

Facilities Maintenance Committee Report

May 3, 2017

Moderator, Town Meeting members:

This report briefly addresses the history, goals, timeline, general responsibilities of and expectations for this new department. It demonstrates the reasons for moving to establish the department.

The Town's major physical assets are valued at roughly \$300MM, twice that of our annual budget.

Previously, individual buildings were maintained independently by their own custodial workforce. The capital budget is restricted from investing in maintenance related costs.

The creation of the Facilities Dept., the first new department in the town in many years is a great achievement for the Town of Arlington and for this town administration.

In the first year the new Director had to take on the challenge of compiling a huge amount of baseline data on all the town's and school's major physical assets: buildings, boilers, etc.

She had to organize the manpower to rapidly and efficiently respond to the large number of daily work orders that continually come in from all Arlington school and municipal departments.

This entailed a reorganization of the custodial/ janitorial, etc. workforce and new training. That, alone, would have been a lot to accomplish.

But in addition, she began immediately to address the longer term facilities planning challenges facing ALL Arlington departments by starting with the school department – which holds about 2/3rds of the value of Arlington's facility assets.

Submitted by:

Barbara Thornton, Chair, Facilities Maintenance Committee

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Background:

Facilities Maintenance Committee

- In March **2012** the Arlington Board of Selectmen, concerned about the preservation of Town assets, voted to establish a Maintenance Plan for the Town, requesting that a Committee be formed and a report be provided to Town Meeting.
- In **2013** a Maintenance Committee was established to assemble baseline information on the town's properties, draft a maintenance policy for the Town that would protect the capital investment made by the Town in its public facilities and propose a road map for implementing this Plan and Policy.
- In December **2014** the committee submitted a "Maintenance Policy Plan & Budget" to be a guide for Facilities Maintenance staff, for school and municipal department heads with facility responsibilities and for policy makers to review the prior year's maintenance records, identify assets needing capital investment, replacement, improvement, adjustments in the routine maintenance or new levels of maintenance. The objectives, after a full year of operation, will include the addition of baseline data and ongoing maintenance information into a software database, reports for the Facilities Maintenance staff on costs by facility (school, library, etc.), by systems type (roof, HVAC, etc.), patterns of problems trends in emergency maintenance calls, actual costs of maintenance and opportunities for preserving current assets, improving asset maintenance and passing forward recommendations for future capital expenditures.
- In January, **2015** the Town Manager recommended and the Board of Selectmen approved the establishment of a Facilities Department to implement the report recommendations.
- In July **2015** the Town of Arlington hired architect Ruth Bennett to become the first department head for the Town's Facilities Department.
- In **FY17** the departmental appropriation totaled \$708,391

“Statement of Values”

(Excluding Personal Property) as of FY2016

1) Gibbs Junior High (Junior High East)	\$13,250,610	23) Cemetery Garage	\$47,907
2) Central School (Industrial Arts School)	\$6,632,113	24) Robbins Town Hall	\$17,834,864
3) Ottoson Junior High	\$38,681,618	25) Central Fire Station	\$10,761,043
4) Hardy School	\$10,522,648	26) Highland Fire Station	\$2,183,222
5) Parmenter School	\$4,612,899	27) Whittemore Robbins House	\$2,155,509
6) Pierce School	\$11,652,990	28) Horn Blower Field Locker Building	\$179,653
7) Brackett School	\$10,413,879	29) Horn Blower Field Grandstand	\$247,023
8) Norcross Stratton School	\$0	30) Grandstand #1 (Pierce)	\$32,936
9) Public Works Building A	\$1,804,080	31) Grandstand #2 (Pierce)	\$181,150
10) Public Works Building B	\$920,858	32) Grandstand South (Pierce)	\$351,820
11) Public Works Building C	\$4,957,023	Former School Department Headquarters (Leased)	\$420,688
12) Public Works Building D (11 Bay Garage)	\$761,768	33) Community Safety Building	\$10,303,000
13) Public Works Building E (Salt Shed)	\$214,501	34) High School	\$77,966,340
14) Steel Garage - Park Department	\$330,420	35) Jarvis House	\$606,456
15) Transfer Station	\$184,145	36) Veteran's Memorial Skating Rink	\$6,708,217
16) Dwelling - Robbins Cottage	\$224,744	37) Bath House	\$71,861
17) Stable/ Robbins Carriage House	\$52,399	38) Filtration Plant & Pumps	\$381,763
18) John A. Bishop School	\$10,410,220	39) Jefferson Cutter House (Leased)	\$561,416
19) Edith Fox Library	\$1,544,736	40) Dwelling, Gilboa Rd.	\$439,457
20) Robbins Library	\$17,311,173	41) Salt Shed - Public Works	\$284,681
21) Vittoria C. Dallin Library	\$698,646	42) Dallin School	\$11,578,405
22) Cemetery Chapel	\$1,130,013	43) Park Circle Fire Station	\$1,354,730
		44) Thompson School Building	\$12,725,070
		45) Leased Modular Units (5)	<u>\$1,818,506</u>
		TOTAL	<u>\$295,507,200</u>

Recommendations from Facilities Maintenance Committee to Selectmen

Excerpt from transmittal to Members of the Board of Selectmen, from Adam Chapdelaine, Town Manager on January 8, 2015

I have reviewed the Committee's recommendations with Superintendent Bodie and I am prepared to recommend the following in my FY 2016 Budget Submission:

- * **Establish a centralized Facilities Department between Town and School departments**
- * **Create a Director of Facilities position under the direction of the Town Manager which will be jointly funded by the Town and School**
- * **Establish an administrative function**
- * **Begin to consolidate the reporting structure for all maintenance and custodial personnel and the respective budget impacts under the Facilities Department**

The above mentioned recommendations will serve as year 1 of a multi-year effort to fully establish and develop the Facilities Department. Future years will include the consolidation of Town and School maintenance budgets and further evaluation of facility maintenance needs and how those needs align with current resources.

Facilities Dept. Begins FY 2016

GOAL: Manage the preservation and renewal of capital assets

- **Long Term:** An annual cycle of capital planning and budgeting covers acquisitions, new construction, renovation and substantial repairs. This operates through the Capital Planning Committee and the budget consisting of 5% of the annual Town budget, but does not, by law, include “maintenance”.
- **Mid Term:** Understand the value of Town owned assets, predicting their life cycles and repair requirements, setting standards for levels of maintenance that provide measureable results and consistency across all facilities and ensuring the maintenance is done in a timely and cost effective manner each year in order to insure the long term health of the assets.
- **Short Term:** Schedule repairs and maintenance through work orders and in response to unanticipated service requests and emergencies.

STRATEGY: Reorganize the use of existing maintenance related funds for greater effectiveness

- FY 2016 Ruth Bennett becomes first Facilities Department Director
- Initial staff include Director, Energy Manager, Administrative Assistant
- Staff funded 50% in School Budget in FY2016 and 50% through a transfer of funds in FY2017
- Additional positions have transferred from the custodial budgets of the Police and the Library budgets

FY17 Facilities Maintenance Focus

1. PREVENTATIVE MAINTENANCE (PM) system for all school and municipal buildings under the Facilities Dept.

- a) The PM “platform” is a software system that schedules work orders for internal and external PM tasks for buildings and their key component parts
- b) As of today, over 95% of PM projects are scheduled in the system
- c) Automated recommendations for preventative work to be done to maintain equipment and assist in forestalling unanticipated capital expenses, like HVAC failures
- d) Provides expenditure information for all costs, including municipal staff time
- e) New HVAC staff members by FY 18 will enable 75% of all maintenance work to be done “in house”

2. FAULT DETECTION DIAGNOSTIC (FDD) system

- a) Constant commissioning of building HVAC operations
- b) Energy management system for every building installed
- c) FY18-19 targets: Pierce, Brackett, Stratton, Gibbs

3. FACILITIES CONDITION INDEX (FCI) system

- a) Grades Facility Dept. buildings on a “need for maintenance investment” scale
- b) Now thru FY20
- c) Enables financial forecast of planned and priority costs

Maintenance Operations Progress

1. Responsibilities: Set and Maintain Standards for all Town/School Buildings & Assets

- a) Utilizing the Arlington Maintenance Policy and Plan, create standards for all facilities which could include health and safety, preservation of assets, special permit requirements, degree of need, life cycle of asset class, and cost to maintain asset.
- b) Ensure maintenance is done in a timely and cost effective manner as necessary to insure the long term health of Town assets.
- c) Capture all required facility information in database.
- d) Develop tools for measuring and reporting the progress of the Town's investment in maintenance.
- e) Provide measurable results for maintenance levels in all facilities.

2. Multi year phase in of systems

- a) First, establish preventative maintenance system
- b) Train and organize maintenance and custodial staff for new patterns of operation
- c) Schools, with most buildings and most occupants received priority for maintenance

3. Team ready to go

- a) Supervisor of Maintenance will oversee automated work order processes
- b) Supervisor of Facilities will oversee major projects such as HVAC replacement at Ottoson & HVAC/generator project at Town Hall
- c) Director of Facilities overseeing asset condition analysis

Benefits of Facility Maintenance

- Improves accuracy of long term capital planning
- Extends assets life by addressing need for repairs before things break down
- Provides technical assistance to other department heads with building maintenance responsibilities
- Coordinates and optimizes many custodial functions
- Develops predictive and preventative systems to mitigate against crises, building break downs and unplanned expenses
 - Preventative Maintenance (PM)
 - Fault Detection Diagnostics (FDD)
 - Facilities Condition Index (FCI)
- Preserves our \$300MM asset, our town and school buildings

Committee Members

Barbara Thornton, Chair, also member, Capital Planning Committee

Christine Deshler, also member, Finance Committee

Diane Johnson, CFO, School Department

Mark Miano, Dept. of Public Works

Ruth Bennett, Town Energy Manager

Vincent Cerbone, Citizen, Commercial Real Estate Professional

Bio: Ruth Bennett

Ruth Bennett is a licensed architect and a LEED Accredited Professional in Building Design and Construction. Ms. Bennett has over 25 years of design, construction and project management experience.

Ms. Bennett has developed over 1,000 housing units and over 50,000sf of commercial space.

For the last 15 years, Ms. Bennett has been focusing on the triple bottom line (social, environmental and financial concerns), incorporating sustainable principles into organizational management.

Ms. Bennett utilizes technology to manage maintenance and repair requirements and forecast capital needs for large assets. She employs data driven decisions to lower energy consumption and costs, and to increase efficiency.