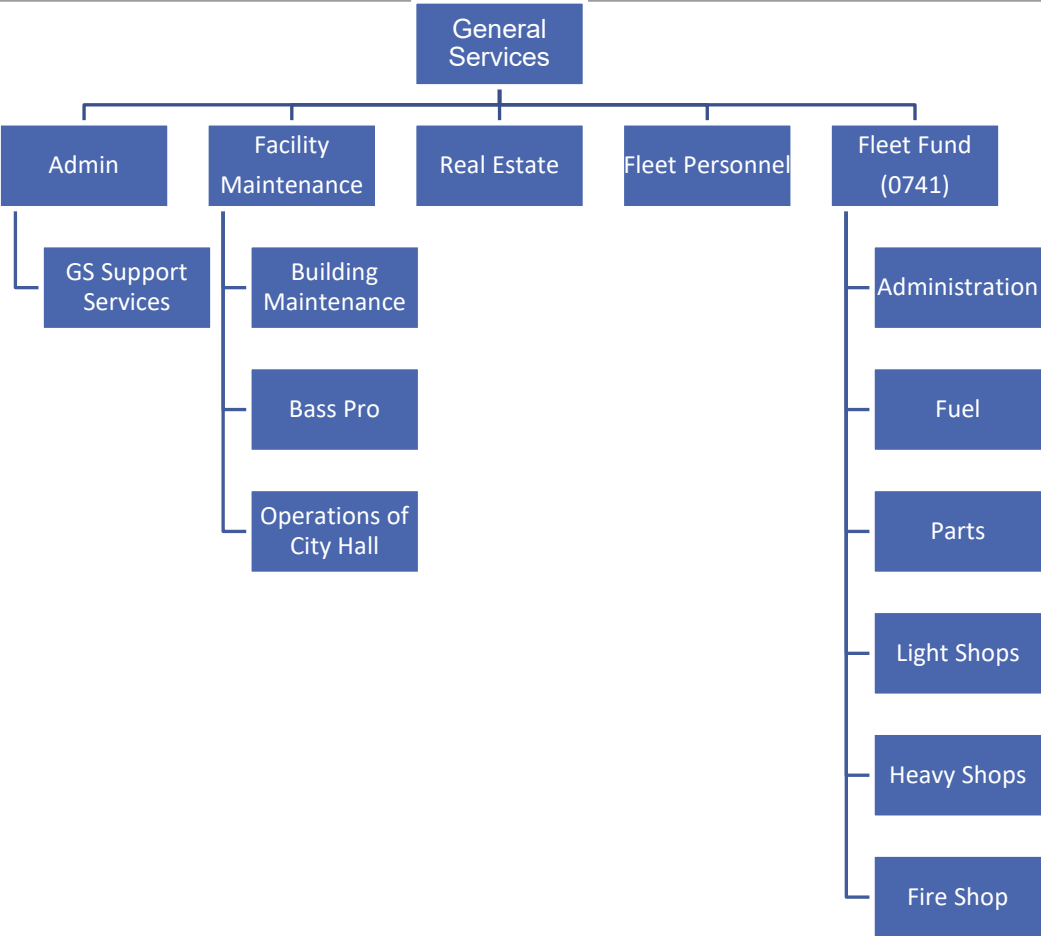


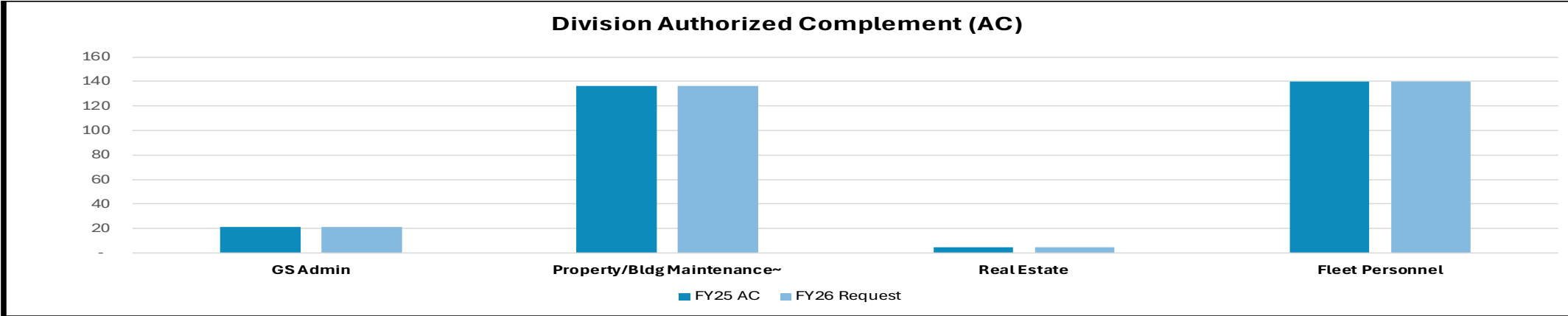
FY26 Budget: General Services

General Fund

FY26 Budget Org Chart at Legal Level: General Services - Medium



FY26 Budget Org Chart at Legal Level: General Services - Medium



Legal Level	FY25 AC	FY25 Council Approved Revisions	FY26 AC	FY26 Requested ISLs	FY26 AC Request	Vacant Position(s)	Status of Vacant Position(s)^	*Number of Grant Position(s)
GS Admin	21	-	21	-	21	4	Posted Filled	-
Property/Bldg Maintenance~	136	-	136	-	136	15		-
Real Estate	5	-	5	-	5	-		-
Fleet Personnel	140	-	140	-	140	6		-
Total	302	-	302	-	302	25.00	- -	-

*Position(s) not funded by General Fund.
^ Hiring Freeze, as of April 2nd.
+ Direct labor costs are covered with expense recovery from the Fleet Fund.
~ Hard to fill positions due to market-place competition.

Budget Overview: General Services (General Fund)

Total Requested Budget for the upcoming year

Key Budget Priorities

For the FY26 Budget Request, General Services will focus on three key priorities.

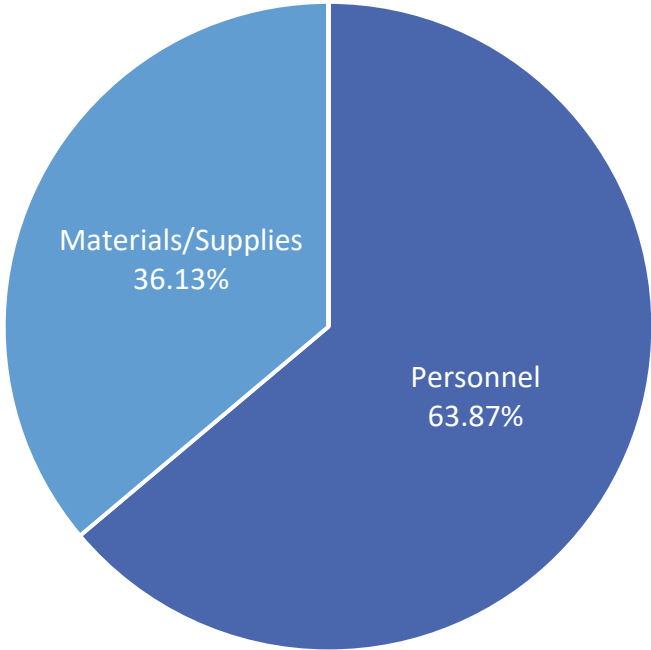
- 1. **Essential Operations** include maintaining and repairing City facilities, managing fleet and fuel operations, supporting emergency responders, and overseeing real property transactions.
- 2. **Capital Improvement Program**, the division will lead critical building system replacements and continue the Facility Condition Assessment initiative to inform long-term planning.
- 3. **Technology Enhancements**, install building automation systems on newly replaced mechanical equipment to improve efficiency and control, and upgrade fleet diagnostic tools to reduce vehicle downtime and improve service accuracy.

With a flat budget amid ongoing inflationary pressures, the Division’s primary objective is to preserve core services by limiting activity to essential repairs and replacements. Emphasis will remain on maintaining current service levels and extending the lifespan of existing assets.

Operational Adjustments Include:

- No new construction or facility build-outs unless fully funded or cost-shared by the requesting Division.
- Longer wait times for non-emergency work order requests; priority given to life-safety issues.
- Decreased frequency of grass cutting cycles on City properties.
- Increased response times under existing Service Level Agreements (SLAs).
- Reassignment of Zoo-dedicated maintenance personnel to meet higher repair demands citywide.

Breakdown of Major Spending Categories



■ Personnel ■ Materials/Supplies ■ Capital Outlay ■ Misc Expenses ■ Grant/Subsidies

Historical Budget Comparison: General Services (General Fund)

Category	FY21 Adopted Budget	FY22 Adopted Budget	FY23 Adopted Budget	FY24 Adopted Budget	FY25 Adopted Budget	FY25 Forecast	FY26 Proposed
Personnel Expenses	13,958,370	13,770,837	15,387,619	13,235,455	17,529,109	17,076,592	17,529,109
Materials and Supplies	9,276,005	9,977,233	9,725,254	10,965,063	9,921,663	13,926,024	9,921,663
Capital Outlay	85,000	85,000	85,000	85,000	-	-	-
Total Expenditures	23,319,375	23,833,070	25,197,873	24,285,517	27,450,772	31,002,616	27,450,772
Total Revenues	1,363,338	1,501,238	1,008,031	1,214,267	726,238	1,287,425	726,238

Key Budget Drivers: General Services (General Fund)

Budget Drivers: Key factors driving the budget change requests

- ***Personnel Costs:***
 - Property
 - Full-Time salaries
 - Fleet
 - Overtime
- ***M&S:*** (Inflation or External Costs -- Increase in costs for materials, services, or contracts due to inflation or other economic factors.)
 - Property
 - Materials and Supplies
 - Professional Services
 - Grounds
 - Utilities
 - Operations of City Hall
 - Utilities
 - Postage
 - Equipment Rental

Key Budget Drivers: General Services (General Fund)

Explanation of Changes or Positive Statement of Neutral Budget

- A brief explanation of each driver and why it's important to allocate additional funds.
 - **Personnel Costs:**
 - **Property**
Full-time salaries
Due to non-competitive salary levels, retaining or attracting licensed electricians remains a challenge. Comparable costs may need to be redirected toward professional service contracts to meet operational needs.
 - Using outside vendors have become costly as they pass on any increases to customers.
 - Increased wait times
 - **Fleet**
Overtime will continue rising due to the challenges of maintaining an aging fleet and more wrecked units are taken out of service.
 - More frequent breakdowns between scheduled maintenance
 - Increased wait times, reduced available units
 - Higher repair costs
 - Increased labor hours to keep essential units in services

Key Budget Drivers: General Services (General Fund)

Explanation of Changes or Positive Statement of Neutral Budget (cont'd)

- **M&S:**

- **Property**

- Materials and Supplies – Rising costs, supply shortages etc
 - Budget is 82% of 2024 actuals or 18% less than what was spent
 - Extended Service Level Agreement (SLA) response times
 - Deferred or unaddressed repairs unless funded by Divisions
 - Potential use of Capital Improvement Program (CIP) funding, where applicable
 - Professional Services – vendors are passing their increased costs;
 - Budget is 51% of 2024 actuals
 - Increased wait times as more work will be done in-house

- **Grounds**

- Utilities – rising costs
 - locally, 2nd increase of a 3-year planned increase to cover infrastructure improvements
 - regionally/nationally, increase unknown
 - 10% below 2024 actuals

Key Budget Drivers: General Services (General Fund)

Explanation of Changes or Positive Statement of Neutral Budget

- A brief explanation of each driver and why it's important to allocate additional funds.
- **M&S: (cont'd)**
 - Operations of City Hall
 - Utilities
 - flat budget that's 73% of 2024 actuals
 - locally, 2nd increase of a 3-year planned increase to cover infrastructure improvements
 - increase usage at the former Coke facility
 - Postage
 - Flat budget, if exhausted, divisions will have to cover postage until next fiscal year
 - Proposed increase of 7.4% for 1st class postage
 - Requires purchase of machine to print metered stamp with QR code
 - Equipment Rental
 - negotiating new contract (old contract expires May 2025)
 - flat budget that's 67% of 2024 actuals
 - reduce the number of machines, city-wide
 - may pass on color copies cost to the divisions

Key Budget Drivers: General Services (General Fund)

Property

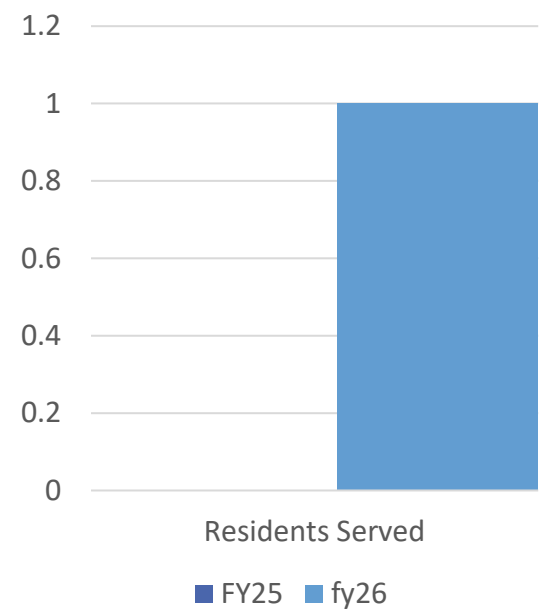
- **Facility Operations and Upgrades**
 - Aging Infrastructure: COM owned facilities require capital improvements (roofing, HVAC systems, plumbing).
 - Preventive and Reactive Maintenance: The cost of keeping facilities operational and safe, especially for high-traffic or mission-critical buildings.
 - Utility Costs: Electricity, water, and gas usage across city buildings.
 - Safety and Compliance Upgrades: ADA, fire code, and environmental compliance can drive unanticipated costs.
- **Capital Improvement Projects (CIP)**
 - Deferred Maintenance Backlog: Past underfunding has created a backlog of needed upgrades.
 - Cost Escalation: Inflation in construction materials and labor impacts budget estimates.
 - Strategic Projects: Renovations, like the City Hall Improvements project, require significant upfront investment.
- **Labor and Staffing**
 - Personnel Costs: Salaries, benefits, and overtime.
 - Vacancies and Hiring Challenges: Staffing shortages impact service delivery and increase reliance on higher-cost outsourcing.
- **Training and Retention:**
 - Investing in skill development to reduce turnover and increase internal capacity.
- **Technology and Modernization**
 - Building Automation: Smart systems for HVAC systems, lighting, and energy management to increase efficiency when upgrading building systems.

Qualitative/Quantitative Outcomes: General Services - Medium

Programs/Projects above 10% of Material & Supplies Budget

Operations of City Hall

- New Mothers' (Lactation) Room in the Hall of Mayors (Lobby). The room is equipped with a comfortable chair/ottoman, vanity/sink, refrigerator, microwave, 2 changing tables and closed-circuit TV for viewing City Council Meeting (not 10%, but note-worthy)



Performance Metrics: General Services (General Fund)

Key Performance Indicators that will be used to measure success

- **Response Times:** How quickly the division responds to service requests or issues.
- **Service Delivery:** Number of people served, programs delivered, or projects completed.
- **Efficiency Gains:** Cost-saving measures or improvements in service delivery.

Comparison of Past Performance: A historical overview of performance trends (showing how outcomes improved/did not improve with previous budget).

	FY21	FY22	FY23	FY24	FY25
# of total work orders completed	12,000	11,495	12,000	11,100	
# of real estate transactions completed	100	113	105	79	
\$ revenue generated from surplus property sales	\$336,225	\$437,432	\$1,500,000	\$517,120	

Proposed New or Budding Initiatives for FY26 General Services (General Fund)

New or Budding Initiative: Purchase portable A/C units and generators for temporary use while in-service units are under repair and during unforeseen weather events

Budget Allocation: \$350,000

Timeline: FY26

Expected Outcomes: Enables General Services to support Divisions in maintaining uninterrupted services to the citizens of Memphis during unforeseen circumstances.

Impact: Ensures continued operation of City facilities during unforeseen equipment failures and inclement weather. Supports uninterrupted delivery of City services at Community Centers, Libraries, Pools, and other public facilities.

Proposed New or Budding Initiatives for FY26 General Service (General Fund)

New or Budding Initiative: Facility Condition Assessment (FCA) for City owned facilities

Budget Allocation: \$120,000

Timeline: FY26-FY28

Expected Outcomes: Enables General Services to monitor aging equipment and forecast end-of-life timelines for proactive planning.

Impact: FCA supports a proactive strategy for addressing aging equipment, allowing for accurate forecasting of replacement and repair requirements

Challenges and Risks: General Services

Property Maintenance

- **Materials & Supplies** – reduced procurement of materials and supplies to align with budget constraint.
- **Professional Services** - decreased reliance on Professional service vendors, impacting specialized project support and timelines.
- **Service Level Agreements (SLA's)** – Extended response times for SLA commitments due to limited resources.
- **Service Level Demands** - Increased service demands without corresponding increases to staffing and budget will strain existing resources.

Bass Pro

- Under the terms of the agreement, the City of Memphis – General Services is contractually obligated to provide or assist with 24/7 emergency repairs for major systems and ensure prompt cleanup services, as necessary.
- The agreement also calls for a minimum of \$500,000 for facilities repair, with only \$250,000 in anticipated revenue (reinterpretation of the agreement regarding funds to the City and their usage).

Grounds

- **Lawn Cutting cycles** – Increased frequency of mowing cycles to meet seasonal growth demands.
- **Weeding & Trash collection** - Decreased weeding and trash pickup on City-owned properties, affecting overall aesthetics and cleanliness.
- **Landscaping Projects** - Fewer landscaping initiatives and beautification efforts due to limited funding.

Operations of City Hall

- **Security** – Reduced number of armed security officers protecting visiting citizens, City officials, employees and staff.
- **Janitorial Services** – Fewer janitorial staffing and a reduction in floor care maintenance (stripping and waxing), affecting building overall appearance.
- **Utilities** – Adjustments to thermostat settings (higher in summer, lower in winter) to cut energy costs, reducing building atmosphere comfort levels.