

REPORT OF THE FACILITIES MAINTENANCE DEPARTMENT

The Town of Wellesley Facilities Maintenance Department (FMD) was created by Town Meeting vote in March 2012 and officially began operations on July 1, 2012. Overseen by the Town's Executive Director of Government Services, the department falls under the jurisdiction of the Board of Selectmen, and has a mission of treating municipal department heads and school principals as highly valued customers. The FMD is responsible for the operation and maintenance of all schools and most municipal buildings in the Town. The Municipal Light Plant and Department of Public Works currently manage their own buildings. The FMD is responsible for custodial service, maintenance and capital projects in all twenty buildings, which total over one million square feet, with a staff of 63 and an FY13 operational budget of \$6.2M and a cash-capital budget of \$893,500. The FMD was able to provide a high level of service to all of its customers in FY13 and finish the year under budget by \$428,500, or approximately 7% below the established budget.

The Facilities Director leads a group of professional managers who oversee four core business areas: custodial, maintenance, energy and capital projects. Preventive maintenance practices are a focus of the department, as are custodial procedures which incorporate "green cleaning" techniques. Capital projects are identified during planning through a collaborative approach with department managers and school principals. Design and construction is managed within the Department and also through outside design professionals, and in accordance with the Town's Permanent Building Committee (PBC). The FMD's Energy Manager is charged with managing and reducing energy consumption, with an eye towards sustainability issues.

Energy

In November 2012, the FMD hired an Energy Manager to oversee all aspects of energy use and conservation for the 20 FMD buildings, with a goal of reducing utility costs and greenhouse gas emissions. One important accomplishment was to draft an Energy Policy that was adopted by the SEC, BOS and School Committee. The FMD now also tracks utility costs with software that provides trending and other useful energy information for planning energy conservation measures (ECMs). This software is linked to Energy Star's Portfolio Manager program, which allows the FMD to compare performance of our buildings against similar buildings across the country and their own baselines. The Energy Manager is a resource to the SEC and works closely sharing utility data and assisting in behavioral initiatives. One impressive energy project completed within the FMD was the acquisition of approximately 16,000 high efficiency (28 watt) fluorescent lamps (bulbs) at no cost as part of a grant program. These bulbs were installed by FMD's custodial and maintenance staff in all buildings at no cost, as well as by Wellesley Fire Department staff at Station 1 and 2. The new bulbs will provide almost a 15% savings in electricity for these fixtures!

Capital Projects

The FMD developed the first comprehensive five-year capital plan for all 20 Town buildings, which served as the basis for over seventy cash-capital projects approved at Town Meeting and another ten more significant projects to be managed by the Permanent Building Committee (PBC), with assistance from the FMD. The plans were collaboratively developed with school principals, municipal department heads and the FMD's managers and maintenance/custodial staff. The School Feasibility Study and Conditions Assessment, an FY12 capital project also managed by the FMD, served as the basis for initial discussions for a major renovation program for school buildings. Many of the capital school projects approved for FY14 were initially identified in this study.

Projects with construction costs over \$100,000 are managed and overseen by the PBC; however the FMD works closely with its customers to identify the need for these projects at the earliest stages and then incorporate them into the capital plan. The FMD advocates for the projects through the capital budgeting process via presentations to various Town boards and committees, and ultimately turns these projects over to PBC at Town Meeting. During design and construction the FMD serves as the liaison between the PBC and the FMD's customers, providing services including: design review, site access/information, continuity of operations, inspections, training coordination, punch list preparation, close-out support and startup feedback.

Most of the FY13 cash-capital projects as well as several projects that had been approved in previous years, were completed in FY13. Sixty-eight (68) cash-capital projects were approved for FY13. Sixty-two (62), or about 91% of the total number were completed in FY13. Additionally, the FMD completed fourteen (14) other capital projects in FY13 that were funded in prior years. This ambitious slate of projects was able to be completed in a timely manner by effective project management and a thoughtful balance of outsourced procurement and use of in-house maintenance staff. The FMD managers were able to prepare public bid packages for many of these projects saving significant budget in outsourced design fees, while expediting the project schedules.

A sampling of the projects managed by the FMD is as follows:

Middle School Gym "B" Floor: Removal and replacement of a 4,800 sf wooden athletic floor. Final cost of \$64,800 was under the \$100,000 project budget by 35%.

Middle School Auditorium: Construction of a large platform structure and associated data and power at the rear of the Auditorium to accommodate performances and events. Final cost of \$21,920 was under the \$28,000 project budget by 22%.

Fire Headquarters Roof: This project required the removal and replacement of the sloped asphalt shingle portion of the roof. Final cost of \$58,000 was under the \$78,000 project budget by 26%.

School Security Upgrades: Following the Newton tragedy, the FMD's maintenance department, with assistance from a security vendor, installed cameras and intercoms throughout the school district to provide secured main entries at all

schools. This unplanned work was completed within 3 months – significantly shorter than the time an outside architect and vendor would have required.

Studies: The FMD managed engineering/architecture studies for a number of projects including Sprague & Hunnewell Roofs, Middle School Donizetti Plaza, Hills Library and an HVAC study for the Police Station.

Maintenance

The Maintenance /Operations Manager oversees a staff of seven technicians including: 2 licensed electricians, 2 licensed plumbers, 1 licensed HVAC technician, 1 licensed maintenance craftsman and 1 Maintenance Mechanic. Four of these tradesmen are school union members. Two of the seven positions were added mid-year as part of the creation of the new department. Utilizing a computerized maintenance management system (CMMS) for both routine and preventative maintenance, the maintenance staff responded to over 1,500 work order requests in the first year alone. Every effort is made to accomplish work order requests with in-house staff so that significant savings from labor and parts/supplies can be realized and prompt service can be provided to the FMD customers. Certain maintenance work is outsourced to qualified vendors such as specialty items (elevators) or if the magnitude of the work and deadlines require outside assistance. Maintenance expense budgets were increased by about 50% for schools in FY13 to reflect the higher level of maintenance needs in these buildings as recognized by the AdHoc Facilities Maintenance Committee when recommending the establishment of the new department.

The maintenance staff now is of sufficient size and expertise to complete certain cash-capital projects that would have previously been outsourced – again saving time and money. Savings are realized from in-house labor rates which can be less than half of prevailing wage rates required to be paid on public construction projects, and also from purchase of equipment and supplies using State bid prices versus paying mark-ups from outside vendors. Schedule efficiencies gained from avoiding public bid requirements and improved quality control resulting from the “ownership” of the work by staff are other benefits. Many more capital projects are scheduled to be completed by the maintenance staff in FY14.

Custodial

The FMD has a total of 49.3 FTE custodians, including 43.3 FTE union staff working in schools and the libraries and 6 non-union staff working in municipal building. A Custodial Service Manager oversees all aspects of custodial operations. 5.5 FTE new school custodial positions were created as part of the new department. Custodial equipment and supplies budgets for schools were also increased by about 50% in FY13.

Several important initiatives were implemented with the new department in FY13:

- Green certified cleaning supplies, practices and equipment used by the school custodians were implemented in municipal buildings
- Municipal custodians were trained on use of the electronic work order system

- Standardization for custodial paper and soap products was established in all 20 buildings resulting in cost savings due to reduced products and more favorable prices from bulk purchasing.
- “Team Cleaning” practices were implemented at both the High School to improve efficiency and quality. The Middle School is targeted for team cleaning in FY14.
- Town of Wellesley FMD uniforms, consisting of attractive polo shirts and khaki pants, were implemented to help identify staff and improve image, security and visibility.