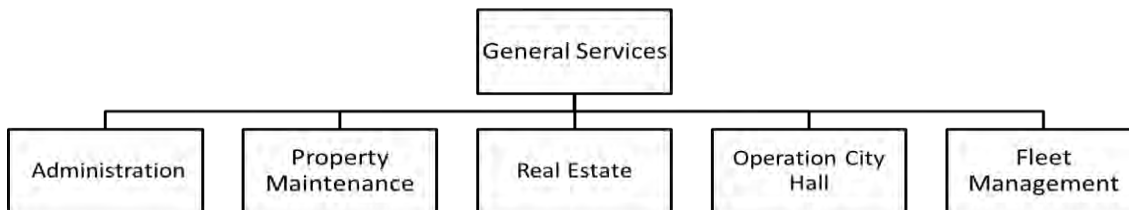


GENERAL SERVICES

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 350+ city-owned facilities and 500+ 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:	FY20	FY21	FY21	FY22
Actual	Adopted	Forecast	Adopted	
Expenditures				
Personnel Services	\$12,723,547	\$13,958,370	\$12,800,075	\$13,770,837
Materials and Supplies	12,083,262	9,276,005	10,207,292	9,977,233
Capital Outlay	42,125	85,000	80,645	85,000
Misc. Expense	81	0	0	0
Total Expenditures	\$24,849,015	\$23,319,375	\$23,088,012	\$23,833,070
Total Revenues	\$741,650	\$1,363,338	\$964,388	\$1,501,238
Net Expenditures	\$24,107,365	\$21,956,037	\$22,123,624	\$22,331,832
Authorized Complement				286

Performance Highlights

Completion of vital Real Estate projects such as:

- Identification and selling of 35 parcels to the CRA for community redevelopment
- Implementation of a new Lease Management Software
- Implementation of a revised (PROW) Public Right of Way agreement to capture incoming permits in the City’s right-of-way
- City parcels mapped into (GIS) Geographic Information System and added to the City of Memphis Website for Public use
- The Request for Quote (RFQ) for the former Union Avenue Police precinct released

Operations of City Hall (OCH):

- Completed City Council Chambers Renovation Project which included several upgrades to the area including installed new Led lighting, abated asbestos plaster ceiling and reinstalled non-asbestos ceiling, modified skylights, painted walls, as well as installed new doors and new flooring
- Completed deferred projects, tasks, and annual mechanical equipment maintenance, such as chiller, cooling towers, and boiler maintenance
- Completed re-roofing of the City Council Chambers areas to prevent water infiltration

Performance Highlights *(continued)*

Property Maintenance

Added over 300 ornamental pole light decorations along various City streets for the Christmas/Winter holiday season

Added concrete flooring to the Police Mounted Horse Patrol barn

COVID-19:

Administration: served as the payment hub of the Division, paying, and tracking spending of testing and vaccination expenditures

Fleet Management-Storeroom:

- served as the Command Center and supplier of COVID-19 PPEs.

- procured refrigerated trucks for the Memphis Food bank for food distribution during the pandemic

- assisted Memphis Fire Department in securing ten (10) SUVs for the City of Memphis COVID 19 vaccination project

Property Maintenance: prepared remote and pop-up sites with tents, generators and propane/fuel for drive-thru testing and vaccination sites.

Operations of City Hall/Public Safety Building: prepared both buildings with plexiglass; installed additional Hand Sanitizer stations in the elevator, halls and restrooms; ordered and supplied departments with PPEs, disinfectant bottles, spray and wipes; taped social distancing markings for elevators and entrance doors; began the process installing touchless/automatic doors for City Hall main entrances, touchless activated hand soap and new sanitizer machines, and upgrading the air filtration system.

Real Estate: Performed searches for potential remote sites. Coordinated the cleaning of the 1720 RKS Commercial Cove COVID testing site. Assists with the operation and lease management of the Applying COVID testing and vaccination site.

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 continuing the Facility Conditions Assessment (FCA) of other City facilities to determine the deferred maintenance needs, building systems that have reached end of life. It should be noted, a FCA of Libraries, City Hall and the Parks properties has been completed. Finalizing the implementation of a new Facility work order system. Continuing data collection and work to gain Energy Star Certification of our facilities.

Key Performance Indicators

Performance Indicator	FY20 Goal	FY20 Actual	FY21 Actual	FY22 Goal	Category
PROPERTY MAINTENANCE					
Property Maintenance: Total number of jobs completed annually	12,000	10,583	11,389	12,000	Government
Property Maintenance: The # of preventative maintenance work orders completed annually	1,200	621	925	1,200	Government
Property Maintenance: The percentage of priority 1 jobs completed in 24 hours	90%	73%	90%	90%	Government
REAL ESTATE					
# of surplus properties sold annually	27	13	20	30	Government
# of easement and encroachment agreements completed annually	75	80	80	100	Government
Revenue generated annually*	\$775,000	\$554,087	\$300,000	\$300,000	Government
OPERATION CITY HALL					
# of Work Order for Preventive	920	900	875	900	Government
# of Work Order for Routine	870	800	725	850	Government
# of City Hall work orders completed annually (total of Prevent and Routine)	1,800	1,730	1,700	1,700	Government
% of 168-180 boiler and chiller system checks performed on time	100%	100%	100%	100%	Government
% of repairs completed at or under 3 days monthly	100%	100%	100%	100%	Government
% of emergency work orders completed within 1 day	100%	100%	100%	100%	Government
# of maintenance work orders completed	Tracking	1,700	1,685	1,700	Government
PRINTING/MAIL SERVICES					
# of certified mailings processed	30,000	19,047	11,092	15,000	Government
# of pieces of regular and presorted mail processed	550,000	607,395	610,817	700,000	Government
FLEET MANAGEMENT					
Average vehicle repair time (in days)	2	2.67	2.61	2.67	Government
% of fleet available	96%	97%	96.55	97%	Government
% of stock parts available	75%	80%	81.45	80%	Government

*Large fiber optic licensee filed bankruptcy while another one is currently in litigation regarding new fees

General Services • Division Detail

<u>Category:</u>	FY20	FY21	FY21	FY22
<u>Expenditures</u>	Actual	Adopted	Forecast	Adopted
Personnel Services				
Full-Time Salaries	\$12,922,372	\$16,318,586	\$15,000,000	\$16,265,024
Holiday Salary Full Time	771,218	0	0	0
Vacation Leave	731,929	0	0	0
Bonus Leave	224,443	0	0	0
Sick Leave	810,221	0	0	0
FFCRA Regular	3,845	0	0	0
OT Straight Retro	0	0	1,449	0
Overtime	598,040	570,410	940,743	570,410
Out of Rank Pay	2,337	2,144	8,465	2,144
Hazardous Duty Pay	2,644	0	4,676	0
Longevity Pay	11,943	3,303	12,435	3,303
Shift Differential	13,567	13,014	17,228	13,014
PTO Final Pay	108,339	210,363	175,821	210,363
Job Incentive	0	268,000	0	380,989
Required Special License Pay	0	0	2,025	0
Cert Pay Testing	48,396	0	112,989	0
Pension	822,880	916,856	863,993	875,145
Supplemental Pension	18,436	18,790	19,271	16,466
Social Security	79,508	8,089	72,454	8,089
Pension ADC Funding	1,480,848	1,707,569	1,707,569	1,317,289
Group Life Insurance	38,763	45,533	43,285	48,158
Unemployment	20,800	21,600	21,600	20,160
Pension 401a Match	8,581	8,732	11,237	8,732
Medicare	234,959	238,644	245,521	228,640
Long Term Disability	55,479	46,878	64,200	43,999
Health Insurance - Choice Plan	1,351,761	1,334,448	1,487,821	1,331,304
Health Insurance - Select Plan	882,260	823,824	792,162	828,180
Salaries - Part Time/Temporary	501,652	518,292	364,286	518,292
On the Job Injury	102,571	171,500	68,881	171,500
Benefits Adjustments	0	46,445	0	32,134
Bonus Pay	0	0	2,750	0
Expense Recovery - Personnel	(9,124,245)	(9,334,650)	(9,240,786)	(9,122,498)
Total Personnel Services	\$12,723,547	\$13,958,370	\$12,800,075	\$13,770,837
Materials & Supplies				
City Hall Printing	\$85,067	\$225,600	\$150,000	\$150,000
Document Reproduction - City	0	1,000	250	250

General Services • Division Detail *(continued)*

<i>Category:</i>	FY20	FY21	FY21	FY22
	Actual	Adopted	Forecast	Adopted
City Storeroom Supplies	\$1,400	\$3,000	\$3,000	\$23,000
City Shop Charges	535,953	571,928	459,818	542,999
City Shop Fuel	148,814	172,186	104,690	172,186
Outside Computer Services	0	80,000	86,500	86,500
City Computer Svc Equipment	7,159	16,450	5,855	14,950
Data/Word Process Software	882	2,000	0	1,000
Pers Computer Software	733	0	0	0
Printing - Outside	57,011	0	211	0
Supplies - Outside	22,023	38,907	40,000	34,107
Hand Tools	35,150	52,000	53,457	50,000
Clothing	47,562	56,939	58,603	52,439
Household Supplies	46,379	54,000	54,000	54,000
Safety Equipment	14,431	18,000	18,000	20,500
Outside Postage	520,884	526,100	529,586	530,600
Asphalt Products	8,165	7,000	38,500	60,000
Lime Cement & Gravel	0	4,000	1,000	4,000
Chemicals	47,108	20,000	20,000	45,000
Materials and Supplies	5,228,266	1,818,217	1,910,570	1,818,217
Outside Vehicle Repair	0	2,500	0	2,500
Outside Equipment Repair/Maintenance	248,715	265,120	285,000	270,120
Facilities Structure Repair - Outside	137,890	400,000	454,501	500,000
Advertising/Publication Outside	3,692	3,000	5,985	6,000
Phone/Communications	84,878	77,600	85,888	78,100
Janitorial Services	500,916	465,000	499,875	507,000
Security	389,339	504,000	900,635	904,000
Seminars/Training/Education	15,170	38,350	13,134	29,650
Misc. Professional Services	1,563,348	1,279,938	1,623,950	1,279,938
Travel Expense	1,389	6,500	0	6,500
Utilities	1,099,763	1,271,000	1,448,000	1,385,000
Insurance	188,692	193,911	242,857	241,918
Claims	7,896	52,759	43,110	52,759
Lawsuits	0	50,000	156,049	50,000
Dues/Memberships/Periodicals	3,742	7,000	2,045	7,000
Rent	56,972	0	36,159	60,000
Misc. Services and Charges	93,978	162,000	186,580	162,000
Equipment Rental	1,008,971	930,000	1,018,420	1,000,000
Expense Recovery - M & S	(129,076)	(100,000)	(328,936)	(225,000)
Total Materials and Supplies	\$12,083,262	\$9,276,005	\$10,207,292	\$9,977,233

General Services • Division Detail *(continued)*

<u>Category:</u>	FY20	FY21	FY21	FY22
	Actual	Adopted	Forecast	Adopted
Capital Outlay				
Equipment	\$42,125	\$85,000	\$80,645	\$85,000
Total Capital Outlay	\$42,125	\$85,000	\$80,645	\$85,000
Misc. Expense				
Prior Year Expense	\$81	\$0	\$0	\$0
Total Misc. Expense	\$81	\$0	\$0	\$0
Total Expenditures	\$24,849,015	\$23,319,375	\$23,088,012	\$23,833,070
<u>Revenue</u>				
-				
Local Taxes				
Fiber Optic Franchise Fees	\$410,122	\$657,593	\$195,000	\$350,000
Total Local Taxes	\$410,122	\$657,593	\$195,000	\$350,000
Charges for Services				
Rental Fees	\$166,666	\$591,745	\$591,745	\$1,000,000
Rent of Land	67,098	49,000	101,577	76,238
Easements & Encroachments	75,213	65,000	76,904	75,000
Outside Revenue	8,281	0	0	0
Total Charges for Services	\$317,258	\$705,745	\$770,226	\$1,151,238
Other Revenues				
Miscellaneous Income	\$1,705	\$0	\$0	\$0
Recovery of Prior Year Expense	12,565	0	-838	0
Total Other Revenues	\$14,270	\$0	-\$838	\$0
Total Revenues	\$741,650	\$1,363,338	\$964,388	\$1,501,238
Net Expenditures	\$24,107,365	\$21,956,037	\$22,123,624	\$22,331,832

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

<i>Category:</i>	FY20 Actual	FY21 Adopted	FY21 Forecast	FY22 Adopted
<u>Expenditures</u>				
Personnel Services	\$1,540,795	\$1,870,621	\$1,768,534	\$1,919,689
Materials and Supplies	211,198	459,004	581,499	421,648
Total Expenditures	\$1,751,993	\$2,329,625	\$2,350,033	\$2,341,337
Net Expenditures	\$1,751,993	\$2,329,625	\$2,350,033	\$2,341,337
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

<u>Category:</u>	FY20 Actual	FY21 Adopted	FY21 Forecast	FY22 Adopted
<u>Expenditures</u>				
Personnel Services	\$8,097,203	\$8,487,624	\$7,941,085	\$8,451,612
Materials and Supplies	7,628,978	4,367,873	4,771,079	4,668,171
Capital Outlay	42,125	85,000	80,645	85,000
Misc. Expense	68	0	0	0
Total Expenditures	\$15,768,374	\$12,940,497	\$12,792,809	\$13,204,783
Total Revenues	\$178,097	\$591,745	\$591,745	\$1,000,000
Net Expenditures	\$15,590,277	\$12,348,752	\$12,201,064	\$12,204,783
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 assists 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

<u>Category:</u>	FY20 Actual	FY21 Adopted	FY21 Forecast	FY22 Adopted
<u>Expenditures</u>				
Personnel Services	\$446,987	\$495,454	\$418,643	\$497,711
Materials and Supplies	144,166	257,260	272,515	247,332
Total Expenditures	\$591,153	\$752,714	\$691,158	\$745,043
Total Revenues	\$555,271	\$771,593	\$372,642	\$501,238
Net Expenditures	\$35,882	\$18,879	\$318,516	\$243,805
Authorized Complement				6

Operation City Hall

The Operation City Hall service center provide for a safe, clean, and comfortable environment for employees and visitors. Operation City Hall also provides timely, efficient, and quality service to employees inside City Hall and for the Public 's safety inside City Hall. 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

<i>Category:</i>	FY20	FY21	FY21	FY22
Expenditures	Actual	Adopted	Forecast	Adopted
Personnel Services	\$1,894,935	\$1,900,448	\$1,826,155	\$1,877,794
Materials and Supplies	4,098,267	4,191,868	4,582,199	4,640,082
Misc. Expense	4	0	0	0
Total Expenditures	\$5,993,206	\$6,092,316	\$6,408,354	\$6,517,876
Total Revenues	\$8,281	\$0	\$0	\$0
Net Expenditures	\$5,984,925	\$6,092,316	\$6,408,354	\$6,517,876
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

<u>Category:</u>	FY20	FY21	FY21	FY22
	Actual	Adopted	Forecast	Adopted
<u>Expenditures</u>				
Personnel Services	\$743,627	1,204,223	845,658	1,024,031
Materials and Supplies	653	0	0	0
Misc. Expense	9	0	0	0
Total Expenditures	\$744,289	\$1,204,223	\$845,658	\$1,024,031
Net Expenditures	\$744,289	\$1,204,223	\$845,658	\$1,024,031
Authorized Complement				133