Enhanced Facilities Stewardship

Priority 3	Improving Infrastructure, Operations, and Sustainability	Short Initiative:	All students attend schools that are managed proactively, continuously, and effectively so that maintenance and care ensure a safe, healthy, and comfortable student experience.

Overarching Goal

| What is the outcome that this initiative seeks to achieve in five years? | As a result of this initiative, APS will have systematic approaches to proactively manage, address, and communicate about all maintenance and building issues. In APS, an asset management system will be used to proactively communicate school building project priorities between facilities team and building-based operations team.

100% of facilities department staff will report having access to (and/or a clear timeframe and plan for accessing) the resources needed to ensure appropriate, forward-thinking maintenance of all school buildings and grounds. We will ensure that the facilities department is adequately staffed.

Additionally, no fossil fuels will be powering systems in buildings by 2050 (per Town Net Zero Action Plan); all buildings will meet the highest standards of efficiency/health and are resilient to projected impacts of climate change.

In short, this initiative seeks to identify maintenance that can be done quickly and to implement a systematic approach for ongoing maintenance and care that also supports community-wide sustainability goals. |
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Responsible Department	Assistant Superintendent of Finance and Operations

Summary

A summary of what we are trying to accomplish and why

Scope
This initiative will ensure proactive maintenance of facilities and infrastructure and, where appropriate, assess options for renovation, redesign and/or reconfiguration of schools. The goal of this initiative is to enhance the student experience and ensure superior facility and infrastructure functioning to directly support student and staff comfort, safety, and health; as well as the long-term livability of students' broader environments.

The primary focus is to systematically approach both maintenance and mitigation, taking existing practices and communication of operations and building staff and organizing them better. By doing so, we will be able to ensure timely action on priority issues as well as clear communication and prioritization of projects so that all stakeholders involved are informed and confident with the process.

Note: This initiative acknowledges the importance of maintaining Arlington's physical facilities and infrastructure in order to achieve community goals like student happiness, success, and safety; as well as energy efficiency and climate mitigation/adaptation, which also affect students' long-term wellbeing. It also acknowledges a key priority for the District: to address the physical plant of the Ottoson Middle School. The community will need to decide the scope of this project (options range from capital upgrades to full renovation, and whether to revisit the middle school experience and its impact on the project). Finally, this initiative must account for the Town's goals to significantly reduce energy use and achieve net zero greenhouse gas emissions by 2050.

Approach
A needs assessment will be completed with specific objective evaluation criteria to determine and prioritize building needs. Building systems to be examined will include: general maintenance needs, internet, custodial needs, emissions, bathrooms and facilities, cafeterias, learning spaces, etc. This process should identify both easy or high priority short-term fixes as well as a longer prioritized list of projects needed to be paced out over time. It will also establish an ongoing maintenance process to be used indefinitely to address systematically any issues that arise.

Major Milestones

These are the highest priority, most meaningful deliverables and actions that we must achieve to successfully arrive at the desired outcome, from our current state.

Financial Impact provides amounts for the community to use as estimates in understanding the cost of undertaking these crucial initiatives. Figures represent the estimated amount that this work would cost in a given year. Annual budgets will implement this plan, which will at times lead to other services being changed and eliminated as we develop aligned budgets that account for the initiatives in this plan.

Major Milestones	Year 1: 2023-24	Year 2: 2024-25	Year 3: 2025-26	Year 4: 2026-27	Year 5: 2027-28
Set baseline standards based on stakeholder feedback for building performance	**Establish Process** Set baseline standards based on stakeholder feedback for building performance, survey stakeholders about their experiences with facilities	**Implement Process** Define communication norms for building occupants and custodial and maintenance staff	**Maintain Buildings**	**Reassess** Re-evaluate baseline standards for building performance and communication norms in conversation with Facilities Department and faculty	Continue ongoing maintenance system
Financial Impact	NA	$10,000	$10,000	$10,000	$10,000
To Fund	NA	Training for custodial and maintenance staff, improvements to communications systems. Additional costs could include staffing expansions depending on findings from feedback and assessments in Year 1.			

Improve use of asset management	Review use of asset management and maintenance system & establish	Leverage feedback from conversations with facilities staff and occupants to	Continue ongoing maintenance system		

and maintenance system with consistent processes	consistent process Conduct training for all users of asset management system to increase use and facilitate communication between school and facilities staff Add facilities maintenance line item in the budget with explicit allocation	improve asset management system		
Financial Impact	$1000	TBD	TBD	TBD	TBD
To Fund	Training for facilities staff. An APS Asset Management system is already in place, and requires human resources and time to implement effectively.			

Use system data to assess preventative maintenance needs and establish phased improvement plan for all buildings	Use system data to assess preventative maintenance needs and establish improvement plan for all buildings, both for capital projects and planned internal projects	Introduce phased capital requests in accordance with prioritized projects from maintenance and renovation plan Share comprehensive maintenance plan with the community	Continue prioritizing building projects based on preventative maintenance and renovation plan	Continue ongoing maintenance system

	Establish stakeholder surveys and baselines for improving building operations				
Financial Impact	TBD	TBD	TBD	TBD	TBD
To Fund	Capital budget requests and smaller district-funded projects				

Key Metrics

These are metrics that can serve as strong indicators of performance and are directly representative of successful execution of the initiative.

Outcome metrics are the indicators that will be tracked whereas targets are the specific benchmarks to be achieved by specific deadlines.

Major Milestones	Year 1: 2023-24	Year 2: 2024-25	Year 3: 2025-26	Year 4: 2026-27	Year 5: 2027-28
Outcome Metric	All school administrators report experiencing clear communication around how and why particular repairs get prioritized, based on annual surveys. Staff, students, and families are also asked focused questions about the quality of facilities, with areas of focus identified and addressed at an accelerated rate.				
Annual Benchmark	Establish baseline and desired areas of improvement	Improve in focal areas by 5% annually Improve in all areas by 3% annually			