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**DEVAL L. PATRICK**  
GOVERNOR

**TIMOTHY P. MURRAY**  
LIEUTENANT GOVERNOR

**By His Excellency  
DEVAL L. PATRICK  
GOVERNOR**

**TIMOTHY P. MURRAY  
LIEUTENANT GOVERNOR**

**EXECUTIVE ORDER NO. 543**

**IMPLEMENTING INTEGRATED FACILITIES MANAGEMENT IN  
THE COMMONWEALTH**

Whereas, state government must strive to provide services to the public as efficiently and effectively as possible;

Whereas, the Commonwealth's overall facilities portfolio consists of 80 million gross square feet of space in over 6,300 structures, 276 campuses containing multiple facilities, and located on over 13,000 real estate parcels under the control of multiple state government agencies;

Whereas, Commonwealth agencies spend at least \$500-600 million dollars on an annual basis for facilities maintenance (FM) operations, and this total does not include expenses for leasing property on behalf of the Commonwealth;

Whereas, historically, the management and maintenance of the 6,300 state-owned facilities has been agency and location driven, resulting in organizational and operational silos with limited standardization and sharing of resources;

Whereas, agencies maintain separate FM budgets and lack common accounting structures and processes, resulting in limited deferred maintenance investment and missed opportunities for savings;

Whereas, insufficient maintenance investment leads to asset deterioration, emergency capital spending and higher occupancy costs;

Whereas, FM by separate agencies also fails to realize opportunities for strategic space utilization in state facilities;

Whereas, the operation of state facilities in a manner that meets the highest standards of safety, security, and accessibility to the users, residents, employees and the general public is a critical state commitment;

Whereas, state government must use best practices from the public and private sectors to achieve every possible efficiency in the management and maintenance of facilities that are owned by the state for the benefit of the people of the Commonwealth;

Whereas, the Commissioner of the Division of Capital Asset Management and Maintenance (“DCAM”) within the Executive Office for Administration and Finance (“ANF”) has convened the Commonwealth Facilities Advisory Council (the “Council”), composed of a broad array of stakeholders, to outline the best approach for integration of the Commonwealth’s facilities management and maintenance services;

Whereas, chapter 7, section 39B of the Massachusetts General Laws directs DCAM to manage the Commonwealth’s real estate assets; and chapter 8 provides authority to the Bureau of State Office Buildings (“BSB”) to manage certain other buildings, including the State House;

Whereas, integrated facilities management through a shared services approach creates the opportunity to reform facility management practices, enhance maintenance standards, use available space more strategically, modernize the workforce, improve the environment for employees, achieve cost-effectiveness, and



realize greater customer satisfaction for client agencies and the general public;

NOW, THEREFORE, I, Deval L. Patrick, Governor of the Commonwealth of Massachusetts, by virtue of the authority vested in me by the Constitution, Part 2, c. 2, § 1, Art. 1, order as follows:

Section 1: This Executive Order shall apply to all state agencies in the Executive Department as well as agencies whose real property is managed or controlled by an Executive Department agency. As used in this Order, "state agencies" shall include all executive offices, boards, commissions, departments, divisions, councils, bureaus, offices, and other agencies now existing and hereafter established.

The Secretary of ANF ("Secretary") and the Commissioner of DCAM ("Commissioner") shall initiate discussions with all Secretariats and non-Executive Branch agencies to accomplish integrated facilities management ("IFM"). All state agencies shall cooperate fully with the Secretary's and Commissioner's requests in order to carry out this executive order.

Section 2: The Commissioner shall develop and implement an Integrated Facilities Management Blueprint ("IFM Blueprint"), a guide for the transition of facilities management across the Commonwealth to a shared services model with primary responsibility assumed by DCAM.

The Commissioner shall submit the final IFM Blueprint to the Secretary and the Governor no later than October 26, 2012; the Commissioner shall issue a preliminary report on June 30, 2012, and shall complete a progress evaluation report on IFM implementation no later than June 30, 2013.

Section 3: The IFM Blueprint shall define the shared services facility management model and in addition shall:

a) Summarize the results of efforts already undertaken including status of reorganizing duties as between DCAM and BSB;

b) Guide the continuation of active facility management integration already underway and prescribe additional facilities in FY2013 and FY2014;

c) Articulate the steps to improve facility management across the Commonwealth under a shared services model, including the following actions:

#### Efficiency

- Reduction of total life-cycle costs of Commonwealth facilities;
- Modifications to uniform budget and accounting practices;
- Centralized approach to finance, including chargeback methods and models;
- Reduction of emergency capital repairs; and
- Development of finance standards to enable decision support capabilities and informed decision making.

#### Effectiveness

- Modification of legislation required to enable IFM blueprint;
- Reorganization of DCAM's Office of Facilities Maintenance and Management to assume primary responsibility for IFM;
- Establishment of the appropriate regional districts for statewide service delivery;
- Development and enforcement of maintenance standards;
- Improved mechanisms for strategic space utilization;
- Required use of the Capital Asset Management Information System ("CAMIS");
- Creation of a current state baseline to assess program impact and value;
- Investment in technology aligned to enable IFM strategy;
- Data driven system of Performance Measures with identified IFM metrics; and
- Compliance with ANF's Administrative Bulletin #19 for the purpose of ensuring that the IFM Blueprint incorporates and defines strategies to bring state facilities into compliance with the Americans with Disabilities Act (42 U.S.C. §§ 12131-12134), as amended, and Executive Order 526.



## Engagement

- Creation of career development opportunities to better train and prepare FM staff for 21<sup>st</sup> Century FM capabilities;
- Creation of Career ladder for FM staff; and
- Development of a customer-focused culture resulting in high standards and service delivery.

## Environment

- Reduction of the carbon footprint of state government through energy improvements.

d) In the development of the IFM Blueprint, actions that can be administratively taken to foster maintenance improvements or that have been identified as a “best practice” shall be immediately implemented whenever possible.

Section 4: In recognition of its ongoing efforts, the Commonwealth Facilities Advisory Council (“CFAC”) is formally established and recognized. The Commissioner shall convene and chair the CFAC. The CFAC shall consist of members selected by the following Secretaries: Administration and Finance, Education, Public Safety and Security, Health and Human Services, Labor and Workforce Development, and Energy and Environmental Affairs; staff from DCAM selected by the Commissioner; staff representation from selected non-Executive agencies with a facilities portfolio; representatives from labor unions whose members are employed as maintenance and management staff at state facilities; and representatives from the academic community and the private sector with expertise in facilities management and maintenance.

The Chair, or her designee, shall convene and preside at meetings of the CFAC, determine the agenda of the CFAC, direct its work and, as appropriate to particular subject matters, establish and direct subgroups of the CFAC, which shall consist exclusively of the CFAC’s members.

A member of the CFAC may designate any person who is part of the member’s agency or Secretariat, and who is a full-time public employee to perform functions of the CFAC or its subgroups on the member’s behalf.

Section 5: The CFAC shall provide the Commissioner with advice and consultation on the development and implementation of the IFM Blueprint. The CFAC shall meet as often as necessary to carry out this Executive Order.

Section 6: All state agencies under the Governor's jurisdiction shall cooperate with, and provide assistance and support to, the Commissioner and the CFAC in the course of this effort. All state agencies with care and control of facilities shall maintain a comprehensive and updated record of their facilities through CAMIS, as well as a current list of all agencies utilizing their facilities including space plan, occupancy costs and an executed agreement spelling out all conditions of occupancy.



Given at the Executive Chamber in Boston this 24<sup>th</sup> day of July in the year of our Lord two thousand and twelve, and of the Independence of the United States of America two hundred and thirty-six.

A handwritten signature in black ink, appearing to read "Deval Patrick", written over a horizontal line.

Deval L. Patrick  
GOVERNOR  
Commonwealth of Massachusetts

A handwritten signature in black ink, appearing to read "William Francis Galvin", written over a horizontal line.

WILLIAM FRANCIS GALVIN  
Secretary of the Commonwealth

**GOD SAVE THE COMMONWEALTH OF MASSACHUSETTS**