

Resolution:

Facilities Department Report to Clarify  
Responsibilities, Track Progress of the  
Dept. of Facilities & Maintenance

Arlington Needs to Maintain Existing Investments in Facilities  
because

## TOWN INVESTS MILLIONS IN BUILDING ASSETS

BUILDING VALUE		ASSESSED VALUE Land and Buildings	
\$	135,167,400	\$	414,377,400

**Current (2019) Assessed Value of ALL Town Buildings:  
One hundred thirty five MILLION dollars**

Sample Building Values:  
What Would be the Replacement Cost?

**Replacement cost might be 5-10 times the “Assessed Value”!**

# GOAL: DEFER REPLACEMENT COSTS

Current “Building Value” of ALL Town owned properties: **\$135MM**

Proposed Value of New High School: \$200MM+ (5X assessed value of current high school)

Assessed Value of Current High School: \$40MM

Objectives:

1. Save the Town and taxpayers money by keeping our building investments in good condition.
2. Help the environment by introducing sustainable features in current buildings and by extending the life of current buildings through planned maintenance.

**PROPERLY TRACK, MAINTAIN OUR BUILDINGS’ HEALTH**

**Avoid unnecessary repair, emergency replacement and premature replacement costs.**

# Select Board Resolution, 2015

## Arlington Facilities Department

Maintenance planning requires the management and preservation of capital assets through long term, mid-term and short term processes. Currently Arlington is relatively strong with long term capital planning and is at an acceptable level regarding short term work order processing, but needs improvement on the mid-term annual maintenance planning and reporting.

- **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.
- **Mid Term:** Understand the value of Town owned assets, predicting their life cycles and repair requirements, setting standards for levels of maintenance that provide measurable 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. This is currently in need of significant improvement in Arlington.
- **Short Term:** Schedule repairs and maintenance through work orders and in response to unanticipated service requests and emergencies.

**Long Term:** The Facilities Department with its cross-departmental perspective and its attention to asset conditions and Town standards will identify to department heads, the capital needs in each department. This will increase the reliability of the long term capital budget requests submitted to the Capital Planning Committee.

**Mid Term:** The Facilities Department will develop tools to measure and assess the impact of maintenance activities on the Town's building assets. (Examples of these tools can include a Facility Conditions Index and a Maintenance Management Expenditure.) Over time, this will lead to an ability to track building conditions and maintenance schedules for all buildings. This in turn, will enhance the life expectancy of assets and raise the general level of facility conditions.

**Short Term:** The Facilities Department will submit reports on patterns of problems including trends in emergency maintenance calls and actual costs of emergency repairs. Through the use of newly acquired work order software, the department will be able to revise staff time allocation and priorities and reduce the cost and frequency of unanticipated repairs.

## SUMMARY:

The creation of a Facilities Department will assist in extending the asset life of existing facilities, add value to facilities by enhancing their condition, add additional reliability to capital budget requests, separate operating and maintenance budgets and improve the operational efficiencies for the current level of maintenance expenses. Once the Facilities Department is up and running and reports are consistently created, the Town should achieve financial savings through efficiencies and through the extended life of its building assets.

# Select Board Resolution, 2015 (cont.)

## **Arlington Facilities Department** (continued)

### **FACILITIES DEPARTMENT RESPONSIBILITIES**

#### ➤ **Set and Maintain Standards for all Town/School Buildings and Assets**

1. 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, lifecycle of asset class, cost to maintain asset, etc.
2. Ensure the maintenance is done in a timely and cost-effective manner as necessary to insure the long-term health of the assets.
3. Work with Town acquired SchoolDude or equivalent software to complete database, capturing relevant Town & School facility information.
4. Develop tools for measuring and reporting the progress of the Town's investment in maintenance.
5. Provide measurable results for maintenance levels in all facilities.

#### ➤ **Ongoing Procedures**

1. Annually utilize maintenance records to identify assets needing capital investment, replacement, improvement, adjustments in the routine maintenance or new levels of maintenance for all properties.
2. Ensure baseline data is collected and added to the software database for all properties.
3. Report annually on costs by facility (school, library, etc. and by systems type (roof, HVAC, etc.)
4. Submit annual maintenance plan and budget including all buildings and assets to Town Manager. Submit annual report on patterns of problems including trends in emergency maintenance calls, actual costs of maintenance, opportunities for preserving current assets and for improving asset maintenance.

# Article Language

## **ARTICLE 80**

Proposed Title:

**Facilities Department Responsibilities Report**

Subject Matter: Clarifying and tracking the responsibilities of the Dept. of Facilities & Maintenance

The purpose of this article is to see if the town will vote to allow a quarterly report of achievements based on the original departmental plan to be provided to the Select Board.

The Facilities Department, a new department, authorized by the Select Board to maintain, protect and preserve the millions of dollars of asset value the Town has invested in its public buildings, was created in 2015 and has been operating since 2016. During that time, the Department has been headed by two different full-time directors and one interim director. That is an unfortunately low tenure average of less than 2 years each.

The Department could benefit from an advisory committee including those citizens and town officials who originally researched the need for said Department, created the mission, goals and operational guidelines that led the Select Board to accept the Department, as well as other facilities experts in Arlington.

This warrant would require the Department to provide a quarterly report to the Select Board documenting the activities and progress accomplished in conjunction with the original guidelines authorized by the Select Board.

Submitted by

Barbara Thornton

Precinct 16 TMM

223 Park Ave.

[bthornton@assetstewardship.com](mailto:bthornton@assetstewardship.com)

617-699-2213

2/16/21

# Article Notes:

The Facilities Department, a new department, authorized by the Select Board to maintain, protect and preserve the millions of dollars of asset value the Town has invested in its public buildings, was created in 2015. The Department, recommended by the Select Board and approved by the Town Meeting in 2015, has been operating since 2016. During that time, about 3.5 years, the Department has been headed by two different full-time directors and one interim director. A revisitation to the original purpose and procedures will help ensure that this new department fulfills the expectations of Town elected officials when it was first established.

The Department might also benefit from an advisory committee including those citizens and town officials who originally researched the need for said Department, created the mission, goals and operational guidelines that led the Select Board to accept the Department.

This warrant would resolve that the Department, through the acting or permanent department head, provide a quarterly report to the Select Board documenting the activities and progress accomplished in conjunction with the original guidelines authorized by the Select Board.

**The work of this department is an important component of the Town's commitment to environmental sustainability goals.**