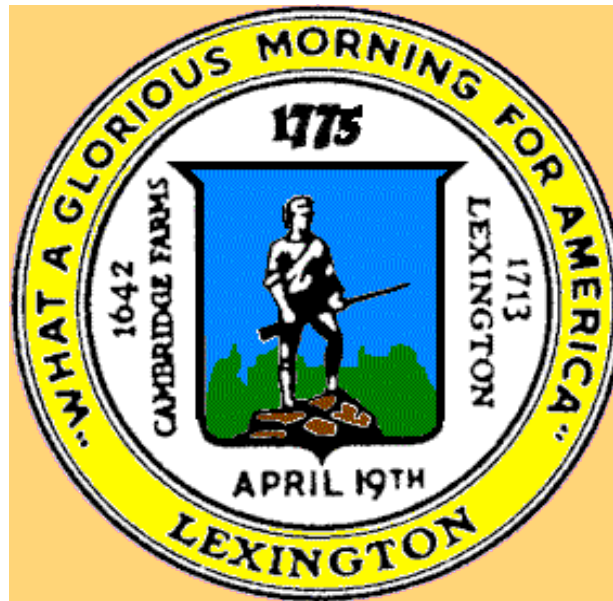


*Town of Lexington*  
**Department of Public Facilities**

Carl F. Valente, Town Manager



Presentation to the  
Massachusetts Municipal  
Management Association



# Actions Resulting in DPF

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Creation of a Town wide facilities department has been recommended and discussed over the years.

Reports in the 60's, 80's, and 90's all called for maintenance reorganization and possible combination of School and Town Departments.

Support by new Superintendent and Town Manager and Failed School Override was impetus for change in 2007.



# 2007 Town Meeting Article 19

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## ARTICLE 19

## ACCEPT MGL CHAPTER 71, SECTION 37M (JOINT FACILITIES DEPARTMENT)

To see if the Town will vote to accept Section 37M of Chapter 71 of the Massachusetts General Laws relating to the consolidation of maintenance functions of the School Committee with those of the Town; or act in any other manner in relation thereto.

(Inserted by the Board of Selectmen)

DESCRIPTION: This statute permits the consolidation of maintenance functions of the School Committee and the Town if it is accepted by a vote of the Town Meeting and a vote of the School Committee.

Approved by Town Meeting



# 2007 Memorandum of Agreement

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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, School Committee and Town Manger



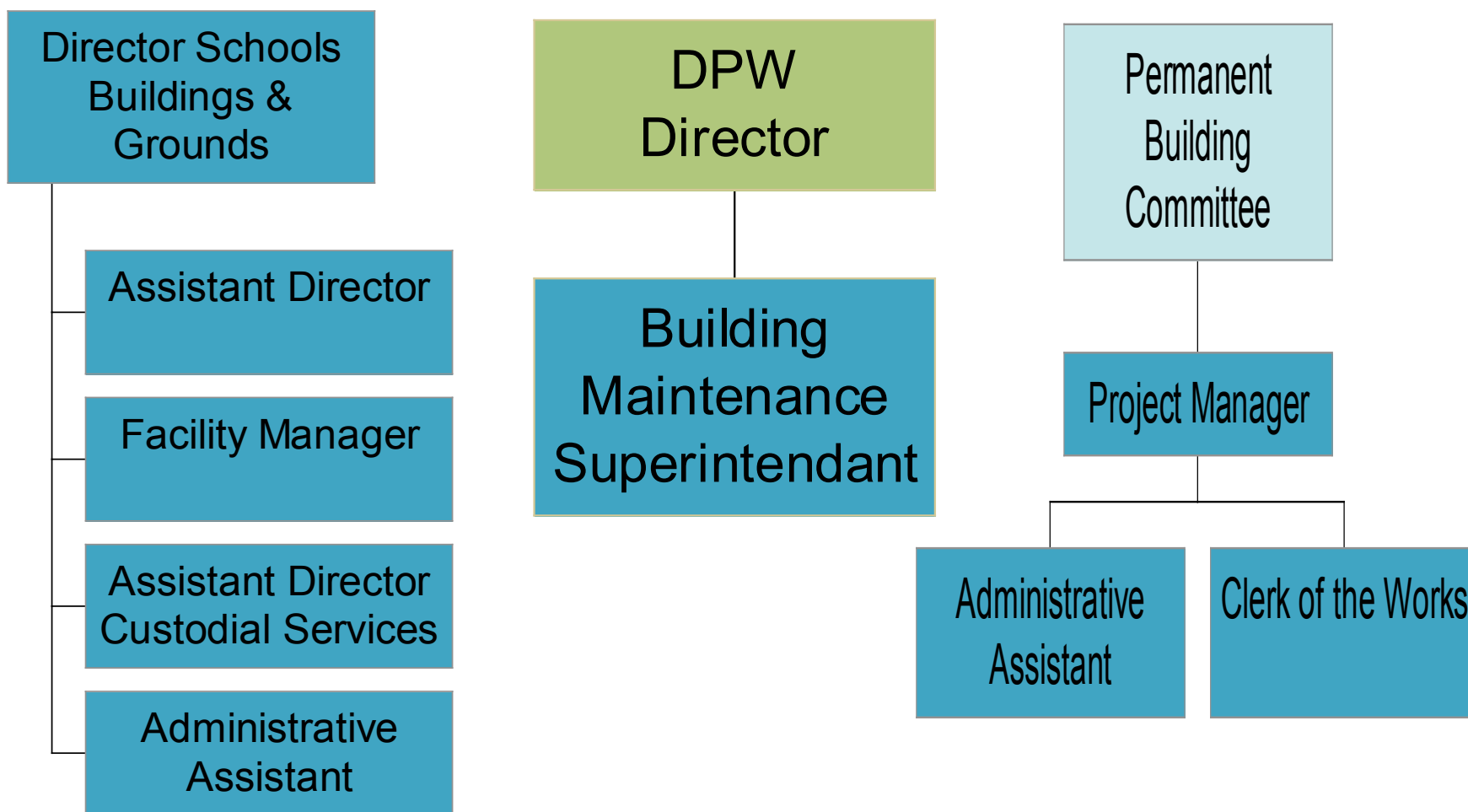
# DPF Goals & Objectives

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- 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

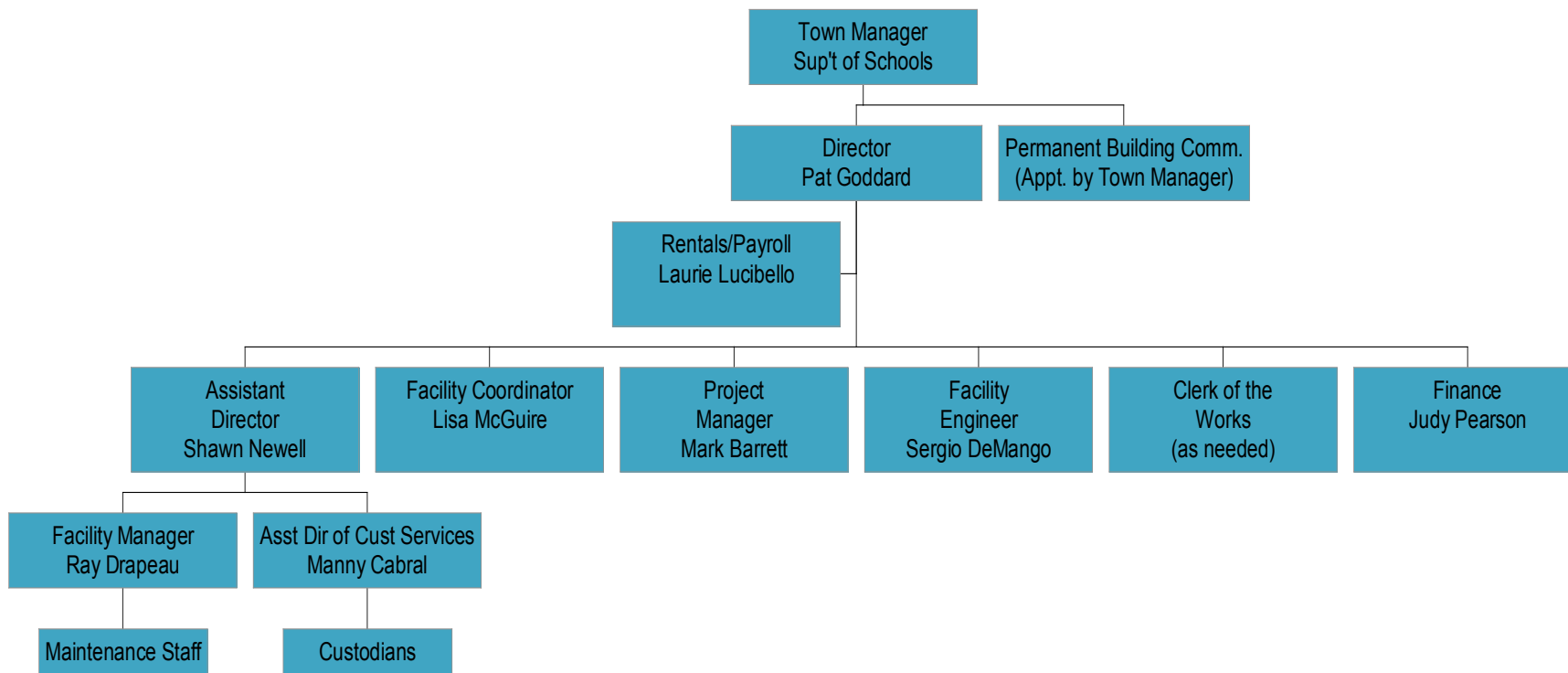


# 2007 Organizations





# 2009 Organization





# Building Oversight

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No. of Buildings	20
Sq. Feet	1,250,000
Salaried Employees	6/3
Maintenance Staff	10
Custodial Staff	52
Daily Occupants	7000+





# People

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## Two Year Assessment:

- Skills – Facilities has not kept current with required skill levels for current technologies (e.g. HVAC, security, cleaning process.)
- Organization- Before DPF, three organizations and responsibilities, minimal collaboration. Importance of merging cultures.



# Doing the right thing - planning

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Two Year Assessment: Needed improvement in process and planning.

- Implemented work order report, by building.
- Partnered with DPW on school snow removal plan.
- Developed Preventative Maintenance (PM) plan for schools 1092 pieces of equipment.
- Developing Request for Proposal (RFP) for performance based cleaning supplies contract.
- Combined school and municipal fire protection contract.
- Contracted building envelope engineer for improving life cycle of roof systems.



# Doing them right

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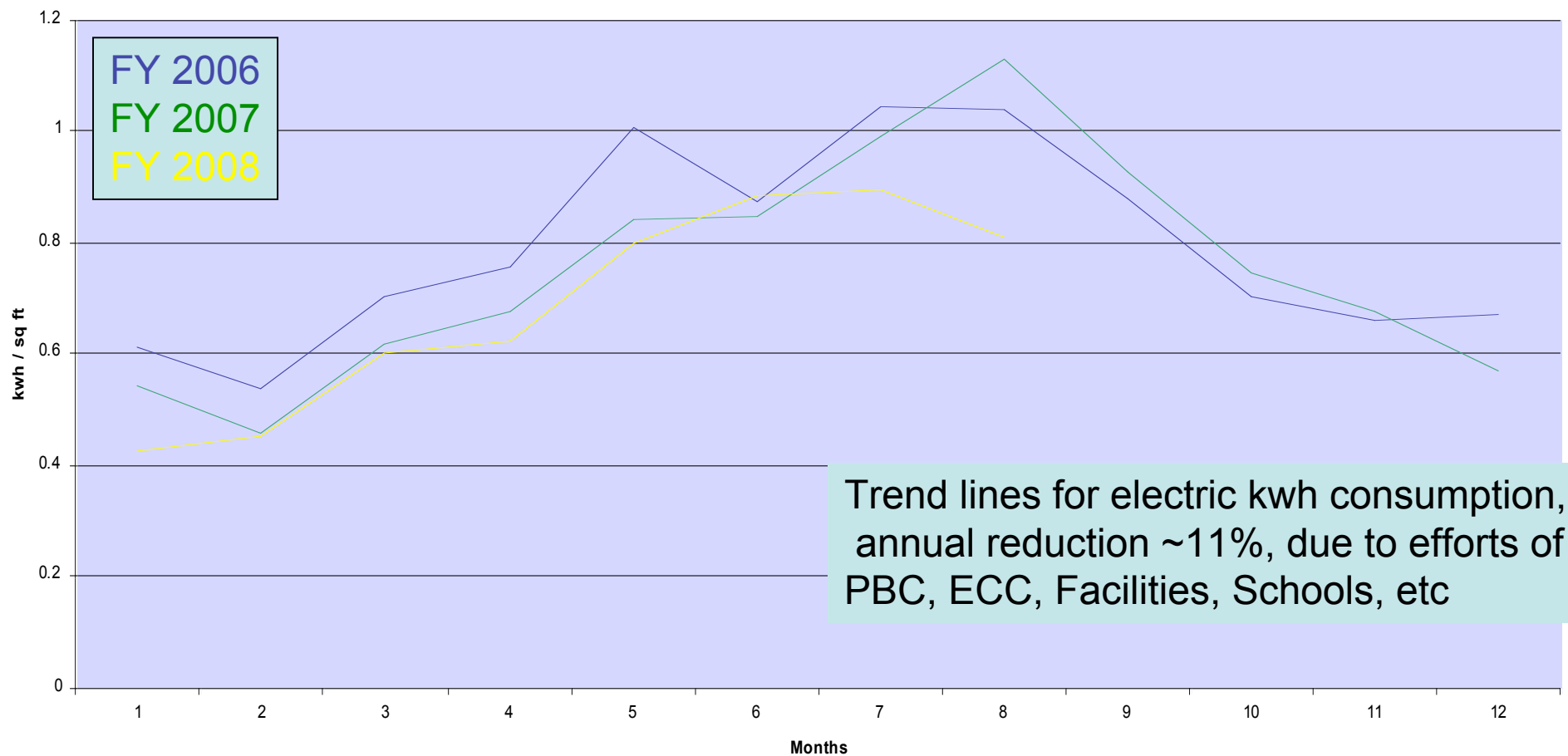
Two Year Assessment: Many stakeholders, committees, and end users were not satisfied with ability to participate and influence project objectives.

- Improve collaborative establishment of goals and objectives and communication of process.
  - 1) Director in on Senior Management Team
  - 2) Establishing lines of communication.
- Measure performance and foster continuous improvement.
  - 1) Establishing benchmarks from which to measure improvement. Energy benchmark resulting in plan reduction for 2009 of \$200,000 and an additional \$250,000 projected for FY11.
  - 2) Five-year goal of 20% energy reduction in all buildings.



# Electricity Measures – Consumption Trend

Lexington Public Schools





# Unwritten Reasons for Success

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- **Hired outstanding Director**
- **Proposed and Funded SPED Stabilization Fund**
- **Locked in favorable energy supply contracts**
- **Aggressive capital program**



# Next Steps

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- **Three year process**
- **Continue to hire and develop talented people**
- **Measure for continuous improvement**
- **Facilitate getting people involved**