



Arlington
Public
Schools



Minor Construction/ Major Maintenance BRIEFING REPORT

DECEMBER 2020



MINOR CONSTRUCTION/ MAJOR MAINTENANCE PROGRAM

BACKGROUND

The Minor Construction/Major Maintenance (MC/MM) program for renewal and replacement of facility components beyond the value of normal operational maintenance budgets began as something called PAYGO in the early 2000's.

PAYGO evolved as a result of many districts struggling to make progress on a tier of replacement/improvement projects at levels well beyond typical routine maintenance funding and well under typical multi-million dollar renewals/additions projects within the Capital Improvement Program. This caused an increase of deferred maintenance projects over many years. Some examples of such projects are New Playgrounds (\$200K), Replacement Gym floors (\$60-\$180K), Major HVAC, Electrical and Plumbing renewals (\$100-\$400K), Major Roofing repairs (\$200-\$800K).

The cost was more than the original PAYGO annual \$1 - \$2 million budget and which didn't allow Maintenance to complete the various projects desired by APS. Around 2007 and following several reports from the Maintenance office under refreshed leadership

and organization, the School Board recognized the situation and annual MC/MM levels were increased significantly to \$5 - \$7 million dollars per annum. Much progress was made in the ensuing years and it was clearly established that investing in major maintenance would be a long-term savings.

In 2009, following a comprehensive analysis of all APS building roofs by Gale (an infrastructure consultant), it became apparent that the costs (entire roof replacements estimated around \$2-\$3 million each) for the recommended replacements could not be met. Maintenance then made a proposal that APS introduce an additional tier of funds to deal with this problem by way of school bonds. The School Board approved that strategy and included the funds in the CIP. This was originally labelled as "Roofing Bonds" but has since evolved to "Infrastructure Bonds" as major HVAC whole system replacements at Taylor, Hamm (formerly known HB-Woodlawn), Gunston and Randolph. Electrical and Lighting enhancements have all been incorporated into that program.

THE MC/MM PROGRAM PROCESS

We have updated the Policy Implementation Procedures (PIP) and is in draft form [F-5.7 PIP-6](#), which the School Board will review in November.

In synchronization with the annual APS budget development process, all APS building administrators are invited to share concerns about their building major components and request upgrades/replacements. In the preceding summer period, APS staff and consultants conduct annual analysis and provide condition reports and rankings on many of these same components. Supervisors of each of the Trade shops (Electrical, Plumbing, HVAC, etc.) study the prior year work orders and repairs and offer their input of imminent replacement needs and priorities. Maintenance has a ten-year plan which reviews the next decade of projects focusing on details entered for the first two to three years and place markers thereafter with unspecified locations, year one is included in the MC/MM process.

All this data is gathered and sorted into spreadsheets by the MC/MM Program Manager in preparation for consideration and deliberation by the **MC/MM Committee**.

This committee is made up of a variety of stakeholders:

- **APS Central Staff**

- MC/MM Program Manager
- Director of Maintenance
- Assistant Director of Maintenance
- Director of Facilities & Operations
- Energy Manager
- Risk Manager
- Safety Officer
- Security Officer
- Environmental Specialist
- MC/MM Financial Analyst

- **School Representation**

- Selected representative - Elementary School Principals' group
- Selected representative - Middle School Principals' group
- Selected representative - High School Principals' group

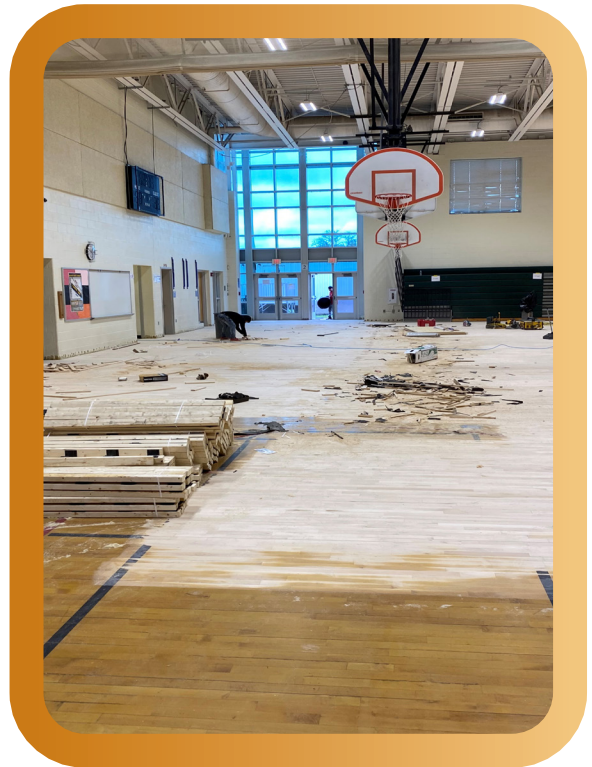
- **Community Representation**

- Chair and/or Vice Chair of the Facility Advisory Council

- **Subject Experts**

- A variety of subject experts are invited as needed to speak to project merits to help the committee determine order of priority

The data is frequently decreased as many school-based requests transpire to be more conducive to routine work orders/funding and school requested items are often already allocated in a different budget. Estimated project costs are added by Maintenance staff. The committee meet one to three times during October to study the potential projects and get a sense of importance. Each member ranks the list of projects and the cumulative numbers determine the final rankings. At the outset of the MC/MM program around eighty percent of proposed projects came from school requests and the other twenty from Maintenance proactive measures. As Maintenance has grown, school requests are in the five to ten percent range, but the vast majority is from systematic inspection and





resulting condition reports. Another factor in this change is that schools have seen and felt the positive impacts of the program over time and now have much greater trust in the system working for all, which increases the efficiency of the process. For example, in 2020/21 it only took one in-person meeting and one TEAMS follow-up to complete the process.

In early November of each year, the MC/MM Program Manager and Director of Maintenance present their proposed MC/MM budget to the Superintendent and his Executive Leadership Team (ELT) for consideration.

THE MC/MM OUTCOME FOR 2020/21

The process described above was completed in fall of 2019. A proposal listing 47 potential projects to a cumulative value of \$7.6 million was presented to ELT in early November. School Board policy protocols and adjustments are allowed at the ELT level. The committee's proposal becomes part of the Superintendent's overall proposed budget, typically presented to the School Board at the end of February the following year. Obviously, we ended up in a rather unique budget year with funds already tight and when the COVID pandemic hit full stride in early spring, the budgetary gap became massive both for the County Government and APS. APS was forced into austerity mode across all departments and MC/MM could not be exempted. After lengthy discussions and a review of proposed projects all but the most essential were deferred for at least one year. The ultimate approved MC/MM budget for the current fiscal year was reduced to just over \$2 million. This covered the Program Manager's salary, essential relocatable moves (always funded though MC/MM), the four most critical HVAC projects and a \$500K combined contingency for a variety of items/projects typically with dedicated budget lines. The strong hope

was that this would be for one year so we do not start falling back into the deferred maintenance trap, but we will have to see what the 2021/2022 budget year brings.

MC/MM COMMITTEE PROPOSAL FOR 2021/2022

Due to the very unusual circumstances around COVID there was no invite for schools' input. The Committee met via TEAMS and reviewed last year's deferral list along with a handful of newly emerged mandates such as reworking of the Washington-Liberty Cafeteria Kitchen and serving areas to cope with the increase from the renovated Education Center student population and new playground equipment at Long Branch as a condition of a land lease adjustment with the County at that site. The committee unanimously agreed on a proposed MC/MM budget for 2021/2022 consisting 41 projects to a cumulative value of \$7.1 million. Please note that several of the deferred projects are HVAC and will contribute to improvements in the current work we are doing around improved air quality. This will be presented to ELT for review.

CONCLUSION

Over the past decade the general condition of APS schools has improved significantly not just MC/MM and Bonds but also through increased operational resources being provided, most notably in terms of Preventive Maintenance capability and with HVAC being the focus. Once we emerge from the COVID pandemic, our goal will be to make the next decade even more successful than the last regarding APS maintenance.

