

CITY OF APPLETON 2019 BUDGET

**FACILITIES AND
CONSTRUCTION MANAGEMENT**

**Director of Parks, Recreation & Facilities Management:
Dean R. Gazza, CFM, PMP, LEED-AP**

**Deputy Director of Parks, Recreation & Facilities Management:
Thomas R. Flick**

CITY OF APPLETON 2019 BUDGET FACILITIES AND CONSTRUCTION MANAGEMENT

MISSION STATEMENT

Building communities and enriching lives where we live, work and play.

DISCUSSION OF SIGNIFICANT 2018 EVENTS

The Facilities Management Division provided operation and maintenance services for more than 1.26 million square feet of municipal buildings including, but not limited to, offices, park pavilions, municipal aquatic centers, vehicle garages, police and fire stations, a golf course and water and wastewater plants. The services provided included maintaining and inspecting all building systems, such as HVAC, electrical, plumbing, structural and fire systems and general services such as janitorial services, pest control and elevator maintenance. Additionally, support was provided in areas directly impacting City departmental missions such as fuel systems, vehicle exhaust systems, appliances, air compressors, UPS's and vehicle wash bays.

The focus continues on being proactive and providing a high quality of customer service. As a customer service department, it is essential that we meet the needs of our customers by improving the systems' reliability, reducing maintenance costs, ensuring safety, and providing productive environments to allow our customers to deliver City services at a high level. We do this through a robust preventive maintenance program and by getting to the root cause of system issues to improve reliability.

Our tradesmen continued to improve their skills and knowledge by maintaining their professional licenses, attending training and seeking ways to find new approaches, such as LEAN and predictive maintenance. Management staff also attended various training and networking opportunities to improve their leadership and technical skills. Benchmark costs for maintenance and janitorial services is \$3.38 per square foot, as published by the International Facilities Management Association, compared to our cost of \$2.01. Expenses are controlled by employing in-house trades people to perform higher-cost skilled work while contracting out work requiring a lesser degree of skill which can generally be procured at a lower cost.

Construction management was performed for the renovation of Erb Pool and Park and the construction of the Fox Cities Exhibition Center. Both facilities were finished within schedule and budget.

Capital improvement projects completed in 2018 included a roof replacement at Fire Station #5; re-caulking of the veneer exterior panels at the Library; HVAC design for an additional methane boiler at the Wastewater Treatment Plant; lighting upgrades at the Linwood Park; design and construction of the Phase I electrical upgrades at the Wastewater Plant, locker room renovation at the Municipal Services Building, renovations to the Fire Station #5 kitchen and replacing aged sewer services at Fire Station #1. Additionally, we performed testing of the electrical distribution system at the Municipal Services Building. Numerous other general projects were also completed to preserve and extend the useful life of the facilities. These type of projects include ADA, safety and security improvements, door replacements, flooring replacements, large-scale painting and various HVAC, plumbing and electrical upgrades.

Finally, the department remained diligent in its continued implementation of energy conservation and sustainability plans. The department considers sustainability when procuring products, including the use of LED fixtures and the purchase of products utilizing recyclable materials when feasible. Since 2005, electrical usage has been reduced by over 41.8 million kWh's (25.2%) and natural gas usage reduced by over 1.99 million therms (32.7%), resulting in approximately \$4.59 million in energy savings. During 2018, the Sustainability Plan was updated which highlights a comprehensive list of sustainable and energy conservation initiatives accomplished.

CITY OF APPLETON 2019 BUDGET FACILITIES AND CONSTRUCTION MANAGEMENT

MAJOR 2019 OBJECTIVES

Provide planning and project management services including construction oversight and representation related to projects outlined in the capital improvement plan. Ensure all major facility maintenance projects meet project objectives and are completed on time and within budget.

Maintain the roof management program including a complete roof inventory and condition analysis, long-term replacement and recondition plans, and an annual preventive and predictive inspection plan. Although the initial inspection and inventory of all roofs is complete, the goal is to review each roof on a two-year cycle. Severe weather can cause unexpected damage. It is especially important to inspect the roofs that are nearing the end of their expected life span.

Emphasize maintenance activities while systematically reducing alterations, improvements, remodeling, and other non-maintenance activities. Simultaneously upgrade current facilities' conditions.

Implement corrective maintenance plan findings from facility audits. Continue performing audits.

Continue to inventory, consolidate and, where necessary, create or obtain necessary facility documentation to better manage the facilities. Documentation of facility assets includes site, architectural, structural, electrical, mechanical, plumbing, fire protection and furniture. Results of facilities asset condition assessments will determine facility asset maintenance and repair cycles.

Continue to apply codes, regulations, and standards in all considerations of building systems, structures, interiors, and exteriors for building construction, operations and maintenance.

Continue to promote workplace safety by routinely performing facility safety assessments to ensure safe facilities and working environments.

Continue to implement energy management and sustainability plans for facilities. Continue program to install LED lighting in City parks and facilities where feasible.

Maintain a cost per square foot for maintenance and housekeeping under industry averages. Our current square foot benchmark is \$2.01, which is far below the industry's benchmark of \$3.38 as published by the International Facilities Management Association.

Continue to provide a high level of customer service by meeting or exceeding our customers' expectations for quality, timeliness and professionalism.

Prepare for the conversion from the Asset Management System to a new Tyler Munis Work Order System.

DEPARTMENT BUDGET SUMMARY							
Programs		Actual		Budget			% Change *
Unit	Title	2016	2017	Adopted 2018	Amended 2018	2019	
Program Revenues		\$ 2,540,290	\$ 2,585,147	\$ 2,765,592	\$ 2,765,592	\$ 2,836,286	2.56%
Program Expenses							
6330	Administration	327,325	345,857	341,594	341,594	358,955	5.08%
6331	Facilities Maintenance	2,287,926	2,290,685	2,423,998	2,423,998	2,507,331	3.44%
Total Program Expenses		\$ 2,615,251	\$ 2,636,542	\$ 2,765,592	\$ 2,765,592	\$ 2,866,286	3.64%
Expenses Comprised Of:							
Personnel		894,929	917,809	919,312	919,312	958,178	4.23%
Administrative Expense		701,120	683,950	731,164	731,164	751,598	2.79%
Supplies & Materials		42,379	44,052	44,150	44,150	67,050	51.87%
Purchased Services		18,410	23,866	26,154	26,154	24,370	-6.82%
Utilities		51,213	46,599	57,380	57,380	60,245	4.99%
Repair & Maintenance		907,200	920,266	987,432	987,432	986,845	-0.06%
Capital Expenditures		-	-	-	-	18,000	N/A
Full Time Equivalent Staff:							
Personnel allocated to programs		10.25	10.26	10.26	10.26	10.26	

**CITY OF APPLETON 2019 BUDGET
FACILITIES AND CONSTRUCTION MANAGEMENT**

Administration

Business Unit 6330

PROGRAM MISSION

To provide a safe and productive physical environment which supports all the City of Appleton's departments and community in a safe, accessible, sustainable and cost effective manner.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategy # 1: "Prompt delivery of excellent services", # 3: "Recognize and grow everyone's talents", and # 5: "Promote an environment that is respectful and inclusive".

Objectives:

Provide quality cost-effective administrative management to support the internal and external services provided by the Facilities Management Division, including:

- | | |
|----------------------------------|-------------------------------------|
| Strategic facilities planning | Major renovation project management |
| Office space and layout planning | New construction project management |
| ADA analysis | Move coordination |

As well as performing a range of planning services, including:

- | | |
|---------------------------------|--------------------------|
| Building assessment | Environmental programs |
| Preventive maintenance programs | Facility documentation |
| Energy programs | Space allocation records |

Monitor the timeliness, professionalism and efficiency of staff, and the overall satisfaction with our services as perceived by our internal customers. Also, provide education and training opportunities for our employees to promote personal and professional growth and to meet federal, State and local guidelines.

Major changes in Revenue, Expenditures, or Programs:

No major changes.

PERFORMANCE INDICATORS

	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Target 2018</u>	<u>Projected 2018</u>	<u>Target 2019</u>
Client Benefits/Impacts					
Timely and organized support of departments					
% of customers who were satisfied with the services provided	98%	99%	100%	100%	100%
Strategic Outcomes					
Facilities projects/plans/studies completed in year scheduled	96%	97%	100%	100%	100%
Work Process Output					
# of capital projects completed	50	51	48	48	50

**CITY OF APPLETON 2019 BUDGET
FACILITIES AND CONSTRUCTION MANAGEMENT**

Administration

Business Unit 6330

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2016	2017	Adopted 2018	Amended 2018	2019
Revenues					
4230 Miscellaneous Local Aid	\$ 1,000	\$ -	\$ -	\$ -	\$ -
4710 Interest on Investments	281	(10)	-	-	-
4801 Charges for Services	2,535,117	2,579,938	2,762,092	2,762,092	2,831,086
5005 Sale of City Prop - Tax	255	-	-	-	-
5035 Other Reimbursements	3,637	5,219	3,500	3,500	5,200
5082 Insurance Proceeds	-	-	-	-	-
Total Revenue	\$ 2,540,290	\$ 2,585,147	\$ 2,765,592	\$ 2,765,592	\$ 2,836,286
Expenses					
6101 Regular Salaries	\$ 130,379	\$ 122,799	\$ 141,669	\$ 141,669	\$ 146,986
6105 Overtime	37	-	2,320	2,320	2,364
6150 Fringes	83,319	94,198	62,246	62,246	66,570
6201 Training\Conferences	8,707	9,918	10,500	10,500	10,500
6206 Parking Permits	816	840	840	840	720
6301 Office Supplies	2,135	1,720	2,100	2,100	2,100
6302 Subscriptions	11	350	125	125	200
6303 Memberships & Licenses	1,895	1,804	2,000	2,000	2,000
6304 Postage\Freight	2,724	2,604	2,700	2,700	2,700
6305 Awards & Recognition	132	271	180	180	180
6306 Building Maint./Janitorial	-	27	-	-	-
6307 Food & Provisions	321	286	240	240	240
6315 Books & Library Material	1,036	1,273	1,500	1,500	1,500
6320 Printing & Reproduction	3,911	4,383	3,900	3,900	4,800
6321 Clothing	168	870	500	500	750
6323 Safety Supplies	457	2,001	2,000	2,000	2,000
6401 Accounting/Audit	2,228	1,674	1,600	1,600	1,470
6404 Consulting Services	7,604	6,470	6,500	6,500	6,500
6407 Collection Services	1,396	1,251	1,400	1,400	1,400
6412 Advertising	1,308	675	3,000	3,000	1,500
6413 Utilities	51,212	46,599	57,380	57,380	60,245
6501 Insurance	25,488	31,463	32,740	32,740	35,480
6599 Other Contracts/Obligations	2,041	4,881	6,154	6,154	6,500
7914 Trans Out - Cap Projects	-	9,500	-	-	2,250
Total Expense	\$ 327,325	\$ 345,857	\$ 341,594	\$ 341,594	\$ 358,955

DETAILED SUMMARY OF 2019 PROPOSED EXPENDITURES > \$15,000

None

**CITY OF APPLETON 2019 BUDGET
FACILITIES AND CONSTRUCTION MANAGEMENT**

Facilities Maintenance

Business Unit 6331

PROGRAM MISSION

Provide proactive, cost effective and quality facilities maintenance services that preserve and extend the useful life of the City's facilities assets and to ensure reliable and dependable service for our internal and external customers.

PROGRAM NARRATIVE

Link to City Goals:

Implements Key Strategy # 1: "Prompt delivery of excellent services", # 3: "Recognize and grow everyone's talents", and # 4: "Continually assess trends affecting the community and proactively respond".

Objectives:

Maintain mechanical, electrical and architectural systems including:

Carpentry	Fire protection	Locksmith	Roofing
Custodial services	Furniture	Pest control	Security
Electrical	HVAC	Plumbing	Structural
Elevator maintenance	Lighting maintenance	Refuse program	Windows

Develop and implement maintenance standards and schedules for buildings, building systems and installed equipment.

Major changes in Revenue, Expenditures, or Programs:

This budget includes \$26,000 for the cost of a new scissors lift and trailer. A great deal of the department's work requires working in high spaces such as the fire station bays, DPW garage, Valley Transit, and the Water and Wastewater plants. Having a reliable lift is critical in ensuring work is done safely and efficiently.

PERFORMANCE INDICATORS

	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Target 2018</u>	<u>Projected 2018</u>	<u>Target 2019</u>
Client Benefits/Impacts					
Provide a proactive maintenance program					
% of satisfied customers	99%	99%	100%	100%	100%
Strategic Outcomes					
% of services performed as scheduled:					
Cost per sq. ft. - maint. and janitorial	\$1.82	\$1.83	\$1.93	\$1.93	\$2.01
Work completed in time scheduled	98%	98%	100%	100%	100%
Quantity of code, safety, etc. citations	0	0	0	0	0
Work Process Outputs					
Service Performed					
Square feet of facilities maintained	1,266,848	1,266,848	1,266,848	1,266,848	1,266,848

**CITY OF APPLETON 2019 BUDGET
FACILITIES AND CONSTRUCTION MANAGEMENT**

Facilities Maintenance

Business Unit 6331

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2016	2017	Adopted 2018	Amended 2018	2019
Expenses					
6101 Regular Salaries	\$ 469,470	\$ 488,230	\$ 500,243	\$ 500,243	\$ 517,217
6104 Call Time	1,963	2,643	3,570	3,570	3,500
6105 Overtime	11,599	8,215	12,000	12,000	12,000
6108 Part-Time	28,797	9,739	10,000	10,000	10,500
6150 Fringes	169,366	191,984	187,264	187,264	199,041
6201 Training/Conferences	39	-	-	-	-
6306 Building Maint./Janitorial	354,648	306,567	360,444	360,444	366,362
6307 Food & Provisions	-	-	-	-	-
6309 Shop Supplies & Tools	9,789	8,951	10,000	10,000	10,000
6321 Clothing	30	-	-	-	-
6323 Safety Supplies	-	116	-	-	-
6326 Equipment Parts	-	15	-	-	-
6327 Miscellaneous Equipment	26,988	26,443	26,250	26,250	48,000
6405 Engineering Services	2,040	8,108	5,000	5,000	5,000
6407 Collection Services	1,732	807	2,500	2,500	2,000
6409 Inspection Fees	61	-	-	-	-
6414 Janitorial Service	364,522	379,691	394,097	394,097	407,164
6416 Building Repairs & Maint.	502,274	491,641	548,548	548,548	531,966
6418 Equip Repairs & Maint	2,527	2,611	3,500	3,500	3,500
6425 CEA	37,877	46,323	41,287	41,287	44,215
6502 Leases	304,204	318,601	319,045	319,045	328,616
6503 Equipment Rental	-	-	250	250	250
6804 Machinery & Equipment	-	-	-	-	18,000
Total Expense	<u>\$ 2,287,926</u>	<u>\$ 2,290,685</u>	<u>\$ 2,423,998</u>	<u>\$ 2,423,998</u>	<u>\$ 2,507,331</u>

DETAILED SUMMARY OF 2019 PROPOSED EXPENDITURES > \$15,000

Building Maint./Janitorial Supplies

Building interior	\$ 30,480
Electrical	38,100
Elevator	20,320
Fire/Safety	30,480
HVAC	73,660
Janitorial supplies	33,622
Painting	30,480
Plumbing	38,100
Security	30,480
Structural/windows/ext. doors	40,640
	<u>\$ 366,362</u>

Miscellaneous Equipment

City furniture/general	\$ 40,000
Scissors lift trailer replacement	8,000
	<u>\$ 48,000</u>

Janitorial Service

Contracted janitorial service	\$ 407,164
	<u>\$ 407,164</u>

Building Repairs & Maintenance Services

Electrical	\$ 45,243
Elevator	37,774
Fire/safety	49,399
HVAC	183,847
Plumbing	24,367
Security	16,600
Structural/roof	11,300
Overhead & passage doors	78,700
Painting & pavilion staining	25,250
Flooring	8,750
Other: pest control, locksmith, room set-ups, landfill, etc.	20,736

Projects

Wastewater door replacements	30,000
	<u>\$ 30,000</u>

Leases

City Hall condo agreement	\$ 312,906
First floor conference room	15,710
	<u>\$ 328,616</u>

Maintenance & Equipment

Scissors lift replacement	\$ 18,000
	<u>\$ 18,000</u>

Description	2016 Actual	2017 Actual	2018 YTD Actual	2018 Adopted Budget	2018 Amended Budget	2019 Requested Budget	2019 Adopted Budget
REVENUES							
Intergovernmental Revenues	1,000	0	0	0	0	0	0
Interest Income	281	10-	131-	0	0	0	0
Charges for Services	2,535,117	2,579,938	1,781,670	2,762,092	2,762,092	0	2,831,086
Other Revenues	3,892	5,219	23,730	3,500	3,500	5,200-	5,200
TOTAL REVENUES	2,540,290	2,585,147	1,805,269	2,765,592	2,765,592	5,200-	2,836,286
EXPENSES BY LINE ITEM							
Regular Salaries	184,090	182,264	148,405	641,912	641,912	664,203	664,203
Labor Pool Allocations	337,871	375,876	278,348	0	0	0	0
Call Time	1,963	2,643	3,453	3,570	3,570	3,500	3,500
Overtime	11,636	8,215	5,944	14,320	14,320	14,364	14,364
Part-Time	28,797	9,739	9,093	10,000	10,000	10,500	10,500
Other Compensation	998	1,260	1,960	0	0	0	0
Sick Pay	24,221	0	0	0	0	0	0
Vacation Pay	52,669	51,630	36,302	0	0	0	0
Fringes	223,821	248,654	175,079	249,510	249,510	252,065	265,611
Unemployment Compensation	0	2,220	0	0	0	0	0
Pension Expense / Revenue	28,863	35,308	0	0	0	0	0
Salaries & Fringe Benefits	894,929	917,809	658,584	919,312	919,312	944,632	958,178
Training & Conferences	8,746	9,918	3,449	10,500	10,500	10,500	10,500
Parking Permits	816	840	840	840	840	720	720
Office Supplies	2,135	1,720	1,138	2,100	2,100	2,100	2,100
Subscriptions	11	350	502	125	125	200	200
Memberships & Licenses	1,895	1,804	971	2,000	2,000	2,000	2,000
Postage & Freight	2,724	2,604	1,492	2,700	2,700	2,700	2,700
Awards & Recognition	132	271	130	180	180	180	180
Building Maintenance/Janitor.	354,648	306,593	199,098	360,444	360,444	366,362	366,362
Food & Provisions	321	286	7	240	240	240	240
Insurance	25,488	31,463	23,238	32,740	32,740	32,740	35,480
Leases	304,204	318,601	238,534	319,045	319,045	328,616	328,616
Rent	0	0	331	250	250	250	250
Trans Out - Capital Projects	0	9,500	0	0	0	2,250	2,250
Administrative Expense	701,120	683,950	469,730	731,164	731,164	748,858	751,598
Shop Supplies & Tools	9,789	8,951	3,591	10,000	10,000	10,000	10,000
Books & Library Materials	1,036	1,273	0	1,500	1,500	1,500	1,500
Printing & Reproduction	3,911	4,383	2,961	3,900	3,900	4,800	4,800
Clothing	198	870	135	500	500	750	750
Safety Supplies	457	2,117	347	2,000	2,000	2,000	2,000
Vehicle & Equipment Parts	0	15	268	0	0	0	0
Miscellaneous Equipment	26,988	26,443	39,901	26,250	26,250	66,000	48,000
Supplies & Materials	42,379	44,052	47,203	44,150	44,150	85,050	67,050
Accounting/Audit	2,228	1,674	0	1,600	1,600	1,600	1,470
Consulting Services	7,604	6,470	4,195	6,500	6,500	6,500	6,500
Engineering Fees	2,040	8,108	3,521	5,000	5,000	5,000	5,000
Collection Services	3,128	2,058	2,867	3,900	3,900	3,400	3,400
Inspection Fees	61	0	0	0	0	0	0
Advertising	1,308	675	0	3,000	3,000	1,500	1,500
Other Contracts/Obligations	2,041	4,881	10,911	6,154	6,154	6,500	6,500
Purchased Services	18,410	23,866	21,494	26,154	26,154	24,500	24,370
Electric	18,231	16,502	12,424	20,000	20,000	20,000	20,000
Gas	6,153	6,293	6,030	9,302	9,302	9,302	9,302
Water	2,618	2,625	1,968	3,000	3,000	3,000	3,000
Waste Disposal/Collection	810	813	610	1,078	1,078	1,078	1,078
Stormwater	15,206	11,373	10,271	15,300	15,300	17,925	17,925
Telephone	3,007	3,239	2,594	3,200	3,200	3,240	3,240
Cellular Telephone	5,188	5,754	3,844	5,500	5,500	5,700	5,700
Utilities	51,213	46,599	37,741	57,380	57,380	60,245	60,245
Janitorial Service	364,522	379,691	322,352	394,097	394,097	407,164	407,164
Building Repair & Maintenance	502,274	491,641	368,963	548,548	548,548	557,966	531,966
Equipment Repair & Maintenanc	2,527	2,611	3,230	3,500	3,500	3,500	3,500

Description	2016 Actual	2017 Actual	2018 YTD Actual	2018 Adopted Budget	2018 Amended Budget	2019 Requested Budget	2019 Adopted Budget
CEA Equipment Rental	37,877	46,323	33,370	41,287	41,287	41,287	44,215
Repair & Maintenance	907,200	920,266	727,915	987,432	987,432	1,009,917	986,845
Machinery & Equipment	0	0	0	0	0	0	18,000
Capital Expenditures	0	0	0	0	0	0	18,000
TOTAL EXPENSES	2,615,251	2,636,542	1,962,667	2,765,592	2,765,592	2,873,202	2,866,286

CITY OF APPLETON 2019 BUDGET
FACILITIES, GROUNDS AND CONSTRUCTION MANAGEMENT
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

Revenues	2016 Actual	2017 Actual	2018 Budget	2018 Projected	2019 Budget
Charges for Services	\$ 2,535,117	\$ 2,579,938	\$ 2,762,092	\$ 2,725,000	\$ 2,831,086
Intergovernmental Revenue	1,000	-	-	-	-
Total Revenues	<u>2,536,117</u>	<u>2,579,938</u>	<u>2,762,092</u>	<u>2,725,000</u>	<u>2,831,086</u>
Expenses					
Operating Expenses	2,615,251	2,627,042	2,765,592	2,735,000	2,864,036
Depreciation	-	-	-	-	-
Total Expenses	<u>2,615,251</u>	<u>2,627,042</u>	<u>2,765,592</u>	<u>2,735,000</u>	<u>2,864,036</u>
Operating Loss	(79,134)	(47,104)	(3,500)	(10,000)	(32,950)
Non-Operating Revenues (Expenses)					
Investment Income (Loss)	281	(10)	-	-	-
Other Income	3,892	5,219	3,500	3,500	5,200
Total Non-Operating	<u>4,173</u>	<u>5,209</u>	<u>3,500</u>	<u>3,500</u>	<u>5,200</u>
Income (Loss) before Contributions and Transfers	(74,961)	(41,895)	-	(6,500)	(27,750)
Contributions and Transfers In (Out)					
Transfer Out - Capital Projects	-	(9,500)	-	-	(2,250)
Change in Net Assets	(74,961)	(51,395)	-	(6,500)	(30,000)
Net Assets - Beginning	244,570 *	169,609	118,214	118,214	111,714
Net Assets - Ending	<u>\$ 169,609</u>	<u>\$ 118,214</u>	<u>\$ 118,214</u>	<u>\$ 111,714</u>	<u>\$ 81,714</u>

* as restated for new pension standards

SCHEDULE OF CASH FLOWS

Cash - Beginning of Year	\$ 88,359	\$ 81,859
+ Change in Net Assets	(6,500)	(30,000)
Working Cash - End of Year	<u>\$ 81,859</u>	<u>\$ 51,859</u>