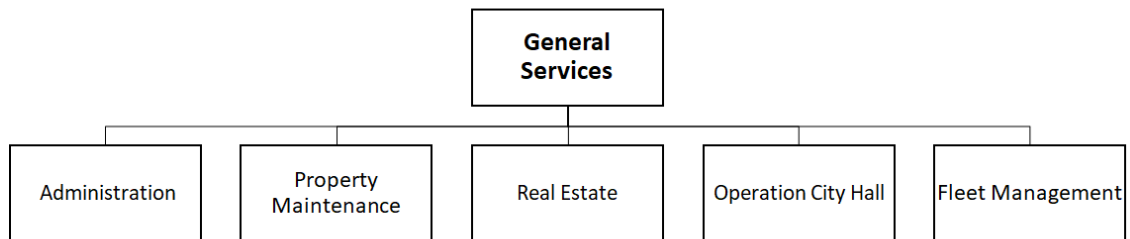


GENERAL SERVICES

Mission Statement

The General Services Division's mission is to provide quality maintenance and repair for buildings, vehicles, and other crucial support services, for the City's Divisions, in a cost-effective and efficient manner.

Organization Structure



Services

The General Services Division works in various 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, maintains 16 libraries, all police precincts, the Fire and Police training academy, and 80+ city-owned vacant lots.

Operating Budget

Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Forecast	FY 2021 Adopted
EXPENDITURES				
Personnel Services	\$ 11,801,461	\$ 13,917,822	\$ 13,357,853	\$ 13,958,370
Materials and Supplies	8,585,956	10,482,954	13,253,661	9,276,005
Capital Outlay	2,119	85,000	55,000	85,000
Grants and Subsidies	5,000	0	0	0
Misc Expense	1,628	0	(81)	0
Total Expenditures	\$ 20,396,164	\$ 24,485,776	\$ 26,666,433	\$ 23,319,375
Total Revenues	\$ (2,037,123)	\$ (2,002,088)	\$ (809,680)	\$ (1,363,338)
NET EXPENDITURES	\$ 18,359,041	\$ 22,483,688	\$ 25,856,753	\$ 21,956,037
Authorized Complement				289

Performance Highlights

- Initiated a certification incentive program, whereby employees are rewarded for maintaining certification and licensure, and other areas are encouraged to obtain certification and/or licensure in their respective trades.
- Collaborated with City of Memphis Divisions of Human Resources and Youth Services along with the Shelby County Schools to employ high school students and graduates in applied building trades and automotive mechanics skills training opportunities.
- Completion of the Right of Way Acquisitions for the vital projects such as:
 - Elvis Presley Road Project Phase I
 - Medical Center Streetscapes Project
 - Various segments of the Wolf River Greenway Trails
 - The A.W. Willis Sewer Relocation Project
- Completed deferred maintenance projects to address the HVAC, roofing and electrical upgrades.
- Completed upgrades to five facilities to provide greater accessibility.
- Replaced the old walking trail, at Gaisman Complex, with ADA compliant walkway from center to pool, to tennis courts and playground and installed new ADA compliant parking
- Installed 300+ low flow flush valves for restrooms at the Liberty Bowl; resurfaced/repaved Liberty Bowl east/early Maxwell parking lots and resurfaced/repaved the dedicated (Fred Jones) Home Run Lane
- Completed HVAC upgrades to over 40 city facilities with more efficient units and changed refrigerant from R-22 to R410A
- Initiated City Council Chambers and Roofing Project

- Completed several renovations within City Hall including, Division of Planning offices, and multiple space renovations throughout City Hall.
- Completed the installation of the information monitors throughout City Hall
- COVID-19:
 - **Fleet Management-Storeroom:** served as the Command Center and supplier of COVID-19 PPEs; spending over \$2.7M for masks, gloves, disinfectant sprays and wipes and suits to be distributed to City divisions and various Memphis organizations, churches and agencies.
 - **Property Maintenance:** prepared remote sites and supplied tents and generators for drive-thru testing sites.
 - **Operations of City Hall/Public Safety Building:** prepared both buildings with plexiglass, additional Hand Sanitizer stations, ordered and supplied departments with PPEs, disinfectant bottles, spray and wipes, taped social distancing markings for elevators and entrance doors as well as charged air filters.

Issues & Trends

The General Services Division provides internal support functions that contribute to the overall appearance and functionality of City-owned facilities, property, vehicles, and equipment. To that end, General Services will be engaged in the following:

- 1 Facility Conditions Assessment (FCA) of the Libraries to determine the deferred maintenance needs, building systems that have reached end of life. It should be noted, a FCA of City Hall and the Parks properties has been completed.
- 2 Finalizing and implementing a new Facility work order system.
- 3 Implementing GPS installation on city-owned fleet.
- 4 Initiating the data collection and work to gain Energy Star Certification of our facilities.

Key Performance Indicators

Performance Indicator	FY19 Actual	FY20 Goal	FY20 Actual	FY21 Goal	Category
PROPERTY MAINTENANCE					
Property Maintenance: Total number of jobs completed annually	11,842	12,000	10,583	12,000	Government
Property Maintenance: The # of preventative maintenance work orders completed annually	1,206	1,200	621	1,200	Government
Property Maintenance: The percentage of priority 1 jobs completed in 24 hours	89%	90%	73%	90%	Government
REAL ESTATE					
# of surplus properties sold annually	27	27	13	20	Government
# of easement and encroachment agreements completed annually	105	75	80	80	Government
Revenue generated annually	\$876,000	\$775,000	\$554,087*	\$775,000	Government
OPERATION CITY HALL					
# of Work Order for Preventive	913	920	900	900	Government
# of Work Order for Routine	862	870	800	850	Government
# of City Hall work orders completed annually (total of Prevent and Routine)	1,775	1,800	1,730	1,700	Government
% of 168-180 boiler and chiller system checks performed on time	99%	100%	100%	100%	Government
% of repairs completed at or under 3 days monthly	90%	100%	100%	100%	Government
% of emergency work orders completed within 1 day	100%	100%	100%	100%	Government
# of maintenance work orders completed	2,658	Tracking	1,700	1750	Government
PRINTING/MAIL SERVICES					
# of certified mailings processed	28,051	30,000	19,047	22,000	Government
# of pieces of regular and presorted mail processed	624,074	550,000	607,395	750,000	Government
# of print jobs completed annually	1,126	1,000	1,137	1,300	Government
FLEET MANAGEMENT					
Average vehicle repair time (in days)	1.19	2	2.67	2.67	Government
% of fleet available	97%	96%	97%	97%	Government
% of stock parts available	78%	75%	80%	80%	Government

*Large fiber optic licensee filed bankruptcy; RE has not deposited checks totaling \$56,000 pending fee dispute with licensee; there is \$86,000 in delinquent accounts

General Services • Division Detail

Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Forecast	FY 2021 Adopted
PERSONNEL SERVICES				
Full-Time Salaries	\$ 12,379,310	\$ 16,262,266	\$ 15,544,304	\$ 16,318,586
Holiday Salary Full Time	734,602	0	0	0
Vacation Leave	848,383	0	0	0
Bonus Leave	121,280	0	0	0
Sick Leave	825,385	0	0	0
Overtime	564,940	575,500	598,040	570,410
Out of Rank Pay	3,803	6,000	2,337	2,144
Hazardous Duty Pay	0	0	2,273	0
Longevity Pay	12,623	3,700	11,943	3,303
Shift Differential	12,829	15,000	13,567	13,014
PTO Final Pay	229,442	210,363	149,999	210,363
Job Incentive	0	561,017	100,000	268,000
Required Special License Pay	0	20,000	0	0
Cert Pay	0	0	48,396	0
Pension	790,027	887,493	887,493	916,856
Supplemental Pension	15,150	16,092	17,971	18,790
Social Security	70,285	8,089	78,153	8,089
Pension ADC	1,502,593	1,480,844	1,486,370	1,707,569
Group Life Insurance	35,055	45,601	38,762	45,533
Unemployment	21,120	20,800	20,800	21,600
Pension 401a Match	8,293	0	8,581	8,732
Medicare	224,622	232,777	234,959	238,644
Long Term Disability	50,484	44,934	55,479	46,878
Health Insurance - Choice Plan	1,103,120	1,275,528	1,413,000	1,334,448
Benefits Adjustments	0	37,176	0	46,445
Health Insurance-Select Plan	685,251	770,592	944,491	823,824
Salaries - Part Time/Temporary	501,023	607,200	510,000	518,292
On the Job Injury	117,944	171,500	75,585	171,500
Bonus Pay	400	0	0	0
Expense Recovery - Personnel	(9,056,503)	(9,334,650)	(8,884,650)	(9,334,650)
Total Personnel Services	\$ 11,801,461	\$ 13,917,822	\$ 13,357,853	\$ 13,958,370
MATERIALS AND SUPPLIES				
City Hall Printing	\$ 117,556	\$ 350,000	\$ 150,000	\$ 225,600
Document Reproduction - City	5,472	2,500	2,500	1,000
City Storeroom Supplies	1,849	5,500	5,500	3,000
City Shop Charges	547,178	360,618	547,178	571,928
City Shop Fuel	165,510	170,265	170,265	172,186
Outside Computer Services	0	0	0	80,000
City Computer Svc Equipment	10,368	19,386	19,386	16,450

General Services • Division Detail *(continued)*

Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Forecast	FY 2021 Adopted
Data/Word Process Software	53,687	5,000	2,000	2,000
Printing - Outside	46,822	78,584	57,011	0
Supplies - Outside	22,097	30,007	25,000	38,907
Hand Tools	49,615	62,000	63,070	52,000
Clothing	44,266	54,500	56,939	56,939
Household Supplies	41,495	89,721	41,495	54,000
Safety Equipment	8,231	20,000	18,000	18,000
Outside Postage	477,668	526,100	525,320	526,100
Asphalt Products	4,631	25,000	8,165	7,000
Lumber & Wood Products	0	5,000	0	0
Steel & Iron Products	0	10,300	0	0
Lime Cement & Gravel	1,104	4,000	4,000	4,000
Chemicals	5,753	20,000	47,108	20,000
Material Processing	7,383	0	0	0
Materials and Supplies	1,925,327	1,899,163	5,056,577	1,818,217
Miscellaneous Expense	91,623	10,000	0	0
Outside Vehicle Repair	0	5,000	1,431	2,500
Outside Equipment Repair/Maintenance	268,633	288,120	200,000	265,120
Facilities Structure Repair - Outside	198,841	500,000	198,841	400,000
Advertising/Publication	1,929	10,000	4,000	3,000
Outside Phone/Communications	35,127	25,600	93,600	77,600
Janitorial Services	456,227	465,000	585,550	465,000
Security	0	504,000	425,637	504,000
Seminars/Training/Education	19,680	40,000	15,000	38,350
Misc Professional Services	1,750,110	1,970,374	2,087,396	1,279,938
Travel Expense	2,367	2,000	4,000	6,500
Relocation Expense	133,155	0	0	0
Utilities	1,096,805	1,528,000	1,370,637	1,271,000
Insurance	183,615	193,957	188,692	193,911
Claims	11,898	52,759	39,759	52,759
Lawsuits	50,000	50,000	50,000	50,000
Dues/Memberships/Periodicals	2,641	7,000	2,546	7,000
Rent	0	0	66,000	0
Misc Services and Charges	117,183	177,000	117,183	162,000
Equipment Rental	924,994	1,080,000	1,080,000	930,000
Expense Recovery - M & S	(294,884)	(163,500)	(76,125)	(100,000)
Total Materials and Supplies	\$ 8,585,956	\$ 10,482,954	\$ 13,253,661	\$ 9,276,005
CAPITAL OUTLAY				
Equipment	\$ 2,119	\$ 85,000	\$ 55,000	\$ 85,000
Total Capital Outlay	\$ 2,119	\$ 85,000	\$ 55,000	\$ 85,000

General Services • Division Detail *(continued)*

Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Forecast	FY 2021 Adopted
GRANTS AND SUBSIDIES				
Death Benefits	\$ 5,000	\$ 0	\$ 0	\$ 0
Total Grants and Subsidies	\$ 5,000	\$ 0	\$ 0	\$ 0
MISC EXPENSE				
Prior Year Expense	\$ 1,628	\$ 0	\$ (81)	\$ 0
Total Misc Expense	\$ 1,628	\$ 0	\$ (81)	\$ 0
TOTAL EXPENDITURES	\$ 20,396,164	\$ 24,485,776	\$ 26,666,433	\$ 23,319,375
LOCAL TAXES				
Fiber Optic Franchise Fees	\$ 635,716	\$ 715,000	\$ 447,406	\$ 657,593
Total Local Taxes	\$ 635,716	\$ 715,000	\$ 447,406	\$ 657,593
CHARGES FOR SERVICES				
Rental Fees	\$ 1,003,062	\$ 1,000,000	\$ 200,000	\$ 591,745
Rent Of Land	184,687	201,238	67,848	49,000
Outside Revenue	21,537	15,000	8,281	0
Easements & Encroachments	88,387	65,000	71,875	65,000
Total Charges for Services	\$ 1,297,672	\$ 1,281,238	\$ 348,004	\$ 705,745
OTHER REVENUES				
Miscellaneous Income	\$ 2,515	\$ 0	\$ 1,705	\$ 0
Miscellaneous Revenue	7,128	0	0	0
Recovery Of Prior Year Expense	94,092	0	0	0
Mow to Own Program - Program Fees	0	5,850	12,565	0
Total Other Revenues	\$ 103,735	\$ 5,850	\$ 14,270	\$ 0
TOTAL REVENUES	\$ (2,037,123)	\$ (2,002,088)	\$ (809,680)	\$ (1,363,338)
NET EXPENDITURES	\$ 18,359,041	\$ 22,483,688	\$ 25,856,753	\$ 21,956,037

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 2019 Actual	FY 2020 Adopted	FY 2020 Forecast	FY 2021 Adopted
EXPENDITURES				
Personnel Services	\$ 1,235,486	\$ 1,722,709	\$ 1,373,238	\$ 1,870,619
Materials and Supplies	357,268	532,244	383,545	459,004
Misc Expense	370	0	0	0
Total Expenditures	\$ 1,593,124	\$ 2,254,953	\$ 1,756,783	\$ 2,329,623
NET EXPENDITURES	\$ 1,593,124	\$ 2,254,953	\$ 1,756,783	\$ 2,329,623

Authorized Complement	21
------------------------------	-----------

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 2019 Actual	FY 2020 Adopted	FY 2020 Forecast	FY 2021 Adopted
EXPENDITURES				
Personnel Services	\$ 7,570,543	\$ 8,606,616	\$ 8,167,948	\$ 8,487,624
Materials and Supplies	4,471,620	5,025,305	5,014,346	4,367,873
Capital Outlay	0	85,000	55,000	85,000
Grants and Subsidies	5,000	0	0	0
Misc Expense	0	0	(81)	0
Total Expenditures	\$ 12,047,163	\$ 13,716,921	\$ 13,237,213	\$ 12,940,497
Total Revenues	\$ (1,136,599)	\$ (1,000,000)	\$ (200,000)	\$ (591,745)
NET EXPENDITURES	\$ 10,910,564	\$ 12,716,921	\$ 13,037,213	\$ 12,348,752
Authorized Complement				102

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 improvements, management of real property, and the sale of excess, or tax delinquent City parcels.

Operating Budget

Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Forecast	FY 2021 Adopted
EXPENDITURES				
Personnel Services	\$ 423,654	\$ 476,227	\$ 425,108	\$ 495,454
Materials and Supplies	141,007	191,300	167,845	257,260
Misc Expense	233	0	0	0
Total Expenditures	\$ 564,894	\$ 667,527	\$ 592,953	\$ 752,714
Total Revenues	\$ (877,007)	\$ (987,088)	\$ (601,399)	\$ (771,593)
NET EXPENDITURES	\$ (312,113)	\$ (319,561)	\$ (8,446)	\$ (18,879)
Authorized Complement				136

Operation City Hall

The Operation 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 Mail Services department provides services to all City Government centers and is responsible for inter-office and postal delivery of mail, the administration of the copier contracts, and handling of the purchasing of all paper for the City of Memphis.

Operating Budget

Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Forecast	FY 2021 Adopted
EXPENDITURES				
Personnel Services	\$ 1,813,931	\$ 2,095,936	\$ 1,814,173	\$ 1,900,448
Materials and Supplies	3,616,012	4,734,105	4,449,565	4,191,868
Capital Outlay	2,119	0	0	0
Misc Expense	1,025	0	0	0
Total Expenditures	\$ 5,433,087	\$ 6,830,041	\$ 6,263,738	\$ 6,092,316
Total Revenues	\$ (23,016)	\$ (15,000)	\$ (8,281)	\$ 0
NET EXPENDITURES	\$ 5,410,071	\$ 6,815,041	\$ 6,255,457	\$ 6,092,316
Authorized Complement				24

Fleet Management

This legal level contains the Fleet’s Personnel cost which are funded by recoveries from the General Fund users of fleet services.

Operating Budget

Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Forecast	FY 2021 Adopted
EXPENDITURES				
Personnel Services	\$ 757,851	\$ 1,016,333	\$ 1,577,387	\$ 1,204,223
Materials and Supplies	48	0	3,238,360	0
Total Expenditures	\$ 757,899	\$ 1,016,333	\$ 4,815,747	\$ 1,204,223
Total Revenues	\$ (500)	\$ 0	\$ 0	\$ 0
NET EXPENDITURES	\$ 757,399	\$ 1,016,333	\$ 4,815,747	\$ 1,204,223
Authorized Complement				136