - access control and camera systems.
- **Bachelor of Science Degree:** Business Real Estate & Insurance **Arkansas State University** - Jonesboro, AR
- Training and Development – Project Management Foundations, Risk Management, Strategic Foresight; New Memphis Leadership Development Intensive Graduate; Procore certification, Lean Six Sigma Training, Management 101.

ACCOMPLISHMENTS

General Services has provided service to over 170 city facilities totaling an estimated \$29.4m over the last four (4) fiscal years (FY19-FY23) in Capital Improvement Project Funding

Specifically, co-managed or facilitated the advancement of over 60 projects covering a range of construction, renovation, asset improvement ventures. These projects include, but are not limited to:

- 1. City Hall Cladding**
- 2. City Council 5th Floor Renovations**
- 3. City Hall Council Chambers**
- 4. MLK Conference Room/Hall of Mayors**
- 5. City Hall Employee Health Clinic**
- 6. 170 N Main, Public Safety Building Restoration**

Spearheaded the City Hall Security & Access Control Initiative, providing updated surveillance components & other security measures

Responsible for the successful relocation of five (5) Fleet Auto Shops to the newly leased Gill & constructed Julius Lewis facility:

- *Trucking*
- *Welding*
- *Parts*
- *Hydraulic*
- *Body*

OPPORTUNITIES

- **BAS – Building Automation System** enterprise solution platform for all City Buildings - A building automation system (BAS) allows an operator to access, control, and monitor all connected building systems from a single interface. Connect all buildings remotely through City staff and vendor management 24/7 for management and emergency response to situations.
- When buildings go down for any reason response efforts will be made and directed to bring buildings back on-line ASAP. Critical buildings: Memphis City Hall, PSB, Fueling Centers, Police precincts, Fire stations, MAS, Zoo Hospital & Buildings, Respite/Inclement Weather Community Centers, OEM Office, Emergency Sirens, Public Works Buildings, Solid Waste Buildings, Main Library.
- **Facility Condition Assessment (FCA) / WOMS Integration**– is the process of developing a comprehensive picture of physical conditions and then functional performance of buildings and infrastructure; analyzing the results of data collection and observation; and reporting and presenting findings.
- FCA Integration with GS update Work Order Management System (WOMS) will provide an inspection of facilities physical and functional deficiencies, define preventative maintenance requirements, assist with Capital improvement projects to reduce deferred maintenance backlog, and identify energy conservation and sustainability measures. How, when to maintenance equipment; Being planning and proactive, Creation of a streamline approach to building systems management.
- **Consolidation of Fleet Assets** - Right sizing our City fleet is calculating the number of vehicles needed to complete a variety of jobs and respond to given situations. Fleet rightsizing is a proactive, strategic plan to acquire the right vehicles based on the demand for services. Utilize the CoM life cycle replacement parameters to control vehicle purchasing needs. Services operations streamline approach to ordering and repairing having needed tools; material & supplies accomplish deliverables of the customers. Meet the goals of the divisions for their service centers. We should have a higher threshold to function above the needed reserve count for vehicle for priority customers; MPD, MFD, Solid waste.
- Suppling citizens, core services, their everyday needs for emergency response, safety, health, blight control, activities, and enjoyment; through meeting the division's deliverables of support services.

VISION/FOUR-YEAR PLAN

Vision: General Services is Committed to Excellence in Customer Service, generating Cost-Effective, Innovational, Sustainability, and Creative Solutions, and employing Effective Teamwork, while maintaining a safe working environment for our employees.

Mission: With a mission of providing first-class maintenance and repair of buildings, vehicles, and other crucial support services, the General Services Division employs a diverse occupational workforce of 280 employees. General Services provides vital support for the Administration, City Divisions, and other governmental organizations in a cost-effective and efficient manner.

Four Year Plan

Technology Driven Outcomes; completion of BAS install control and monitoring critical buildings and systems, FCA & WOMS integration, create repository all city own buildings, leases, managed properties, and building features; Security and Surveillance enterprise solution.

Human Resource; Employee retention plan, training, education, Apprenticeship program, competitive pay structure skilled tradesmen, incentive pay for specialty crafts.

Innovational and Sustainability Goal; create sustainability task force to set goals and practices to the reduce negative impact on environment. Retire 10% internal combustion engines (ICE's) vehicle, Initially, create platform for purchase and services Hybrid Vehicles, then subsequently, evaluate a when the most advantageous time to incipient electric vehicle (EV's) to city Fleet.

Core Services Commitment; Maintenance and servicing Fleet, building operation, complete projects, continue replacing deferred maintenance equipment and other building systems, such as electrical, plumbing, heat ventilation air conditioning, painting, roofing, carpentry, paving, grounds. Routine equipment repairs and servicing, provide real estate needs for the CoM administration. Centralize buildings operations under a single provider, gain economies of scale, examples, fire protection, elevator maintenance, janitorial services and supplies, security services, standardize equipment.

Ty Coleman
Director of Animal
Services

About

Ty Coleman is a dedicated leader with 12 years of experience in Animal Services, currently serving as the Interim Director of Animal Services since September 2023. Throughout his tenure, he has demonstrated a passion for community engagement, public safety, and maintaining humane work standards. Ty's commitment to fostering strong community relationships and implementing innovative solutions has contributed to the positive transformation of Memphis Animal Services in the last 4 months. His proven track record and commitment to positive change align seamlessly with the transformative goals set forth by Mayor Young.

ACCOMPLISHMENTS

- Secured \$10,000 grant to facilitate free community-based vaccine clinics.
- Secured \$25,000 donation from Superlo Foods for our dog/cat food pantry.
- Successfully facilitated our first ever free drive-thru vaccine clinic in the community at Southland Mall on December 9th with 492 dogs vaccinated/micro-chipped.
- Successfully facilitated our largest adoption event at MAS on December 16th. “12 Hours of Christmas” event broke records with 212 adoptions in one day.
- Changed Animal Shelter operating hours to be open to the public (10) additional hours Monday thru Friday from 12PM-4PM to 1PM-6PM.

OPPORTUNITIES

- Partner with Shelby County to strategically promote responsible pet ownership.
- Partner with Veterinarians within Shelby County to improve access to low-cost spay/neuter surgeries.
- Partner with County/City departments to address animal related issues within low-income neighborhoods.
- Partner with schools to engage the youth creating career pathways into Animal Services & Veterinary Medicine
- Collaborate with local colleges to increase volunteer and/or internship opportunities within Veterinary Medicine.

VISION/FOUR-YEAR PLAN

- Foster stronger community relationships by implementing outreach programs.
- Develop initiatives that actively involve residents in animal welfare and services.
- Expand the fleet of Animal Services Officer vehicles to improve response times.
- Increase Shelter & Field Operations personnel.
- Ensure efficient handling of animal-related concerns to enhance neighborhood safety.
- Increase efforts to pick up strays, reducing potential dog attacks and animal related vehicle accidents.
- Collaborate with law enforcement agencies to address animal-related safety concerns.
- Secure additional grants to provide low-cost/free veterinary services, addressing the need for accessible veterinary care.
- Open Pet Resource Centers in Veterinarian desert areas of Memphis.
- Expand youth programs within Animal Services to reduce youth involvement in crime.
- Provide valuable experiences for young citizens, fostering a sense of responsibility towards animals and the community.
- Establish and maintain high standards for animal care, reflecting positively on the city's reputation.
- Strengthen partnerships with local animal welfare organizations for mutual support.
- Engage in collaborative efforts to address broader animal welfare issues in Memphis.

Manny Belen, P.E., M.P.A.
City Engineer
Engineering Director

About

- Served the City of Memphis nearly 17-yrs
- 50% tenure in Public Works Division and 50% in Engineering Division
- Currently serving member on numerous boards and committees:
 - Tennessee Highway Certification Board
 - Metropolitan Planning Organization (ETC/TPB)
 - Chickasaw Basin Authority
- Professional Organization/Memberships
 - American Society of Civil Engineers (ASCE)
 - American Public Works Association (APWA)
 - Institute of Transportation Engineers (ITE)
- Bachelor of Science (BS) in Civil Engineering
- Master of Public Administration (MPA)
- Licensed Professional Engineer (PE)
 - Tennessee
 - Arizona
 - Nevada
- Pi Alpha Alpha Honor Society
- Meyers Briggs Type Indicator: ISTJ

ACCOMPLISHMENTS

Civil Design/Insp.:

- Strategically developed and implemented processes to execute all Accelerate Memphis Projects (\$200M)
- Established Memphis Stormwater Quantity & Quality (MSQ2) Program
- Patterson Street realignment
- Medical Center Streetscape
- Widening of WB Poplar and I-240
- Frayser Blvd. bridge repair
- N. Watkins. bridge repair
- Resurfacing commitments
- Box Culvert repair Shelby Drive and Millbranch

Build/Design/Const:

- Frayser Community Center (LEED)
- Leftwich Tennis Center Facility
- Drain and Heavy Equipment Building Facility
- Mallory Neely Carriage House Renovations
- Morris Park Imp.
- Wolf River Greenway Phase 3A and Phase 4

Traffic Engineering:

- Modernize and reconstruct traffic signals at 72 locations since 2019
- Add new school flashers at 15 schools since 2019 to increase safety around schools
- Temporary speed bumps have been installed at 60 locations to address emergency safety concerns
- Permanent speed humps have been installed at 230 locations since 2019 to increase safety in neighborhoods

Land Development:

- Created LD Accela Portal process achieving 95% of LD plans reviewed within 10 working days (Avg. 1750 plans per year)
- Developed and implemented process to support 5G deployment (695 permits issued 99% within “shot clock period”)
- Collaborated & developed process to support fiber optic infrastructure

OPPORTUNITIES

- Leverage state funding for street maintenance to better address maintenance to pavement, signs, markings, and traffic signals.
- Decluttering of our streets by improving coordination with MLGW and other utilities occupying city rights of way and removal of poles blocking sidewalks that hinder ADA accessibility.
- Strengthen coordination and enforcement for all utility companies requiring restoration and repairing streets to current standards.
- Support the Fiber Infrastructure initiative. The future implementation of IoT (internet of things) and emerging V2X
- Collaborate with local workforce development that support and encourage STEM (Science, Technology, Engineering and Mathematics) while continuing to participate and attend local job fairs.

VISION/FOUR-YEAR PLAN



STREET LIGHT INITIATIVE

Integrating street light luminaires on traffic signal to consolidate poles at intersections



SIDEWALK COST SHARE PROGRAM

Create a "Sidewalk Cost Share Program" Leveraging City funding and partnership opportunity with HCD, CRA, DMC and other entities



SMART FIBER PUBLIC SAFETY INTEGRATION

Implement fiber initiative infrastructure that support fiber to the home, IoT and the emergence of V2X technology



EFFICIENT DESIGN STANDARDS DIRECTIVE

Adopt "Design Directive for the Built Environment" Guidebook



STREET DESIGN AND REPAIR

Continued evaluation and adjustment of existing roadway network focused on achieving Vision Zero



BIKES AND PEDESTRIAN ENHANCEMENTS

Continued enhancement of the City Bike Way Network and Pedestrian focused improvements

Ashley Cash
Director,
Housing & Community
Development

About

Ashley Cash is the Director for the Division of Housing and Community Development for the City of Memphis. Most recently, Ashley has worked to provide support and manage federal funds that **address challenges brought on to communities, families and individuals related to the pandemic**. This includes collaborating on solutions around homelessness support, ensuring people remain in their homes, and other related issues. She previously led the effort to **develop the first comprehensive plan in nearly 40 years**. Ashley managed accessibility and beautification improvements for the **Jimmy Carter Work Project with Habitat for Humanity**. She also helped several Memphis communities receive the **Obama Administration's Building Neighborhood Capacity Program Grant**. Ashley has a bachelor's degree in legal studies from the University of Tennessee and a master's degree in city and regional planning from the University of Memphis. Ashley has worked over the past ten years in varying areas of community development. Her work has centered on quality-of-life planning and ensuring that all neighborhoods have equitable access to basic needs, opportunities, and amenities.

Ashley is a member of the National Trust for Historic Preservation, the American Planning Association, and Urban Land Institute. She is a New Memphis and Leadership Memphis Alum. She also sits on the Board of the Downtown Memphis Commission and Urban Land Institute Memphis Chapter. She has twice been the recipient of the Outstanding Planning Award for the Tennessee Chapter of the American Planning Association, **When she is not working or volunteering, Ashley enjoys spending time with her husband and their young daughters.**

ACCOMPLISHMENTS

- Helped facilitate completion of Memphis 3.0
- Emergency Rental Assistance Program
 - Helped to establish Right to Counsel program
- Memphis Sports & Events Complex Completion
 - \$40 M economic impact
- Leveraged federal funds for public assets
 - Historic Melrose Renovation
 - Cossitt Library
 - Pine Hill pool renovation
 - Riverview Community Center
- Increased number of designated housing organizations.
- Adding new affordable units into City pipeline through Trust Fund
 - Northside Square
 - Edgeview Senior Housing
 - Alpha Omega Veterans Housing
 - A Place of Grace – Affordable Housing
- Updated the Down Payment Assistance program, identified additional funding
- Supported Many Community Projects
 - Knowledge Quest Learning Farm
 - Girls, Inc. Patricia Howard Campus
 - YMCA indoor pool renovation
- Supported creative solutions for relocations and repair
 - Memphis Housing Authority partnership, Peppertree landlord incentive
 - Community Redevelopment Agency home repair program

OPPORTUNITIES

Leverage Opportunities–

- Community Redevelopment Agency – affordable housing projects, home repair, redevelopment program for TIF areas
- Division of Planning & Development – home repair, construction gap financing, lead abatement
- Shelby County – Land Acquisition, Community projects

Collaboration Opportunities–

- Division of Planning & Development – housing policy plan implementation
- Engineering – Including sidewalk component of home repair programs.
- Parks/Libraries – Developing strategic priorities for future improvements. Leveraging federal funds and other grant opportunities
- Public Works – addressing blight in targeted way
- Public Works/Environmental Court – Identifying pipeline for improvements for vulnerable populations who are in court

Community Outreach and Partnership Opportunities -

- Regular sharing and feedback loop on HCD projects and activities.
- More dynamic social presence and collaborations at other public events.
- Including youth and culture in our work, places where we invest
- More capabilities to raise grant funds for placemaking, culture preservation, work.

VISION/FOUR-YEAR PLAN

Expand Resources:

- Dedicated grant writers to leverage existing funding to meet community needs
 - Housing for victims of domestic abuse
 - Art and culture programming and preservation
- Expand the Trust Fund
 - Ease of use
 - Pipeline projects
 - Match funding for greenspace or placemaking at Trust Fund projects.
- Ensure every HCD fund is in an interest-bearing account.

Increase Impact

- Targeted housing programs around public improvements
- Innovative development programs
 - Middle Income Housing Program
 - Line of Credit Program for emerging developers
 - Pool funding for affordable housing incidentals
- Land acquisition and development strategies
- Increase number of rapid re-housing units

Keenon McCloy

Director of Memphis Public Libraries

About

Has served as Director of Memphis Public Libraries since 2008. A graduate of the University of California, Berkeley, Rhodes College Institute for Executive Leadership and Leadership Memphis. An enthusiastic, dedicated leader who has worked to positively position the library in the Memphis community to ensure that the libraries are meeting the diverse and multifaceted needs of the community. A strong proponent of staff development and empowerment and a passionate advocate for literacy, equitable access to resources, and lifelong learning opportunities.

ACCOMPLISHMENTS

- Memphis Public Libraries (MPL) is the only two-time recipient of the Institute of Museum and Library Services' (IMLS) National Medal.
- MPL was awarded the National Summer Learning Association's (NSLA) Summer Learning Award in 2021
- MPL has been called "The most Innovative Library in the Country" by Smithsonian Magazine
- MPL has a state-of-the-art comprehensive teen technology lab (CLOUD 901)
- MPL now offers social services and community-based programs from LINC/2-1-1
- Our team has focused on mirroring our city's population through equity, diversity, and inclusion amongst our staff. Our staff was 80/20 and now we are 65/35.
- Since 2020, Memphis Public Libraries have thus far received \$3,819,036 in grant funding, not including a gift of \$4,000,000 since then (from the Plough Foundation for renovations to the Benjamin L. Hooks Library).

OPPORTUNITIES

- Expansion of Connect Crew and outreach services such as a mobile computer lab
- Increased social worker services to communities that are in most need
- Working with more diverse populations such as Latino and Hispanic communities and providing services/programs that appeal to them
- Opportunity Youth: Providing those between the ages of 16-24 who are disconnected from school and work with resources to help them get on track.
- Community Engagement: Providing forums and meetings for citizens to share their concerns and ideas as it relates to moving the city forward, fighting crime and improving educational opportunities
- Artificial Intelligence/ Technology: Ways to expand and improve the customer service experience both online and in person.

VISION/FOUR-YEAR PLAN

- Opening of Orange Mound Public library with genealogy center
- Partnering with HCD for the development of the Southwest Twin (New Levi Library location)
- Opening of Frayser Library in June 2024
- 10% increase in classes offered through Continuing Education & Lifelong Learning (education, technology, economic opportunities)
- 10% increase in STEM Camps offered for children during the Summer months (STEM, youth, technology)
- Installation of a new performance space at Benjamin L. Hooks Central Library
- Monthly hiring events for MPL at MPL locations (economic opportunities)

John Zeanah
Director, Memphis
and Shelby County
Division of Planning
and Development



About

- Bachelors of Arts from Rhodes College
- Master of City and Regional Planning from University of Memphis
- 20 years of experience working in planning in Memphis and Shelby County
- Director of Planning and Development for the last six years, Deputy Director for two years prior

ACCOMPLISHMENTS

Launched Develop901, a series of improvements across the development permitting process, including:

- Online permit application, review, issuance, and inspection scheduling
- A “one-stop” permitting website, Develop901.com
- Improvement of physical space and organizational realignment to improve permit workflow and create customer-focused centers
- Additional partners across the development process: Engineering, Fire, Health; MLGW, Public Works in progress
- Comprehensive performance management review

Memphis 3.0 Comprehensive Plan, the city’s first comprehensive plan since 1981:

- Adoption and annual review
- Plan consistency reviews and comprehensive zoning changes
- Continuous planning (small area and systems plans)
- Accelerate Memphis

Ongoing planning and implementation across all departments:

- Sustainability/Resilience: \$60M Resilience Grant, Climate Action Planning, Solar/Green Fleet
- Housing: Increase in funds for housing rehabilitation
- MPO: Regional Transportation Planning

OPPORTUNITIES

- Comprehensive zoning code updates to correct zoning map and implement Memphis 3.0
- Completion of Accelerate Memphis projects and using lessons learned to inform community planning and investments going forward
- Increase project management capacity to support program implementation
- Continued partnership with HCD to align programs and implement joint housing policy plan (PRO Housing grant)
- Code and process improvements to support affordable housing investment
- New partners and resources under Develop901
- Improved communication and engagement with citizens and customers
- Sign code enforcement and licensing
- Bringing lessons learned from county's green initiatives to city

VISION/FOUR-YEAR PLAN

Vision Summary: Continuous planning, better plan implementation, investment in communities, partner collaboration, and improved communications and use of technology

- Memphis 3.0 five-year update
- Comprehensive updates to UDC and citywide rezoning
- Sustained engagement in planning and plan implementation
- Full integration of development partners into Develop901 systems
- Improve online experience and navigation for customers and citizens
- Continue to fully use available technology (e.g., pre-approved plans, plan libraries, AI pilots)
- Increased funding and support for housing construction and rehab
- Better leverage federal transportation dollars for planning and investment
- New green initiatives across sectors: energy, transportation, and waste

Philip Davis

Solid Waste Director

About

Current:

- Solid Waste Director – 1 year
- City of Memphis – 12 years
- Chairman – Shelby County Municipal Solid Waste Planning Board
- Board of Directors – Tennessee Composting Council
- Board of Directors – Solid Waste Association of North America West Tennessee Public Sector
- Chairman – North Hollywood Dump Steering Committee

Previous experience:

- Deputy Director – Tennessee Division of Solid Waste Management
- Assistant Manager – Tennessee Division of Water Resources
- Project Manager – Tennessee Division of Remediation Graduate of the Tennessee Government Management Institute

Certification/Education:

- Licensed Professional Geologist
- Certified Integrated Solid Waste Management System Manager
- BS – Geology – Millsaps College
- MS – Geology – University of Memphis

ACCOMPLISHMENTS

- Deployed Rubicon tablet system
 - Optimized garbage routes
 - Cloud based service delivery verification
 - Bulk waste collection response time reduced from >21 days to <14 days
- Release Memphis Curbside Collection app
- Implementation of bi-monthly bulk waste collection schedule
- Training program for CDL and special equipment operation
- Fleet standardization
- Permitted Tier 2 Composting Facility

OPPORTUNITIES

- Improve speed and efficiency of service
- Minimize waste at the curb
- Minimize employee injuries and property claims
- Expand customer communication pathways
- Improve employee morale and relationship with labor groups
- Organics recycling

VISION/FOUR-YEAR PLAN

- Improve speed and efficiency of service
 - Rubicon - Iterative route evaluation based on volume and occupancy
 - Enforce fleet maintenance schedule
 - Implement fleet replacement cycle
 - Invest in our facility infrastructure
- Minimize waste at the curb
 - Educate for recycling and diversion protocols
 - Education for allowable waste
 - Locate and construct community bulk waste drop-offs
 - Enforcement of existing ordinances
 - Cart-only service
 - Volume-based pricing/pay-as-you-throw system
- Minimize employee injury and property claims
 - Expand employee training and safety program
 - Explore re-introduction of automated side loading (ASL) trucks
- Expand customer communication pathways
 - Weather and equipment issues that result in delays
- Improve employee morale and relationship with labor groups
 - Work with labor and HR to develop Safety Committee
 - Work with labor and HR to develop training opportunities
- Organics recycling
 - Incubate a public/private partnership to create a curbside organics recycling program

Nick Walker
Director,
Memphis Parks

About

Been with the City of Memphis since 2017.

- Started in the Office of Performance Management
- Appointed as Deputy Director of Memphis Parks in September 2018
- Named Interim Parks Director in November of 2019
- Appointed as Parks Director in August of 2020

Professional Accomplishments

- Certified Parks and Recreational Professional (CPRP) 2022
- National Parks Recreation Association (NRPA) Director's School Graduate 2023

Loving husband to Jennifer & father to Abigail

ACCOMPLISHMENTS

- Parks Master Plan
- Play Your Park program
 - Year-round programming
 - Family Fun Fridays
- Commission for Accreditation of Parks and Recreation Agency (11/2023)
- Increased full-time complement in Parks from 162 to 241
- Increased Parks budget from \$28M in FY18 to \$49M in FY24
- Added management software
 - RecDesk
 - Cartegraph
- Reinstated Park Ranger program 2021
- Led COVID-19 community resource efforts
- Completed 30+ capital projects
 - Highlights include Ed Rice, Gaisman, Gaston, Orange Mound Splash Pad, McFarland Splash Pad, Hollywood Splash Pad, Whitehaven Splash Pad, Pine Hill Golf Course, Whitehaven Banquet Hall, Raleigh Skate Park and Trail, Riverview Community Center, Liberty Pocket Park, and much more to come.

OPPORTUNITIES

Focus on the quality and quantity of our core programs:

- Aquatics, youth, adult and senior recreation, health and wellness classes, outdoor recreation sites

Partnerships. We must create and expand meaningful partnerships with:

- Office of Youth Services
- Memphis Shelby County Schools (and multiple Charter Schools)
- Gun Violence Intervention Program
- Memphis Police and Memphis Fire

Partner with non-profits and specialists in fields outside our core programs:

- At-risk youth and opportunity youth
- Community Services (like expungement, job-placement, school registration, mental health services etc.)
- Workforce Development
- Educational opportunities

VISION/FOUR-YEAR PLAN

- Evaluate all of Memphis Parks' facilities
- Formalize our partnerships and put in meaningful tools to measure qualitative outcomes rather quantitative metrics
- Create a youth working group with government agencies, area school systems, and nonprofit organizations that share similar youth- driven missions:
 - Identify clear, actionable steps to make meaningful change in the trajectory of youth
 - Treat youth crime as the result of poverty and lack of resources instead of treating children as criminals
- Continue to build the capacity of Memphis Parks by advocating for resources – both operational and capital – but focusing on the operational

Robert Knecht
Public Works Director

About

I am honored to serve as Director of the 3rd largest City Division with a staff of nearly 800 employees and responsible for many core services provided to citizens including Wastewater and Stormwater, Code Enforcement, Street Sweeping, and Street Maintenance operations. I am responsible for 2 public utilities or enterprise funds of which the sewer utility is one of the largest wastewater utilities in the southeast.

I have served as Public Works Director since 2015 and previously was Deputy Director during my 20-year tenure with the City of Memphis. I have a Master's Degree in Business Administration & Bachelor of Science Degree in Civil Engineering.

I am also proud to have served in the US Air Force and am a veteran of Operations Desert Shield/Storm.

ACCOMPLISHMENTS

- Created a new Illegal Dumping Department
- Added a new 2nd Code Enforcement shift
- Installed GPS and Cameras in fleet
- Google AI and ML/DL project aimed to increase proactivity
- Created the Environmental Enforcement operation
- Opened a Convenience Center at 304 Collins St
- Created and operated multiple Dumpster Days
- Short Term Rental Registry
- Public Works Citizens Academy
- Public Works Emerging Leaders Program
- Citywide street condition analysis
- Tripled the number of Code Violations referred to Environmental Court
- Purchased and deployed over a 100 illegal dumping cameras

OPPORTUNITIES

- Focus energy on combating illegal dumping
- Increase staffing to support blight initiatives
- Blight task force recommendations
- Focus resources on most challenging blighted properties
- Strategic partnerships with TDOT, Clean Memphis, and CDC's on littering and cleanups
- Identify opportunities to increase the financial burden on negligent and absentee property owners
- Partner with MPD on new tactics towards criminal and blighted properties
- Focus on energy independence and sustainability initiatives
- Make investments in wastewater collection and treatment systems
- Public Works master planning alignment with Memphis 3.0
- Focus resources on Memphis growth
- Minimize future public utility cost rate increases using diversified rate structures
- Increase street resurfacing
- Increase street preventative maintenance
- Increase local minority business participation
- Petition the state to increase used tire fees and make Memphis recipient of this funding
- Public engagement, education, and participation including PJA's
- CDL program for employee career growth

VISION/FOUR-YEAR PLAN

- Add a second in-house/street maintenance paving staff
- Increase street maintenance complement for preventative maintenance
- Partnership with MLGW to fund street maintenance ISL's
- Increase the complement of Code Enforcement Officers
- Increase the complement of Environmental Enforcement Officers
- Create a comprehensive, all-inclusive Rental Registry Program
- Implement and collect fines and fees for Code and Ordinance violations to offset general fund costs
- Add 4 more Convenience Centers
- Annual Dumpster Days in each Council District
- Increase Memphis City Beautiful's public engagement and activities
- Deploy a blight detection tool for proactive code enforcement
- Create and deploy an infrastructure detection tool to increase proactive activities
- Double the frequency of street sweeping
- Execute master planning for wastewater and stormwater programs
- Construct a large solar farm for Wastewater Treatment Plant
- Develop a wastewater grey water reuse to offset demands on potable water/aquifer
- Public Works Citizens Academies