

**CITY OF APPLETON 2024 BUDGET**

**FACILITIES AND  
CONSTRUCTION MANAGEMENT**

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# CITY OF APPLETON 2024 BUDGET

## FACILITIES AND CONSTRUCTION MANAGEMENT

### MISSION STATEMENT

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

### DISCUSSION OF SIGNIFICANT 2023 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 to be 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 attended various training and networking opportunities to improve their leadership and technical skills. Staffing has become challenging to fill vacancies. In January 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 \$4.01 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 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 was finalized at City Hall and construction began for the Appleton Public Library, Valley Transit Whitman site facility and Lundgaard Park. Inflation, lack of workforce, and other macroeconomic factors have led to delays and increased costs. Staff spent substantial time reviewing projects to mitigate these impacts.

Capital improvement projects expected to be completed in 2023 included: Wastewater Plant electrical distribution and renovation of the A-building, HVAC upgrades at Fire Station #6 and the Municipal Services Building, replacement of the hardscapes at Telulah and Peabody Parks, Appleton Wastewater Plant lower roads, and the Water Plant parking lot. 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 2023, the Panel on Sustainability and Resilience was created. In addition, a second project to add solar panels at the Municipal Services Building was completed.

# CITY OF APPLETON 2024 BUDGET FACILITIES AND CONSTRUCTION MANAGEMENT

## MAJOR 2024 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 of operations during emergencies and crises. The Department will continue to work with Emergency Management and other City departments to maintain and improve the continuity of the operations plan.

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.

With major construction projects nearing completion for Appleton Public Library and Valley Transit Whitman site facility, a commissioning process will begin along with planning for operations and maintenance of new spaces.

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 \$2.06, which is far below the industry's benchmark of \$4.01 as published by the International Facilities Management Association.

### DEPARTMENT BUDGET SUMMARY

Programs		Actual		Budget			%
Unit	Title	2021	2022	Adopted 2023	Amended 2023	2024	Change *
<b>Program Revenues</b>		\$ 2,743,018	\$ 2,939,589	\$ 2,914,690	\$ 2,914,690	\$ 2,986,993	2.48%
<b>Program Expenses</b>							
6330	Administration	251,494	297,506	383,286	383,286	404,802	5.61%
6331	Facilities Maintenance	2,387,069	2,659,490	2,531,404	2,531,404	2,582,191	2.01%
<b>Total Program Expenses</b>		<b>\$ 2,638,563</b>	<b>\$ 2,956,996</b>	<b>\$ 2,914,690</b>	<b>\$ 2,914,690</b>	<b>\$ 2,986,993</b>	<b>2.48%</b>
<b>Expenses Comprised Of:</b>							
Personnel		811,657	883,577	1,091,653	1,091,653	1,056,435	-3.23%
Training & Travel		8,039	14,336	8,000	8,000	8,000	0.00%
Supplies & Materials		347,152	547,792	402,457	402,457	410,782	2.07%
Purchased Services		1,471,715	1,511,291	1,412,580	1,412,580	1,506,776	6.67%
Capital Expenditures		-	-	-	-	-	N/A
Transfers Out		-	-	-	-	5,000	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 2024 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 2024 BUDGET  
FACILITIES AND CONSTRUCTION MANAGEMENT**

**Administration**

**Business Unit 6330**

**PROGRAM BUDGET SUMMARY**

Description	Actual		Budget		
	2021	2022	Adopted 2023	Amended 2023	2024
<b>Revenues</b>					
471000 Interest on Investments (Loss)	\$ (1,034)	\$ (3,708)	\$ -	\$ -	\$ -
480100 Charges for Services	2,737,256	2,938,990	2,905,690	2,905,690	2,977,993
503500 Other Reimbursements	6,796	4,307	9,000	9,000	9,000
<b>Total Revenue</b>	<b>\$ 2,743,018</b>	<b>\$ 2,939,589</b>	<b>\$ 2,914,690</b>	<b>\$ 2,914,690</b>	<b>\$ 2,986,993</b>
<b>Expenses</b>					
610100 Regular Salaries	\$ 155,126	\$ 163,523	\$ 171,720	\$ 171,720	\$ 180,952
610500 Overtime Wages	2,148	1,494	2,597	2,597	-
615000 Fringes	(25,061)	(15,640)	70,604	70,604	74,397
620100 Training/Conferences	8,039	13,256	8,000	8,000	8,000
620400 Tuition Fees	-	1,080	-	-	-
630100 Office Supplies	1,764	2,194	1,500	1,500	1,500
630200 Subscriptions	500	765	750	750	750
630300 Memberships & Licenses	2,617	3,003	2,000	2,000	2,000
630400 Postage/Freight	2,152	2,102	2,300	2,300	2,300
630500 Awards & Recognition	-	-	180	180	180
630600 Building Maint./Janitorial	-	41	-	-	-
630700 Food & Provisions	296	115	240	240	240
631500 Books & Library Materials	996	682	700	700	700
632000 Printing/Copying	5,274	5,520	4,500	4,500	4,500
632101 Uniforms	517	643	500	500	500
632300 Safety Supplies	1,958	2,190	2,000	2,000	2,000
640100 Accounting/Audit Fees	1,779	1,784	1,811	1,811	1,847
640400 Consulting Services	12,917	13,575	12,000	12,000	12,000
640700 Solid Waste/Recycling	1,887	2,213	1,470	1,470	1,514
641200 Advertising	717	737	1,000	1,000	1,000
641300 Utilities	46,308	53,072	55,584	55,584	59,072
650100 Insurance	26,892	40,332	37,330	37,330	39,850
659900 Other Contracts/Obligation	4,668	4,825	6,500	6,500	6,500
791400 Transfer Out - Capital Project	-	-	-	-	5,000
<b>Total Expense</b>	<b>\$ 251,494</b>	<b>\$ 297,506</b>	<b>\$ 383,286</b>	<b>\$ 383,286</b>	<b>\$ 404,802</b>

**DETAILED SUMMARY OF 2024 PROPOSED EXPENDITURES > \$15,000**

None

**CITY OF APPLETON 2024 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:**

No major changes.

**CITY OF APPLETON 2024 BUDGET  
FACILITIES AND CONSTRUCTION MANAGEMENT**

**Facilities Maintenance**

**Business Unit 6331**

**PROGRAM BUDGET SUMMARY**

Description	Actual		Budget		
	2021	2022	Adopted 2023	Amended 2023	2024
Expenses					
610100 Regular Salaries	\$ 462,572	\$ 490,000	\$ 579,757	\$ 579,757	\$ 544,297
610400 Call Time Wages	7,906	8,350	8,001	8,001	7,975
610500 Overtime Wages	11,416	16,554	10,707	10,707	10,673
610800 Part Time Wages	8,476	8,248	11,162	11,162	10,630
615000 Fringes	189,074	211,048	237,105	237,105	227,511
630600 Building Maint./Janitorial	281,942	480,209	351,787	351,787	360,112
630901 Shop Supplies	8,698	7,018	9,500	9,500	9,500
632700 Miscellaneous Equipment	40,438	43,310	26,500	26,500	26,500
640500 Engineering Fees	438	1,252	4,000	4,000	4,000
640700 Solid Waste/Recycling	900	2,318	1,500	1,500	1,500
641300 Utilities	2,231	625	-	-	-
641400 Janitorial Service	401,663	381,534	368,292	368,292	371,066
641600 Building Repairs & Maint.	594,274	626,915	517,278	517,278	590,196
641800 Equipment Repairs & Maint.	3,925	9,249	6,000	6,000	6,000
642500 CEA Expense	63,145	62,282	69,105	69,105	67,094
650200 Leases	309,358	309,682	329,710	329,710	344,137
650302 Equipment Rent	613	896	1,000	1,000	1,000
<b>Total Expense</b>	<b>\$ 2,387,069</b>	<b>\$ 2,659,490</b>	<b>\$ 2,531,404</b>	<b>\$ 2,531,404</b>	<b>\$ 2,582,191</b>

**DETAILED SUMMARY OF 2024 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	51,900
<b>Total</b>	<b>\$ 360,112</b>

Miscellaneous Equipment

City furniture/general	\$ 26,500
<b>Total</b>	<b>\$ 26,500</b>

Janitorial Service

Contracted janitorial service	\$ 371,066
<b>Total</b>	<b>\$ 371,066</b>

Building Repairs & Maintenance Services

Electrical	\$ 33,153
Elevator	33,585
Fire/safety	42,825
HVAC	280,655
Plumbing	7,450
Security	21,050
Structural/roof	13,500
Overhead & passage doors	96,760
Painting & pavilion staining	16,150
Flooring	8,750
Emergency Sirens	11,059
Other: pest control, locksmith, utility locates, landfill	25,259
<b>Total</b>	<b>\$ 590,196</b>

Leases

City Hall condo agreement	\$ 326,959
First floor conference room	17,178
<b>Total</b>	<b>\$ 344,137</b>

**CITY OF APPLETON 2024 BUDGET  
FACILITIES AND  
CONSTRUCTION MANAGEMENT**

	2021 <u>ACTUAL</u>	2022 <u>ACTUAL</u>	2023 <u>YTD ACTUAL</u>	2023 <u>ORIG BUD</u>	2023 <u>REVISED BUD</u>	2024 <u>BUDGET</u>
Program Revenues						
471000 Interest on Investments	(1,034)	(3,708)	(96)	-	-	-
480100 General Charges for Service	2,737,256	2,938,990	429,177	2,905,690	2,905,690	2,977,993
503500 Other Reimbursements	3,795	4,307	540	9,000	9,000	9,000
<b>TOTAL PROGRAM REVENUES</b>	<b>2,740,017</b>	<b>2,939,589</b>	<b>429,621</b>	<b>2,914,690</b>	<b>2,914,690</b>	<b>2,986,993</b>
Personnel						
610100 Regular Salaries	217,887	223,614	78,964	751,477	751,477	712,249
610200 Labor Pool Allocations	346,158	351,840	117,328	-	-	-
610400 Call Time Wages	7,906	8,350	2,084	8,001	8,001	7,975
610500 Overtime Wages	13,564	18,048	2,764	13,304	13,304	10,673
610800 Part-Time Wages	8,476	8,248	2,188	11,162	11,162	23,630
611000 Other Compensation	1,080	1,135	1,135	-	-	-
611400 Sick Pay	272	-	-	-	-	-
611500 Vacation Pay	52,300	76,934	13,633	-	-	-
615000 Fringes	252,744	283,561	85,377	307,709	307,709	301,908
617000 Pension Expense	(84,052)	(91,866)	-	-	-	-
617100 OPEB Expense	(4,678)	3,713	-	-	-	-
<b>TOTAL PERSONNEL</b>	<b>811,657</b>	<b>883,577</b>	<b>303,473</b>	<b>1,091,653</b>	<b>1,091,653</b>	<b>1,056,435</b>
Training~Travel						
620100 Training/Conferences	8,039	13,256	4,762	8,000	8,000	8,000
620400 Tuition Fees	-	1,080	602	-	-	-
<b>TOTAL TRAINING / TRAVEL</b>	<b>8,039</b>	<b>14,336</b>	<b>5,364</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
Supplies						
630100 Office Supplies	1,764	2,194	417	1,500	1,500	1,500
630200 Subscriptions	500	765	-	750	750	750
630300 Memberships & Licenses	2,617	3,003	1,508	2,000	2,000	2,000
630400 Postage/Freight	2,152	2,102	520	2,300	2,300	2,300
630500 Awards & Recognition	-	-	-	180	180	180
630600 Building Maint./Janitorial	281,942	480,250	130,124	351,787	351,787	360,112
630700 Food & Provisions	296	115	78	240	240	240
630901 Shop Supplies	8,698	7,018	2,562	9,500	9,500	9,500
631500 Books & Library Materials	996	682	31	700	700	700
632001 City Copy Charges	5,274	4,986	1,208	3,600	3,600	3,600
632002 Outside Printing	-	534	-	900	900	900
632101 Uniforms	517	643	126	500	500	500
632300 Safety Supplies	1,958	2,190	226	2,000	2,000	2,000
632700 Miscellaneous Equipment	40,438	43,310	7,451	26,500	26,500	26,500
<b>TOTAL SUPPLIES</b>	<b>347,152</b>	<b>547,792</b>	<b>144,251</b>	<b>402,457</b>	<b>402,457</b>	<b>410,782</b>
Purchased Services						
640100 Accounting/Audit Fees	1,779	1,784	-	1,811	1,811	1,847
640400 Consulting Services	12,917	13,575	9,200	12,000	12,000	12,000
640500 Engineering Fees	438	1,252	-	4,000	4,000	4,000
640700 Solid Waste/Recycling Pickup	2,787	4,531	76	2,970	2,970	3,014
641200 Advertising	717	737	105	1,000	1,000	1,000
641301 Electric	16,335	18,329	6,348	16,959	16,959	17,298
641302 Gas	8,316	10,542	8,404	7,639	7,639	10,710
641303 Water	1,721	2,183	450	3,000	3,000	3,000
641304 Sewer	477	802	143	1,121	1,121	1,199
641306 Stormwater	15,090	15,138	3,815	17,925	17,925	17,925
641307 Telephone	2,167	2,163	515	3,240	3,240	3,240
641308 Cellular Phones	4,433	4,540	1,381	5,700	5,700	5,700
641400 Janitorial Service	401,663	381,534	157,980	368,292	368,292	371,066
641600 Building Repairs & Maint.	594,274	626,915	283,224	517,278	517,278	590,196
641800 Equipment Repairs & Maint.	3,925	9,249	-	6,000	6,000	6,000
642501 CEA Operations/Maint.	22,717	23,219	5,715	31,199	31,199	28,198
642502 CEA Depreciation/Replace.	40,428	39,063	10,181	37,906	37,906	38,896
650100 Insurance	26,892	40,332	12,444	37,330	37,330	39,850
650200 Leases	309,358	309,682	127,768	329,710	329,710	344,137



**CITY OF APPLETON 2024 BUDGET  
FACILITIES AND  
CONSTRUCTION MANAGEMENT**

	<u>2021 ACTUAL</u>	<u>2022 ACTUAL</u>	<u>2023 YTD ACTUAL</u>	<u>2023 ORIG BUD</u>	<u>2023 REVISED BUD</u>	<u>2024 BUDGET</u>
650302 Equipment Rent	613	896	101	1,000	1,000	1,000
659900 Other Contracts/Obligation	<u>4,668</u>	<u>4,825</u>	<u>2,524</u>	<u>6,500</u>	<u>6,500</u>	<u>6,500</u>
TOTAL PURCHASED SVCS	1,471,715	1,511,291	630,374	1,412,580	1,412,580	1,506,776
Capital Outlay						
680401 Machinery & Equipment	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY	-	-	-	-	-	-
Transfers						
791400 Transfer Out - Capital Project	-	-	-	-	-	5,000
TOTAL TRANSFERS	-	-	-	-	-	5,000
<b>TOTAL EXPENSE</b>	<u>2,638,563</u>	<u>2,956,996</u>	<u>1,083,462</u>	<u>2,914,690</u>	<u>2,914,690</u>	<u>2,986,993</u>

**CITY OF APPLETON 2024 BUDGET**  
**FACILITIES, GROUNDS AND CONSTRUCTION MANAGEMENT**  
**STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS**

<b>Revenues</b>	2021 Actual	2022 Actual	2023 Budget	2023 Projected	2024 Budget
Charges for Services	\$ 2,737,256	\$ 2,938,990	\$ 2,905,690	\$ 2,905,690	\$ 2,977,993
Total Revenues	<u>2,737,256</u>	<u>2,938,990</u>	<u>2,905,690</u>	<u>2,905,690</u>	<u>2,977,993</u>
<b>Expenses</b>					
Operating Expenses	2,638,563	2,956,996	2,914,690	2,914,690	2,981,993
Depreciation	-	-	-	-	-
Total Expenses	<u>2,638,563</u>	<u>2,956,996</u>	<u>2,914,690</u>	<u>2,914,690</u>	<u>2,981,993</u>
Operating Loss	98,693	(18,006)	(9,000)	(9,000)	(4,000)
<b>Non-Operating Revenues (Expenses)</b>					
Investment Income (Loss)	(1,034)	(3,708)	-	-	-
Other Income	6,796	4,307	9,000	9,000	9,000
Total Non-Operating	<u>5,762</u>	<u>599</u>	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>
Income (Loss) before Contributions and Transfers	104,455	(17,407)	-	-	5,000
<b>Contributions and Transfers In (Out)</b>					
Transfer Out - Capital Projects	-	-	-	-	(5,000)
Change in Net Assets	104,455	(17,407)	-	-	-
Net Assets - Beginning	<u>18,492</u>	<u>122,947</u>	<u>105,540</u>	<u>105,540</u>	<u>105,540</u>
Net Assets - Ending	<u>\$ 122,947</u>	<u>\$ 105,540</u>	<u>\$ 105,540</u>	<u>\$ 105,540</u>	<u>\$ 105,540</u>

**SCHEDULE OF CASH FLOWS**

Cash - Beginning of Year	\$ 100,067	\$ 100,067
+ Change in Net Assets	-	-
Working Cash - End of Year	<u>\$ 100,067</u>	<u>\$ 100,067</u>