

**CITY OF APPLETON 2023 BUDGET**

**FACILITIES AND  
CONSTRUCTION MANAGEMENT**

**Director of Parks, Recreation & Facilities Management:  
Dean R. Gazza**

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

# CITY OF APPLETON 2023 BUDGET

## FACILITIES AND CONSTRUCTION MANAGEMENT

### MISSION STATEMENT

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

### DISCUSSION OF SIGNIFICANT 2022 EVENTS

The Facilities Management Division provided operation and maintenance services for more than 1.27 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, in support of individual department missions, the Facilities Management Division provided maintenance and inspection of 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 tradespeople continued to improve their skills and knowledge by maintaining their professional licenses, attending training and seeking ways to find new approaches, such as predictive and preventive maintenance. Management staff also attend various training and networking opportunities to improve their leadership and technical skills. Staffing has become challenging to refill vacancies. During 2021, our HVAC Technician retired and this position continues to be open until we find a candidate. The benchmark cost for maintenance and janitorial services is \$3.38 per square foot, as published by the International Facilities Management Association, compared to our cost of \$2.03. Expenses are controlled by employing in-house tradespeople 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 began at City Hall and design has continued for the Appleton Public Library and the Valley Transit Whitman site facilities. Inflation, lack of workforce and other macroeconomic factors have lead to delays and increased costs. Staff spent substantial time working on planning and review to mitigate these impacts.

Capital improvement projects completed in 2022 included: Wastewater Plant electrical distribution upgrades, HVAC upgrades at the Water and Wastewater plants, replacement of the parking lots at Einstein and Pierce Parks, Appleton Wastewater Plant Building F-1 renovation and the Lake Station security gate replacement. Numerous other general projects were also completed to preserve and extend the useful life of the facilities. These types of projects include ADA updates, 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. During 2022, the Project Manager's position was changed to Project and Resiliency Manager.

## CITY OF APPLETON 2023 BUDGET FACILITIES AND CONSTRUCTION MANAGEMENT

### MAJOR 2023 OBJECTIVES

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

Plan and prepare for emergencies and crises. Facilities Management staff will be resilient and assure continuity during emergencies and crises. The Department will continue to work with Emergency Management and other City departments to maintain and improve the continuity of operations.

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.

Oversee and implement maintenance plans through facility assessments, the roof management program, building system surveys, and predictive and preventive maintenance programs.

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

Coordinate, monitor, and evaluate contracted services to assure excellent service is received.

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.

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

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

Implement energy management and sustainability plans for facilities. Focus on implementing solar strategies and continue to install LED lighting and controls in City parks and facilities where feasible.

Maintain a cost per square foot for maintenance and housekeeping under industry averages. Our projected current square foot benchmark is \$2.03, which is far below the industry's benchmark of \$3.38 as published by the International Facilities Management Association.

### DEPARTMENT BUDGET SUMMARY

Programs		Actual			Budget		%
Unit	Title	2020	2021	Adopted 2022	Amended 2022	2023	Change *
<b>Program Revenues</b>		\$ 2,840,737	\$ 2,743,016	\$ 3,059,962	\$ 3,059,962	\$ 2,914,690	-4.75%
<b>Program Expenses</b>							
6330	Administration	325,696	251,495	375,148	375,148	383,286	2.17%
6331	Facilities Maintenance	2,529,550	2,387,069	2,684,814	2,684,814	2,531,404	-5.71%
<b>Total Program Expenses</b>		\$ 2,855,246	\$ 2,638,564	\$ 3,059,962	\$ 3,059,962	\$ 2,914,690	-4.75%
<b>Expenses Comprised Of:</b>							
Personnel		983,324	811,658	1,049,347	1,049,347	1,091,653	4.03%
Training & Travel		7,050	8,039	10,500	10,500	8,000	-23.81%
Supplies & Materials		419,830	347,152	475,863	475,863	402,457	-15.43%
Purchased Services		1,445,042	1,471,715	1,524,252	1,524,252	1,412,580	-7.33%
Capital Expenditures		-	-	-	-	-	N/A
Transfers Out		-	-	-	-	-	N/A
<b>Full Time Equivalent Staff:</b>							
Personnel allocated to programs		10.26	10.26	10.26	10.26	10.26	

\* % change from prior year adopted budget  
Facilities Management.xls

**CITY OF APPLETON 2023 BUDGET  
FACILITIES AND CONSTRUCTION MANAGEMENT**

**Administration**

**Business Unit 6330**

**PROGRAM MISSION**

To provide a safe and productive physical environment which supports all of 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 Strategies # 1: "Responsibly deliver 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 & sustainability 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. 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.

**CITY OF APPLETON 2023 BUDGET  
FACILITIES AND CONSTRUCTION MANAGEMENT**

**Administration**

**Business Unit 6330**

**PROGRAM BUDGET SUMMARY**

Description	Actual		Budget		
	2020	2021	Adopted 2022	Amended 2022	2023
<b>Revenues</b>					
471000 Interest on Investments (Loss)	\$ -	\$ (1,034)	\$ -	\$ -	\$ -
480100 Charges for Services	2,832,180	2,737,255	3,050,962	3,050,962	2,905,690
503500 Other Reimbursements	8,557	6,795	9,000	9,000	9,000
<b>Total Revenue</b>	<b>\$ 2,840,737</b>	<b>\$ 2,743,016</b>	<b>\$ 3,059,962</b>	<b>\$ 3,059,962</b>	<b>\$ 2,914,690</b>
<b>Expenses</b>					
610100 Regular Salaries	\$ 149,891	\$ 155,127	\$ 163,730	\$ 163,730	\$ 171,720
610400 Call Time	264	-	-	-	-
610500 Overtime Wages	2,835	2,148	2,473	2,473	2,597
615000 Fringes	60,776	(25,061)	69,332	69,332	70,604
620100 Training/Conferences	7,050	8,039	10,500	10,500	8,000
630100 Office Supplies	2,077	1,764	2,100	2,100	1,500
630200 Subscriptions	958	500	1,000	1,000	750
630300 Memberships & Licenses	2,240	2,617	2,000	2,000	2,000
630400 Postage/Freight	2,156	2,152	2,888	2,888	2,300
630500 Awards & Recognition	175	-	180	180	180
630700 Food & Provisions	371	296	240	240	240
631500 Books & Library Materials	454	996	700	700	700
632000 Printing/Copying	3,640	5,274	4,500	4,500	4,500
632101 Uniforms	443	517	750	750	500
632300 Safety Supplies	2,122	1,958	2,000	2,000	2,000
640100 Accounting/Audit Fees	1,781	1,779	1,500	1,500	1,811
640400 Consulting Services	6,047	12,917	6,500	6,500	12,000
640700 Solid Waste/Recycling	1,896	1,887	1,400	1,400	1,470
641200 Advertising	39	717	1,500	1,500	1,000
641300 Utilities	45,485	46,308	55,047	55,047	55,584
650100 Insurance	31,776	26,892	40,308	40,308	37,330
659900 Other Contracts/Obligation	3,220	4,668	6,500	6,500	6,500
<b>Total Expense</b>	<b>\$ 325,696</b>	<b>\$ 251,495</b>	<b>\$ 375,148</b>	<b>\$ 375,148</b>	<b>\$ 383,286</b>

**DETAILED SUMMARY OF 2023 PROPOSED EXPENDITURES > \$15,000**

None

**CITY OF APPLETON 2023 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 Strategies # 1: "Responsibly deliver 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:**

Building Maint/Janitorial and Janitorial Service were reduced due to reduced services and supplies for the Library. The Library temporary site is less square footage to maintain. These budget lines will increase in 2024, when the new Library opens.

**CITY OF APPLETON 2023 BUDGET  
FACILITIES AND CONSTRUCTION MANAGEMENT**

**Facilities Maintenance**

**Business Unit 6331**

**PROGRAM BUDGET SUMMARY**

Description	Actual		Budget		
	2020	2021	Adopted 2022	Amended 2022	2023
Expenses					
610100 Regular Salaries	\$ 547,416	\$ 462,572	\$ 553,048	\$ 553,048	\$ 579,757
610400 Call Time Wages	4,706	7,906	7,500	7,500	8,001
610500 Overtime Wages	11,903	11,416	10,000	10,000	10,707
610800 Part-Time Wages	9,884	8,476	10,500	10,500	11,162
615000 Fringes	195,650	189,074	232,764	232,764	237,105
630600 Building Maint./Janitorial	342,999	281,942	409,505	409,505	351,787
630901 Shop Supplies	10,369	8,698	10,000	10,000	9,500
632300 Safety Supplies	8	-	-	-	-
632700 Miscellaneous Equipment	51,817	40,438	40,000	40,000	26,500
640500 Engineering Fees	3,444	438	5,000	5,000	4,000
640700 Solid Waste/Recycling	119	900	2,000	2,000	1,500
641300 Utilities	-	2,231	-	-	-
641400 Janitorial Service	397,695	401,663	465,000	465,000	368,292
641600 Building Repairs & Maint.	575,340	594,274	536,477	536,477	517,278
641800 Equipment Repairs & Maint.	3,788	3,925	8,500	8,500	6,000
642500 CEA Expense	62,580	63,145	64,854	64,854	69,105
650200 Leases	310,538	309,358	329,416	329,416	329,710
650302 Equipment Rent	1,294	613	250	250	1,000
Total Expense	<u>\$ 2,529,550</u>	<u>\$ 2,387,069</u>	<u>\$ 2,684,814</u>	<u>\$ 2,684,814</u>	<u>\$ 2,531,404</u>

**DETAILED SUMMARY OF 2023 PROPOSED EXPENDITURES > \$15,000**

Building Maint./Janitorial Supplies

Building interior	\$ 30,480
Electrical	30,480
Elevator	20,320
Fire/Safety	20,320
HVAC	30,480
Janitorial supplies	54,212
Painting	30,480
Plumbing	30,480
Security	30,480
Structural/windows/ext. doors	30,480
Pool chemicals	43,575
	<u>\$ 351,787</u>

Miscellaneous Equipment

City furniture/general	\$ 26,500
	<u>\$ 26,500</u>

Janitorial Service

Contracted janitorial service	\$ 368,292
	<u>\$ 368,292</u>

Building Repairs & Maintenance Services

Electrical	\$ 26,475
Elevator	26,755
Fire/safety	44,355
HVAC	216,454
Plumbing	11,850
Security	17,100
Structural/roof	14,000
Overhead & passage doors	98,653
Painting & pavilion staining	22,000
Flooring	8,750
Emergency Sirens	9,884
Other: pest control, locksmith, room set-ups, landfill	21,002
	<u>\$ 517,278</u>

Leases

City Hall condo agreement	\$ 312,906
First floor conference room	16,804
	<u>\$ 329,710</u>

**CITY OF APPLETON 2023 BUDGET  
FACILITIES AND  
CONSTRUCTION MANAGEMENT**

	2020 <u>ACTUAL</u>	2021 <u>ACTUAL</u>	2022 <u>YTD ACTUAL</u>	2022 <u>ORIG BUD</u>	2022 <u>REVISED BUD</u>	2023 <u>BUDGET</u>
<b>Program Revenues</b>						
471000 Interest on Investments	-	(1,034)	-	-	-	-
480100 General Charges for Service	2,832,180	2,737,256	672,789	3,050,962	3,050,962	2,905,690
503000 Damage to City Property	-	-	-	-	-	-
503500 Other Reimbursements	8,557	3,796	609	9,000	9,000	9,000
508200 Insurance Proceeds	-	-	-	-	-	-
<b>TOTAL PROGRAM REVENUES</b>	<u>2,840,737</u>	<u>2,740,018</u>	<u>673,398</u>	<u>3,059,962</u>	<u>3,059,962</u>	<u>2,914,690</u>
<b>Personnel</b>						
610100 Regular Salaries	214,215	217,888	81,957	716,778	716,778	751,477
610200 Labor Pool Allocations	416,598	346,158	130,298	-	-	-
610400 Call Time Wages	4,970	7,906	2,216	7,500	7,500	8,001
610500 Overtime Wages	14,737	13,564	7,739	12,473	12,473	13,304
610800 Part-Time Wages	9,884	8,476	-	10,500	10,500	11,162
611000 Other Compensation	1,277	1,080	1,135	-	-	-
611400 Sick Pay	1,526	272	1,431	-	-	-
611500 Vacation Pay	63,691	52,300	6,945	-	-	-
615000 Fringes	253,422	252,744	89,791	302,096	302,096	307,709
615500 Unemployment Compensation	640	-	-	-	-	-
617000 Pension Expense	(4,151)	(84,052)	-	-	-	-
617100 OPEB Expense	6,515	(4,678)	-	-	-	-
<b>TOTAL PERSONNEL</b>	<u>983,324</u>	<u>811,658</u>	<u>321,512</u>	<u>1,049,347</u>	<u>1,049,347</u>	<u>1,091,653</u>
<b>Training~Travel</b>						
620100 Training/Conferences	7,050	8,039	2,170	10,500	10,500	8,000
620600 Parking Permits	-	-	-	-	-	-
<b>TOTAL TRAINING / TRAVEL</b>	<u>7,050</u>	<u>8,039</u>	<u>2,170</u>	<u>10,500</u>	<u>10,500</u>	<u>8,000</u>
<b>Supplies</b>						
630100 Office Supplies	2,077	1,764	1,186	2,100	2,100	1,500
630200 Subscriptions	958	500	351	1,000	1,000	750
630300 Memberships & Licenses	2,240	2,617	1,608	2,000	2,000	2,000
630400 Postage/Freight	2,156	2,152	590	2,888	2,888	2,300
630500 Awards & Recognition	175	-	-	180	180	180
630600 Building Maint./Janitorial	342,999	281,942	165,657	409,505	409,505	351,787
630700 Food & Provisions	371	296	23	240	240	240
630901 Shop Supplies	10,402	8,698	2,949	10,000	10,000	9,500
631500 Books & Library Materials	421	996	452	700	700	700
632001 City Copy Charges	3,229	5,274	1,233	3,600	3,600	3,600
632002 Outside Printing	411	-	265	900	900	900
632101 Uniforms	443	517	643	750	750	500
632300 Safety Supplies	2,131	1,958	1,465	2,000	2,000	2,000
632700 Miscellaneous Equipment	51,817	40,438	15,844	40,000	40,000	26,500
<b>TOTAL SUPPLIES</b>	<u>419,830</u>	<u>347,152</u>	<u>192,266</u>	<u>475,863</u>	<u>475,863</u>	<u>402,457</u>
<b>Purchased Services</b>						
640100 Accounting/Audit Fees	1,781	1,779	-	1,500	1,500	1,811
640400 Consulting Services	6,047	12,917	-	6,500	6,500	12,000
640500 Engineering Fees	3,444	438	706	5,000	5,000	4,000
640700 Solid Waste/Recycling Pickup	2,016	2,787	2,940	3,400	3,400	2,970
641200 Advertising	39	717	287	1,500	1,500	1,000
641301 Electric	16,068	16,335	5,840	16,465	16,465	16,959
641302 Gas	5,534	8,316	6,142	7,639	7,639	7,639
641303 Water	2,289	1,721	463	3,000	3,000	3,000
641304 Sewer	663	477	145	1,078	1,078	1,121
641306 Stormwater	14,962	15,090	3,815	17,925	17,925	17,925
641307 Telephone	3,407	2,167	904	3,240	3,240	3,240
641308 Cellular Phones	2,561	4,433	1,491	5,700	5,700	5,700
641400 Janitorial Service	397,695	401,663	170,780	465,000	465,000	368,292
641600 Building Repairs & Maint.	575,340	594,274	209,211	536,477	536,477	517,278
641800 Equipment Repairs & Maint.	3,788	3,925	8,889	8,500	8,500	6,000
642501 CEA Operations/Maint.	34,560	22,717	5,615	27,700	27,700	31,199
642502 CEA Depreciation/Replace.	28,020	40,428	9,779	37,154	37,154	37,906
650100 Insurance	31,776	26,892	16,805	40,308	40,308	37,330
650200 Leases	310,538	309,358	129,034	329,416	329,416	329,710



**CITY OF APPLETON 2023 BUDGET  
FACILITIES AND  
CONSTRUCTION MANAGEMENT**

	<u>2020 ACTUAL</u>	<u>2021 ACTUAL</u>	<u>2022 YTD ACTUAL</u>	<u>2022 ORIG BUD</u>	<u>2022 REVISED BUD</u>	<u>2023 BUDGET</u>
650302 Equipment Rent	1,294	613	-	250	250	1,000
659900 Other Contracts/Obligation	<u>3,220</u>	<u>4,668</u>	<u>2,196</u>	<u>6,500</u>	<u>6,500</u>	<u>6,500</u>
TOTAL PURCHASED SVCS	1,445,042	1,471,715	575,042	1,524,252	1,524,252	1,412,580
Capital Outlay						
680401 Machinery & Equipment	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL CAPITAL OUTLAY	-	-	-	-	-	-
Transfers						
791400 Transfer Out - Capital Project	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
TOTAL TRANSFERS	-	-	-	-	-	-
<b>TOTAL EXPENSE</b>	<u>2,855,246</u>	<u>2,638,564</u>	<u>1,090,990</u>	<u>3,059,962</u>	<u>3,059,962</u>	<u>2,914,690</u>

**CITY OF APPLETON 2023 BUDGET**  
**FACILITIES, GROUNDS AND CONSTRUCTION MANAGEMENT**  
**STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS**

<b>Revenues</b>	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Budget
Charges for Services	\$ 2,832,180	\$ 2,737,255	\$ 3,050,962	\$ 3,050,962	\$ 2,905,690
Total Revenues	<u>2,832,180</u>	<u>2,737,255</u>	<u>3,050,962</u>	<u>3,050,962</u>	<u>2,905,690</u>
<b>Expenses</b>					
Operating Expenses	2,855,246	2,638,564	3,059,962	3,059,962	2,914,690
Depreciation	-	-	-	-	-
Total Expenses	<u>2,855,246</u>	<u>2,638,564</u>	<u>3,059,962</u>	<u>3,059,962</u>	<u>2,914,690</u>
Operating Loss	(23,066)	98,691	(9,000)	(9,000)	(9,000)
<b>Non-Operating Revenues (Expenses)</b>					
Investment Income (Loss)	-	(1,034)	-	-	-
Other Income	8,557	6,795	9,000	9,000	9,000
Total Non-Operating	<u>8,557</u>	<u>5,761</u>	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>
Income (Loss) before Contributions and Transfers	(14,509)	104,452	-	-	-
<b>Contributions and Transfers In (Out)</b>					
Transfer Out - Capital Projects	-	-	-	-	-
Change in Net Assets	(14,509)	104,452	-	-	-
Net Assets - Beginning	<u>33,001</u>	<u>18,492</u>	<u>122,944</u>	<u>122,944</u>	<u>122,944</u>
Net Assets - Ending	<u>\$ 18,492</u>	<u>\$ 122,944</u>	<u>\$ 122,944</u>	<u>\$ 122,944</u>	<u>\$ 122,944</u>

**SCHEDULE OF CASH FLOWS**

Cash - Beginning of Year	\$ 140,388	\$ 140,388
+ Change in Net Assets	-	-
Working Cash - End of Year	<u>\$ 140,388</u>	<u>\$ 140,388</u>