



A monthly newsletter published
by the Office of the Mayor
for City of Memphis Employees

September 2004

**SPECIAL
INSERT
FROM THE
MAYOR
INSIDE!**

INSIDE INNOVATIONS!

LOCAL TEENS PARTICIPATE IN UNIQUE PUBLIC WORKS PROGRAMS

Imagine a summer youth program that includes the study of garbage and sewers. Now imagine students actually competing for the opportunity to be included in the program. Sounds impossible, right? Well hang on to your hat because that is exactly what happened thanks to a unique concept developed by Public Works.

Each summer for the past 18 years Public Works and the University of Memphis have partnered to provide what may be one of the more unusual summer programs for Memphis teens. Actually there are two programs: one is called PEEP, which stands for Pre-Engineering Enrichment Project, and the other is named SWEEP, which stands for the Solid Waste Environmental Enrichment Project.

Both programs were designed to expose students to a wide range of solid waste and wastewater issues. Originally funded by an Environmental Protection Agency (EPA) grant, the programs are now funded by Public Works.

To qualify, applicants must be Memphis City School students who have completed the ninth grade, excel in math and science, and have letters of recommendation from their teachers. More than 300 students have participated in the programs since their inception and this year 9 students from East High School were selected for PEEP and 8 students from various schools were selected for SWEEP.

Keeping teenagers of any age interested and active during hot summer mornings is a challenge. However, the PEEP and SWEEP participants were attentive and readily participated in group activities directed by various Public Works employees. Akil Al-Chokhachi, Environmental Engineering's manager of industrial waste monitoring, gave students a guided tour of an industrial facility that generates large quantities of industrial wastewater,

while environmental technician Sharon Gordon held class in one of the City's storm drains.

While visiting Solid Waste Management, the PEEP and SWEEP participants were designated as "assistants for the day" to learn about how the City collects, recycles and disposes of residential solid waste. The students also were exposed to other engineering professions outside Public Works when they visited with the U.S. Army Corps of Engineers, toured the FedExForum and met with representatives of various private engineering firms.

By the end of the 35-day program, the PEEP and SWEEP participants were thoroughly trained, having inspected sewers, visited landfills, kept daily logs, sorted recyclables, entered data, prepared Powerpoint presentations and performed many other tasks which hopefully will have a positive impact on their professional future. Based on their performance, the future of Memphis looks bright.

Congratulations PEEP and SWEEP participants and thank you Public Works for these wonderful programs!



PEEP and SWEEP summer program participants learn about storm water management during a recent field trip.

DIVISION NEWS

PARK SERVICES

Outdoor pool season ends

About a week before the end of the City's outdoor pool season, swim teams from throughout Memphis gathered to compete at the Bickford Aquatic Center for bragging rights as the champions of the 2nd Annual City Swimming Championship. More than 100 swimmers representing seven City pools competed.



Members of the champion Hickory Hill swim team celebrate their victory: (l-r) Tiera Moore (10), Nia Darville (7), Katie Pace (7), Robyn Perez (10), Breawna Barnes (8), Yodimar Maldomado (8).

This year's top three teams were the Hickory Hill swim team that won first place with 184 points, followed by the second-place Fox Meadows team with 124 points and the Bickford squad in third with 114 points.

The summer outdoor pool season concluded on Sunday, Aug. 8, the day before Memphis City Schools students returned for classes.

"This year's season was a tremendous success," said Aquatics Manager David Han. "We had more than 170,000 patrons visit our 17 outdoor and indoor pools during the 9-week summer season."

According to Han, this year's numbers are up 40 percent over last year's. "Last year we had about 120,000 patrons," he said. Han says the most popular pools this year were Hickory Hill and Ed Rice. "Both of these pools are very popular because they are equipped with a recreational area that includes water toys, slides, and a fitness lap pool," he said.

According to Han, the highlight of this season was the 1,000 children who enrolled in Hickory Hill and Bickford's swimming classes and the availability of levels one through five of the American Red Cross' learn to swim program.

POLICE SERVICES

For our fallen heroes

The Memphis Police Department recently received a \$60,000 Law Enforcement Tribute Act grant from the U.S. Department of Justice to build a tribute that honors public safety officers killed in the line of duty.

The tribute grant is the result of a collaboration involving MPD, Fire Services, the Shelby County Fire Department and the Sheriff's Office. Each organization will contribute \$15,000 for a total project cost of \$120,000. The Park Services Division will oversee the project's day-to-day construction, which should be complete by the summer of 2005.

The three agencies agreed to construct the memorial in Heroes Park at 4602 Riverdale Rd. Local artists John and Jin Powell, who

recently built an 88-inch x 50-inch bronze mural that hangs at the State capital, will build two main pieces for the memorial. The front piece will be a polished, stainless steel, triangle plane with cut-out shapes representing a fireman, policeman and sheriff's officer. The second piece will be a white, pre-cast concrete trapezoid with three bronze badges representing the three participating agencies imbedded in it and an inscription that reads: *"This site is dedicated to and inspired by the best of humanity as represented by those firefighters, police and sheriff's officers who have made the ultimate sacrifice in the performance of duty to the citizens of Memphis and Shelby County. They occupy a sacred place in our hearts and in our history."*

PSN unit gets boost

The U. S. Department of Justice has awarded the Memphis Police Department's Project Safe Neighborhood (PSN) Unit a \$225,000 Project Safe Neighborhood Housing Demonstration Grant.

The grant specifically targets programs that assist in the investigation, prosecution and/or prevention of violent crimes and drug offenses in public and federally assisted low-income housing facilities.

The grant funds will assist current gun violence intervention and prevention activities and provide specialized training about techniques and strategies to enhance and help sustain the program.

Congratulations PSN!

continued on page 3

DIVISION NEWS

PUBLIC WORKS

So long Charlie!

Friends, family and co-workers recently celebrated Charles King's 38-year career at his retirement party at the offices of Heavy Equipment on Range Hills Drive. Charles, best known as "Charlie" by friends and coworkers, proved to be an extremely versatile employee throughout his career, which included stints in both Engineering and Public Works.

In Engineering, Charlie served as a technician, designer, assistant administrative engineer and chief designer. In Public Works he held the positions of drain maintenance engineer, supervisor of Environmental Maintenance and, in recent years, manager of Drain Maintenance. Perhaps Heavy Equipment and Drain Maintenance administrator Bill Hamilton said it best: "Charlie King knew more about the Memphis stormwater infrastructure than anyone else and his knowledge and conscientious service will be sorely missed!"

In retirement, Charlie and his wife Vanja, a microbiologist with Medtronics Corporation, plan to remain Memphis residents and travel.

Congratulations Charlie on your retirement from many years of outstanding service to the City of Memphis!

CQI CORNER

LET'S CELEBRATE QUALITY!

The City of Memphis will celebrate its 6th Annual National Quality Month in October. This year's theme, "Quality is Bridging the Gap Between Customers and Service," explores the City's number one strategy to promote quality and excellence.

The Quality Month celebration begins with the annual kickoff on Friday, Oct. 1, 2004, at 10 a.m. in the Council Chambers of City Hall. Individual and Team Awards for Excellence will be announced at this event, followed by quality games, food and a variety of fun activities in the Hall of Mayors.

Also, mark your calendars for Brown Bag Luncheons that will be held in the Hall of Mayors at noon. Come and enjoy the following speakers and topics:

Oct. 12 – Captain Helen F. Dunn of the United States Navy will compare City government quality activities with those of the U.S. Navy in her presentation, "The Navy... Like Memphis City Government... is Moving Full Speed Ahead with Quality Customer Service."

Oct. 19 – Cato Johnson, Senior Vice President of Corporate Affairs for Methodist Healthcare Systems will discuss quality efforts in the healthcare industry during his presentation, "Methodist and Memphis City Government: Using Quality to Provide Customer Care and Service."

SIGN UP TODAY FOR THE QUALITY FORUM!

Don't miss the Quality Month finale! The Annual Quality Forum is Thursday, Oct. 28, 2004, from 8:30 a.m. to 4:30 p.m. at the Memphis Cannon Center. This year enjoy national speakers whose presentations and topics are specifically tailored to this year's theme. Admission to the Forum is free to all City employees.

"The goal is to provide innovative and tailored skills and techniques that participants can take back to their divisions and service centers to improve performance and both internal and external customer service," says Berlinda Williams-Strong, manager of Quality and Professional Development.

The success of City government's National Quality Month celebration depends on everyone. Quality and Professional Development personally invites all employees to actively participate in as many Quality Month events as possible. Start today by signing up to volunteer by calling Ora Applewhite at 576-6468. Also, don't forget to plan to attend the Kickoff Celebration, the Brown Bag Luncheons and the Quality Forum. Contact QPD at 576-6424 for more information and to register for the Quality Forum.

MARK YOUR CALENDAR

HUMAN RESOURCES

Open Enrollment 2004 is tentatively scheduled for **Sept. 20 — Oct. 8, 2004**. In an effort to prepare City employees for Open Enrollment and the changes relating to the health plans, the Benefits Office has scheduled the following six informational sessions:

Monday, Sept. 13: 1 p.m. & 3 p.m.

Tues., Sept. 14: 9 a.m., 11 a.m., 1 p.m. & 3 p.m.

Please call **576-6479** to register for the session of your choice.

PINK PALACE FAMILY OF MUSEUMS

Oct. 7-10 — 32nd Annual Pink Palace Crafts Fair at Audubon Park! More than eighty new craftsmen will participate in this year's event, blending a wide variety of fresh artistic creations with traditional favorites. With so many new diverse arts and crafts, family-friendly activities, food and entertainment, you're bound to have a great time! Fair hours are 10 a.m. – 6 p.m., Thurs. – Sat. and 10 a.m. – 5 p.m. on Sunday. Call **320-6408** for ticket prices and more information.



City Pride is a monthly newsletter published by the Office of the Mayor for City employees. Deadline for submissions is the first week of the month prior to the next issue.

Special thanks to the following contributors: Andy Ashford, Cynthia Banks, Felecia Boyd, Rick Brashier, Dan Hope, Rochelle Williams, Berlinda Williams, Glen Yaun and all division directors and deputy directors..

Editor: Daphne J. Thomas

Comments, suggestions and submissions are welcome. Call Daphne at 576-6006.

YOU'RE AWESOME!

Congratulations to the following ...*Awesome* employees for providing outstanding customer service to their fellow employees and the residents of Memphis.

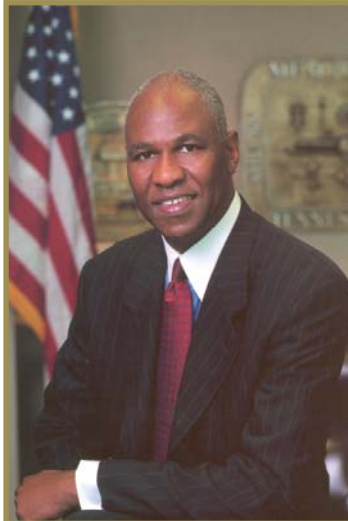
<i>Tiffany Anthony</i>	<i>Kate Friedman</i>
<i>Ora Applewhite</i>	<i>Antoinette Giles</i>
<i>June Barnett</i>	<i>Walter Hanna</i>
<i>Joyce Bearden</i>	<i>Raymond Hopkins</i>
<i>Linda Bell</i>	<i>Kenneth Johnson</i>
<i>Felecia Boyd</i>	<i>Debbie Jordan</i>
<i>Chantay Branch</i>	<i>Devonia Lucas</i>
<i>Derek Brassel</i>	<i>Robert McCormick</i>
<i>Tara Brown</i>	<i>Carlee McCullough</i>
<i>Terri Brown</i>	<i>Mark McGuire</i>
<i>Chuck Britt</i>	<i>Dale Melton</i>
<i>Debbie Burroughs*</i>	<i>Fred Moore*</i>
<i>Wendy Cantrell</i>	<i>Barbara Moses</i>
<i>Virgie Chaffin-Munn</i>	<i>Gregory Myers</i>
<i>Beth Chandler</i>	<i>James Neville</i>
<i>Karen Chunn</i>	<i>Keith Richardson</i>
<i>Brenda Clark</i>	<i>Paula Sealander</i>
<i>Lawanda Clark</i>	<i>Bobbie Smith</i>
<i>Johnnie Coleman</i>	<i>Mike Thron*</i>
<i>Bobby Coney</i>	<i>Georgette Walls</i>
<i>Darlene Cooper</i>	<i>Berlinda Williams*</i>
<i>Diane Curtis</i>	<i>Cynthia Williams</i>
<i>Sally Discenza</i>	<i>Regina Williams</i>
<i>Patricia Duncan</i>	<i>Casey Wilder</i>
<i>Rolandria Dunlap</i>	<i>Deidre Winters</i>
<i>Baldwin Eng*</i>	<i>Patrick Woods</i>

* Denotes two or more "...Awesome" notes received. List includes recipients who received electronic ...Awesomes July 21– August 25, 2004.

"You're Awesome" forms are available at the Quality and Professional Development Service Center (4225 Riverdale Road, Route #66) or from Quality coordinators/trainers and division directors.



CITY PRIDE SPECIAL THE CITY OF MEMPHIS ADMINISTRATION EDITION



Mayor Willie W. Herenton

MESSAGE FROM THE MAYOR

A Beacon for Diversity

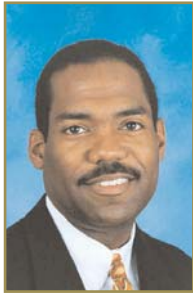
Over the years many organizations, whether public or private, have touted the merits of employment diversity. Here at the City of Memphis, diversity is more than a word or concept, it is a practice. I have worked diligently to assemble an administration that is not only talented, but also diverse.

Over the past year, there have been several leadership changes within our executive ranks. Directors and deputy directors have retired and new ones appointed. Though the City received much media attention regarding my choices for appointees to leadership positions, few rarely acknowledged the racial and gender diversity that make up my new cabinet, nor the merits of such an effort.

Inside this month's issue is an illustration of what it truly means to be an equal opportunity employer. Each division director is featured, along with pertinent information about his or her education and experience. Their deputies also are included. The purpose of providing this information is to not only familiarize you with the leaders of City of Memphis government, but also to prove that at the City of Memphis, diversity is not just "lip service," but a firmly held practice and tenet.

The City of Memphis is a beacon of diversity. It is my hope that the assembly of such an exceptionally talented and dedicated cabinet will set an example for organizations in both the public and private sectors to follow. This administration affirms my belief that an organization does not have to sacrifice quality for the sake of diversity. Diversity should exist throughout the ranks of an organization — from the executives to the rank and file employees.

I am very proud of this administration. It represents some of the best our city has to offer and is a testament to the City of Memphis' attractiveness as an employer and public service provider.



EXECUTIVE DIVISION

Chief Administrative Officer: Keith L. McGee

Prior to his appointment as Chief Administrative Officer in 2003, Keith L. McGee served as deputy director and later director of the Human Resources Division. Mr. McGee holds a bachelor's degree in human services from Thomas Edison State College. The CAO coordinates, under the supervision of the Mayor, the activities of all administrative divisions of City government. The CAO also acts as liaison officer between the Mayor, all divisions, service centers, boards, commissions and authorities.

The Executive division includes the Office of the Mayor, Information Systems and Internal Audit.



ENGINEERING DIVISION

City Engineer: Wain Gaskins, P.E.

Wain Gaskins succeeded John Conroy as the City Engineer in 2002. Prior to that, Mr. Gaskins served as the division's Transportation Planning and Design administrator for six years. Gaskins holds a bachelor's degree in civil engineering with an emphasis in transportation from the University of Tennessee, Knoxville. As City Engineer, Gaskins supervises approximately 200 positions consisting of engineers, technicians and clerical employees. The Engineering division is responsible for design, survey, construction and

inspection of streets, bridges, storm drains, sanitary sewers, traffic control devices and City facilities. Engineering provides technical services to the other divisions within the City. This division also installs and maintains signs and markings along City streets, along with traffic lights for both the City and County municipalities.

In addition, the City Engineer's Office coordinates major construction projects with the Tennessee Department of Transportation and provides review and approval of developer designed public improvements.



FINANCE DIVISION

Director: Charles Williamson

Charles Williamson joined City of Memphis in 2001 as the deputy director of Finance. Prior to that, Mr. Williamson held several financial and accounting positions with Smith & Nephew, Inc. He holds a bachelor's degree in business administration from Christian Brothers College and a master's degree in operations management from the University of Arkansas. As director, Williamson oversees a crucial division of City government that provides financial leadership

and direction, as well as coordinates all financial functions for the City. The goal of this division is to develop, evaluate, revise and enforce financial policies and procedures that promote the City's fiscal health and achievement of financial goals, as well as safeguard its assets.



Deputy Director: Shelia Whalum



FIRE DIVISION

Director: Richard Arwood

Richard Arwood is a 25-year Memphis Fire Services veteran and a 32-year fire service professional. Mr. Arwood retired from Memphis Fire Services in 1997 as the Chief of Training after 25 years of dedicated service. He returned as the director this year after serving as Collierville's Assistant Fire Chief for three years. Arwood holds a bachelor's degree in humanities from Christian Brothers University and a bachelor's degree in fire administration and a master's degree in public administration from the University of Memphis. The Division of Fire Services is comprised of more than 1,800 employees that serve in several service centers, better known as bureaus. In addition to being responsible for the extinguishment and control of fires, the division also provides such services as emergency rescue, environmental hazard control, emergency pre-hospital care, transportation to local hospitals, and disaster management assistance that includes the Urban Search and Rescue Operation. Safety Services and OSHA also fall under this division's purview. The division's fire prevention efforts consist of code enforcement, arson investigation, anti-neglect operations, and public education initiatives.



Deputy Director: Alvin Benson



GENERAL SERVICES DIVISION

Director: Cynthia Buchanan

A 25-year veteran with the City of Memphis, Cindy Buchanan served as deputy director of Public Works prior to her appointment to General Services director this past February. Ms. Buchanan holds a bachelor's degree in government from Ohio University and a master's degree in city and regional planning from Ohio State University. As director, she oversees a division that provides crucial support services for all City divisions. General Services maintains the City's vehicle fleet and publicly-owned buildings and facilities, as well as conducts the sale and acquisition of property (including the City Tax Sales), easements and rights of way. The division also oversees the operation of City Hall and provides printing and mail services for the City. General Services delivers such services for Memphis residents as grounds maintenance and street sweeping, as well as establishes programs that emphasize city cleanliness and beautification.



Deputy Director: Estrice Boone



HOUSING AND COMMUNITY DEVELOPMENT DIVISION (HCD)

Director: Robert Lipscomb

During the past five years as HCD director, Robert Lipscomb has helped the division garner more than \$110 million in competitive federal grants to fund local neighborhood revitalization efforts in downtown, north and south Memphis. Additionally, HCD has helped more than 12,000 Memphis residents become homeowners. Mr. Lipscomb holds a bachelor's degree in economics from LeMoyne Owen College and a master's in business administration from the University of Chicago. HCD was established in 1977 to address slum, blight, and deterioration in Memphis communities. Since its inception, HCD has targeted 24 low-income neighborhoods and has worked on issues from housing to infrastructure to building communities. In 1991, HCD expanded its endeavors to include economic development and has been instrumental in the revitalization of downtown, as well as in helping people start small businesses. Lipscomb also serves as the executive director of the Memphis Housing Authority.



Deputy Director: Beverly Goines



HUMAN RESOURCES DIVISION

Director: Lorene Essex, Ed. D.

Dr. Lorene Essex was appointed Human Resources director this past July. Prior to joining the City, she served as the Regional Continuing Education Chair for Baptist's College of Health Sciences and as a consultant for the City of Memphis. Dr. Essex holds a bachelor's degree in elementary education and a master's in education from the University of Alabama – Birmingham. She earned her Doctorate of Education, with an emphasis in Instructional Leadership, from the University of Alabama – Tuscaloosa. The Human Resources Division incorporates all of the service centers that address employee relations and employment functions. The division manages the City's policies and procedures, healthcare and pension, employee assistance program, employment, employee development and training, compensation, testing, recruitment, labor relations/equal opportunity employment, and employee activities.



Deputy Director: Suzanne Ratliff



INFORMATION SERVICES

Chief Information Officer: Darryl Anderson

Formerly the executive director of the Washington D.C. Office of Cable Television and Telecommunications, Darryl Anderson was appointed the City's Chief Information Officer in 2003. Mr. Anderson earned a bachelor's degree in radio and television broadcasting from Murray State University in Kentucky and a master's in communications management from Middle Tennessee State University in Murfreesboro. He commands a service center dedicated to supporting the City divisions' short-term and long-term information technology needs through effective business strategic planning, information technology budget planning, business process re-engineering and technology recommendations that address business and organizational challenges. Information Services also effectively manages the City's contracts with third party organizations and supports City divisions' information technology funding needs by providing capital budget planning and procurement assistance. Additionally, this department also is responsible for the daily operation and support of the City's data processing and telecommunication services, application development and maintenance, help desk operations, data system security and other critical projects.



Deputy Chief Information Officer: Rodney Crenshaw



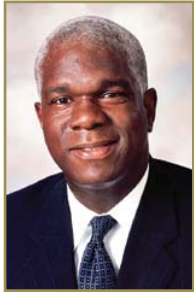
LAW DIVISION

City Attorney: Sara Hall

Sara Hall served as Benefits administrator and Human Resources director prior to her appointment as City Attorney earlier this year. Ms. Hall holds a bachelor's degree in political science from the University of Tennessee at Knoxville and a Jurist Doctorate from the University of North Carolina School of Law. As City Attorney, Hall oversees in-house assistant city attorneys and other staff that work in two basic areas: service and litigation. Attorneys working in the service area provide legal advice to various divisions of City government, as well as to a number of boards and commissions. City attorneys working in litigation are responsible for defending lawsuits filed against the City. In addition, City attorneys are responsible for researching and preparing legal opinions that are requested by the Mayor, City Council or other City divisions.



Deputy City Attorney: Elbert Jefferson Jr.



MEMPHIS LIGHT, GAS AND WATER (MLGW)

President and Chief Executive Officer: Joseph Lee III

MLGW President and CEO Joseph Lee III first joined the City of Memphis in the late 1980s as the city’s senior financial auditor. He then served as internal control auditor for Kimberly-Clark Corporation and later as vice president and investment compliance auditor for the National Bank of Commerce. Mr. Lee rejoined the City of Memphis in February 1996 as City Treasurer and later served as the director of Finance and Administration just prior to his appointment as President and CEO of MLGW in June 2004. A certified internal auditor, Lee earned a bachelor’s degree in accounting from Christian Brothers University and a master’s degree in operations management from the University of Arkansas. He also has participated in Leadership Memphis, the Executive Leadership Program at Vanderbilt University and the Institute for Executive Leadership at Rhodes College. MLGW provides electricity to nearly 415,000 customers in Memphis and Shelby County. The largest three-service utility in the nation, MLGW furnishes more than 40 billion cubic feet of gas to 310,000 gas customers each year and owns and operates one of the largest artesian water systems in the world. On a peak day, the publicly-owned utility delivers more than 250 million gallons of water to its customers.



DIVISION OF PLANNING AND DEVELOPMENT

Interim Director: Richard S. Copeland

Richard S. Copeland was appointed interim director this past January. The director of this division is a joint appointment made by the mayors of the city of Memphis and Shelby County. Prior to his appointment, Mr. Copeland served as Of Counsel to the law firm of Butler, Snow, O’Mara, Stevens & Cannada, PLLC. He holds a bachelor’s degree in education from the University of Tennessee at Martin and a Juris Doctorate from The University of Memphis Cecil C. Humphreys School of Law. The Office of Planning and Development (OPD) is responsible for land development planning in Memphis and unincorporated Shelby County. The office promotes the vision of livable communities and helps guide community investments in land use and infrastructure. In addition to OPD, the division’s departments include Economic Development, Regional Services (Metropolitan Planning Organization - MPO), the Office of Construction Code Enforcement, Shelby County Housing, and the Depot Redevelopment Agency. This division also includes the Memphis Landmarks Commission that is charged with preserving Memphis’ historic resources through planning, education and the review of projects in the City’s historic districts.



Deputy Director: Louise Mercurio



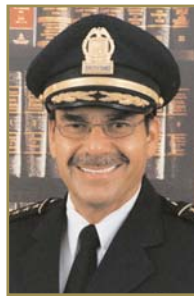
PARK SERVICES DIVISION

Director: Robert Fouché

Former deputy director of Parks Services, Fouché was appointed director this past July. Fouché holds a bachelor’s degree in Health, Physical Education and Recreation from Hampton University. He oversees a division that is a multi-dimensional provider of services that include the maintenance of 187 parks that comprise 5,387 acres. The world-famous Memphis Zoo and the award-winning Skinner Developmental Center for people with disabilities, The Pink Palace Museum, The Lichterman Nature Center and The Memphis Botanic Garden are among the Division’s many diverse properties. Division services and facilities also include community centers, golf courses, public tennis courts, swimming pools, and athletic fields that provide Memphis residents with outdoor and indoor recreation. In a country where few public recreational services remain free, our Parks Services division is one of only a few such agencies that provides a free youth athletics program that includes hundreds of softball, baseball, and soccer teams.



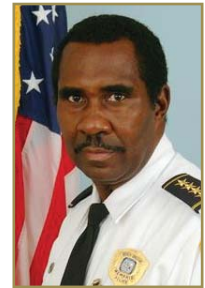
Deputy Director: Kenneth Moody



POLICE SERVICES DIVISION

Interim Director: Larry A. Godwin

Larry A. Godwin was appointed interim director last month. A 31-year MPD veteran, Mr. Godwin has served the department in several capacities — most recently as director of Special Operations. Godwin holds a bachelor’s degree from Liberty University. The Memphis Police Department’s (MPD) more than 2,000 officers provide police services to the 640,000 citizens of the city of Memphis, which covers a 313 square-mile area. The MPD’s mission is to create and maintain public safety in Memphis with focused attention on preventing and reducing crime, enforcing the law and apprehending criminals. Its vision is to create and maintain an environment of public safety and to be recognized for its zero tolerance for crime and its compassion and responsiveness to the needs, rights, and expectations of all citizens, employees, and visitors.



Deputy Director: Ernest Dobbins



PUBLIC SERVICES AND NEIGHBORHOODS DIVISION

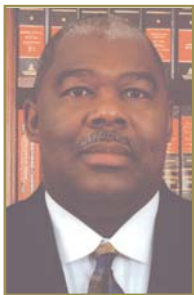
Director: E. Keenon McCloy

Keenon McCloy served as deputy director for the Public Services and Neighborhoods Division for seven years prior to her appointment as director earlier this year. She holds a bachelor’s degree in history from the University of California at Berkeley. A number of City services and departments fall under the purview of this division, including the Memphis Animal Shelter, the Emergency Management Agency, Human Services, the Memphis and Shelby County Sexual Assault Resource Center, the Mayor’s Summer Youth Initiative Program, the Office of Multicultural and Religious Affairs, Yo! Memphis, the Second

Chance/Ready For Work Program, the Civilian Law Enforcement Review Board, the Center for Neighborhoods and the Motor Vehicle Inspection Bureau that includes the Weights and Measures Bureau.



Deputy Director: Michael Gray



EMERGENCY MANAGEMENT AGENCY (EMA)

Director: Claude Talford

Prior to his appointment this past June, Claude Talford served in various positions with Memphis Fire Services, including deputy director during a career that spanned nearly 25 years. As EMA director, Mr. Talford heads a staff that assists local, state, and federal agencies with emergency response activities such as the activation of the Emergency Operations Center in the wake of major fires, hazardous material incidents, bomb threats, special rescue operations, aircraft disasters, multi-person/multi-family evacuations, terrorist events and any other emergency or disaster operation that requires a multi-agency/multi-jurisdictional response. EMA also has a National Weather Service satellite link and is responsible for activating the tornado sirens for Memphis, Arlington, Millington, Lakeland, and the un-incorporated areas of Shelby County. Other duties include dispatching for Housing and Community Development, Code Enforcement, Traffic Signal Maintenance and the Animal Shelter, along with monitoring flood control alarms. EMA is under the purview of the Public Services and Neighborhoods Division.



PUBLIC WORKS DIVISION

Director: Jerry Collins

Jerry Collins, a 20-year veteran with the City of Memphis, has served as Public Works director since 2000. Mr. Collins holds bachelor's and master's degrees in civil engineering from the University of Memphis. He also is a registered professional engineer and a licensed Class IV wastewater plant operator. Collins leads one of the City's largest divisions. Public Works has an annual operating budget of about \$100 million and a Capital Improvement Budget that averages approximately \$80 million annually.

Public Works' staff of more than 1,200 employees is responsible for the operation and maintenance of the City's infrastructure, which includes streets, sanitary sewers, storm drains, bridges and flood control. Additionally, the Division is responsible for the collection and disposal of the City's solid waste and the transport and treatment of both domestic and industrial wastewater for the metropolitan area.



Deputy Director: Herman Adair



Deputy Director — Solid Waste: Dwan Gilliom