



Ad Hoc Joint City-Schools Facility Investment Task Force

Maintenance and Operations Subcommittee

Review of Work Performed, Findings, and Recommendations

Discovery Phase

1. Introductory and Deep Dive Interviews (2 meetings per)
 - Department of General Services (DGS)
 - Alexandria City Public Schools (ACPS)
 - Alexandria Fire Department (AFD)
2. Data and Documentation
 - Facility profiles
 - Listing of all mechanical, electrical, and plumbing (MEP) within selected facilities
 - Facility condition assessment (FCA)
 - Preventative maintenance (PM)
3. Facility Assessments & Operational Reviews
 - A2 performed cursory reviews of the following facilities:
 - i. **ACPS** – Cora Kelly ES – October 11, 2017
 - ii. **AFD** – Fire Station 8 – September 27, 2017
 - iii. **DGS** – City Hall – October 12, 2017; City Public Safety Center – October 19, 2017

Takeaways

- All three entities have an implemented PM systems but standardization and effectiveness can be improved.
- PM is accomplished in various ways but resources (direct & indirect) are limited.
- Overall PM systems are reactive with minimal ability to be proactive in providing “capital resource” decisions.
- Procurement rules limit and underestimate PM needs.
- Pre/Post construction coordination efforts need improvement.
- FCA/FCI process requires review and modifications to scope of work and review of in-process and end product(s).

Subcommittee Recommendations

1. Explore opportunities for shared services agreement(s) across the three city entities, with DGS as the hub.
 - Establish DGS as the owner of the preventative maintenance CMMS system.
 - Utilizing the current VFA system, add computerized maintenance management system (CMMS) module.
 - Provide administrative and QC staff support at end user.
 - DGS should be the owner of FCA/FCI process, for which CMMS is a natural extension.
 - Standardize MEP equipment types; PM tasks; frequency and annual scheduling which is derived from a common work breakdown structure (WBS).
2. Explore procurement methods for awarding (e.g. via the best value if allowable)
 - Best Value will require past performance considerations.
 - Improve SOW requirements.
 - Improve Internal Government Estimate (IGE) process.
3. Study optimal staffing arrangements to implement Preventive Maintenance.
 - CMMS implementation will yield required hours/FTEs for each site and overall agency (i.e. PM Workforce).
 - CMMS implementation will allow for regionalized and/or stationary PM decisions.
 - Optimal PM staffing will be derivative of work breakdown structure (WBS).
 - For outsourced PM support, CMMS will be able to validate contractor pricing and monitor performance.
4. Identify areas in which "pilots" or other new LEED-like standards can implemented with focus on newly constructed buildings.
 - Modify Construction Specifications to require the MEP equipment list at Substantial Completion (.xls format).
 - Reemphasize the commissioning process, specifically the LEED enhanced commissioning credit (inclusion in design reviews; receipt of MEP Systems Manual).
 - Consider implementation of LEED for Existing Buildings: Operations & Maintenance program (Leed EBOM).