



MEETING SUMMARY

Ad Hoc Joint City-Schools Facility Investment Task Force

Facility Maintenance & Operations Subcommittee

Thursday, September 18, 2017

1 Task Force Members Present

- Amy Liu, Chair
- Micheline Castan-Smith
- Lynn Hampton

2 COA and ACPS Project Staff

- Karl Moritz, Director, Department of Planning and Zoning
- Jeremy McPike, Director, Department of General Services
- Donna Poillucci, Deputy Director, Department of General Services
- Stephanie Defraitis, Department of General Services
- Morgan Routt, Director, Office of Management and Budget
- Arthur Wicks, Budget/Management Analyst, Office of Management and Budget
- Dr. Lois Berlin, Superintendent, ACPS
- Debra Yap, ACPS, Operations and Maintenance
- Erika Gulick, Facilities Planner / GIS Specialist, ACPS
- Katherine Carraway, Urban Planner, Department of Planning and Zoning

3 Consultants

- Brailsford and Dunlavey Staff: Brian Hanlon, Kayla Anthony,
- Adam Shrivinski, A2 Services

4 Community Comment Period

- There were no comments submitted to the Subcommittee by community members.

5 Introductory Remarks

- Amy Liu, Chair, provided an overview of the subcommittee's objectives that include determining best practices for facility maintenance and operations (M&O) as the City and ACPS invest in existing and new facilities with the overriding objective of protecting tax payer dollars.

6 Discussion of Best Practices, Existing City and ACPS processes and Observations to Date

- Brailsford & Dunlavey provided a high-level overview of aspects that are part of an M&O program and supporting processes including elements such as policies and procedures, maintenance data analysis, different approaches to maintenance (preventive, predictive, reliability-centered and corrective/reactive), maintenance execution, staffing, etc.
- Mr. Shirvinski provided an overview of A2s role in this process that includes reviewing existing City, ACPS and Alexandria Fire Department M&O processes and reviewing facility conditions assessments and work order processes
- Mr. McPike and Ms. Yap provided background on City and ACPS M&O processes and existing challenges.
- Several questions were addressed throughout the discussion including:
 - What policies govern maintenance?
 - How much funding does the City and ACPS receive for maintenance?
 - Who performs the maintenance work?
 - How are work orders performed?
 - What happens when maintenance is deferred? Are all facilities adequately maintained so that they don't ultimately turn into larger renovations?
 - What systems are used to track maintenance work?
 - What are facility condition assessments?
 - What is the communication with building reps/end users?
 - What performance indicators are tracked?
 - How does the system relate to capital project tracking or asset management systems?
 - Computer Maintenance Management System (CMMS) relative to Enterprise Resource Planning (ERP)
- Subcommittee members acknowledged the difficulty in assessing operations for three separate entities – City, ACPS and Alexandria Fire Department – like for like comparisons are not always possible.
- Subcommittee members indicated that at the end of this process they would like to provide recommendations that will:
 - Extend the lifecycle of new buildings – include new opportunities, pilots, investments, technologies to manage new portfolio
 - Enhance the performance of existing buildings - create a framework that will move away from a reactive culture
 - Address cost-efficiencies, fiduciary responsibility, maintaining investments – underinvesting is irresponsible
 - Align processes to the extent possible (City, ACPS, AFD) so they can inform budget cycles

7 Next Steps

- The next meeting will follow in 4 weeks so that A2 Services can conduct field work
- Subcommittee members agreed to meet on Mondays at 5pm, on the weeks of the larger Task Force meetings