

CITY OF APPLETON 2018 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:
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CITY OF APPLETON 2018 BUDGET

FACILITIES AND CONSTRUCTION MANAGEMENT

MISSION STATEMENT

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

DISCUSSION OF SIGNIFICANT 2017 EVENTS

The Facilities Management Division provided operation and maintenance services for more than 1.2 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 \$3.02 per square foot, as published by FM Benchmarking, compared to our cost of \$1.95. 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 and planning services were performed for the renovation of Erb Pool and Park and the construction of the Fox Cities Exhibition Center. In addition, various audits to identify required capital improvements at several facilities were performed.

Capital improvement projects completed in 2017 included roof replacements at the Municipal Services Building and Fire Station #3; HVAC upgrades at the Facilities & Grounds Operations Center and the Wastewater Treatment Plant; lighting upgrades at the Municipal Services Building, Wastewater Plant and Alicia Park; replacement of the UPS system at the Police Station, recoating the parking deck at the Police Station and replacing aged water laterals at the Wastewater Plant. Additionally, we performed testing of the electrical distribution system at the Wastewater and Water Plants. 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 35.4 million kWh's and natural gas usage reduced by over 1.67 million therms resulting in an approximately \$3.87 million in energy savings. We are proud of the fact that the City of Appleton is far exceeding the initial goal of a 10% reduction established in 2005.

CITY OF APPLETON 2018 BUDGET FACILITIES AND CONSTRUCTION MANAGEMENT

MAJOR 2018 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. Projects in 2018 include the construction of the amenities and facilities in Jones Park, construction documentation for razing the Blue Parking Ramp, and numerous facility and grounds improvement projects noted in the Parks and Recreation Budget.

Provide project management for the close-out phase of the Fox Cities Exhibition Center.

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 now 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. Initiate program to install LED lighting in City parks and facilities where feasible.

Maintain a cost per square foot for maintenance and housekeeping under \$2.00 per square foot. Our current square foot benchmark is \$1.95, which is far below the industry's benchmark of \$3.02 as published by FM Benchmarking.

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. Though this conversion will likely occur in 2019, much preparation needs to be performed before implementation.

DEPARTMENT BUDGET SUMMARY

Programs		Actual		Budget			% Change *
		2015	2016	Adopted 2017	Amended 2017	2018	
Unit	Title						
Program Revenues		\$ 2,687,372	\$ 2,540,290	\$ 2,735,528	\$ 2,735,528	\$ 2,765,592	1.10%
Program Expenses							
6330	Administration	295,503	327,325	342,809	345,103	341,594	-0.35%
6331	Facilities Maintenance	2,325,454	2,287,926	2,402,219	2,407,749	2,423,998	0.91%
Total Program Expenses		\$ 2,620,957	\$ 2,615,251	\$ 2,745,028	\$ 2,752,852	\$ 2,765,592	0.75%
Expenses Comprised Of:							
Personnel		825,201	894,929	903,586	911,410	919,312	1.74%
Administrative Expense		696,963	701,120	753,122	753,122	731,164	-2.92%
Supplies & Materials		69,855	42,379	42,500	42,500	44,150	3.88%
Purchased Services		23,520	18,410	29,604	29,604	26,154	-11.65%
Utilities		55,445	51,213	59,377	59,377	57,380	-3.36%
Repair & Maintenance		949,973	907,200	956,839	956,839	987,432	3.20%
Capital Expenditures		-	-	-	-	-	N/A
Full Time Equivalent Staff:							
Personnel allocated to programs		10.25	10.25	10.26	10.26	10.26	

**CITY OF APPLETON 2018 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 2015</u>	<u>Actual 2016</u>	<u>Target 2017</u>	<u>Projected 2017</u>	<u>Target 2018</u>
Client Benefits/Impacts					
Timely and organized support of departments					
% of customers who were satisfied with the services provided	98%	98%	100%	100%	100%
Strategic Outcomes					
Facilities projects/plans/studies completed in year scheduled	95%	96%	100%	95%	100%
Work Process Output					
# of capital projects completed	48	50	54	51	48

**CITY OF APPLETON 2018 BUDGET
FACILITIES AND CONSTRUCTION MANAGEMENT**

Administration

Business Unit 6330

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2015	2016	Adopted 2017	Amended 2017	2018
Revenues					
4230 Miscellaneous Local Aid	\$ -	\$ 1,000	\$ -	\$ -	\$ -
4710 Interest on Investments	(52)	281	-	-	-
4801 Charges for Services	2,681,821	2,535,117	2,731,028	2,731,028	2,762,092
5005 Sale of City Prop - Tax	376	255	-	-	-
5035 Other Reimbursements	5,227	3,637	4,500	4,500	3,500
5082 Insurance Proceeds	-	-	-	-	-
Total Revenue	<u>\$ 2,687,372</u>	<u>\$ 2,540,290</u>	<u>\$ 2,735,528</u>	<u>\$ 2,735,528</u>	<u>\$ 2,765,592</u>
Expenses					
6101 Regular Salaries	\$ 137,430	\$ 130,379	\$ 139,187	\$ 141,184	\$ 141,669
6104 Call Time	114	-	-	-	-
6105 Overtime	5,145	37	2,263	2,263	2,320
6150 Fringes	40,393	83,319	58,353	58,650	62,246
6201 Training\Conferences	8,333	8,707	10,000	10,000	10,500
6206 Parking Permits	396	816	840	840	840
6301 Office Supplies	2,061	2,135	2,060	2,060	2,100
6302 Subscriptions	530	11	125	125	125
6303 Memberships & Licenses	996	1,895	1,000	1,000	2,000
6304 Postage\Freight	2,621	2,724	2,620	2,620	2,700
6305 Awards & Recognition	111	132	180	180	180
6307 Food & Provisions	116	321	240	240	240
6309 Shop Supplies & Tools	282	-	-	-	-
6315 Books & Library Material	1,631	1,036	1,500	1,500	1,500
6320 Printing & Reproduction	2,479	3,911	3,000	3,000	3,900
6321 Clothing	479	168	1,000	1,000	500
6323 Safety Supplies	1,100	457	2,000	2,000	2,000
6401 Accounting/Audit	1,886	2,228	2,000	2,000	1,600
6404 Consulting Services	6,733	7,604	6,500	6,500	6,500
6407 Collection Services	1,396	1,396	1,200	1,200	1,400
6412 Advertising	2,838	1,308	3,000	3,000	3,000
6413 Utilities	51,561	51,212	59,377	59,377	57,380
6501 Insurance	12,235	25,488	31,460	31,460	32,740
6599 Other Contracts/Obligations	1,637	2,041	5,404	5,404	6,154
7914 Trans Out - Cap Projects	13,000	-	9,500	9,500	-
Total Expense	<u>\$ 295,503</u>	<u>\$ 327,325</u>	<u>\$ 342,809</u>	<u>\$ 345,103</u>	<u>\$ 341,594</u>

DETAILED SUMMARY OF 2018 PROPOSED EXPENDITURES > \$15,000

None

**CITY OF APPLETON 2018 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:

No major changes

PERFORMANCE INDICATORS

	<u>Actual 2015</u>	<u>Actual 2016</u>	<u>Target 2017</u>	<u>Projected 2017</u>	<u>Target 2018</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	\$1.81	\$1.82	\$1.89	\$1.89	\$1.93
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
# of pavilions maintained	22	22	22	22	22
# of aquatic centers maintained	2	2	2	2	2

**CITY OF APPLETON 2018 BUDGET
FACILITIES AND CONSTRUCTION MANAGEMENT**

Facilities Maintenance

Business Unit 6331

PROGRAM BUDGET SUMMARY

Description	Actual		Budget		
	2015	2016	Adopted 2017	Amended 2017	2018
Expenses					
6101 Regular Salaries	\$ 432,555	\$ 469,470	\$ 489,927	\$ 494,741	\$ 500,243
6104 Call Time	1,885	1,963	3,570	3,570	3,570
6105 Overtime	8,944	11,599	12,000	12,000	12,000
6108 Part-Time	24,304	28,797	9,547	9,547	10,000
6150 Fringes	174,431	169,366	188,739	189,455	187,264
6201 Training/Conferences	-	39	-	-	-
6306 Building Maint./Janitorial	328,800	354,648	348,591	348,591	360,444
6307 Food & Provisions	64	-	-	-	-
6309 Shop Supplies & Tools	9,328	9,789	10,000	10,000	10,000
6321 Clothing	-	30	-	-	-
6323 Safety Supplies	37	-	-	-	-
6327 Miscellaneous Equipment	54,519	26,988	25,000	25,000	26,250
6405 Engineering Services	5,886	2,040	7,500	7,500	5,000
6407 Collection Services	3,144	1,732	4,000	4,000	2,500
6409 Inspection Fees	-	61	-	-	-
6413 Utilities	3,883	-	-	-	-
6414 Janitorial Service	362,379	364,522	381,433	381,433	394,097
6416 Building Repairs & Maint.	547,696	502,274	532,585	532,585	548,548
6418 Equip Repairs & Maint	1,904	2,527	3,500	3,500	3,500
6425 CEA	37,994	37,877	39,321	39,321	41,287
6502 Leases	327,701	304,204	346,256	346,256	319,045
6503 Equipment Rental	-	-	250	250	250
Total Expense	<u>\$ 2,325,454</u>	<u>\$ 2,287,926</u>	<u>\$ 2,402,219</u>	<u>\$ 2,407,749</u>	<u>\$ 2,423,998</u>

DETAILED SUMMARY OF 2018 PROPOSED EXPENDITURES > \$15,000

Building Maint./Janitorial Supplies

Building interior	\$ 30,480
Electrical	35,560
Elevator	20,320
Fire/Safety	30,480
HVAC	73,660
Janitorial supplies	40,404
Painting	30,480
Plumbing	33,020
Security	25,400
Structural/windows/ext. doors	40,640
	<u>\$ 360,444</u>

Miscellaneous Equipment

City furniture/general	\$ 26,250
	<u>\$ 26,250</u>

Janitorial Service

Contracted janitorial service	\$ 394,097
	<u>\$ 394,097</u>

Building Repairs & Maintenance Services

Electrical	\$ 23,493
Elevator	37,774
Fire/safety	49,018
HVAC	205,677
Plumbing	25,585
Security	16,700
Structural/roof	18,450
Overhead & passage doors	78,100
Painting & pavilion staining	32,900
Flooring	9,500
Other: pest control, locksmith, room set-ups, landfill, etc.	21,351

Projects

Wastewater door replacements	30,000
	<u>\$ 548,548</u>

Leases

City Hall condo agreement	\$ 303,792
First floor conference room	15,253
	<u>\$ 319,045</u>

Description	2015 Actual	2016 Actual	2017 YTD Actual	2017 Adopted Budget	2017 Amended Budget	2018 Requested Budget	2018 Adopted Budget
REVENUES							
Intergovernmental Revenues	0	1,000	0	0	0	0	0
Interest Income	52-	281	7	0	0	0	0
Charges for Services	2,681,821	2,535,117	1,510,156	2,731,028	2,731,028	2,821,552	2,762,092
Other Revenues	5,603	3,892	5,219	4,500	4,500	3,500	3,500
TOTAL REVENUES	2,687,372	2,540,290	1,515,382	2,735,528	2,735,528	2,825,052	2,765,592
EXPENSES BY LINE ITEM							
Regular Salaries	196,921	184,090	138,529	629,114	635,925	507,110	641,912
Labor Pool Allocations	346,296	337,871	280,766	0	0	0	0
Call Time	1,999	1,963	2,009	3,570	3,570	3,570	3,570
Overtime	14,089	11,636	5,561	14,263	14,263	14,500	14,320
Part-Time	24,304	28,797	9,739	9,547	9,547	10,000	10,000
Other Compensation	1,714	998	1,260	0	0	0	0
Sick Pay	22,120-	24,221	0	0	0	0	0
Vacation Pay	47,174	52,669	29,762	0	0	0	0
Fringes	219,785	223,821	163,688	247,092	248,105	194,191	249,510
Pension Expense / Revenue	4,961-	28,863	0	0	0	0	0
Salaries & Fringe Benefits	825,201	894,929	631,314	903,586	911,410	729,371	919,312
Training & Conferences	8,333	8,746	4,781	10,000	10,000	10,000	10,500
Parking Permits	396	816	840	840	840	840	840
Office Supplies	2,061	2,135	933	2,060	2,060	2,100	2,100
Subscriptions	530	11	350	125	125	125	125
Memberships & Licenses	996	1,895	990	1,000	1,000	2,000	2,000
Postage & Freight	2,621	2,724	1,737	2,620	2,620	2,700	2,700
Awards & Recognition	111	132	39	180	180	180	180
Building Maintenance/Janitor.	328,800	354,648	188,923	348,591	348,591	360,444	360,444
Food & Provisions	179	321	251	240	240	240	240
Insurance	12,235	25,488	23,597	31,460	31,460	0	32,740
Leases	327,701	304,204	188,068	346,256	346,256	356,643	319,045
Rent	0	0	0	250	250	250	250
Trans Out - Capital Projects	13,000	0	0	9,500	9,500	0	0
Administrative Expense	696,963	701,120	410,509	753,122	753,122	735,522	731,164
Shop Supplies & Tools	9,610	9,789	3,529	10,000	10,000	10,000	10,000
Books & Library Materials	1,631	1,036	1,273	1,500	1,500	1,500	1,500
Printing & Reproduction	2,479	3,911	2,727	3,000	3,000	3,900	3,900
Clothing	479	198	870	1,000	1,000	1,000	500
Safety Supplies	1,137	457	1,194	2,000	2,000	2,000	2,000
Vehicle & Equipment Parts	0	0	15	0	0	0	0
Miscellaneous Equipment	54,519	26,988	9,444	25,000	25,000	26,250	26,250
Supplies & Materials	69,855	42,379	19,052	42,500	42,500	44,650	44,150
Accounting/Audit	1,886	2,228	0	2,000	2,000	0	1,600
Consulting Services	6,733	7,604	1,470	6,500	6,500	10,000	6,500
Engineering Fees	5,886	2,040	397	7,500	7,500	7,500	5,000
Collection Services	4,540	3,128	865	5,200	5,200	3,900	3,900
Inspection Fees	0	61	0	0	0	0	0
Advertising	2,838	1,308	475	3,000	3,000	3,000	3,000
Other Contracts/Obligations	1,637	2,041	4,861	5,404	5,404	3,904	6,154
Purchased Services	23,520	18,410	8,068	29,604	29,604	28,304	26,154
Electric	19,738	18,231	11,168	21,792	21,792	20,000	20,000
Gas	9,031	6,153	5,340	9,302	9,302	9,302	9,302
Water	3,203	2,618	2,110	3,299	3,299	3,000	3,000
Waste Disposal/Collection	612	810	673	631	631	1,078	1,078
Stormwater	15,372	15,206	7,540	15,833	15,833	15,300	15,300
Telephone	2,932	3,007	2,435	3,020	3,020	3,200	3,200
Cellular Telephone	4,557	5,188	3,838	5,500	5,500	5,500	5,500
Utilities	55,445	51,213	33,104	59,377	59,377	57,380	57,380
Janitorial Service	362,379	364,522	316,485	381,433	381,433	394,097	394,097
Building Repair & Maintenance	547,696	502,274	345,286	532,585	532,585	548,548	548,548
Equipment Repair & Maintenan	1,904	2,527	1,687	3,500	3,500	3,500	3,500
CEA Equipment Rental	37,994	37,877	31,964	39,321	39,321	39,321	41,287

Description	2015 Actual	2016 Actual	2017 YTD Actual	2017 Adopted Budget	2017 Amended Budget	2018 Requested Budget	2018 Adopted Budget
Repair & Maintenance	949,973	907,200	695,422	956,839	956,839	985,466	987,432
Capital Expenditures	0	0	0	0	0	0	0
TOTAL EXPENSES	2,620,957	2,615,251	1,797,469	2,745,028	2,752,852	2,580,693	2,765,592

CITY OF APPLETON 2018 BUDGET
FACILITIES, GROUNDS AND CONSTRUCTION MANAGEMENT
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS

	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Budget
Revenues					
Charges for Services	\$ 2,681,821	\$ 2,535,117	\$ 2,731,028	\$ 2,730,000	\$ 2,762,092
Intergovernmental Revenue	-	1,000	-	-	-
Total Revenues	<u>2,681,821</u>	<u>2,536,117</u>	<u>2,731,028</u>	<u>2,730,000</u>	<u>2,762,092</u>
Expenses					
Operating Expenses	2,607,957	2,615,251	2,735,528	2,743,352	2,765,592
Depreciation	-	-	-	-	-
Total Expenses	<u>2,607,957</u>	<u>2,615,251</u>	<u>2,735,528</u>	<u>2,743,352</u>	<u>2,765,592</u>
Operating Loss	73,864	(79,134)	(4,500)	(13,352)	(3,500)
Non-Operating Revenues (Expenses)					
Investment Income (Loss)	(52)	281	-	-	-
Other Income	5,603	3,892	4,500	4,500	3,500
Total Non-Operating	<u>5,551</u>	<u>4,173</u>	<u>4,500</u>	<u>4,500</u>	<u>3,500</u>
Income (Loss) before Contributions and Transfers	79,415	(74,961)	-	(8,852)	-
Contributions and Transfers In (Out)					
Transfer Out - Capital Projects	(13,000)	-	(9,500)	(9,500)	-
Change in Net Assets	66,415	(74,961)	(9,500)	(18,352)	-
Net Assets - Beginning	<u>178,155 *</u>	<u>244,570</u>	<u>169,609</u>	<u>169,609</u>	<u>151,257</u>
Net Assets - Ending	<u>\$ 244,570</u>	<u>\$ 169,609</u>	<u>\$ 160,109</u>	<u>\$ 151,257</u>	<u>\$ 151,257</u>

* as restated for new pension standards

SCHEDULE OF CASH FLOWS

Cash - Beginning of Year	\$ 88,359	\$ 70,007
+ Change in Net Assets	(18,352)	-
Working Cash - End of Year	<u>\$ 70,007</u>	<u>\$ 70,007</u>