

CITY OF APPLETON 2021 BUDGET

**FACILITIES AND
CONSTRUCTION MANAGEMENT**

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CITY OF APPLETON 2021 BUDGET

FACILITIES AND CONSTRUCTION MANAGEMENT

MISSION STATEMENT

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

DISCUSSION OF SIGNIFICANT 2020 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 departments 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 COVID-19 pandemic required City facilities to adjust operations due to buildings temporarily closing or restricted to only essential operations for several months. Facilities Management Division accommodated department facility needs and provided PPE supplies to sustain essential operations during the pandemic. COVID-19 has created changes in the physical environment requiring modifications to customer service stations, expanded cleaning procedures, and making high touch areas touchless.

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 attend various training and networking opportunities to improve their leadership and technical skills. 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 \$2.06. 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 the Lawe Street Trestle, the Scheig Center Parking Lot and a storage addition to the Facilities Management Grounds and Operations Center.

Capital improvement projects completed in 2020 include: a new loading dock at MSB, electrical distribution upgrades at Wastewater, Fire Station #6 parking lot and driveway, Fire station #1 bathroom remodeling, new HVAC system for Wastewater administration building, new roof on MSB cold storage building, new lighting at Pierce Park, new water lateral for Wastewater, and a new fire alarm system at the PRFMD office. Numerous other general projects were also completed to preserve and extend the useful life of the facilities. These types 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 6.24 million kWh's (24.8%) annually totaling over 53.9 million kWh's saved and natural gas usage reduced by 231,582 therms (23.6%) annually totaling over 2.49 million therms saved, resulting in approximately \$5.76 million in energy savings over this time period.

CITY OF APPLETON 2021 BUDGET FACILITIES AND CONSTRUCTION MANAGEMENT

MAJOR 2021 OBJECTIVES

Continue to monitor, assess, and mitigate the impact of COVID-19 on City facilities.

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 crisis. Facilities Management staff will be resilient and assure continuity during emergencies and crisis. 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, roof management program, building system surveys, 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.

Prepare for the conversion from the City's asset management system to the new Tyler Munis work order system.

Maintain a cost per square foot for maintenance and housekeeping under industry averages. Our projected current square foot benchmark is \$2.10, 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	2018	2019	Adopted 2020	Amended 2020	2021	Change *
Program Revenues		\$ 2,733,661	\$ 2,844,311	\$ 2,947,042	\$ 2,947,042	\$ 2,984,516	1.27%
Program Expenses							
6330	Administration	350,866	403,974	350,402	350,402	353,142	0.78%
6331	Facilities Maintenance	2,426,440	2,419,765	2,596,640	2,596,640	2,631,374	1.34%
Total Program Expenses		\$ 2,777,306	\$ 2,823,739	\$ 2,947,042	\$ 2,947,042	\$ 2,984,516	1.27%
Expenses Comprised Of:							
Personnel		947,786	979,349	975,087	975,087	1,028,189	5.45%
Training & Travel		10,764	8,931	10,500	10,500	10,500	0.00%
Supplies & Materials		371,805	354,303	434,363	434,363	434,363	0.00%
Purchased Services		1,446,951	1,468,558	1,527,092	1,527,092	1,511,464	-1.02%
Capital Expenditures		-	10,348	-	-	-	N/A
Transfers Out		-	2,250	-	-	-	N/A
Full Time Equivalent Staff:							
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 2021 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: "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 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 2018</u>	<u>Actual 2019</u>	<u>Target 2020</u>	<u>Projected 2020</u>	<u>Target 2021</u>
Client Benefits/Impacts					
Timely and organized support of departments					
% of customers who were satisfied with the services provided	99%	99%	100%	99%	100%
Strategic Outcomes					
Facilities projects/plans/studies initiated in year scheduled	98%	98%	100%	98%	100%
Work Process Output					
# of capital projects initiated	46	31	44	44	34

**CITY OF APPLETON 2021 BUDGET
FACILITIES AND CONSTRUCTION MANAGEMENT**

Administration

Business Unit 6330

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2018	2019	Adopted 2020	Amended 2020	2021
Revenues					
471000 Interest on Investments	\$ (89)	\$ (67)	\$ -	\$ -	\$ -
480100 Charges for Services	2,710,020	2,797,938	2,938,042	2,938,042	2,975,516
500400 Sale of City Property	-	828	-	-	-
503000 Damage to City Property	285	-	-	-	-
503500 Other Reimbursements	13,855	23,908	9,000	9,000	9,000
508200 Insurance Proceeds	9,590	21,704	-	-	-
Total Revenue	\$ 2,733,661	\$ 2,844,311	\$ 2,947,042	\$ 2,947,042	\$ 2,984,516
Expenses					
610100 Regular Salaries	\$ 147,743	\$ 148,661	\$ 149,469	\$ 149,469	\$ 155,918
610500 Overtime Wages	2,230	2,465	2,394	2,394	2,413
615000 Fringes	73,849	118,152	67,464	67,464	68,616
620100 Training/Conferences	9,924	8,931	10,500	10,500	10,500
620600 Parking Permits	840	-	-	-	-
630100 Office Supplies	2,043	2,039	2,100	2,100	2,100
630200 Subscriptions	502	390	200	200	200
630300 Memberships & Licenses	1,805	1,884	2,000	2,000	2,000
630400 Postage\Freight	2,561	2,559	2,888	2,888	2,888
630500 Awards & Recognition	180	189	180	180	180
630600 Building Maint./Janitorial	89	-	-	-	-
630700 Food & Provisions	240	240	240	240	240
631500 Books & Library Materials	640	572	1,500	1,500	1,500
632000 Printing / Copying	4,533	3,983	4,500	4,500	4,500
632101 Uniforms	135	515	750	750	750
632300 Safety Supplies	1,160	1,179	2,000	2,000	2,000
640100 Accounting/Audit Fees	1,840	1,954	1,500	1,500	1,500
640400 Consulting Services	7,212	5,608	6,500	6,500	6,500
640700 Solid Waste/Recycling	1,138	1,626	1,400	1,400	1,400
641200 Advertising	-	439	1,500	1,500	1,500
641300 Utilities	50,307	52,217	55,047	55,047	55,047
650100 Insurance	30,984	35,484	31,770	31,770	26,890
659900 Other Contracts/Obligation	10,911	12,637	6,500	6,500	6,500
791400 Transfer Out - Capital Proj	-	2,250	-	-	-
Total Expense	\$ 350,866	\$ 403,974	\$ 350,402	\$ 350,402	\$ 353,142

DETAILED SUMMARY OF 2021 PROPOSED EXPENDITURES > \$15,000

None

**CITY OF APPLETON 2021 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: "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:

No major changes.

PERFORMANCE INDICATORS

	<u>Actual 2018</u>	<u>Actual 2019</u>	<u>Target 2020</u>	<u>Projected 2020</u>	<u>Target 2021</u>
Client Benefits/Impacts					
Provide a proactive maintenance program					
% of satisfied customers	99%	99%	100%	99%	100%
Strategic Outcomes					
% of services performed as scheduled:					
Cost per sq. ft. - maint. and janitorial	\$1.94	\$1.98	\$2.06	\$2.06	\$2.09
Work completed in time scheduled	98%	98%	100%	98%	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	1,272,527	1,272,527	1,272,527

**CITY OF APPLETON 2021 BUDGET
FACILITIES AND CONSTRUCTION MANAGEMENT**

Facilities Maintenance

Business Unit 6331

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2018	2019	Adopted 2020	Amended 2020	2021
Expenses					
610100 Regular Salaries	\$ 516,548	\$ 509,397	\$ 525,851	\$ 525,851	\$ 542,512
610400 Call Time Wages	3,781	4,807	7,500	7,500	7,500
610500 Overtime Wages	6,405	9,330	10,000	10,000	10,000
610800 Part-Time Wages	9,925	9,910	10,500	10,500	10,500
615000 Fringes	187,306	176,628	201,909	201,909	230,730
630600 Building Maint./Janitorial	308,238	281,979	368,005	368,005	368,005
630901 Shop Supplies	9,705	8,818	10,000	10,000	10,000
632300 Safety Supplies	-	123	-	-	-
632700 Miscellaneous Equipment	39,975	49,834	40,000	40,000	40,000
640500 Engineering Fees	4,371	2,200	5,000	5,000	5,000
640700 Solid Waste/Recycling	2,167	2,270	2,000	2,000	2,000
641300 Utilities	-	264	-	-	-
641400 Janitorial Service	386,666	399,793	500,000	500,000	465,000
641600 Build Repairs & Maint	579,400	591,166	536,477	536,477	536,477
641800 Equip Repairs & Maint	4,413	1,958	8,500	8,500	8,500
642500 CEA Expense	48,104	40,702	41,873	41,873	66,125
650200 Leases	319,045	319,350	328,775	328,775	328,775
650302 Equipment Rent	391	888	250	250	250
680401 Machinery & Equipment	-	10,348	-	-	-
Total Expense	<u>\$ 2,426,440</u>	<u>\$ 2,419,765</u>	<u>\$ 2,596,640</u>	<u>\$ 2,596,640</u>	<u>\$ 2,631,374</u>

DETAILED SUMMARY OF 2021 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	35,265
Painting	30,480
Plumbing	38,100
Security	30,480
Structural/windows/ext. doors	40,640
	<u>\$ 368,005</u>

Miscellaneous Equipment

City furniture/general	\$ 40,000
	<u>\$ 40,000</u>

Janitorial Service

Contracted janitorial service	\$ 465,000
	<u>\$ 465,000</u>

Building Repairs & Maintenance Services

Electrical	\$ 20,435
Elevator	38,389
Fire/safety	47,991
HVAC	218,615
Plumbing	22,150
Security	17,100
Structural/roof	13,000
Overhead & passage doors	87,693
Painting & pavilion staining	24,950
Flooring	8,750
Other: pest control, locksmith, room set-ups, landfill	22,404

Projects

Wastewater service doors	15,000
	<u>\$ 536,477</u>

Leases

City Hall condo agreement	\$ 312,906
First floor conference room	15,869
	<u>\$ 328,775</u>

**CITY OF APPLETON 2021 BUDGET
FACILITIES AND
CONSTRUCTION MANAGEMENT**

	2018 <u>ACTUAL</u>	2019 <u>ACTUAL</u>	2020 <u>YTD ACTUAL</u>	2020 <u>ORIG BUD</u>	2020 <u>REVISED BUD</u>	2021 <u>BUDGET</u>
Program Revenues						
471000 Interest on Investments	(889)	(67)	23	-	-	-
480100 General Charges for Service	2,710,020	2,797,938	712,270	2,938,042	2,938,042	2,975,516
503000 Damage to City Property	285	828	-	-	-	-
503500 Other Reimbursements	13,855	23,908	5,055	9,000	9,000	9,000
508200 Insurance Proceeds	9,590	21,704	-	-	-	-
TOTAL PROGRAM REVENUES	<u>2,732,861</u>	<u>2,844,311</u>	<u>717,348</u>	<u>2,947,042</u>	<u>2,947,042</u>	<u>2,984,516</u>
Personnel						
610100 Regular Salaries	208,292	208,303	109,560	675,320	675,320	698,430
610200 Labor Pool Allocations	393,418	387,278	201,522	-	-	-
610400 Call Time Wages	3,781	5,168	1,072	7,500	7,500	7,500
610500 Overtime Wages	8,635	11,794	4,771	12,394	12,394	12,413
610800 Part-Time Wages	9,925	9,906	2,672	10,500	10,500	10,500
611000 Other Compensation	1,960	1,298	1,277	-	-	-
611400 Sick Pay	-	71	-	-	-	-
611500 Vacation Pay	60,620	60,751	13,054	-	-	-
615000 Fringes	250,268	239,954	130,115	269,373	269,373	299,346
615500 Unemployment Compensation	-	-	640	-	-	-
617000 Pension Expense	9,869	55,264	-	-	-	-
617100 OPEB Expense	1,018	(438)	-	-	-	-
TOTAL PERSONNEL	<u>947,786</u>	<u>979,349</u>	<u>464,683</u>	<u>975,087</u>	<u>975,087</u>	<u>1,028,189</u>
Training~Travel						
620100 Training/Conferences	9,924	8,931	5,790	10,500	10,500	10,500
620600 Parking Permits	840	-	-	-	-	-
TOTAL TRAINING / TRAVEL	<u>10,764</u>	<u>8,931</u>	<u>5,790</u>	<u>10,500</u>	<u>10,500</u>	<u>10,500</u>
Supplies						
630100 Office Supplies	2,043	2,039	357	2,100	2,100	2,100
630200 Subscriptions	502	390	438	200	200	200
630300 Memberships & Licenses	1,805	1,884	1,991	2,000	2,000	2,000
630400 Postage/Freight	2,561	2,559	980	2,888	2,888	2,888
630500 Awards & Recognition	180	189	-	180	180	180
630600 Building Maint./Janitorial	308,326	281,979	193,794	368,005	368,005	368,005
630700 Food & Provisions	240	240	371	240	240	240
630901 Shop Supplies	9,705	8,840	2,977	10,000	10,000	10,000
631500 Books & Library Materials	640	550	98	1,500	1,500	1,500
632001 City Copy Charges	4,134	3,914	331	3,600	3,600	3,600
632002 Outside Printing	399	68	294	900	900	900
632101 Uniforms	135	515	-	750	750	750
632300 Safety Supplies	1,160	1,302	2,079	2,000	2,000	2,000
632700 Miscellaneous Equipment	39,975	49,834	23,691	40,000	40,000	40,000
TOTAL SUPPLIES	<u>371,805</u>	<u>354,303</u>	<u>227,401</u>	<u>434,363</u>	<u>434,363</u>	<u>434,363</u>
Purchased Services						
640100 Accounting/Audit Fees	1,840	1,954	-	1,500	1,500	1,500
640400 Consulting Services	7,212	5,608	2,547	6,500	6,500	6,500
640500 Engineering Fees	4,371	2,200	2,607	5,000	5,000	5,000
640700 Solid Waste/Recycling Pickup	3,305	3,896	367	3,400	3,400	3,400
641200 Advertising	-	439	-	1,500	1,500	1,500
641301 Electric	16,063	15,367	6,183	16,465	16,465	16,465
641302 Gas	7,639	7,367	3,793	7,639	7,639	7,639
641303 Water	2,484	2,181	935	3,000	3,000	3,000
641304 Sewer	751	615	237	1,078	1,078	1,078
641306 Stormwater	13,611	14,608	7,707	17,925	17,925	17,925
641307 Telephone	3,510	4,177	2,150	3,240	3,240	3,240
641308 Cellular Phones	6,249	8,167	1,333	5,700	5,700	5,700
641400 Janitorial Service	386,666	399,794	200,198	500,000	500,000	465,000
641600 Build Repairs & Maint	579,402	591,166	228,967	536,477	536,477	536,477
641800 Equip Repairs & Maint	4,413	1,958	-	8,500	8,500	8,500
642501 CEA Operations/Maint.	24,175	20,407	11,932	27,042	27,042	27,295
642502 CEA Depreciation/Replace.	23,929	20,295	10,591	14,831	14,831	38,830
650100 Insurance	30,984	35,484	15,888	31,770	31,770	26,890
650200 Leases	319,045	319,350	159,831	328,775	328,775	328,775
650302 Equipment Rent	391	888	1,294	250	250	250
659900 Other Contracts/Obligation	10,911	12,637	1,276	6,500	6,500	6,500
TOTAL PURCHASED SVCS	<u>1,446,951</u>	<u>1,468,558</u>	<u>657,836</u>	<u>1,527,092</u>	<u>1,527,092</u>	<u>1,511,464</u>

**CITY OF APPLETON 2021 BUDGET
FACILITIES AND
CONSTRUCTION MANAGEMENT**

	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>YTD ACTUAL</u>	<u>2020</u> <u>ORIG BUD</u>	<u>2020</u> <u>REVISED BUD</u>	<u>2021</u> <u>BUDGET</u>
Capital Outlay						
680401 Machinery & Equipment	-	10,348	-	-	-	-
TOTAL CAPITAL OUTLAY	-	10,348	-	-	-	-
Transfers						
791400 Transfer Out - Capital Project	-	2,250	-	-	-	-
TOTAL TRANSFERS	-	2,250	-	-	-	-
TOTAL EXPENSE	<u>2,777,306</u>	<u>2,823,739</u>	<u>1,355,710</u>	<u>2,947,042</u>	<u>2,947,042</u>	<u>2,984,516</u>

CITY OF APPLETON 2021 BUDGET
FACILITIES, GROUNDS AND CONSTRUCTION MANAGEMENT
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

	2018 Actual	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues					
Charges for Services	\$ 2,710,020	\$ 2,797,938	\$ 2,938,042	\$ 2,905,000	\$ 2,975,516
Total Revenues	<u>2,710,020</u>	<u>2,797,938</u>	<u>2,938,042</u>	<u>2,905,000</u>	<u>2,975,516</u>
Expenses					
Operating Expenses	2,777,306	2,821,489	2,947,042	2,904,500	2,984,516
Depreciation	-	-	-	-	-
Total Expenses	<u>2,777,306</u>	<u>2,821,489</u>	<u>2,947,042</u>	<u>2,904,500</u>	<u>2,984,516</u>
Operating Loss	(67,286)	(23,551)	(9,000)	500	(9,000)
Non-Operating Revenues (Expenses)					
Investment Income (Loss)	(89)	(67)	-	100	-
Other Income	23,730	46,440	9,000	10,000	9,000
Total Non-Operating	<u>23,641</u>	<u>46,373</u>	<u>9,000</u>	<u>10,100</u>	<u>9,000</u>
Income (Loss) before Contributions and Transfers	(43,645)	22,822	-	10,600	-
Contributions and Transfers In (Out)					
Transfer Out - Capital Projects	-	(2,250)	-	-	-
Change in Net Assets	(43,645)	20,572	-	10,600	-
Net Assets - Beginning	56,074 *	12,429	33,001	33,001	43,601
Net Assets - Ending	<u>\$ 12,429</u>	<u>\$ 33,001</u>	<u>\$ 33,001</u>	<u>\$ 43,601</u>	<u>\$ 43,601</u>

* as restated for new pension standards

SCHEDULE OF CASH FLOWS

Cash - Beginning of Year	\$ 123,793	\$ 134,393
+ Change in Net Assets	10,600	-
Working Cash - End of Year	<u>\$ 134,393</u>	<u>\$ 134,393</u>