Arlington Public Schools

EVERY STUDENT COUNTS
EXCELLENCE FOR ALL

APS Strategic Plan
2024-30



MAINTAINING AND PRESERVING

APS FACILITIES

SCHOOL BOARD WORK SESSION

SEPTEMBER 29, 2026

Reneé Harber, Assistant Superintendent, Facilities and Operations

Steven Bernheisel, Director, Maintenance/Plant Operations

Dewayne Hudson, Assistant Director, Maintenance

Purpose

Operational Excellence

Provide an overview of:

- APS Facilities Portfolio
- Facility Condition Assessment and Data Driven Decisions
- Maintenance Operations
- Work Order Process, Prioritization, and Trends
- MCMM Process and Proposed Projects
- FY27 Operational Priorities



Key Takeaways

Operational Excellence

APS is managing an aging facility portfolio through:

- Data-informed maintenance practices
- Strategic prioritization
- Preventive maintenance programs
- Facility condition assessments
- Responsible stewardship of public resources



Operational Excellence

APS FACILITIES PORTFOLIO

Investing in today. Building for tomorrow.

APS MAINTAINS

PORTFOLIO METRIC	VALUE
Facilities	38
Square Feet	5.3 Million
Acres	349.5
Average Building Age	54 Years



MAJOR BUILDING SYSTEMS MAINTAINED

- Roofing
- HVAC
- Plumbing
- Electrical
- Building Envelope
- Interior Finishes
- Security and Life Safety Systems

Facilities Condition Assessment

Operational Excellence

APS FACILITIES REMAIN IN STRONG OVERALL CONDITION

The November 2025 Facility Condition Assessment identified key current and future facility investment needs.



PORTFOLIO RATING
4.31
★★★★½
OUT OF 5

DEFERRED MAINTENANCE
$183.6
MILLION
in identified deferred maintenance

LOCAL PROJECTS
81
local projects totaling
$10.6
MILLION

FORECASTED FACILITY NEEDS
$661.8
MILLION
over the next decade

ASSESSMENT DATE
November
2025

Continued strategic investment will be essential to address aging infrastructure, reduce deferred maintenance, and maintain high-quality learning environments across the division.

- SAFE FACILITIES
- QUALITY LEARNING ENVIRONMENTS
- SUPPORTING STUDENTS & STAFF
- REDUCING DEFERRED MAINTENANCE
- PLANNING FOR A STRONGER FUTURE



Data Driven Decisions

Operational Excellence

Future Needs

APS FACILITIES ARE IN STRONG OVERALL CONDITION

APS facilities are in good overall condition based on FCA assessments.

ONGOING CHALLENGES



Aging HVAC Systems
Older equipment requires more frequent repairs and is nearing end of useful life.



Aging Roofing Systems
Roofing materials are reaching end of life and are more prone to leaks.



Aging Electrical Systems
Outdated infrastructure increases risk of failure and limits capacity for modern needs.



Aging Plumbing Systems
Older piping is more susceptible to leaks, water quality issues, and emergency repairs.

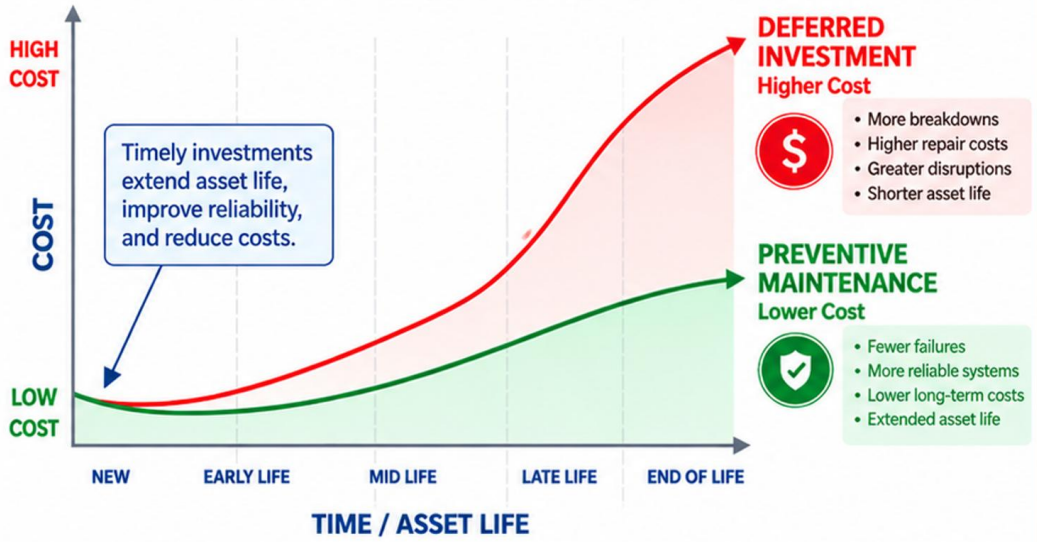


Aging Building Components
Interior finishes and building systems require renewal over time due to age and daily use.

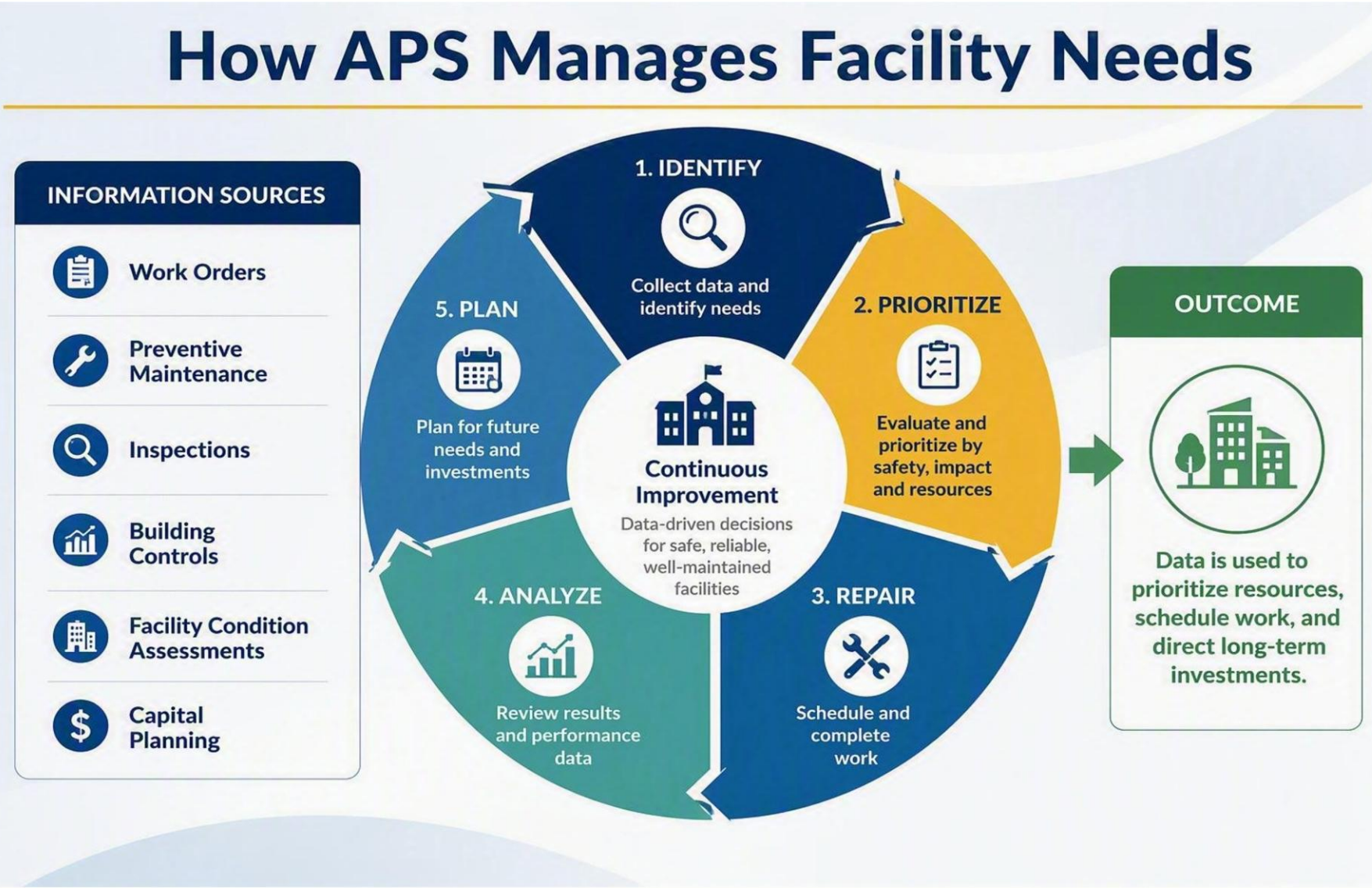
INVESTMENT GOAL

Move from reactive repairs to predictable, planned maintenance and replacement.

FACILITY LIFECYCLE & COST OVER TIME



How APS Manages Facility Needs



APS FACILITIES PRIORITIES

Safe Schools. Stronger Communities.



Staff continuously evaluate and prioritize facility needs using multiple factors—including FCA findings, work order trends, asset age and condition, system criticality, instructional and operational impact, and available funding. Priorities evolve as conditions change, new information becomes available, and urgent needs emerge.

PRIORITIZATION APPROACH	EXAMPLES
IMMEDIATE / EMERGING NEEDS Address critical issues to ensure safety and minimize disruptions.	System failures, life safety concerns, conditions requiring prompt response.
HIGH-PRIORITY NEEDS Plan and fund in the near term to maintain reliable operations.	Roofing, HVAC, electrical, or other systems with significant condition or operational concerns.
PLANNED RENEWAL Plan for system replacement based on asset life and condition.	Boilers, switchgear, generators, and other assets approaching replacement.
ONGOING MONITORING Monitor condition and performance to inform future needs.	Lower-risk systems monitored through FCA updates, work order activity, inspections, and preventive maintenance.

INFORMED BY MULTIPLE DATA SOURCES

Facility Condition Assessments (FCA)
System condition, deficiencies, and lifecycle needs

Work Order Trends
Historical maintenance data and recurring issues

Asset Age and Condition
Age and useful life of building systems

System Criticality
Importance to safety, operations, and instructional continuity

Instructional and Operational Impact
Effect on learning environments and school operations

Available Funding
Budget considerations and resource availability

Maintenance Operations

Operational Excellence

MAINTENANCE WORKFORCE

Skilled Trade Workforce

TRADE	STAFF
HVAC	20
Carpentry	9
Grounds	7
Electrical	6
Plumbing	5
Roofing	2
Locks & Keys	2
TOTAL	51



51

SKILLED TRADE PROFESSIONALS

*A dedicated team of skilled trade professionals maintaining **38** facilities, **5.3 million** square feet, and **349.5** acres.*

Operational Excellence

Leveraging Internal Teams and Contractors

Internal Teams
Keep Our Facilities Running Every Day

- Routine Plumbing
- Carpentry
- Electrical Repairs
- Daily Maintenance



Contractors
Additional Expertise. Greater Capacity.

- Specialized HVAC Systems
- Central Plant Support
- Major Plumbing Projects
- Warranty Work
- Surge Capacity



Contractor Expenditures in FY26

Plumbing Contractor Expenditures
$1.2M

HVAC Contractor Expenditures
$4.8M

Operational Excellence

Preventive Maintenance is Managed In-House

Our trades and safety teams proactively track and schedule preventive maintenance to keep on our schools safe, functional, and operating efficiently. These planned maintenance activities **do not** come through TMA requests.

In-House Preventive Maintenance Tracking

Trades and safety teams maintain preventive maintenance schedules in internal spreadsheets based on equipment type, manufacturer recommendations, and operational needs.

Examples of Scheduled PM Activities:

- HVAC filter changes
- Boiler inspections
- Roof inspections
- Generator testing
- Fire & life safety system testing (e.g., sprinklers, alarms)
- Lubrication and filter changes
- Equipment inspections (boilers, chillers, etc.)

Sample PM Schedule (HVAC)

School	Equipment	PM Task	Next Due	Assigned To
Washington-Liberty HS	AHU-1	Change Filters	10/15/2025	HVAC Team
Yorktown HS	RTU-2	Inspect Belts	09/30/2025	HVAC Team
Kenmore MS	RTU-5	Coil Cleaning	11/01/2025	HVAC Team
Barcroft ES	AHU-3	Inspect Ductwork	10/20/2025	HVAC Team
Glebe ES	Unit Ventilator	Filter Change	10/12/2025	HVAC Team

Example: HVAC Preventive Maintenance Schedule (Internal Spreadsheet)

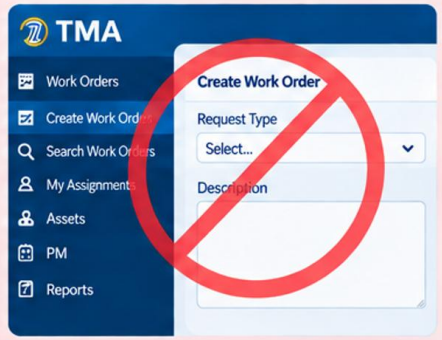
Sample PM Schedule (Life Safety)

School	System	PM Task	Next Due	Assigned To
Wakefield HS	Fire Alarm	System Test	10/01/2025	Safety Team
H-B Woodlawn HS	Sprinkler System	Flow Test	12/01/2025	Safety Team
Swanson MS	Emergency Lighting	Function Test	10/10/2025	Safety Team
Jamestown ES	Fire Extinguishers	Inspection	10/15/2025	Safety Team
Abingdon ES	Kitchen Hood	Cleaning/Inspection	11/05/2025	Safety Team

Example: Life Safety Preventive Maintenance Schedule (Internal Spreadsheet)

Not Entered Through TMA

Preventive maintenance activities are proactively planned and managed by our trades and safety teams and **do not** come through TMA work order requests.



Scheduled preventive maintenance is not generated from school requests in TMA.

Work Order Process, Prioritization, and Trends

Operational Excellence

Work Order Summary

August 1, 2025 – July 30, 2026

Total Work Orders Submitted

12,544

Completed / Closed Work Orders

12,223

97.4%

Completion Rate

Remaining Open / Non-Closed Work Orders

321

**Blind/Shades work orders not reflected in data.*

Work Order Performance Dashboard

Reporting Period
August 1, 2025 – July 30, 2026

Average Response Time	Average Completion Time	Number of Repeat Work Orders	Oldest Open Work Order	Open Work Orders over 30 Days	Open Work Orders over 90 Days
3.6 hours	**5.8 days**	**482** (3.8% of total)	**146 days** Created: March 6, 2025	**318** (99.1% of open work orders)	**87** (27.1% of open work orders)

Work Order: MD-216174200 | Trade: GROUNDS



School
Long Branch ES

Created
July 28, 2026 11:48 AM

Completed
July 29, 2026 11:59 AM

Location
13-OUT
Outside - OUT

Work Order Description
Couple pallets need to be picked up by the trash can and some furniture. Thank you.

ROUTINE

Work Order: MD-216155821 | Trade: CARPENTRY



School
Washington-Liberty HS

Created
September 3, 2025
11:32 AM

Completed
October 1, 2025
10:59 AM

Location
44-3003
Classroom - 3003

Work Order Description
The curtain in 3003 needs repair. The raise/lower chain has broke and the side guide has come off on the right hand side. Side guide is currently laying on the sill of the window. Thanks.

ROUTINE

Work Order: MD-216157105 | Trade: PLUMBING



School
Carlin Springs ES

Created
September 29, 2025
7:00 AM

Completed
October 10, 2025
6:11 AM

Location
30-BOIL
Boiler Rooms - BOIL

Work Order Description
I am writing to report a water leak from the water heater located inside the boiler room. The leak appears to be coming from underneath the motor and above the heating unit. There is visible water pooling on the floor. Please inspect and repair the unit to prevent further damage or safety risks.

PRIORITY / CRITICAL

Work Order Assignment Process

Work Order Process

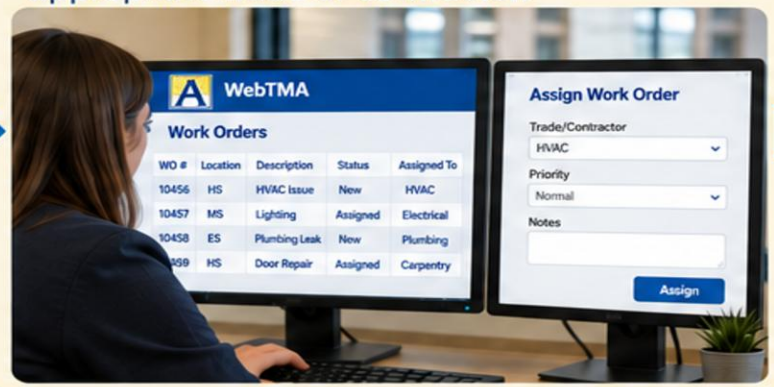
1 Requestor submits request through WebTMA electronic process

Staff submit a work request using WebTMA from their school or facility.



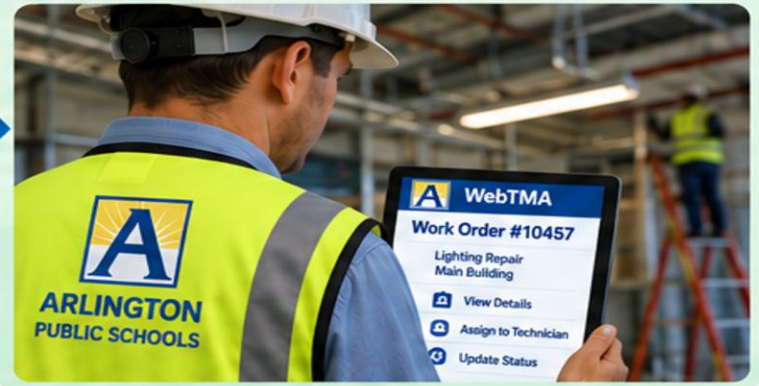
2 Work Order Coordinator assigns to trade/contractor

The Work Order Coordinator reviews the request, prioritizes it, and assigns it to the appropriate trade or contractor.



3 Trade supervisor assigns work order to technicians

The trade supervisor reviews the assignment and dispatches the work order to qualified technicians.



Key Considerations for Assignment

Life Safety
Address urgent issues that affect safety.

Compliance
Meet regulatory and code requirements.

Instructional/ Operational Impact
Minimize disruption to learning and operations.

Asset Preservation
Protect and extend the life of our facilities.

Task Complexity
Consider the level of skill, time, and resources required.

Parts and Tools Availability
Ensure necessary parts, materials, and tools are on hand.

Staffing

Technician skills and certifications
Match the right skills and certifications to the task requirements.

Current workload and availability
Consider each technician's current workload to avoid overloading staff.

Proximity to the asset
Assign to technicians closest to the asset to minimize travel time.

Task priority
Balance with other scheduled work based on priority.

How Work Orders Enter and Move Through the TMA System

Work orders enter TMA through different channels, are categorized by type and priority, and move through antrl a standard workflow from creation to completion.

Emergency / Critical Work Orders

Immediate response required to address serious safety, life safety, or major operational impacts.

Examples (from WO data):

- **Fire and Life Safety:** Smoke, sprinkler activation, or active fires requiring alarms and evacuations.
- **Plumbing and Major Water Leaks:** Burst pipes, overflowing fixtures, or broken lines causing rapid flooding and structural damage.
- **Electrical Failures:** Tripped main breakers, transformer faults, or sudden power loss impacting critical life safety systems.
- **Natural gas smells.**

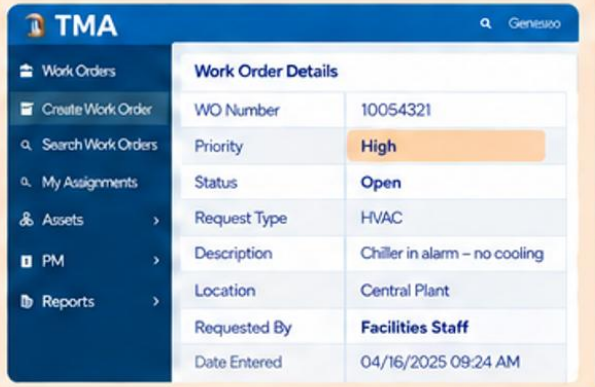


High Priority Work Orders

Urgent response required to address significant operational impacts or prevent escalation.

Examples (from WO data):

- HVAC system failures (loss of heating or cooling)
- Power outages (non-life safety)
- Major equipment failures
- Elevator outages

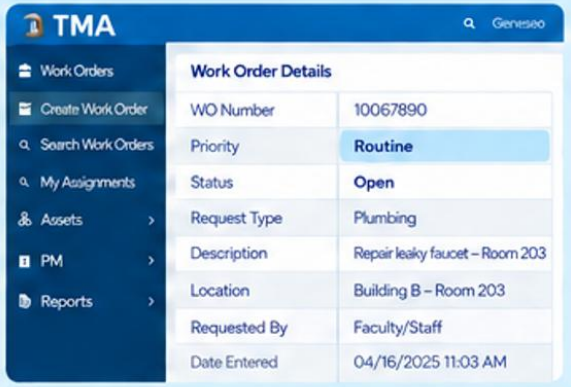


Routine Work Orders

Planned response to address non-urgent repair and service requests.

Examples (from WO data):

- Plumbing repairs (i.e., leaky faucet)
- Carpentry requests
- Electrical repairs
- Grounds maintenance
- Locks and keys requests
- General facility repairs

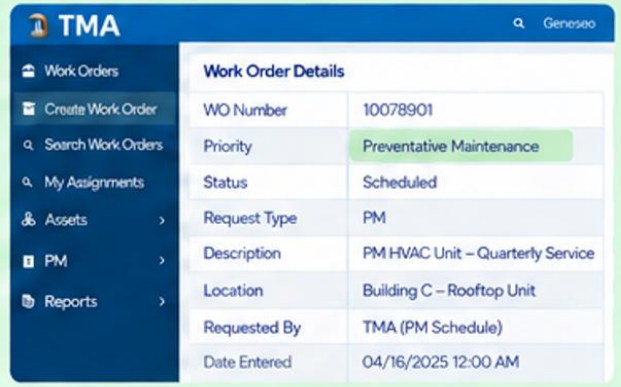


Preventative Maintenance Work Orders

Scheduled maintenance activities to reduce breakdowns and extend equipment life.

Examples (from WO data):

- PM HVAC Equipment
- Scheduled equipment inspections
- Lubrication and filter changes
- Fire & life safety system testing (e.g., sprinklers, alarms)
- Preventive maintenance activities generated through TMA



Maintenance Leadership and Trades Supervisors prioritize the work

Work orders are reviewed and prioritized by Maintenance Leadership and Trades Supervisors based on urgency, operational impact, workload, and available resources.

MCMM Process and Proposed Projects

MCMM PROCESS
Minor Construction / Major Maintenance

CYCLICAL MAINTENANCE AND REPLACEMENT

- Interior Painting 
- Floor Coverings 
- Elevators 
- Playgrounds 
- Asphalt Replacements 
- Artificial Turf 

PLAN
Assess needs, prioritize, and schedule work

EXECUTE
Complete maintenance, replacements, and improvements

RENEW
Extend asset life and enhance learning environments

REPEAT
Monitor, evaluate, and plan for the next cycle

INTERIOR MODIFICATIONS

- Significant MEP repair and replacements 
- Roofing PM and repairs 
- ADA improvements 
- Key Storage 
- Switchgear PM 

FY26 Completed Projects

ELEMENTARY SCHOOLS

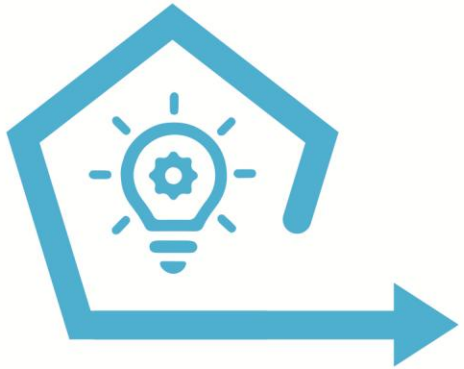
- Escuela Key Roof Replacement
- Jamestown Playground
- Taylor Playground
- Campbell Parking Lot Improvements
- Claremont MPR Flooring

MIDDLE SCHOOLS

- Gunston Relocatable Roof Replacement (Montessori pods)
- Kenmore Relocatable Roof Replacement
- Williamsburg Switchgear PM

HIGH SCHOOLS

- Washington-Liberty Main Gym Floor
- Yorktown Cooling Tower Repairs
- Langston Lighting Upgrades



Operational Excellence

Arlington Public Schools

FY27 Minor Construction/Major Maintenance (MCMM) Proposed Projects

Infrastructure & Building Systems

HVAC Repairs	$700K
Building Systems Renewal (DDAS & Controls)	$1.0M
Elevator Modernization & Design	$550K
Plumbing Upgrades	$300K
Indoor Air Quality Improvements	$250K
Hot Water Heater Replacements	$250K

Safety & Compliance

Safety Upgrades	$250K
ADA Improvements	$100K
Theater Safety Inspections	$140K
Gym Safety Inspections	$140K
Backflow Preventers	$200K

Student Learning Environments

Flooring Projects (Barrett, Glebe, Swanson)	$700K+
Painting Projects (Long Branch, Barrett)	$400K
Playground Replacements (Claremont & Tuckahoe)	$965K
Theater Improvements	$250K

Site & Grounds Improvements

Parking Lots (Hoffman-Boston & Science Focus)	$300K
Blacktop Resurfacing (Oakridge)	$50K
Concrete & Paving Repairs	$100K
Grounds & Tree Maintenance	$150K

Future-Ready Investments

Electric Vehicle Charging Stations	$200K
Aquatics Improvements	$250K
Kitchen Equipment Replacements	$100K

Total FY27 MC/MM Program: **$4.93M** Base Program + **$3.0M** Additional MC/MM Funding

Arlington Public Schools

FY27 Facilities Maintenance Priorities

Maintain work orders to ensure timely completion.

Prioritize Safety

Address urgent needs and maintain safe, healthy learning environments for all.

Effectively Communicate Product/Shipment Delays

Keep schools informed about material and equipment delays that may impact repair timelines.

Develop Preventative Maintenance Schedules

Plan and execute PM programs to extend the life of our assets and reduce future repairs.

PREVENTIVE MAINTENANCE

Ongoing programs to keep our facilities operating safely and reliably.

- **Brothers Mechanical Services**
  Kitchen Refrigeration PM
- **Colonial Webb**
  PM at High Schools and Kenmore
- **APS HVAC PM Team**
  PM's on Mechanical Equipment
- **APS Roofing Team**
  Roofing PM's on Roof
- **Simpson Unlimited**
  Major Roofing Preventative Maintenance
- **Electrical Switch Gear PM's**

PLANNED MCMM INVESTMENTS

Improving our facilities for a safe, modern, and sustainable future.

- **(2) Elevator Modernizations**
  Barcroft ES & Gunston MS
- **Claremont ES and Tuckahoe ES**
  New Playgrounds
- **(2) Boiler Replacements**
  Swanson MS
- **New Roof Replacement (Phase 1)**
  Williamsburg MS

FUNDING NEEDS

Sustained investment to support long-term facility health.

- Major systems approaching end of life cycle
- Deferred maintenance reduction
- Pavion Clock Replacement

Arlington Public Schools

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EXCELLENCE FOR ALL

APS Strategic Plan
2024-30



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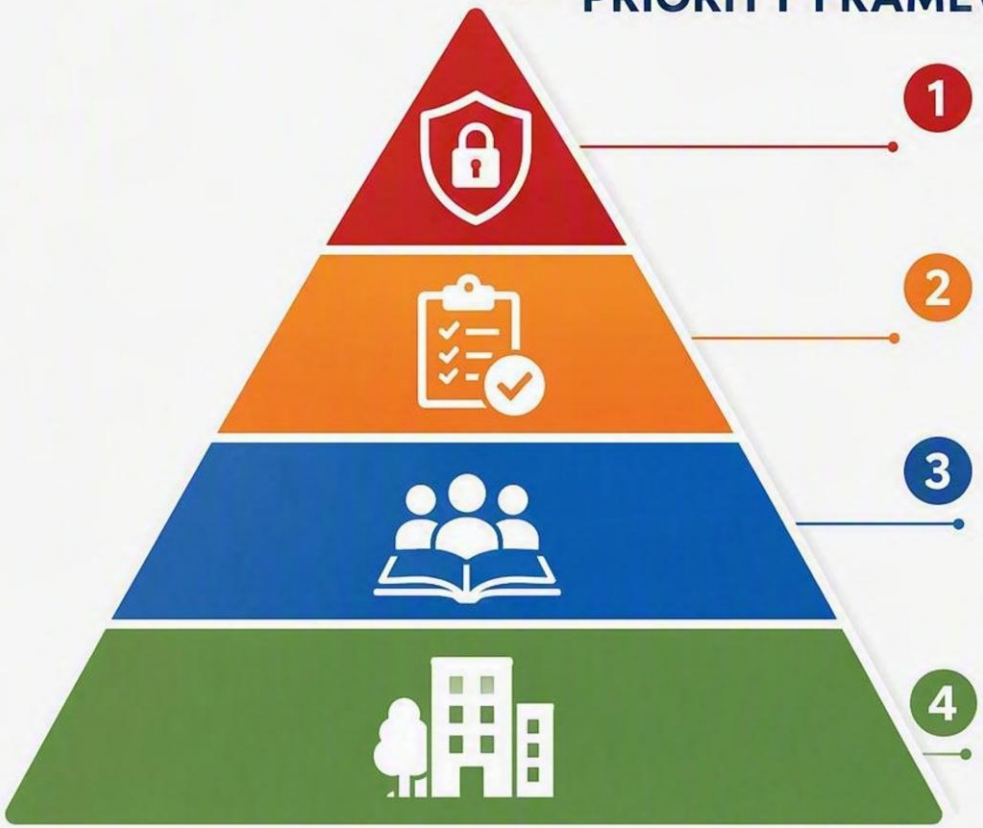
APPENDIX

How APS Prioritizes Work

PRIORITY FRAMEWORK



1. **SAFETY**
   Impact to students, staff, and visitors
2. **COMPLIANCE**
   Code, ADA, and regulatory requirements
3. **INSTRUCTIONAL & OPERATIONAL IMPACT**
   Conditions affecting learning and operations
4. **ASSET PRESERVATION**
   Protecting long-term facility investments

This framework ensures limited resources are directed to the needs that have the greatest impact on safety, compliance, learning, and long-term value.

Why FCA Matters

FCA Helps APS

- Identify building system deficiencies
- Prioritize repairs and replacements
- Reduce emergency failures
- Support MC/MM planning
- Allocate resources strategically



DEFERRED MAINTENANCE



Unaddressed issues lead to deterioration, higher risk, and increased costs.

PRIORITIZED INVESTMENT



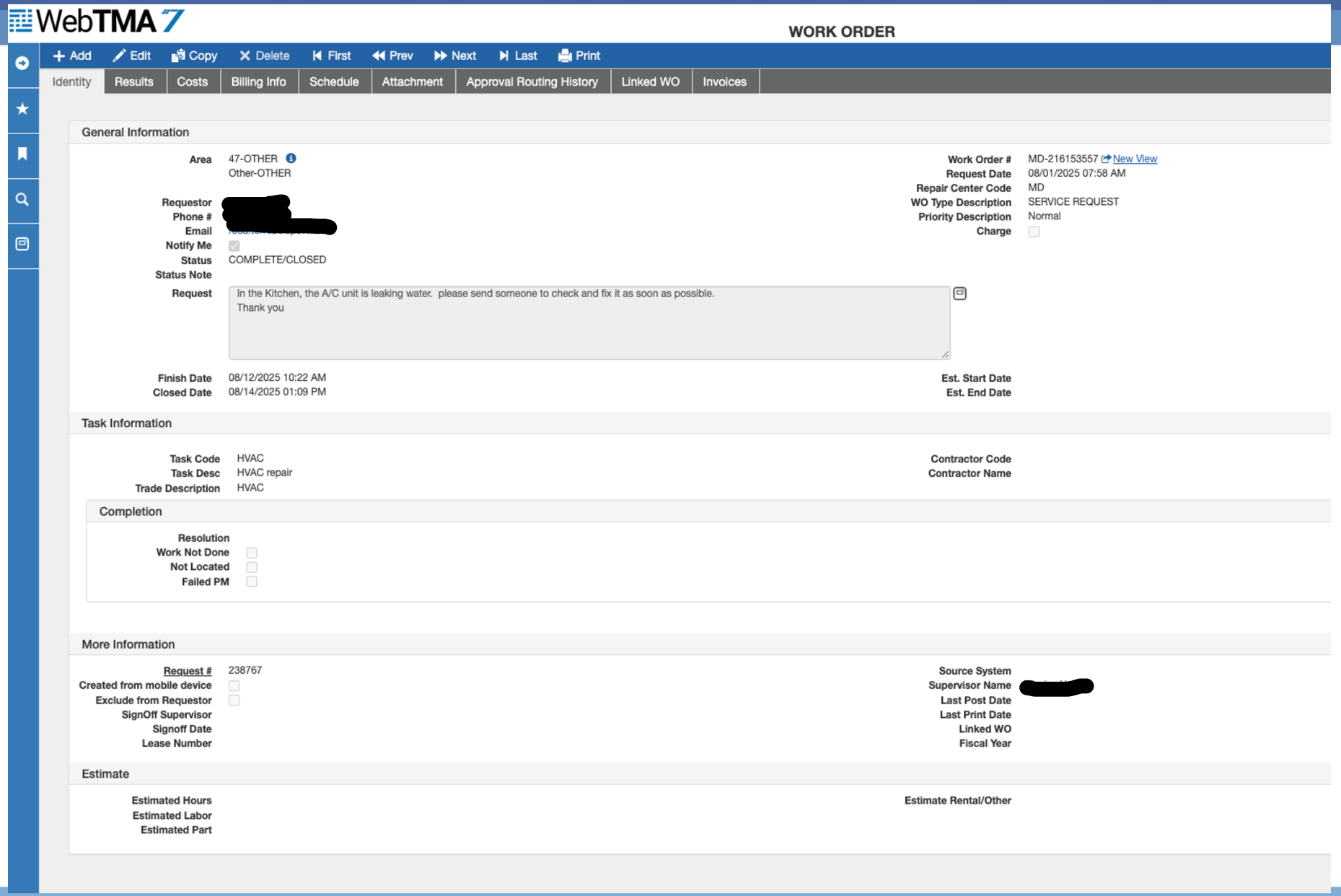
Data-informed priorities guide targeted repairs and replacements for maximum impact.

IMPROVED CONDITION



Stronger systems, fewer failures, lower costs, and better learning environments.

Web TMA Work Order Data

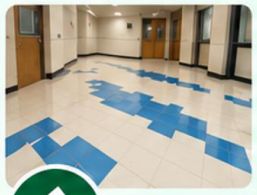


Web TMA Work Order Data



Investing in Our Schools Through MCMM

Projects Considered Through MCMM


Flooring


Paving


Painting


Playgrounds


Roofing


HVAC systems


Electrical systems

MCMM Funding

Connected to FCA Findings

FCA Identifies Facility Needs



FCA Findings Inform MCMM Priorities

- Critical Needs
- System Renewals
- Long-Term Planning

USE DATA TO DRIVE DECISIONS

FACILITY CONDITION ASSESSMENTS

Evaluate building systems and components to identify conditions, risks, and priorities.

WORK ORDER TRENDS

Analyze work order data to identify patterns, track performance, and prioritize resources.

PREVENTIVE MAINTENANCE

Use data to schedule and perform preventive maintenance that reduces breakdowns and extends asset life.

CAPITAL PLANNING

Leverage data to plan and invest in projects that address needs and maximize impact.

SAFER FACILITIES

Proactively address risks and create healthy, secure learning and working environments.

RELIABLE OPERATIONS

Minimize disruptions and keep schools and facilities running efficiently every day.

LONG-TERM ASSET PRESERVATION

Protect our investments and extend the life of our facilities for future generations.

FY26 Accomplishments

Building better schools today for a stronger future.



39 MC/MM Projects Completed



Escuela Key Roof Replacement



29 Relocatable Classrooms Removed

Expanded Preventive Maintenance Programs

Continued FCA-driven planning

Arlington Public Schools

How MCMM Projects are Prioritized

Priority	Project Category	Example Need	Primary Driver	Status
1	HVAC Systems	Building Controls & Emergency Repairs	Operational Risk / Instructional Continuity	Funded
2	Roofing	Aging Roof Systems	FCA Condition & Asset Preservation	Funded
3	Plumbing Infrastructure	Valves, Domestic Water Systems	Reliability & Lifecycle Renewal	Funded
4	Indoor Air Quality	IAQ Improvements	Health & Safety	Funded
5	ADA Improvements	Accessibility Upgrades	Compliance Requirements	Funded
6	Parking Lots	Pavement Renewal	Asset Preservation	Scheduled
7	Flooring	High-Wear Interior Surfaces	Asset Lifecycle	Scheduled
8	Playgrounds	Replacement Program	Safety & Student Experience	Scheduled
9	Kitchen Equipment	Equipment Renewal	Operational Reliability	Ongoing
10	General Reserve	Emergent Infrastructure Needs	Risk Mitigation	Available



Arlington Public Schools

How the 10-Year Proposed MCMM Plan Aligns with and Addresses the November 2025 FCA Update

November 2025 FCA Update Key Findings	How the 10-Year Proposed MCMM Plan (FY26 – FY35) Addresses the Findings
Aging Infrastructure Continued aging of building systems, with increased needs in HVAC, roofing, plumbing, and electrical systems.	**Prioritizes Critical Systems** Front-loads investments in HVAC, roofing, plumbing, and other high-risk assets identified in the FCA.
Increasing Repair Needs Growth in deferred maintenance and higher frequency of work orders, particularly in mechanical systems and building envelopes.	**Provides Sustained Investment** Allocates $63.8M over 10 years to address FCA-identified needs and reduce deferred maintenance.
Health, Safety, and Learning Environment Identifies needs to improve indoor air quality, accessibility, and safe, reliable learning spaces across schools.	**Invests in Health, Safety, and Access** Includes targeted funding for indoor air quality improvements, ADA upgrades, and projects that support safe and inclusive learning environments.
Asset Condition Trends FCA condition ratings indicate significant portions of systems in Fair/Poor condition, requiring renewal within the next 10 years.	**Aligns with FCA Condition Ratings** Uses FCA data, asset age, and lifecycle needs to schedule renewals and replacements over the next decade.