

Cathedral City

Facilities Master Plan, Phase I
August 9, 2023

MAAS

MAAS Companies, Inc.
18575 Jamboree Rd.
Suite 600
Irvine, CA 92612



TABLE OF CONTENTS

Executive Summary	1
Mission, Objectives and Background	
Facilities Mission	2
Facilities Master Plan Goals and Objectives	2
Background	3
Facilities Scope of Responsibilities	
Overview	4
Current Organizational Structure	4
Facilities Condition Assessment – Ten-Year Budget Forecast	
Facilities Condition Assessment	5
Assessment Process	5
Data Collection	5
Deficiency Repairs/Replacements (Work Items)	6
Ten-Year Budget Forecast	7
Preventative Maintenance Program	8
Best Practices and Recommendations	
Efficient Building Operations	9
Vendors	11
Staffing	12
Facilities Team Training	14
Business Continuity Plan	16
Work Planning and Control	18
Next Steps	
Phase I	19
Phase II	19
Acknowledgments	20
Appendix	21
Appendix A: Facilities Condition Assessment	
Appendix B: Preventative Maintenance Report	



Executive Summary

In the Fall of 2022, the City Council for Cathedral City initiated the process to develop a Five-Year Strategic Plan. In order to uphold their commitment to efficiently and effectively maintain and operate the City's facilities, a request was made to create a Facilities Master Plan for inclusion in this strategic planning document. The MAAS Companies were contracted in October 2022 to undertake Phase I of developing the Cathedral City Facilities Master Plan.

The Facilities Master Plan serves as a roadmap for the Facilities Team, guiding them in their efforts to proactively address maintenance needs, optimize resources, and minimize downtime. By implementing a structured and systematic approach to facility maintenance, Cathedral City aims to enhance the longevity of its assets, reduce operational costs, and provide a safe and comfortable environment for all who work and use these facilities.

The Facilities Master Plan provides details that include a Facilities Condition Assessment & Ten-Year Budget Forecast and a Preventative Maintenance Program. These reports provide detailed information on systems, building components and parking garage structural review of all city-owned assets and the current conditions. The Preventative Maintenance Program provides detailed recommendations to maintain specific building systems and components for each of the eighteen locations assessed. Additionally, a ten-year cost analysis is provided to forecast costs for:

- Replacing building components/systems at the end of their useful life
- Annual Preventative maintenance costs
- Cost for thirty (30) identified critical maintenance repairs that have been identified during the assessment process

The Master Plan also makes recommendations based on industry Best Practices to assist the Facilities Team with achieving its maintenance objectives and fostering a culture of excellence in facilities management.

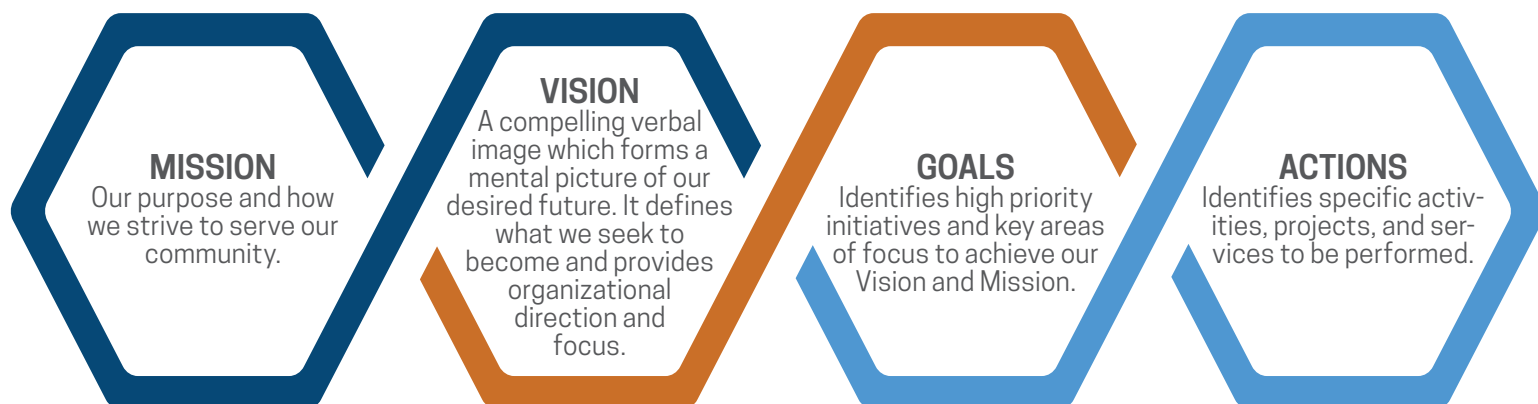


— FACILITIES MISSION —

To ensure the optimal performance, longevity, and safety of Cathedral City physical assets.

Facilities Master Plan Goals and Objectives

Guiding Principles for the Cathedral City Five-Year Strategic Plan 2023 include the following elements:



Using these elements, the Facilities Master Plan has established long-term objectives and strategies for managing the Cathedral city-owned facilities.

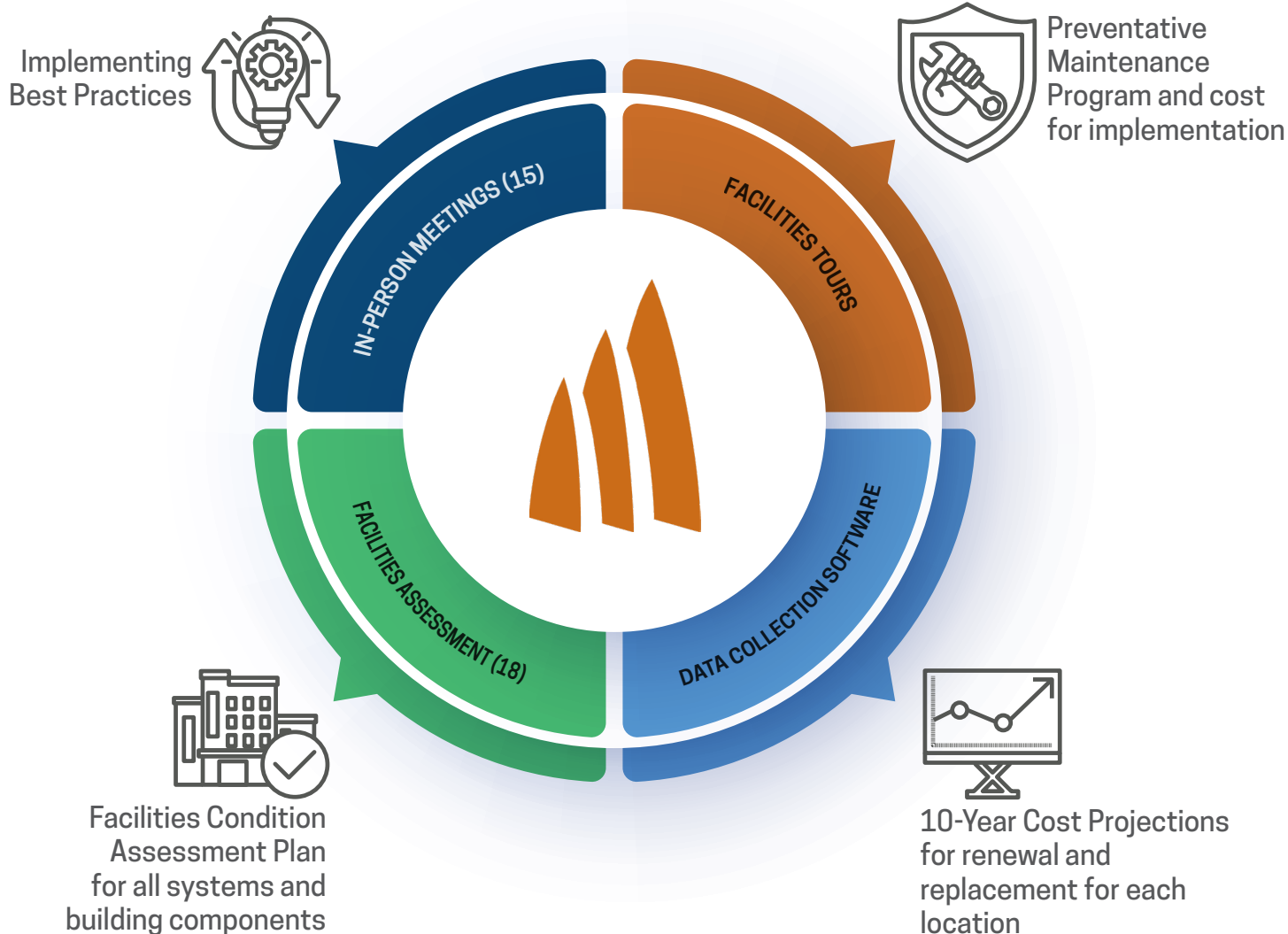
1. Reliability and Availability: Improve the reliability and availability of critical systems and assets by implementing robust maintenance processes, predictive maintenance techniques, and appropriate backup plans. Minimize unplanned downtime and interruptions to business operations.
2. Lifecycle Planning: Develop a comprehensive understanding of the lifecycle of assets and plan for their eventual replacement or major renovation. Implement strategies for asset renewal, including budgeting, scheduling, and project management.
3. Data-Driven Decision Making: Establish data collection and analysis processes to support evidence-based decision making in facilities operations. Utilize technology, such as computerized maintenance management systems (CMMS), to track and analyze asset performance, maintenance history, and cost data.
4. Continuous Improvement: Foster a culture of continuous improvement by regularly evaluating maintenance practices, seeking feedback from stakeholders, and implementing lessons learned.
5. Risk Management: Identify and mitigate risks associated with maintenance activities, including potential hazards, equipment failures, and service disruptions. Develop contingency plans and emergency response protocols to minimize the impact of unforeseen events.
6. Compliance and Safety: Establish and maintain compliance with relevant regulations, codes, and standards to ensure the safety and well-being of facilities staff, building occupants and users of the facilities. This includes conducting regular safety inspections, addressing identified risks, and maintaining necessary documentation. Implement a robust safety training program for all facilities staff.

These goals provide a framework for addressing the Cathedral City Facility's needs, promote efficiency, ensure compliance, and support the long-term sustainability of the physical assets owned by Cathedral City.



Background

MAAS Companies was engaged to create the Facilities Master Plan, Phase I for Cathedral City. We were tasked to evaluate the current environment and provide a strategic roadmap to align the Facilities Department with industry best practices and standards. Our strategy included one-on-one meetings with Facilities staff and department leadership to identify current practices, areas of concerns, and best practices that will work best for Cathedral City. We engaged a consultant to perform a Facilities Condition Assessment for eighteen (18) city-owned facilities, identify current conditions, make recommendations for future repairs and replacement, and identified thirty (30) critical repairs. A Preventative Maintenance Program was also developed for each of the eighteen (18) locations based on the specific systems and building components for each location. The annual expenses for the program have been provided. Lastly all data collected is available using the Paragon Software that the city can use for budget forecasting; update asset data as components are replaced; and monitor the conditions and anticipate upcoming end of life replacements. Five Cathedral City staff have been trained to use the resource.





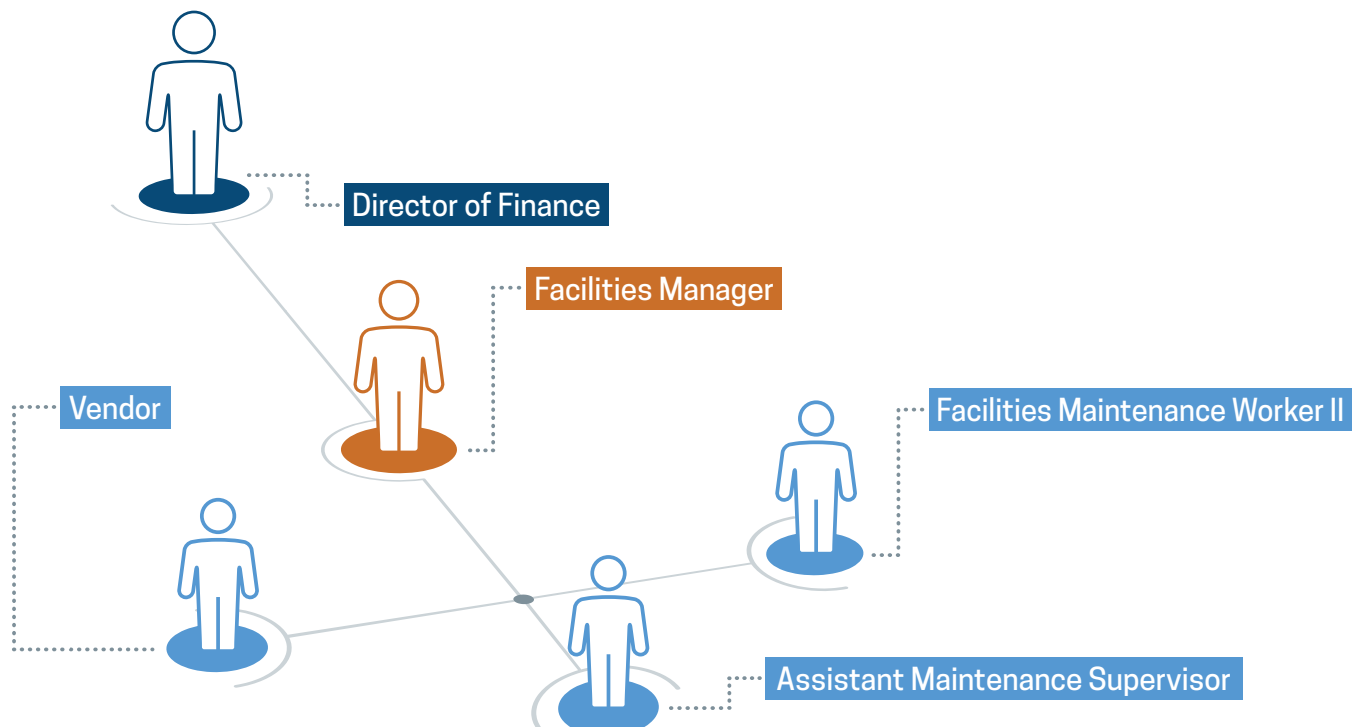
Facilities Scope of Responsibilities

Overview

The responsibility of Facilities encompasses the management and technical operations of all city-owned buildings, grounds, outdoor lighting, utilities, and other designated facilities according to the city's specifications. Moreover, the team is entrusted with the task of strategizing, coordinating, executing, and overseeing maintenance activities to ensure their efficiency and effectiveness, as detailed below:

POSITION	DUTIES
General Maintenance	General maintenance and repairs for interior and exterior spaces for city-owned buildings.
Mechanical Systems	Manages the systems and distribution for all building mechanical systems. Works with an outside vendors as well as for service, repairs and preventative maintenance work.
Utility Operations	Oversees the utility points of connections for city-owned buildings. This includes water/sewer, natural gas, solar and electricity.
Minor Renovations	Oversees minor renovations for interior spaces.
Moves/Set-Up Services	Provides moves, set-up services for public events.
Safety and Compliance	Manages the fire/life safety systems including electronic door access in city-owned buildings.
Preventative Maintenance	Performs preventative maintenance tasks for building systems and equipment.
Custodial Services	Oversees outside service provider for cleaning and sanitization of the Civic center, FS Admin, and Amphitheater.
Landscape Services	Oversees outside services provides for landscape and trash removal for the Civic Center.

Current Organizational Structure





Facilities Condition Assessment

A Facilities Condition Assessment (FCA) is a thorough evaluation of the physical state and operational effectiveness of all buildings owned by the city. This assessment involves a comprehensive assessment of data and observations, followed by the reporting of findings. A team of assessment experts performs a review to determine the overall health and condition of the buildings. By collecting and analyzing data, the assessment provides a clear understanding of the conditions, enabling efficient resource allocation to maintain optimal functioning and compliance of the buildings. The Facilities Condition Assessment plays a crucial role in the Facilities Master Plan, serving as a roadmap to identify the needs and potential issues of the physical assets and their systems. It forecasts resource allocation for the next ten years.

Assessment Process

MAAS Companies has enlisted the services of Terracon, a reputable industry consultant, to conduct a comprehensive Facilities Condition Assessment for a total of eighteen (18) city-owned buildings and locations. Terracon specializes in providing assessments for municipalities, educational facilities, and private industries. The scope of the assessment involved a thorough examination of the physical conditions, utilizing relevant maintenance records, construction drawings, and equipment manuals. The assessment was conducted on May 15 – 18, and June 2, 2023, and the following components were reviewed:

- Mechanical, Electrical, and Plumbing (MEP) review for all building components.
- Heating, Ventilation and Air Conditioning (HVAC)
- Parking Garage Structural
- Roofing
- Exterior Hardscape
- Fire Protection Systems
- Doors and Stairways
- Elevators
- Immediate or Emergency Repairs Observed

Data Collection

During the assessment process, data collection was conducted using the Paragon software program. To ensure data accuracy, both field personnel and facilities engineering staff at Terracon analyzed the data before finalizing it in Paragon. The data was categorized based on Asset Summary, such as City Hall, Library, etc., and further detailed by each Inventory Component, including water heaters, boilers, foundations, etc. The comprehensive report can be found in Appendix A of this report.

The Paragon software serves as a database that provides comprehensive overview of the status of Cathedral City's building assets. Five Cathedral City staff members have received training in utilizing the software and keeping the information up to date. Regular data updates and adjustments are crucial to reflect changing conditions, equipment replacements, and cost information. This ensures accurate forecasting for future expenditures.



In Cathedral City’s data analytics, the industry-standard Facilities Condition Index (FCI) is employed. The FCI is a benchmark used to assess the relative physical condition of a facility, categorizing them as Good, Fair, or Poor. The overall ratings for all facilities indicate a Good condition. This rating signifies that the Cathedral City Facilities Team has effectively fulfilled their responsibilities and the current conditions indicate well-maintained buildings. The FCA report in Appendix A provides specific rankings for each asset and a more in-depth description of the FCI description.

BUILDING ASSETS	CATHEDRAL CITY RANKINGS
Thirteen Assets	Good (Range 0 – 2.9%)
Four Assets	Fair (Range 5.3% - 9.7%)
One Asset (Fountain of Life)	Poor (16.7%)

FCI Ranking Index

Good	0 < 5%
Fair	5.01% < 10%
Poor	10.01% <

Deficiency Repairs/Replacements (Work Items)

During the Assessment process, field assessors diligently reported any repairs or safety conditions that required immediate attention and exceeded \$1,500 in repair cost. A total of thirty (30) such items were identified by the team. Each Work Item has a detailed report and cost estimate in the FCA report, Appendix A. The total repairs for work items are estimated to be \$3,271,066 with most of these expenses related to repairs in the City Hall Parking Structure totaling \$2,508,237.





Ten-Year Budget Forecast

The concluding step of the Facilities Condition Assessment involves analyzing the costs associated with Capital Renewal Projects, Work Items, and Preventative Maintenance. Each building component has undergone a thorough review and received a rating to determine current status and potential replacement timeframe. This assessment considers factors such as component age, typical lifespan, and field observations. The estimated Remaining Services Life (RSL) for each component has been determined, along with the replacement cost (fully burdened), year of estimated replacement, and cost escalation factor of five (5) percent per year.

Work Items, which encompass critical repairs, have also been incorporated into the Ten-Year Forecast. Due to the urgency, all expenses related to Work Items have been estimated to occur in year one. Additionally, the forecast includes the cost of implementing a comprehensive Preventative Maintenance Program. For further details on the Preventative Maintenance Program, please refer to Appendix B.

The Facilities Condition Assessment report, available in Appendix A, provides a comprehensive overview of these expenses. Furthermore, these costs are accessible in the Paragon software. Here is a summary of the overall costs as detailed in the Facilities Condition Assessment report.

CATEGORY	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	GRAND TOTAL
Capital Renewal	\$4,890	\$0	\$0	\$93,127	\$0	\$391,004	\$0	\$1,600,005	\$2,127,322	\$8,720	\$4,225,069
Work Item	\$3,271,066	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,271,066
Preventative Maintenance	\$228,477	\$239,901	\$251,896	\$264,491	\$277,716	\$291,601	\$306,182	\$321,491	\$337,565	\$354,443	\$2,873,764
Grand Total	\$3,504,433	\$239,901	\$251,896	\$357,619	\$277,716	\$682,606	\$306,182	\$1,921,496	\$2,464,887	\$363,163	\$10,369,898

Source: Terracon Facilities Condition Assessment, July 2023



Preventative Maintenance Program

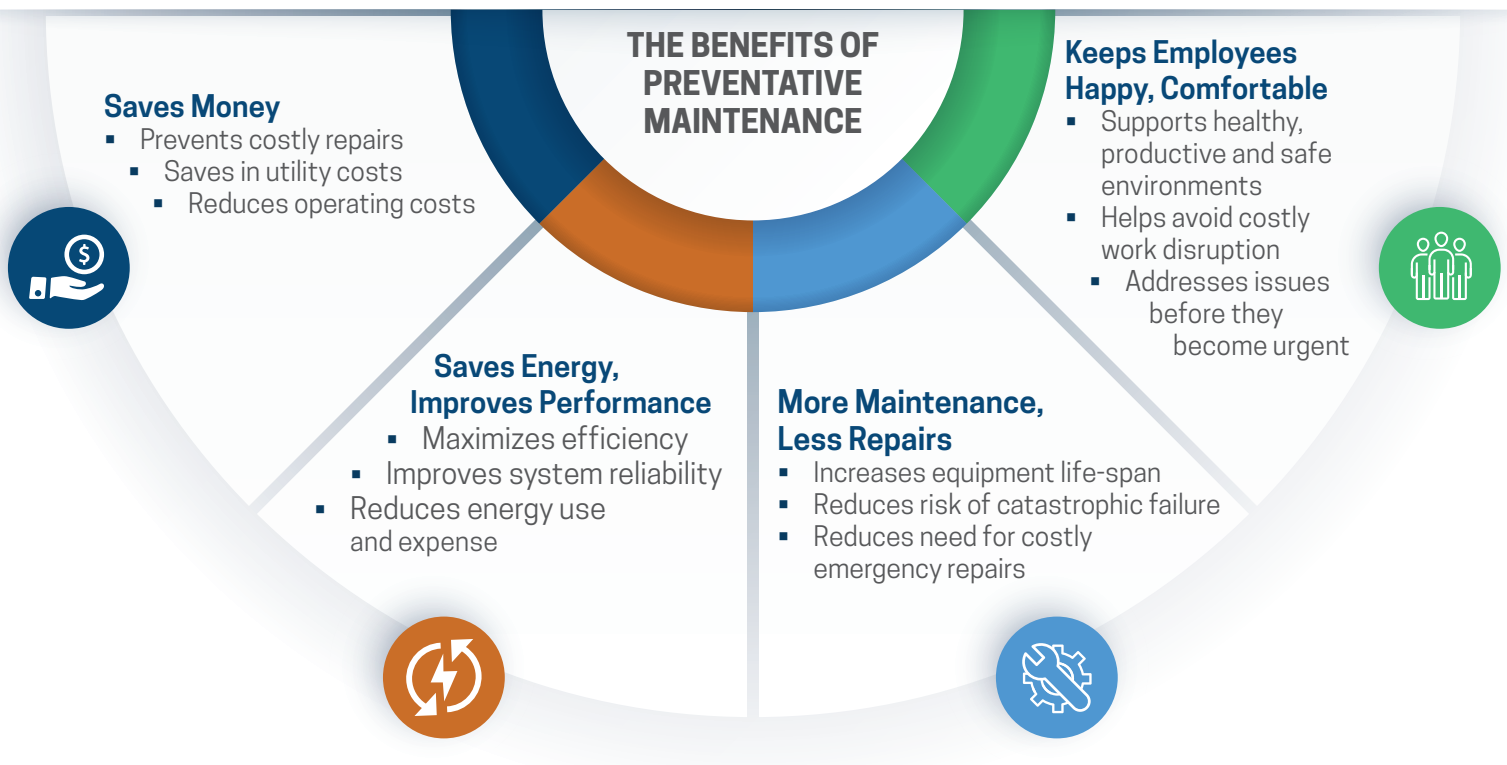
A Preventative Maintenance program is a systematic process to maintain and preserve the functionality and condition of equipment, assets, and overall facilities. It involves regular inspections, servicing, and repairs to prevent potential failures, optimize performance and extend the lifespan of assets.

In collaboration with the Facilities Condition Assessment and the identification of all building components, Terracon has been commissioned to develop a comprehensive Preventative Maintenance Program for Cathedral City. Following industry standards and manufacture guidelines, each component has been categorized, and a task list with corresponding frequencies to perform these tasks has been established.

Furthermore, the associated costs for these tasks and an annual budget to implement the Preventative Maintenance Program have been formulated. The estimated annual cost is approximately \$200,000, which is subject to increase as equipment ages and costs rise. Additionally, the Preventative Maintenance Program in Appendix B includes recommendations regarding staff members and required skill sets needed to perform these tasks effectively.

It is important to acknowledge that the Facilities team and the vendors hired by the city have been conducting various preventative maintenance tasks to uphold equipment functionality. However, the absence of a work order system to initiate and track PM tasks or the lack of specific vendor agreements specifying the frequency and nature of preventative maintenance work conducted, does not meet the standard for preventative care.

Implementing the Preventative Maintenance Program is highly recommended to mitigate costs associated with equipment failures and premature replacements resulting from inadequate maintenance practices.





Efficient Building Operations

Best Practice – Establish daily practices to optimize building performance, appearance, and overall functionality of facilities.

To ensure efficient building operations, a variety of tasks must be regularly conducted, such as inspections, preventative maintenance, waste management, cleaning, safety and security measures, and effective communication with building stakeholders. By establishing a formalized process and dedicating sufficient time to consistently perform these tasks, facilities operations can achieve cost reductions and enhance stakeholder satisfaction.

The philosophy behind efficient building operations is to create a maintenance program that strives to achieve these concepts:



REPAIRS

- Implement Preventative Maintenance Program
- Prevent Unscheduled Shut-down
- Perform Routine Maintenance Tasks



SAFETY

- Provide Staff Safety and Development Training
- Inspect Facilities Conditions Routinely
- Implement Emergency Preparedness Plan and Training
- Provide proper tools and PPE for staff



MANAGEMENT

- Track Work Requests Using CMMS
- Manage Vendor Contracts for Compliance and Costs
- Track Capital Renewal Projects and Forecast Future Expenses
- Communication with Stakeholders and Leadership

Current Observations

The Facilities team is currently taking steps to establish a formal daily inspection process. Until now, the team has been conducting regular visual inspections of buildings whenever time allows. However, due to the lack of a structured procedure, there is a lack of accountability in addressing identified deficiencies, as well as an insufficient number of staff to conduct these tasks. Consequently, these inspections are cursory at best.

Noteworthy repairs and conditions may persist due to other tasks taking precedence or temporary fixes being implemented until funding becomes available to address more significant issues. It is understandable that there are competing demands for funding resources. Nevertheless, by implementing a formalized process and consistently documenting the ongoing conditions, City Leadership will have the opportunity to gain a comprehensive understanding of the overall situation and allocate resources accordingly.



Recommendations

Maintaining the overall functionality and appearance of the city-owned facilities it is recommended that a formalized daily maintenance program be developed. Here are some best practices to consider when creating a program:

- **Create a Checklist:** Develop a comprehensive checklist with essential daily tasks to be performed.
- **Inspect the Buildings:** Begin each day by conducting a thorough inspection looking for any signs of damage, malfunctioning equipment, leaks, or potential safety hazards.
- **Clean and Sanitize:** Regular cleaning is essential for maintaining a healthy and presentable environment. This includes managing waste receptacles both inside and outside.
- **Check HVAC Systems:** Check for proper functioning systems and monitor temperature and humidity levels. Ensure that filters are clean and changed on a regular basis.
- **Test Safety Systems:** Ensure that all safety systems, such as fire alarms, sprinkler systems, emergency exits, generators and lighting are functioning correctly. Test these systems regularly to ensure they are in good working condition.
- **Minor Repairs:** Address minor repairs promptly to prevent them from turning into a larger issue.
- **Maintain Equipment/Preventative Maintenance:** Check maintain equipment to prevent breakdowns or accidents. Perform all preventative maintenance tasks according to the schedule for each piece of equipment.
- **Work Orders:** Review Work Order status daily to ensure that tasks are completed in a timely manner.
- **Maintain Documentation:** Keep accurate records on maintenance activities, repairs, inspections, and warranty work.





Vendors

Best Practice - To select the most suitable vendor for the services you require, follow a well-defined selection process, establish minimum qualifications, and communicate clear expectations.

Cathedral City uses a hybrid maintenance model for facilities maintenance that combines both in-house staff and external vendor support to effectively manage maintenance activities. It aims to leverage the strengths of each approach while optimizing cost efficiency and service quality.

Current Observations

Currently the Facilities Team works with approximately fourteen (14) vendors to provide services in these areas:

- Heating, Ventilation and Air Conditioning (HVAC)
- Fire Alarm, Fire Sprinklers, and Fire Extinguishers
- Elevator Maintenance and Inspections
- Roll-up Doors, Gates, and Electronic Door Access
- Fountain Maintenance
- Cooling Towers
- Grounds Maintenance
- Custodial Services

Many of these vendors have a longstanding history of providing services to the city. However, there are only a few current agreements on file. Additionally, there is no defined Preventative Maintenance standard documented for staff to verify if the work is being completed to their satisfaction. The recent change in Facilities Managers has highlighted the need to review services and reset expectations.

Recommendations

With the absence of formalized agreements and the implementation of the new Preventative Maintenance Program, this is an ideal time to solicit proposals from vendors to perform the work using the new standards. Also, by soliciting bids, this will ensure that the city is getting the best price for the services.

The city has a defined process for soliciting proposals and includes the critical steps to select the most qualified vendor. However, when soliciting proposals for maintenance vendors consider adding these concepts to the process:

- Scope of Work – Clearly define the scope of work. Specify the tasks, timelines, deliverables using the current Facilities Condition Assessment and Preventative Maintenance Program. State your expectations as clear and concise as possible. Define the performance standards, timelines, and deliverables.

Lastly, it is crucial to closely monitor the vendors to ensure that the work is being executed according to city standards. This involves actively overseeing the progress of the maintenance tasks and verifying that the invoices correspond to the actual work performed. By implementing this monitoring process, expectations are met, and billing can easily be verified.



Staffing

Best Practice – Effectively hire, train, and manage facilities maintenance staff to ensure that buildings and equipment are properly maintained.

The current staffing model for Facilities uses the Hybrid Model which includes in-house staff and out-sourced vendors for maintenance operations. The grounds and custodial operations are fully out-sourced. The in-house staff perform routine maintenance tasks for all city-owned locations and on average complete approximately 40 work orders per week depending on the level of repair and complexity. Most of the preventative maintenance work and emergency repairs are outsourced.

There are several key factors to consider in the current staffing model. First, are there enough staff to perform the tasks necessary to have well-maintained facilities; second, is the budget available to support additional staff or a change in the overall staffing model; and lastly, is the staff available to monitor the vendor repairs and preventative maintenance work they are contracted to perform. In consideration of these factors the following is a summary of current practices that should be addressed to improve facility conditions and ensure maintenance tasks are performed timely, safely, effectively, and efficiently.

Current Observations

The Facilities team demonstrates a collaborative and cohesive approach to the work. They communicate well and have a shared commitment to performing their duties to maintain the facilities at a high level. There are clear roles of responsibility which are summarized in the chart below.

POSITION	DUTIES
Facilities Manager	Responsible for the administrative and technical work in the management of the City's facilities functions.
Assistant Facilities Maintenance Supervisor	Assist in supervising, coordinating, and performing a variety of maintenance activities for City buildings.
Facilities Maintenance Worker II	Performs semi-skilled facilities maintenance and repair work.

The current staffing level requires the Facilities Team to use a reactive maintenance strategy rather than a proactive strategy. Reactive maintenance can be more expensive than proactive maintenance because repairs and replacements may be more extensive or require more resources. Additionally, this approach can shorten the lifespan of equipment; pose safety risks to staff or occupants; and can create low staff morale due to the unpredictability of the work.

As the city-owned facilities continue to age, additional time needs to be spent inspecting facilities daily and making repairs and reporting observations for larger repairs/upgrades to the facilities. Additionally, in-house staff should be performing basic preventative maintenance tasks as outlined in the Preventative Maintenance Program. Contracting vendors for these smaller repetitive tasks may become cost prohibitive. Performing these duties in-house also gives the staff more knowledge and awareness of potential issues including equipment and system failures. It is also our observation that there is limited vendor oversight due to limited staff to initiate and track preventative maintenance work performed by vendors.



Recommendations

To improve operational efficiency, it is recommended that staff levels be increased. Key reasons for adding additional staff will provide timely in-house response for preventative maintenance tasks, vendor oversight, implementation of daily building inspections and repairs for aging equipment and infrastructure for all city-owned buildings before reaching the failure point. Additional staff will also ensure that there are enough staff members on duty to respond to emergencies, shift coverage, and fairly distribute the growing workload. Having a staff that is flexible with diversified skills provides opportunities for the team and management to respond to issues in a timely manner and perform repairs quickly.

The following should be considered for increasing the number of staff:

- Add one Facilities Maintenance Worker I to perform building inspections and basic repairs.
- Add one Facilities Maintenance Worker II to perform preventative maintenance and basic repairs for all HVAC systems.
- A review of the current staff's technical skills should be evaluated before hiring additional staff to identify the skills required for new hires.

Lastly, performance metrics for staff should be developed to evaluate the effectiveness of a larger workforce and ensure that the goals of management and the Cathedral City Strategic Plan are being met. Below are metrics to consider for the Facilities Team:

POSITION	DESCRIPTION
Response Time	Time it takes to respond and resolve a reported service request.
Equipment Downtime	Monitor and reducing equipment downtime due to PM or repairs.
Preventative Maintenance Compliance	Track the scheduled maintenance tasks and the percentage of tasks completed.
Work Order Completion Rate	Measure the percentage of work orders that are successfully completed with a specific time (i.e., Daily, weekly).
Safety Incidents	Track accidents, injuries, near-misses to assess the effectiveness of safety protocols or lack thereof.
Cost Control	Manage the team's ability to adhere to the budget, implement cost savings initiatives and overall fiscal performance.
Training and Certification	Measure staff commitment to personal and technical development related to industry standards.
Customer Satisfaction	Measures the team's ability meet user expectations and deliver a satisfactory level of service.



Facilities Team Training

Best Practice – Implement a comprehensive staff training program to include structured training opportunities, foster professional development, and align the team with best practices in the industry.

Facilities maintenance organizations adhere to industry best practices by prioritizing continuous staff training and development to enhance job performance. An effective training program ensures a comprehensive grasp of workplace safety and compliance. It also fosters the upkeep of essential skills, ultimately bolstering workplace safety and safeguarding employees against potential hazards while performing their duties. It is important for training to be ongoing and customized to address the requirements and risks associated with the city facilities. By prioritizing the safety and well-being of staff, improving skill sets for efficient facility maintenance, and retaining valuable employees, the organization reaps substantial benefits.

Current Observations

At present, there is a lack of a formal and comprehensive workplace safety and skill-building training program for the Facilities staff. Despite an annual budget allocation of \$1,500 for these three staff members, no specific training plan has been implemented. The absence of a defined training program highlights the significant level of risk associated with the lack of a safety culture in the department. It is crucial to address this issue and prioritize the development of a robust training program to ensure the safety and well-being of the staff.





Recommendations

It is important to review the contracts for Landscape/Grounds and Custodial service providers to assess the level of safety training provided to these individuals who are responsible for servicing city-owned locations. By implementing this training, the city can ensure that all staff members, including vendors, receive adequate safety training to perform their tasks in a secure and responsible manner.

It is recommended to consider and implement the following training classes for the Facilities staff:

CLASS	TRAINING PLAN	REQUIRED STAFF	FREQUENCY
Occupational Safety and Health Administration (OSHA) 30	Hazard Communication, Fall Protection, Electrical Safety, PPE, Materials Handling & Storage	Maintenance, Grounds, Custodial	Three-Year Certification
Bloodborne Pathogens	Prevent Exposure, Clean-up and Disposal of Contaminates	Maintenance, Grounds, Custodial	Biennial
Fire Safety	Fire Extinguisher, Evacuation, Prevention	Maintenance, Grounds, Custodial	Annually
Technical Skills	HVAC, Plumbing, Carpentry	Maintenance	Biennial or as new equipment/systems are installed
Lockout/Tagout	Isolating Equipment from Energy Source	Maintenance	Annually
Confined Spaces	Identify Hazards and Safety Procedures in Confined Spaces	Maintenance	Biennial
Computer Skills	Computerized Maintenance Management System (CMMS)	Maintenance	As needed for new staff or new systems
Communication and Customer Service	Team Communication and Customer Interaction.	Maintenance	Biennial

Participate in Industry Associations such as International Facility Management Association (IFMA) and Cal/OSHA.



Business Continuity Plan

Best Practice – Ensure the continuous operation of maintenance services during disruptive events such as natural disasters, equipment failure, or other emergencies.

Having a Business Continuity Plan in place is crucial to minimize the impact of disruptive events on business operations. By implementing a plan, staff can swiftly respond to emergencies, mitigate risks, and minimize downtime. The primary objective is to resume critical functions and services, thereby reducing financial losses and minimizing the impact on the community.

During an emergency, the Facilities department plays a vital role. They are responsible for identifying the essential maintenance functions that must be prioritized to ensure the continuous operation of city facilities. This includes determining the critical equipment, systems, developing backup plans and alternative resources to quickly restore services. Facilities should have a well-prepared plan to address the specific responsibilities they have in an emergency and be ready to carry out this plan through training and educating the Facilities staff.

An overall Business Continuity Plan for all City operations is essential for safeguarding the services provided. It ensures operational resilience and minimizes the impact of disruptive events. The plan provides a structured framework that empowers staff at all levels to effectively implement and respond to the needs of the community.

Current Observations

At present, a viable Business Continuity Plan has not been developed for City operations. Although the Facilities department possesses information regarding past emergencies, vendor contacts and back-up service strategies, this data has not been formally documented or reviewed by City leadership.





Recommendations

To ensure continuous operations of city-owned facilities, the Facilities Team should develop a plan to include these key factors:

KEY FACTOR	DESCRIPTION
Risk Assessment	Identify potential risks and threats that can impact maintenance operations. This may include power outages, severe weather or seismic events, supply chain disruptions, or staff and/or vendor unavailability.
Emergency Response Team	Define roles and responsibilities for each team member during the event and ensure there is a clear chain of command.
Communication Plan	Develop a complete contact list for staff, vendors, suppliers, leadership and relevant stakeholders. Use multiple communications channels such as phone, email, and text messaging to make contact.
Critical Functions	Identify and prioritize critical maintenance functions to ensure continuous operation of facilities. Develop back-up plans for alternative resources.
Alternative Facilities	Identify backup facilities or locations where maintenance operations can relocate to if the primary location is inaccessible.
Equipment and Supplies	Maintain an inventory of essential equipment, tools, supplies and PPE. Establish agreements with local suppliers to ensure a steady supply chain.
Training	Conduct annual training sessions with Facilities staff on emergency response, evacuation plans, equipment shutdown protocols, and other relevant safety measures.
Communication and Customer Service	Team Communication and Customer Interaction.



Work Planning and Control

Best Practice – Develop a work plan to optimize maintenance efforts, minimize downtime, reduce cost and ensure safe operations using a robust data management tool.

Work Planning is the process of organizing and scheduling tasks and activities to ensure that maintenance is carried out efficiently and effectively. It involves creating a comprehensive plan that outlines the maintenance tasks, priorities, resources needed and the timeline for completing work. Also, developing an annual report to summarize the work completed and to share future planning goals with city leaders is important for achieving future work planning goals.

Work Planning Control can be achieved by using a Computerized Maintenance Management System (CMMS) or work order system to efficiently track and manage all work request, scheduling and performing preventative maintenance tasks, reporting and analytics for work performed, and resource allocation for each work order. This tool should have the capability to be used in the field so that Facilities staff can be advised of requests and respond in a timely manner. A CMMS systems is also a front facing tool for customers and stakeholders to use to initiate work requests.

Current Observation

Currently, work orders are being submitted to the Facilities Manager via email. This method unfortunately has no scheduling or tracking capabilities and work is managed manually. However, the city is implementing a work order system using Tyler Technologies Enterprise Asset Management Software. MAAS Companies, Inc. has not been asked to be a consultant on this system development or implementation.

Recommendations

The first step for developing a strategic working plan for Facilities Services is the development of the Facilities Master Plan. The reports and best practice recommendations contained in the Facilities Master Plan help identify the work that needs to be performed and the frequency which it should be performed. Creating monthly work planning documents will focus the Facilities team and provide a plan to better meet their goals.

A Work Plan should include the following elements:





Phase I

Phase I of the Cathedral City Facilities Master Plan concentrated on collecting data to evaluate the state of buildings owned by the city. This resulted in the creation of a Ten-year Budget Forecast for Capital Renewal Projects, identification of Deferred Maintenance issues and the establishment of a Preventative Maintenance Program.

The main lesson learned from Phase I is the importance of consistently maintaining the assessment data using the Paragon software. By doing so, a comprehensive overview of all Facilities' requirements can be accessed for future reference. This tool proves to be highly valuable and can be easily managed by city staff, minimizing the need for future investments in Facilities Condition Assessments and cost estimates.

Furthermore, the existing Facilities practices underwent a thorough examination, and recommendations were provided to align the department more effectively with industry best practices and standards. Implementing these recommendations will contribute to the development of a more robust department.

Phase II

The next phase of the Facilities Master Plan will prioritize the establishment and management of policies and procedures by the Facilities Department. This phase will encompass various aspects such as:

- Facilities Space Modification Requests
- Facilities Policy on Performing Work
- Facilities Services Role and Responsibilities
- Project Management Guidelines
- Maintenance Vendor Agreements

The development of these policies and procedures aims to effectively control costs and align stakeholder expectations, particularly when it comes to requests for additional services or work performed by external parties not directly affiliated with the Facilities Department.





ACKNOWLEDGMENTS

We would like to express our sincere appreciation to all the individuals and organizations who have contributed to the development of the Cathedral City Facilities Master Plan, Phase I. This comprehensive plan serves as a guiding document for the effective management and maintenance of the city-owned facilities, ensuring their optimal functionality and longevity.



Cathedral City

Cathedral City

- Mayor and City Council for Cathedral City
- Charlie McClendon, City Manager
- Tami Scott, Administrative Service Director (Retired)
- Kevin Biersack, Financial Services Director
- Horst Schnur, Facilities Manager (Retired)
- Edward Moore, Facilities Manager
- Rudy Ayala, Assistant Facilities Maintenance Supervisor
- Roberto Ambriz, Facilities Maintenance Worker II
- London Pyle, Accountant II



MAAS Companies, Inc.

- Mac McGinnis, Vice President
- Susan Marshburn, Project Specialist
- Bo Ralston, Vice President of Operations



Terracon Consultants, Inc.

- Doug Baum, National Director of Facility Asset Management
- William Faesenmeier, Senior Facilities Consultant
- Chloe Javaheri, Senior Staff Engineer
- Kim Luu, Group Manager, Facilities Services



Facility Condition Assessment

Prepared For: MAAS Companies

Project No. 9923P084

July 12, 2023

Terracon Consultants Inc.
10625 W I-70 Frontage Rd N, Ste 3
Wheat Ridge, Colorado 80033



Preventative Maintenance Report

Prepared For: MAAS Companies

Project No. 9923P084

July 12, 2023

Terracon Consultants Inc.
10625 W I-70 Frontage Rd N, Ste 3
Wheat Ridge, Colorado 80033

