

**CITY OF APPLETON 2022 BUDGET**

**FACILITIES AND  
CONSTRUCTION MANAGEMENT**

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# CITY OF APPLETON 2022 BUDGET FACILITIES AND CONSTRUCTION MANAGEMENT

## MISSION STATEMENT

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

## DISCUSSION OF SIGNIFICANT 2021 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.

COVID-19 still was present during 2021 requiring the Facilities Management Division to fulfill department facility needs as employees returned back to work. COVID-19 has and will continue to change the physical environment requiring modifications to ensure the safety of employees and visitors.

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 \$2.09. 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 Public Works Department offices at City Hall, installation of a solar array at the Municipal Services Building, and design has began for the Appleton Public Library and the Valley Transit Whitman site facilities. Both facilities will receive renovations in 2022/2023.

Capital improvement projects completed in 2021 include: Wastewater Plant electrical distribution upgrades, HVAC upgrades at the Municipal Services Building and Wastewater Plant, Police Station and Water Plant security upgrades, replacement of parking lots at Appleton Memorial Park and Reid Golf Course, various LED lighting conversions and roof replacement at Fire Station #2, and various pavilion roof replacements. 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. 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 and natural gas usage has been reduced by 25%, meeting our original goal of reducing consumption by 25% by 2025.

## CITY OF APPLETON 2022 BUDGET FACILITIES AND CONSTRUCTION MANAGEMENT

### MAJOR 2022 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, 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 \$2.09, 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			% Change *
		2019	2020	Adopted 2021	Amended 2021	2022	
Unit	Title						
<b>Program Revenues</b>		\$ 2,844,311	\$ 2,840,737	\$ 2,984,516	\$ 2,984,516	\$ 3,059,962	2.53%
<b>Program Expenses</b>							
6330	Administration	403,974	325,696	353,142	353,142	375,148	6.23%
6331	Facilities Maintenance	2,419,765	2,529,550	2,631,374	2,631,374	2,684,814	2.03%
<b>Total Program Expenses</b>		\$ 2,823,739	\$ 2,855,246	\$ 2,984,516	\$ 2,984,516	\$ 3,059,962	2.53%
<b>Expenses Comprised Of:</b>							
Personnel		979,349	983,324	1,028,189	1,028,189	1,049,347	2.06%
Training & Travel		8,931	7,050	10,500	10,500	10,500	0.00%
Supplies & Materials		354,303	419,830	434,363	434,363	475,863	9.55%
Purchased Services		1,468,558	1,445,042	1,511,464	1,511,464	1,524,252	0.85%
Capital Expenditures		10,348	-	-	-	-	N/A
Transfers Out		2,250	-	-	-	-	N/A
<b>Full Time Equivalent Staff:</b>							
Personnel allocated to programs		10.26	10.26	10.26	10.26	10.26	

**CITY OF APPLETON 2022 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 & 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. 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.

**CITY OF APPLETON 2022 BUDGET  
FACILITIES AND CONSTRUCTION MANAGEMENT**

**Administration**

**Business Unit 6330**

**PROGRAM BUDGET SUMMARY**

Description	Actual		Budget		
	2019	2020	Adopted 2021	Amended 2021	2022
<b>Revenues</b>					
471000 Interest on Investments	\$ (67)	\$ -	\$ -	\$ -	\$ -
480100 Charges for Services	2,797,938	2,832,180	2,975,516	2,975,516	3,050,962
500400 Sale of City Property	828	-	-	-	-
503500 Other Reimbursements	23,908	8,557	9,000	9,000	9,000
508200 Insurance Proceeds	21,704	-	-	-	-
<b>Total Revenue</b>	<b>\$ 2,844,311</b>	<b>\$ 2,840,737</b>	<b>\$ 2,984,516</b>	<b>\$ 2,984,516</b>	<b>\$ 3,059,962</b>
<b>Expenses</b>					
610100 Regular Salaries	\$ 148,661	\$ 149,891	\$ 155,918	\$ 155,918	\$ 163,730
610400 Call Time	-	264	-	-	-
610500 Overtime Wages	2,465	2,835	2,413	2,413	2,473
615000 Fringes	118,152	60,776	68,616	68,616	69,332
620100 Training/Conferences	8,931	7,050	10,500	10,500	10,500
630100 Office Supplies	2,039	2,077	2,100	2,100	2,100
630200 Subscriptions	390	958	200	200	1,000
630300 Memberships & Licenses	1,884	2,240	2,000	2,000	2,000
630400 Postage\Freight	2,559	2,156	2,888	2,888	2,888
630500 Awards & Recognition	189	175	180	180	180
630700 Food & Provisions	240	371	240	240	240
631500 Books & Library Materials	572	454	1,500	1,500	700
632000 Printing / Copying	3,983	3,640	4,500	4,500	4,500
632101 Uniforms	515	443	750	750	750
632300 Safety Supplies	1,179	2,122	2,000	2,000	2,000
640100 Accounting/Audit Fees	1,954	1,781	1,500	1,500	1,500
640400 Consulting Services	5,608	6,047	6,500	6,500	6,500
640700 Solid Waste/Recycling	1,626	1,896	1,400	1,400	1,400
641200 Advertising	439	39	1,500	1,500	1,500
641300 Utilities	52,217	45,485	55,047	55,047	55,047
650100 Insurance	35,484	31,776	26,890	26,890	40,308
659900 Other Contracts/Obligation	12,637	3,220	6,500	6,500	6,500
791400 Transfer Out - Capital Proj	2,250	-	-	-	-
<b>Total Expense</b>	<b>\$ 403,974</b>	<b>\$ 325,696</b>	<b>\$ 353,142</b>	<b>\$ 353,142</b>	<b>\$ 375,148</b>

**DETAILED SUMMARY OF 2022 PROPOSED EXPENDITURES > \$15,000**

None

**CITY OF APPLETON 2022 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.

**CITY OF APPLETON 2022 BUDGET  
FACILITIES AND CONSTRUCTION MANAGEMENT**

**Facilities Maintenance**

**Business Unit 6331**

**PROGRAM BUDGET SUMMARY**

Description	Actual		Budget		
	2019	2020	Adopted 2021	Amended 2021	2022
<b>Expenses</b>					
610100 Regular Salaries	\$ 509,397	\$ 547,415	\$ 542,512	\$ 542,512	\$ 553,048
610400 Call Time Wages	4,807	4,706	7,500	7,500	7,500
610500 Overtime Wages	9,330	11,903	10,000	10,000	10,000
610800 Part-Time Wages	9,910	9,884	10,500	10,500	10,500
615000 Fringes	176,628	195,650	230,730	230,730	232,764
630600 Building Maint./Janitorial	281,979	342,999	368,005	368,005	409,505
630901 Shop Supplies	8,818	10,369	10,000	10,000	10,000
632300 Safety Supplies	123	8	-	-	-
632700 Miscellaneous Equipment	49,834	51,817	40,000	40,000	40,000
640500 Engineering Fees	2,200	3,444	5,000	5,000	5,000
640700 Solid Waste/Recycling	2,270	120	2,000	2,000	2,000
641300 Utilities	264	-	-	-	-
641400 Janitorial Service	399,793	397,695	465,000	465,000	465,000
641600 Build Repairs & Maint	591,166	575,340	536,477	536,477	536,477
641800 Equip Repairs & Maint	1,958	3,788	8,500	8,500	8,500
642500 CEA Expense	40,702	62,580	66,125	66,125	64,854
650200 Leases	319,350	310,538	328,775	328,775	329,416
650302 Equipment Rent	888	1,294	250	250	250
680401 Machinery & Equipment	10,348	-	-	-	-
<b>Total Expense</b>	<b>\$ 2,419,765</b>	<b>\$ 2,529,550</b>	<b>\$ 2,631,374</b>	<b>\$ 2,631,374</b>	<b>\$ 2,684,814</b>

**DETAILED SUMMARY OF 2022 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
Pool chemicals	41,500
<b>Total</b>	<b>\$ 409,505</b>

**Miscellaneous Equipment**

City furniture/general	\$ 40,000
<b>Total</b>	<b>\$ 40,000</b>

**Janitorial Service**

Contracted janitorial service	\$ 465,000
<b>Total</b>	<b>\$ 465,000</b>

**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
<b>Total</b>	<b>\$ 536,477</b>

**Projects**

Wastewater service doors	15,000
<b>Total</b>	<b>\$ 15,000</b>

**Leases**

City Hall condo agreement	\$ 312,906
First floor conference room	16,510
<b>Total</b>	<b>\$ 329,416</b>

**CITY OF APPLETON 2022 BUDGET  
FACILITIES AND  
CONSTRUCTION MANAGEMENT**

	2019 ACTUAL	2020 ACTUAL	2021 YTD ACTUAL	2021 ORIG BUD	2021 REVISED BUD	2022 BUDGET
<b>Program Revenues</b>						
471000 Interest on Investments	(67)	-	25	-	-	-
480100 General Charges for Service	2,797,938	2,832,180	414,225	2,975,516	2,975,516	3,050,962
503000 Damage to City Property	828	-	-	-	-	-
503500 Other Reimbursements	23,908	8,557	2,889	9,000	9,000	9,000
508200 Insurance Proceeds	21,704	-	-	-	-	-
<b>TOTAL PROGRAM REVENUES</b>	<b>2,844,311</b>	<b>2,840,737</b>	<b>417,139</b>	<b>2,984,516</b>	<b>2,984,516</b>	<b>3,059,962</b>
<b>Personnel</b>						
610100 Regular Salaries	208,303	214,215	64,385	698,430	698,430	716,778
610200 Labor Pool Allocations	387,278	416,598	101,496	-	-	-
610400 Call Time Wages	5,168	4,970	1,586	7,500	7,500	7,500
610500 Overtime Wages	11,794	14,737	2,866	12,413	12,413	12,473
610800 Part-Time Wages	9,906	9,884	-	10,500	10,500	10,500
611000 Other Compensation	1,298	1,277	1,080	-	-	-
611400 Sick Pay	71	1,526	272	-	-	-
611500 Vacation Pay	60,751	63,691	14,152	-	-	-
615000 Fringes	239,954	253,422	77,393	299,346	299,346	302,096
615500 Unemployment Compensation	-	640	-	-	-	-
617000 Pension Expense	55,264	(4,151)	-	-	-	-
617100 OPEB Expense	(438)	6,515	-	-	-	-
<b>TOTAL PERSONNEL</b>	<b>979,349</b>	<b>983,324</b>	<b>263,230</b>	<b>1,028,189</b>	<b>1,028,189</b>	<b>1,049,347</b>
<b>Training~Travel</b>						
620100 Training/Conferences	8,931	7,050	1,042	10,500	10,500	10,500
620600 Parking Permits	-	-	-	-	-	-
<b>TOTAL TRAINING / TRAVEL</b>	<b>8,931</b>	<b>7,050</b>	<b>1,042</b>	<b>10,500</b>	<b>10,500</b>	<b>10,500</b>
<b>Supplies</b>						
630100 Office Supplies	2,039	2,077	293	2,100	2,100	2,100
630200 Subscriptions	390	958	-	200	200	1,000
630300 Memberships & Licenses	1,884	2,240	817	2,000	2,000	2,000
630400 Postage\Freight	2,559	2,156	320	2,888	2,888	2,888
630500 Awards & Recognition	189	175	-	180	180	180
630600 Building Maint./Janitorial	281,979	342,999	82,555	368,005	368,005	409,505
630700 Food & Provisions	240	371	96	240	240	240
630901 Shop Supplies	8,840	10,402	1,788	10,000	10,000	10,000
631500 Books & Library Materials	550	421	58	1,500	1,500	700
632001 City Copy Charges	3,914	3,229	(149)	3,600	3,600	3,600
632002 Outside Printing	68	411	-	900	900	900
632101 Uniforms	515	443	-	750	750	750
632300 Safety Supplies	1,302	2,131	1,199	2,000	2,000	2,000
632700 Miscellaneous Equipment	49,834	51,817	16,029	40,000	40,000	40,000
<b>TOTAL SUPPLIES</b>	<b>354,303</b>	<b>419,830</b>	<b>103,006</b>	<b>434,363</b>	<b>434,363</b>	<b>475,863</b>
<b>Purchased Services</b>						
640100 Accounting/Audit Fees	1,954	1,781	-	1,500	1,500	1,500
640400 Consulting Services	5,608	6,047	-	6,500	6,500	6,500
640500 Engineering Fees	2,200	3,444	438	5,000	5,000	5,000
640700 Solid Waste/Recycling Pickup	3,896	2,016	-	3,400	3,400	3,400
641200 Advertising	439	39	143	1,500	1,500	1,500
641301 Electric	15,367	16,068	3,877	16,465	16,465	16,465
641302 Gas	7,367	5,534	3,384	7,639	7,639	7,639
641303 Water	2,181	2,289	445	3,000	3,000	3,000
641304 Sewer	615	663	109	1,078	1,078	1,078
641306 Stormwater	14,608	14,962	3,853	17,925	17,925	17,925
641307 Telephone	4,177	3,407	723	3,240	3,240	3,240
641308 Cellular Phones	8,167	2,561	976	5,700	5,700	5,700
641400 Janitorial Service	399,794	397,695	132,655	465,000	465,000	465,000
641600 Build Repairs & Maint	591,166	575,340	166,304	536,477	536,477	536,477
641800 Equip Repairs & Maint	1,958	3,788	862	8,500	8,500	8,500
642501 CEA Operations/Maint.	20,407	34,560	3,998	27,295	27,295	27,700
642502 CEA Depreciation/Replace.	20,295	28,020	5,142	38,830	38,830	37,154
650100 Insurance	35,484	31,776	-	26,890	26,890	40,308
650200 Leases	319,350	310,538	103,119	328,775	328,775	329,416



**CITY OF APPLETON 2022 BUDGET  
FACILITIES AND  
CONSTRUCTION MANAGEMENT**

	<u>2019 ACTUAL</u>	<u>2020 ACTUAL</u>	<u>2021 YTD ACTUAL</u>	<u>2021 ORIG BUD</u>	<u>2021 REVISED BUD</u>	<u>2022 BUDGET</u>
650302 Equipment Rent	888	1,294	80	250	250	250
659900 Other Contracts/Obligation	<u>12,637</u>	<u>3,220</u>	<u>1,170</u>	<u>6,500</u>	<u>6,500</u>	<u>6,500</u>
TOTAL PURCHASED SVCS	1,468,558	1,445,042	427,278	1,511,464	1,511,464	1,524,252
Capital Outlay						
680401 Machinery & Equipment	<u>10,348</u>	-	-	-	-	-
TOTAL CAPITAL OUTLAY	10,348	-	-	-	-	-
Transfers						
791400 Transfer Out - Capital Project	<u>2,250</u>	-	-	-	-	-
TOTAL TRANSFERS	2,250	-	-	-	-	-
TOTAL EXPENSE	<u>2,823,739</u>	<u>2,855,246</u>	<u>794,556</u>	<u>2,984,516</u>	<u>2,984,516</u>	<u>3,059,962</u>

**CITY OF APPLETON 2022 BUDGET**  
**FACILITIES, GROUNDS AND CONSTRUCTION MANAGEMENT**  
**STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS**

<b>Revenues</b>	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Charges for Services	\$ 2,797,938	\$ 2,832,180	\$ 2,975,516	\$ 2,875,000	\$ 3,050,962
Total Revenues	<u>2,797,938</u>	<u>2,832,180</u>	<u>2,975,516</u>	<u>2,875,000</u>	<u>3,050,962</u>
<b>Expenses</b>					
Operating Expenses	2,821,489	2,855,246	2,984,516	2,890,000	3,059,962
Depreciation	-	-	-	-	-
Total Expenses	<u>2,821,489</u>	<u>2,855,246</u>	<u>2,984,516</u>	<u>2,890,000</u>	<u>3,059,962</u>
Operating Loss	(23,551)	(23,066)	(9,000)	(15,000)	(9,000)
<b>Non-Operating Revenues (Expenses)</b>					
Investment Income (Loss)	(67)	-	-	200	-
Other Income	46,440	8,557	9,000	9,000	9,000
Total Non-Operating	<u>46,373</u>	<u>8,557</u>	<u>9,000</u>	<u>9,200</u>	<u>9,000</u>
Income (Loss) before Contributions and Transfers	22,822	(14,509)	-	(5,800)	-
<b>Contributions and Transfers In (Out)</b>					
Transfer Out - Capital Projects	(2,250)	-	-	-	-
Change in Net Assets	20,572	(14,509)	-	(5,800)	-
Net Assets - Beginning	<u>12,429</u>	<u>33,001</u>	<u>18,492</u>	<u>18,492</u>	<u>12,692</u>
Net Assets - Ending	<u>\$ 33,001</u>	<u>\$ 18,492</u>	<u>\$ 18,492</u>	<u>\$ 12,692</u>	<u>\$ 12,692</u>

**SCHEDULE OF CASH FLOWS**

Cash - Beginning of Year	\$ 144,990	\$ 139,190
+ Change in Net Assets	(5,800)	-
Working Cash - End of Year	<u>\$ 139,190</u>	<u>\$ 139,190</u>