A Consolidated Facilities Department
The Lexington Experience
Pat Goddard, Director of Public Facilities

2007 Town Meeting Article 19

ARTICLE 19  ACCEPT MGL CHAPTER 71, SECTION 37M
JOINT FACILITIES DEPARTMENT

To see if the Town will vote to accept Section 17M 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 any other issues in relation thereto;
(Submitted 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 or a vote
of the School Committee.

Approved by Town Meeting
May 2, 2008  League of Women Voters

Actions Resulting in DPF

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.

Special Education Stabilization Fund created to provide
ability for school budget to absorb unanticipated
expenses.

May 2, 2008  League of Women Voters
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

DPW/DPF Responsibility Matrix

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<thead>
<tr>
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<th>DPW</th>
<th>DPF</th>
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<tbody>
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<td>Town Roads</td>
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<td>Town Water/Sewer</td>
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<td>Recreation Fields</td>
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<td>School Buildings</td>
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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.
2007 Organizations

2009 Organization

Public vs. Private

<table>
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<tr>
<th></th>
<th>Lexington</th>
<th>Raytheon</th>
<th>Wyeth</th>
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<tr>
<td>Buildings</td>
<td>26</td>
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<td>Sq Feet</td>
<td>1,250,000</td>
<td>460,000</td>
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<td>Maintenance</td>
<td>10</td>
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<td>15</td>
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<tr>
<td>Custodial</td>
<td>52</td>
<td>16</td>
<td>40</td>
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<tr>
<td>Daily Occuants</td>
<td>7,000+</td>
<td>1,400</td>
<td>2,000</td>
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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)

• 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.

School Utility Budget Savings

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<th>Fiscal Year</th>
<th>Dollars</th>
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<td>2008</td>
<td>$1,610,977</td>
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<td>2011</td>
<td>$1,240,229</td>
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Savings
- Clarke Heat Conversion: $150,000
- LHS Efficiency Improvements: $175,000
- Improved Benchmarking and Budgeting: $65,767
- Controls Upgrades/PMs: $44,900
- Mechanical PMs: $35,500
- Natural Gas Rate: $31,200
- Electric Rates: $25,000
- Estabrook Natural Gas Conversion: $4,048
- Phone Line Removal: $30,000
- Savings: $580,648

Protect Capital Assets

Preventative Maintenance Program (PM)
- Inventory 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.
**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.

**Lexington Construction (sq ft)**

![Graph showing construction progress over time.]

**10 Year Facility Master Plan**

![Graph showing facility spending over the next 10 years.]

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10 Year Facility Master Plan

Lexington Public School Facility Capital Spending $182.5M - $111.5M
2001 - 2010
(adjusted April 1, 2010)

April 2, 2012
Annual Town Meeting

DPF Is A Shared Expense

2012 Lexington General Fund $ 152,709,711
Shared Expenses $ 45,724,502
Benefits/Insurance $ 30,534,424
Debt $ 5,002,111
Reserve Fund $ 550,000
Facilities $ 9,237,967
Capital/Stabilization/Other $ 3,841,187
Education $ 74,847,815
Municipal $ 28,286,207

October 11, 2011
League of Women Voters

DPF Budget History

School rental expenses in separate account

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October 11, 2011
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Lexington Experience Keys

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

Questions

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