





## 2007 Memorandum of Agreement

1. Department of Public Facilities
  - Custodial care/cleaning
  - Maintenance and Repairs
  - School landscaping and snow removal
  - Capital Improvements
2. Public Facilities Board
  - Town Manager and the Superintendent of Schools
  - Responsible for appointing the Director
3. Director of Public Facilities
  - Administer the Department's responsibilities and personnel
  - Liaison to the Permanent Building Committee for construction projects

Agreement between Board of Selectmen and School Committee

May 2, 2008

League of Women Voters

4

---

---

---

---

---

---

---

---

---

---



## DPW/DPF Responsibility Matrix

	DPW	DPF
Town Roads	Green	Red
Town Water/Sewer	Green	Red
Town Sidewalks	Green	Red
Town Parks	Green	Red
Town Playgrounds	Green	Red
Recreation Fields	Green	Red
Town Parking Lots	Green	Red
Town Buildings	Red	Green
Town Grounds	Green	Red
School Buildings	Red	Green
School Grounds	Red	Green
School Playgrounds	Red	Green
School Sidewalks	Red	Green

October 6, 2009

Lexington Citizen's Academy

5

---

---

---

---

---

---

---

---

---

---



## Lexington Facilities Objectives

- Improve quality of care of buildings.
- Improve coordination of new construction with end users.
- Realize operational efficiencies through consolidated management and procurement.

October 20, 2012

Association of Town Finance Committees

6

---

---

---

---

---

---

---

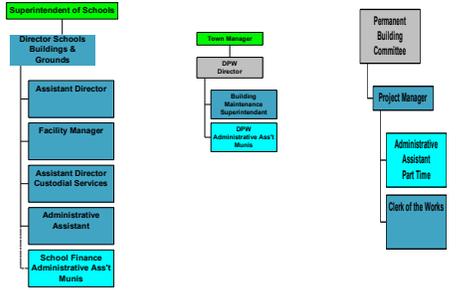
---

---

---



## 2007 Organizations



March 19, 2008

Annual Town Meeting

7

---

---

---

---

---

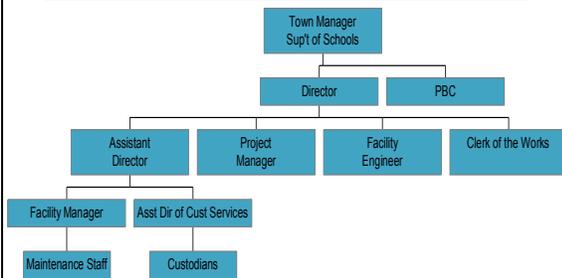
---

---

---



## 2009 Organization



March 19, 2008

Annual Town Meeting

8

---

---

---

---

---

---

---

---



## Public vs. Private

	Lexington	Raytheon	Wyeth
<b>Buildings</b>	20	1	8
<b>Sq Feet</b>	1,250,000	460,000	650,000
<b>Salary</b>	6	6	6
<b>Maintenance</b>	10	14	15
<b>Custodial</b>	52	16	40
<b>Daily Occupants</b>	7,000+	1,400	2,000

May 2, 2008

League of Women Voters

9

---

---

---

---

---

---

---

---



## Formula for Success

- The Right people
- doing the Right things
- and doing them Right

---

---

---

---

---

---

---

---



## People

### Six Month Assessment:

- Skills – Facilities has not kept current with required skill levels for current technologies (e.g. HVAC, security, cleaning process.)
  1. Provide appropriate training for staff.
  2. Fill open positions with appropriately skilled personnel.
  3. Utilize external staff as required.
- Organization- Before DPF, three organizations and responsibilities not clearly defined
  1. Department organization to manage major functions.
  2. Define roles and responsibilities.
  3. Develop accountability.

---

---

---

---

---

---

---

---



## DPF Goals & Objectives

- 1) Operate and maintain buildings efficiently
  - Operational efficiencies
  - Labor utilization
  - Material procurement
  - Contracted services
  - Rental program
- 2) Protect Capital Assets
  - Preventative Maintenance Program (PM)
- 3) Capital Planning
  - Strategic Master Planning with Schools and Municipal Departments
  - Five Year Capital Plan in support of program and asset requirements
  - Appropriate communication with appropriate committees, departments, and residents

---

---

---

---

---

---

---

---



## Operate and Maintain Buildings Efficiently

### Labor utilization

- 7/1/07 – 6/30/08 (2,740 work orders)
- 7/1/08 – 6/30/09 (2,874 work orders)
- 7/1/09 – 6/30/10 (3,419 work orders)
- 7/1/10 – 6/30/11 (4,412 work orders)
- 7/1/11 – 6/30/12 (5,895 work orders) <sup>1289 meetings</sup>
- Negotiated SEIU (school) and AFSCME (town) contracts to allow skilled labor to work in all buildings

---

---

---

---

---

---

---

---

---

---



## DPF Labor Management

- 1) DPF Memorandum of Agreement – DPF Director shall have authority to deploy custodians.....in a manner that is most efficient and cost effective. The building manager shall be included in hiring of custodial staff and ask for removal of staff.
- 2) SEIU Contract
  - The Principal, after consultation with the Director, shall be responsible for hiring and discharging, subject to the approval of the Superintendent.
  - Evaluations - Principal for school assigned custodians, with consultation with the Director. Director for system-wide staff.
  - Work schedule – Determined by the Director
  - Vacation – Approval by principal, in consultation with Director.

---

---

---

---

---

---

---

---

---

---



## Department of Public Facilities Operating Guidelines

### Manage Your Responsibilities:

- The Right People - Does the person you are assigning to the task have the ability to be successful in the task?
- Doing the Right Things - Is the task appropriate and timely to the overall plan?
- And Doing Them Right – Is the goal clear and expectation understood? Will the result then be reliably repeated?

### Establish Reliable Expectations:

- Complete the Task Consistently - Does the Procedure/Process work to achieve reliable results? Are the expectations clear?
- Train Sufficiently – Is the procedure/process understood and those assigned know how to complete the tasks?
- Confirm – Is the procedure/process followed and are the results achieved reliably

---

---

---

---

---

---

---

---

---

---



## Operate and Maintain Buildings Efficiently

### Material Procurement & Contracts

- Town wide single source contract on Performance Cleaning.
- Town wide contract for fire suppression and alarm testing and maintenance.
- Town wide contracts for maintenance.

October 20, 2012

Association of Town Finance Committees

16

---

---

---

---

---

---

---

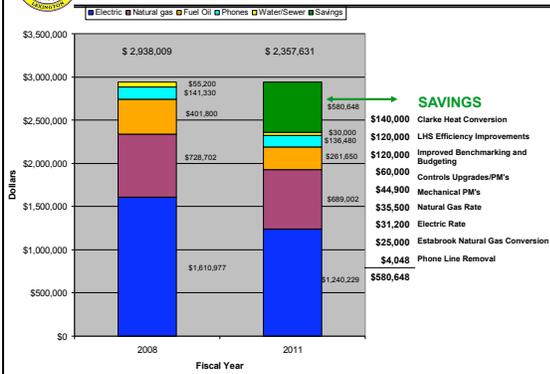
---

---

---



## School Utility Budget Savings




---

---

---

---

---

---

---

---

---

---



## Protect Capital Assets

### Preventative Maintenance Program (PM)

- Inventoried over 1,800 pieces of equipment.
- Established PM tasks for each piece of equipment.
- Bid and awarded contract to implement PM program.
- With revised labor contracts, will bring program in house where economical.

### Building Renewal Program

- Identified need to invest more in building renewal of systems with 20 to 25 year life.
- Lack of building renewal funding creates deferred maintenance and poor environmental conditions for occupants.
- Funding requirement for Lexington projected at additional \$2M/yr.

October 20, 2012

Association of Town Finance Committees

18

---

---

---

---

---

---

---

---

---

---



## Capital Planning

- 1) Prioritized eliminating deferred maintenance for all buildings.
- 2) Performed facility studies to identify how the existing facility is meeting the programmatic needs of the department.
- 3) 2012 Ad hoc Townwide Facility Master Planning Committee to recommend to the Board of Selectmen sequence and funding of major facility capital projects

October 20, 2012

Association of Town Finance Committees

19

---

---

---

---

---

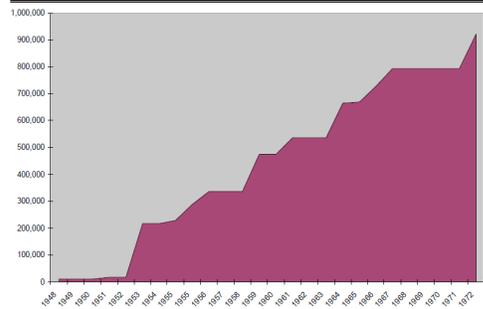
---

---

---



## Lexington Construction (sq ft)



October 20, 2012

Association of Town Finance Committees

20

---

---

---

---

---

---

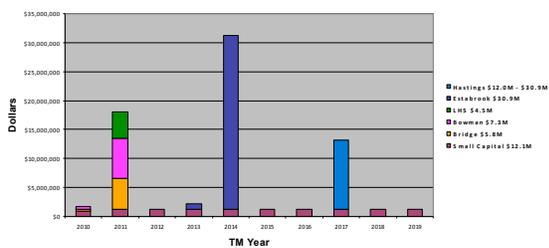
---

---



## 10 Year Facility Master Plan

Total School Facility Capital Spending \$72.6M - \$91.5M  
2010 - 2019 TM



October 19, 2010

School Committee Update

21

---

---

---

---

---

---

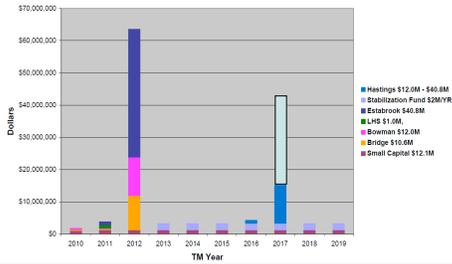
---

---



# 10 Year Facility Master Plan

Lexington Public School Facility Capital Spending \$102.5M - \$131.5M  
2010 - 2019 TM  
(revised April 2, 2012)



April 2, 2012 Annual Town Meeting 22

---

---

---

---

---

---

---

---

---

---

---

---



# DPF Is A Shared Expense

2012 Lexington General Fund	\$ 152,709,711
Shared Expenses	\$ 45,724,502
Benefits/Insurance	\$ 30,934,424
Debt	\$ 5,002,111
Reserve Fund	\$ 550,000
Facilities	\$ 9,237,967
Capital/Stabilization/Other	\$ 3,841,187
Education	\$ 74,847,815
Municipal	\$ 28,296,207

October 11, 2011 League of Women Voters 23

---

---

---

---

---

---

---

---

---

---

---

---



# DPF Budget History

School rental expenses in separate account

	FY 2008 Actual	FY 2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Plan
Tax Levy	\$ 8,994,689	\$ 8,769,666	\$ 8,876,522	\$ 9,358,997	\$ 9,357,836
Funds	\$ -	\$ 357,840	\$ 333,316	\$ 302,223	\$ 359,891
Estabrook	\$ 8,994,689	\$ 9,127,506	\$ 9,209,838	\$ 9,661,220	\$ 9,717,727
Estabrook	\$ -	\$ -	\$ -	\$ 541,600	\$ 300,000
	\$ 8,994,689	\$ 9,127,506	\$ 9,209,838	\$ 9,119,620	\$ 9,417,727
Education	\$ 7,973,242	\$ 6,998,933	\$ 6,841,687	\$ 7,209,845	\$ 7,202,112
Municipal	\$ 1,021,447	\$ 1,378,346	\$ 1,501,063	\$ 1,559,134	\$ 1,593,010
Shared	\$ -	\$ 750,228	\$ 706,437	\$ 892,241	\$ 922,604
	\$ 8,994,689	\$ 9,127,506	\$ 9,049,187	\$ 9,661,220	\$ 9,717,727

October 11, 2011 League of Women Voters 24

---

---

---

---

---

---

---

---

---

---

---

---



## Lexington Experience Keys

---

- Focus is improved service and quality.
- Identify advocate for combined department that will meet with communities and community groups.
- Maximize each positions contribution, hire technically skilled employees.
- Strive for continuous improvement.
- Teamwork, emphasize what you can do, not what you can't.

October 20, 2010

Association of Town Finance  
Committees

25

---

---

---

---

---

---

---

---



## Questions

---

?

October 20, 2012

Association of Town Finance  
Committees

26

---

---

---

---

---

---

---

---