

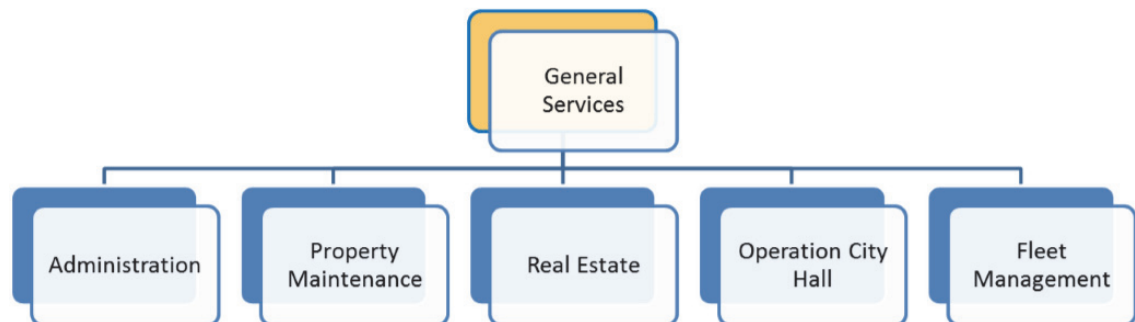
# GENERAL SERVICES

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## Mission Statement

To provide quality maintenance and repair for buildings and vehicles and other crucial support services for the Administration, City Divisions, and other governmental organizations in a cost-effective and efficient manner to assist them in accomplishing the City's mission.

## Organization Structure



## Services

The Division of General Services works in a number of ways to support the other divisions that make up the City's service and administrative system. General Services ensures that the 300+ city-owned facilities and 400+ structures function properly and meet the Americans with Disabilities Act (ADA) accessibility requirements. The Division provides maintenance for the City's 5,000+ pieces of rolling stock, handles the sale and acquisition of real property, as well as maintains 16 libraries, police precincts and training academy, and 80+ city-owned vacant lots.

## Operating Budget

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Forecast	FY 2020 Adopted
<b>EXPENDITURES</b>				
Personnel Services	\$ 11,477,729	\$ 13,691,147	\$ 11,890,326	\$ 13,917,822
Materials and Supplies	8,724,698	10,435,107	11,205,761	10,482,954
Capital Outlay	2,969	85,000	87,119	85,000
Grants and Subsidies	11,768	0	5,000	0
Misc Expense	0	0	200	0
<b>Total Expenditures</b>	<b>\$ 20,217,164</b>	<b>\$ 24,211,254</b>	<b>\$ 23,188,406</b>	<b>\$ 24,485,776</b>
<b>Total Revenues</b>	<b>\$ (2,258,455)</b>	<b>\$ (1,862,588)</b>	<b>\$ (2,094,451)</b>	<b>\$ (2,002,088)</b>
<b>NET EXPENDITURES</b>	<b>\$ 17,958,709</b>	<b>\$ 22,348,666</b>	<b>\$ 21,093,955</b>	<b>\$ 22,483,688</b>
<b>Authorized Complement</b>				<b>289</b>

### Performance Highlights

Completed Property Maintenance Facility at the Municipal Complex (old Walter Simmons)

- Remodeled Gender Separated restrooms at the Police training Academy
- Youth Services remodel
- Replaced HVAC at Fire Stations 17, 21, 25, 34, 35, 37, 39, 44, 55, and Douglas, Gaston, Mitchell, and McWherter Community Center, and the Fire Alarm Office
- Chiller replaced at Brooks Museum
- Renovations of City Council Conference Room, 2nd Floor and new elevators in City Hall
- New automated work order system for Property Maintenance and Operations of City Hall
- Upgraded M-5 and the Fuel system at Fleet
- Took over Fire Shop and stabilized the operations
- Designed new Facilities at the Municipal Complex and Raleigh Springs Shop
- Installed GPS on 40+ Property Vehicles
- Centralized the division's business operations

### Issues & Trends

The General Services Division focuses on internal support functions that contribute to the overall appearance and functionality of City-owned facilities, property, vehicles and equipment, facilitate preventive maintenance, timely minor repairs, and energy conservation technologies to manage long term costs. We conduct construction inspections to ensure project completion and warranties are in place. We procure, maintain, and repair City vehicles and equipment as well as provide landscaping. We actively pursue partnerships with other Division and governmental organizations to centralize common services and to enter contracts that benefit city businesses.

Key Performance Indicators

Performance Indicator	FY18 Actual	FY19 Goal	FY19 Actual*	FY20 Goal	Category
<b>PROPERTY MAINTENANCE</b>					
Property Maintenance: Total number of jobs completed annually	12,476	12,000	11,822	1,200	Government
Property Maintenance: The # of preventative maintenance work orders completed annually	1,044	1,100	1,126	1,200	Government
Property Maintenance: The percentage of priority 1 jobs completed in 24 hours	89%	90%	90%	90%	Government
<b>REAL ESTATE</b>					
# of surplus properties sold annually	11	20	24	27	Government
# of easement and encroachment agreements completed annually	70	75	70	75	Government
Revenue generated annually	\$829,345	\$826,025	\$770,702*	\$775,000	Government
<b>OPERATION CITY HALL</b>					
# of Work Orders for Preventive	New measure	New measure	913	920	Government
# of Work Orders for Routine	New measure	New measure	862	870	Government
# of City Hall work orders completed annually (total of Prevent and Routine)	1,700	1,800	1,775	1,800	Government
% of 168-180 boiler and chiller system checks performed on time	100%	100%	99%	100%	Government
% of repairs completed at or under 3 days monthly	100%	100%	90%	100%	Government
% of emergency work orders completed within 1 day	100%	100%	100%	100%	Government
# of maintenance work orders completed	1,211	Tracking	2,658	Tracking	Government
<b>PRINTING/MAIL SERVICES</b>					
# of certified mailings processed	30,519	30,000	31,168	30,000	Government
# of pieces of regular and presorted mail processed	524,358	524,000	625,454	550,000	Government
# of print jobs completed annually	1,156	1,000	1,013	1,000	Government
<b>FLEET MANAGEMENT</b>					
Average vehicle repair time (in days)	0.75	2	2	2	Government
% of fleet available	98%	96%	96%	96%	Government
% of stock parts available	81%	75%	75%	75%	Government

\*Large Fiber Optic Company filed bankruptcy

General Services • Division Detail

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Forecast	FY 2020 Adopted
<b>PERSONNEL SERVICES</b>				
Full-Time Salaries	\$ 10,708,948	\$ 15,502,174	\$ 11,751,398	\$ 16,262,266
Holiday Salary Full Time	651,881	0	561,954	0
Vacation Leave	794,727	0	872,492	0
Bonus Leave	115,228	0	114,090	0
Sick Leave	705,745	0	855,436	0
Overtime	587,604	778,500	689,334	575,500
Out of Rank Pay	8,647	6,000	4,460	6,000
Hazardous Duty Pay	15	0	0	0
Longevity Pay	14,424	3,700	24,575	3,700
Shift Differential	2,911	15,000	14,894	15,000
PTO Final Pay	112,693	210,363	200,560	210,363
Job Incentive	0	0	0	561,017
Required Special License Pay	0	20,000	0	20,000
Pension	705,705	464,597	830,219	887,493
Supplemental Pension	14,664	15,991	14,344	16,092
Social Security	58,308	8,089	69,932	8,089
Pension ADC	1,491,900	2,033,978	1,668,355	1,480,844
Group Life Insurance	35,210	46,855	32,473	45,601
Unemployment	18,320	21,120	22,560	20,800
Pension 401a Match	1,353	0	8,726	0
Medicare	194,955	237,949	226,328	232,777
Long Term Disability	45,951	43,889	41,291	44,934
Health Insurance - Value PPO	16,971	0	0	0
Health Insurance - Premier	1,110,722	1,174,956	961,363	1,275,528
Benefits Adjustments	0	118,122	0	37,176
Health Insurance-Local Plus Plan	617,485	691,572	609,292	770,592
Salaries - Part-Time/Temporary	357,538	929,200	764,606	607,200
On-the-job injury	214,381	171,500	123,866	171,500
Bonus Pay	39,750	0	0	0
Expense Recovery - Personnel	(7,148,307)	(8,802,408)	(8,572,222)	(9,334,650)
<b>Total Personnel Services</b>	<b>\$ 11,477,729</b>	<b>\$ 13,691,147</b>	<b>\$ 11,890,326</b>	<b>\$ 13,917,821</b>
<b>MATERIALS AND SUPPLIES</b>				
City Hall Printing	\$ 317,824	\$ 350,000	\$ 359,258	\$ 350,000
Document Reproduction - City	2,500	2,500	6,074	2,500
City Storeroom Supplies	19,557	5,500	1,784	5,500
City Shop Charges	522,692	353,548	614,316	360,618
City Shop Fuel	160,454	166,111	180,778	170,265
Outside Computer Services	0	90,000	0	0
City Computer Svc Equipment	2,588	29,386	180,805	19,386

General Services • Division Detail *(continued)*

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Forecast	FY 2020 Adopted
Data/Word Process Software	225	102,726	97,726	5,000
City Telephone/Communications	340	2,500	2,203	0
Printing - Outside	71,679	78,584	70,000	78,584
Supplies - Outside	20,886	30,007	28,378	30,007
Word/Processing/Duplicate	95,573	0	0	0
Hand Tools	61,750	62,000	54,290	62,000
Clothing	42,663	54,500	71,306	54,500
Household Supplies	68,533	89,721	39,792	89,721
Safety Equipment	8,706	16,000	9,462	20,000
Outside Postage	450,180	476,100	475,666	526,100
Asphalt Products	0	25,000	7,548	25,000
Lumber & Wood Products	0	5,000	5,000	5,000
Steel & Iron Products	0	10,300	10,300	10,300
Lime Cement & Gravel	1,567	4,000	4,000	4,000
Chemicals	9,226	20,000	20,000	20,000
Materials and Supplies	1,928,065	1,860,000	1,839,746	1,899,163
Miscellaneous Expense	971	10,000	90,728	10,000
Outside Vehicle Repair	1,279	5,000	5,000	5,000
Outside Equipment Repair/Maintenance	153,881	299,380	224,480	288,120
Facilities Structure Repair - Outside	202,595	500,000	548,854	500,000
Horticulture	(150)	0	0	0
Advertising/Publication	7,500	10,000	7,500	10,000
Outside Phone/Communications	21,426	23,100	18,086	25,600
Janitorial Services	406,462	425,000	455,029	465,000
Security	1,092	419,000	504,000	504,000
Total Quality Management	150	0	0	0
Seminars/Training/Education	15,461	34,300	36,200	40,000
Misc Professional Services	1,281,181	1,921,511	2,075,562	1,970,374
Travel Expense	6,321	2,000	4,364	2,000
Unreported Travel	(57)	0	729	0
Relocation Expense	175,280	125,000	265,286	0
Utilities	1,385,949	1,440,000	1,614,999	1,528,000
Insurance	300,300	184,074	183,615	193,957
Claims	56,992	52,759	52,479	52,759
Lawsuits	32,000	50,000	50,000	50,000
Dues/Memberships/Periodicals	2,930	7,000	8,414	7,000
Misc Services and Charges	115,287	177,000	170,004	177,000
Equipment Rental	1,003,894	1,080,000	1,000,000	1,080,000
Expense Recovery - M & S	(231,054)	(163,500)	(188,000)	(163,500)
<b>Total Materials and Supplies</b>	<b>\$ 8,724,698</b>	<b>\$ 10,435,107</b>	<b>\$ 11,205,760</b>	<b>\$ 10,482,954</b>

General Services • Division Detail *(continued)*

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Forecast	FY 2020 Adopted
<b>CAPITAL OUTLAY</b>				
Equipment	\$ 2,969	\$ 85,000	\$ 87,119	\$ 85,000
<b>Total Capital Outlay</b>	<b>\$ 2,969</b>	<b>\$ 85,000</b>	<b>\$ 87,119</b>	<b>\$ 85,000</b>
<b>GRANTS AND SUBSIDIES</b>				
Death Benefits	\$ 11,768	\$ 0	\$ 5,000	\$ 0
<b>Total Grants and Subsidies</b>	<b>\$ 11,768</b>	<b>\$ 0</b>	<b>\$ 5,000</b>	<b>\$ 0</b>
<b>MISC EXPENSE</b>				
Prior Year Expense	\$ 0	\$ 0	\$ 200	\$ 0
<b>Total Misc Expense</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 200</b>	<b>\$ 0</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 20,217,164</b>	<b>\$ 24,211,254</b>	<b>\$ 23,188,406</b>	<b>\$ 24,485,776</b>
<b>LOCAL TAXES</b>				
Fiber Optic Franchise Fees	\$ 714,430	\$ 750,000	\$ 725,000	\$ 715,000
Fiber Optic Franchise Fees-Prior	278,232	0	0	0
<b>Total Local Taxes</b>	<b>\$ 992,662</b>	<b>\$ 750,000</b>	<b>\$ 725,000</b>	<b>\$ 715,000</b>
<b>CHARGES FOR SERVICES</b>				
Rental Fees	\$ 1,006,563	\$ 1,000,000	\$ 1,003,061	\$ 1,000,000
Rent Of Land	184,492	31,738	200,000	201,238
Outside Revenue	9,453	0	21,137	15,000
Easements & Encroachments	64,075	75,000	75,875	65,000
<b>Total Charges for Services</b>	<b>\$ 1,264,583</b>	<b>\$ 1,106,738</b>	<b>\$ 1,300,073</b>	<b>\$ 1,281,238</b>
<b>OTHER REVENUES</b>				
Miscellaneous Income	\$ 1,708	\$ 0	\$ 0	\$ 0
Miscellaneous Revenue	0	0	7,127	0
Recovery Of Prior Year Expense	(498)	0	62,250	0
Mow to Own Program - Program Fees	0	5,850	0	5,850
<b>Total Other Revenues</b>	<b>\$ 1,210</b>	<b>\$ 5,850</b>	<b>\$ 69,378</b>	<b>\$ 5,850</b>
<b>TOTAL REVENUES</b>	<b>\$ (2,258,455)</b>	<b>\$ (1,862,588)</b>	<b>\$ (2,094,451)</b>	<b>\$ (2,002,088)</b>
<b>NET EXPENDITURES</b>	<b>\$ 17,958,709</b>	<b>\$ 22,348,666</b>	<b>\$ 21,093,955</b>	<b>\$ 22,483,688</b>

## Administration

General Services Administration provides management, direction, and administrative support to General Services various service centers by monitoring, coordinating and evaluating budget expenditures, capital equipment purchases, and capital improvement projects to help them achieve their goals and objectives in the most efficient and cost-effective manner.

### Operating Budget

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Forecast	FY 2020 Adopted
<b>EXPENDITURES</b>				
Personnel Services	\$ 689,874	\$ 1,584,612	\$ 1,335,293	\$ 1,722,709
Materials and Supplies	387,060	533,250	523,972	532,244
Misc Expense	0	0	200	0
<b>Total Expenditures</b>	<b>\$ 1,076,934</b>	<b>\$ 2,117,863</b>	<b>\$ 1,859,465</b>	<b>\$ 2,254,953</b>
<b>NET EXPENDITURES</b>	<b>\$ 1,076,934</b>	<b>\$ 2,117,863</b>	<b>\$ 1,859,465</b>	<b>\$ 2,254,953</b>
<b>Authorized Complement</b>				<b>20</b>

## Property Maintenance

Property Maintenance provides customers with cost-effective maintenance and repair, administers warranties for City facilities, makes recommendations on all plans regarding construction and major repairs, and provides a preventive maintenance program focusing on our customers' service delivery expectations.

### Operating Budget

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Forecast	FY 2020 Adopted
<b>EXPENDITURES</b>				
Personnel Services	\$ 7,826,596	\$ 8,516,454	\$ 7,645,467	\$ 8,606,615
Materials and Supplies	3,995,266	4,944,288	5,479,131	5,025,305
Capital Outlay	0	85,000	85,000	85,000
Grants and Subsidies	6,768	0	5,000	0
<b>Total Expenditures</b>	<b>\$ 11,828,629</b>	<b>\$ 13,545,742</b>	<b>\$ 13,214,598</b>	<b>\$ 13,716,920</b>
<b>Total Revenues</b>	<b>\$ (1,141,646)</b>	<b>\$ (1,000,000)</b>	<b>\$ (1,133,709)</b>	<b>\$ (1,000,000)</b>
<b>NET EXPENDITURES</b>	<b>\$ 10,686,983</b>	<b>\$ 12,545,742</b>	<b>\$ 12,080,889</b>	<b>\$ 12,716,920</b>

<b>Authorized Complement</b>	<b>102</b>
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## Real Estate

Real Estate assists the Administration, other divisions, agencies and/or service centers in providing analyses involving feasibility studies, preparation of land valuations, and direction in accomplishing possible projects. Real estate also assist in acquiring real property or interests in real property, including in-leasing and out-leasing of land and improvements and management of real property; as well as the sale of excess or tax delinquent City parcels.

### Operating Budget

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Forecast	FY 2020 Adopted
<b>EXPENDITURES</b>				
Personnel Services	\$ 444,435	\$ 436,563	\$ 422,207	\$ 476,229
Materials and Supplies	189,192	281,691	352,953	191,300
<b>Total Expenditures</b>	<b>\$ 633,627</b>	<b>\$ 718,255</b>	<b>\$ 775,160</b>	<b>\$ 667,529</b>
<b>Total Revenues</b>	<b>\$ (1,107,853)</b>	<b>\$ (862,588)</b>	<b>\$ (938,125)</b>	<b>\$ (987,088)</b>
<b>NET EXPENDITURES</b>	<b>\$ (474,227)</b>	<b>\$ (144,333)</b>	<b>\$ (162,965)</b>	<b>\$ (319,560)</b>

<b>Authorized Complement</b>	<b>6</b>
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## Operation City Hall

The Operation of City Hall provides a safe, clean and comfortable environment for employees and visitors. The Operation City Hall also provides timely, efficient, and quality service to employees inside City Hall and Public Safety for the buildings. The Printing/Mail Services provides quality services to all City Government centers and is responsible for city print jobs, inter-office and postal delivery of mail, the administration of the copier contracts, and handles the purchasing of all paper for the city in the most cost-efficient and expeditious manner to meet the needs of the customers.

### Operating Budget

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Forecast	FY 2020 Adopted
<b>EXPENDITURES</b>				
Personnel Services	\$ 1,679,815	\$ 1,959,542	\$ 1,718,167	\$ 2,095,937
Materials and Supplies	4,139,410	4,675,878	4,847,228	4,734,105
Capital Outlay	2,969	0	2,119	0
<b>Total Expenditures</b>	<b>\$ 5,822,194</b>	<b>\$ 6,635,420</b>	<b>\$ 6,567,513</b>	<b>\$ 6,830,042</b>
<b>Total Revenues</b>	<b>\$ (9,453)</b>	<b>\$ 0</b>	<b>\$ (22,617)</b>	<b>\$ (15,000)</b>
<b>NET EXPENDITURES</b>	<b>\$ 5,812,740</b>	<b>\$ 6,635,420</b>	<b>\$ 6,544,896</b>	<b>\$ 6,815,042</b>
<b>Authorized Complement</b>				<b>27</b>

# Park Operations

Park Operations performs maintenance support for Memphis Park facilities and services.

## Operating Budget

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Forecast	FY 2020 Adopted
<b>EXPENDITURES</b>				
Materials and Supplies	\$ 8,017	\$ 0	\$ 2,479	\$ 0
<b>Total Expenditures</b>	<b>\$ 8,017</b>	<b>\$ 0</b>	<b>\$ 2,479</b>	<b>\$ 0</b>
<b>NET EXPENDITURES</b>				
	<b>\$ 8,017</b>	<b>\$ 0</b>	<b>\$ 2,479</b>	<b>\$ 0</b>
<b>Authorized Complement</b>				<b>0</b>

## Fleet Management

### Operating Budget

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Forecast	FY 2020 Adopted
<b>EXPENDITURES</b>				
Personnel Services	\$ 837,007	\$ 1,193,975	\$ 769,192	\$ 1,016,332
Materials and Supplies	5,756	0	0	0
Grants and Subsidies	5,000	0	0	0
<b>Total Expenditures</b>	<b>\$ 847,763</b>	<b>\$ 1,193,975</b>	<b>\$ 769,192</b>	<b>\$ 1,016,332</b>
<b>NET EXPENDITURES</b>	<b>\$ 847,763</b>	<b>\$ 1,193,975</b>	<b>\$ 769,192</b>	<b>\$ 1,016,332</b>

<b>Authorized Complement</b>	<b>134</b>
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Fleet personnel costs are in the General Fund and recovered from the Fleet Fund.