

The New Way FCA: More Than Just a Project List



Meet the Speakers



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*Executive Director,
Operations and Maintenance*

University of Maryland



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*Assistant Vice President
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Rice University



Erica Barbuto

Account Manager

Sightlines, a Gordian company



Higher Education Challenges and Trends



Sightlines: The Largest Verified Facilities Database

Robust membership includes colleges, universities, consortiums and state systems



\$13.2B

In capital and
operational budgets
currently being tracked



1.5B

Gross Square Feet
(GSF)
of campus space



52,200

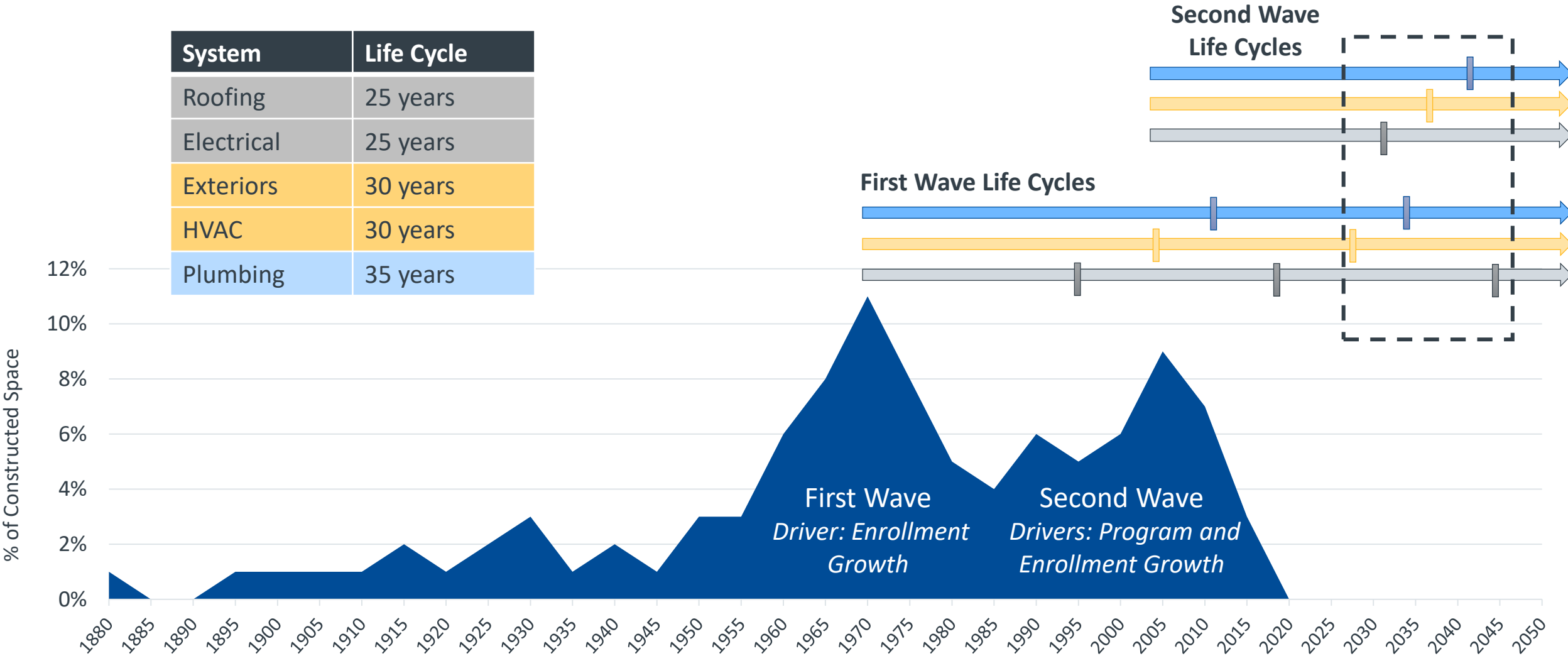
Campus facilities
across North America



Higher Education Waves of Construction

Drivers of construction booms provide insight into future

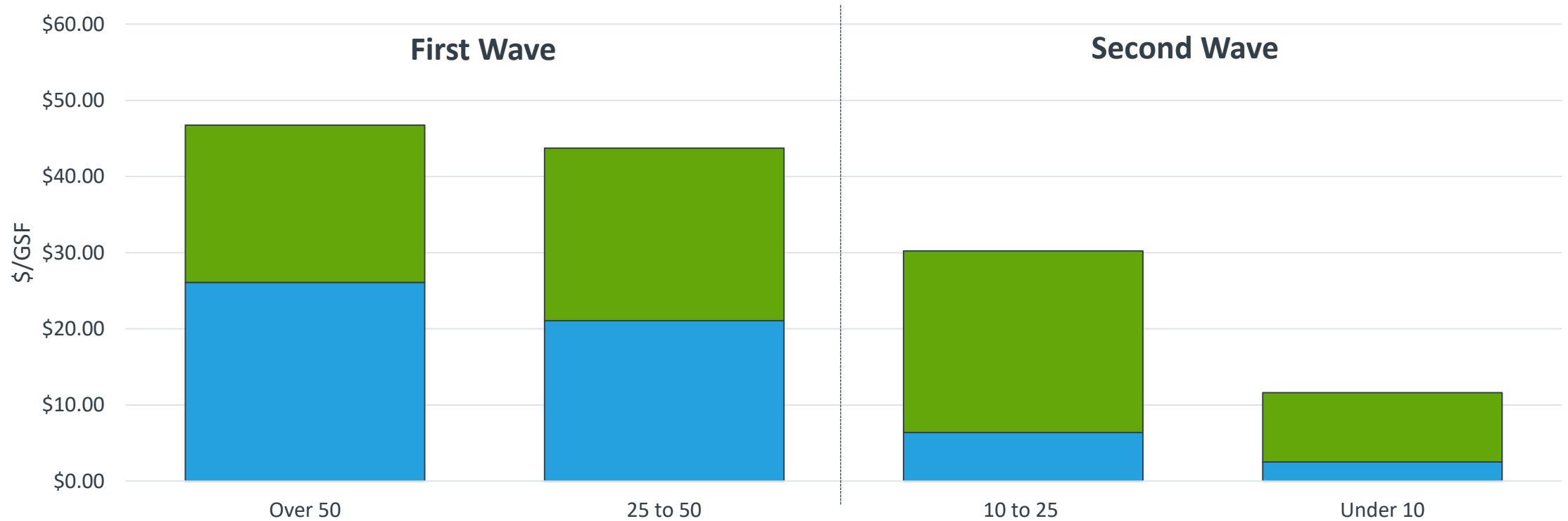
System	Life Cycle
Roofing	25 years
Electrical	25 years
Exteriors	30 years
HVAC	30 years
Plumbing	35 years



Competing Demands: First Wave Need vs. Second Wave Risk

Renewal needs in facilities aged 10-25 represent hidden risk for accelerated deferral

Capital needs (\$/GSF) next 10 Years (2018 – 2027)



Current needs: Facility needs that are already past due

Renewal needs: Facility needs that will come due over the next 10 years

*Excludes Modernization and Infrastructure



The New Way FCA

How to structure an FCA to create buy-in and get the resources you need...



...so you can have control over your deferred maintenance backlog.



About University of Maryland

Focused on creating an actionable project list for over \$1B of deferred maintenance needs

+40,000

Undergraduates/Graduates

14M

GSF

90+

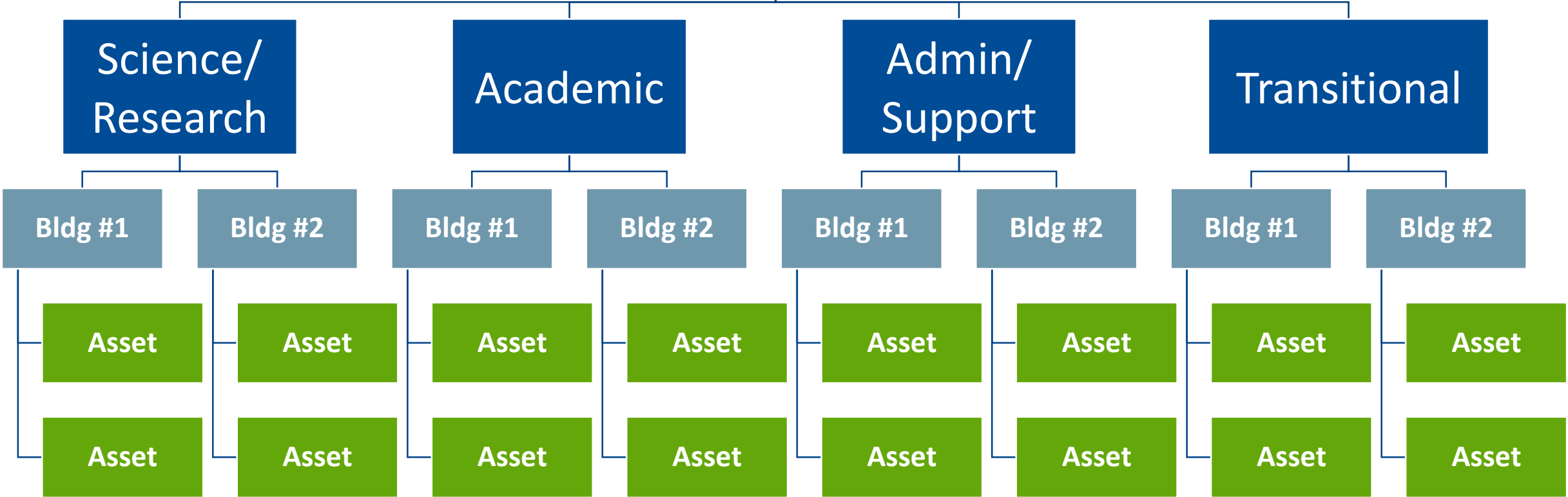
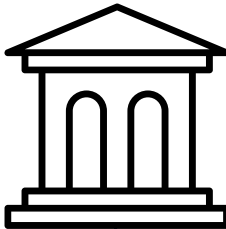
Buildings Assessed in FCA



- Founded in 1856
- Campus located in College Park, MD on 840 acres
- Public research university and the flagship campus of the state



Create an Executable Plan From Your Condition Assessment



Develop Case Studies to Influence Project Selection



Knowledge

Develop
Criteria

Analyze and
Plan

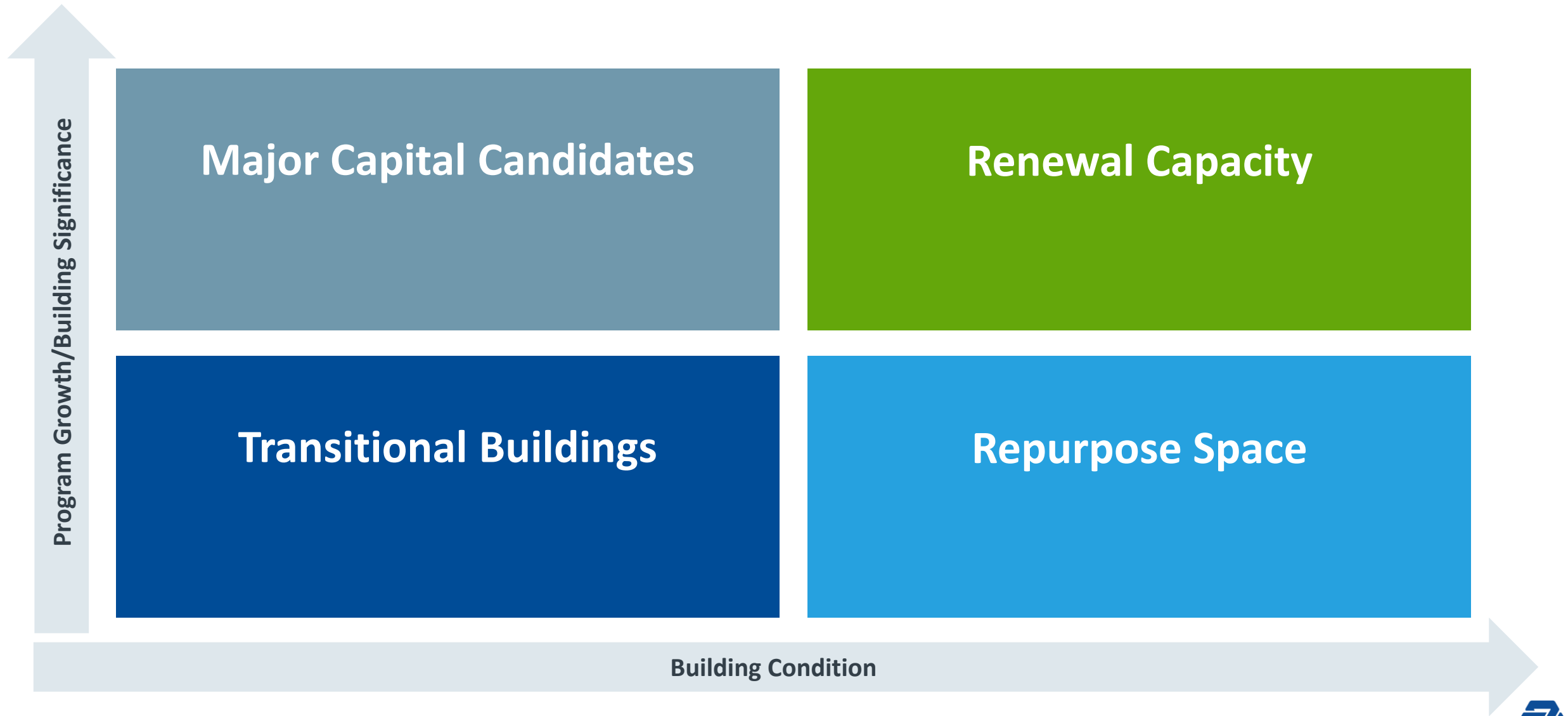
Establish
Budgetary
Costs

Communicate
to
Stakeholders

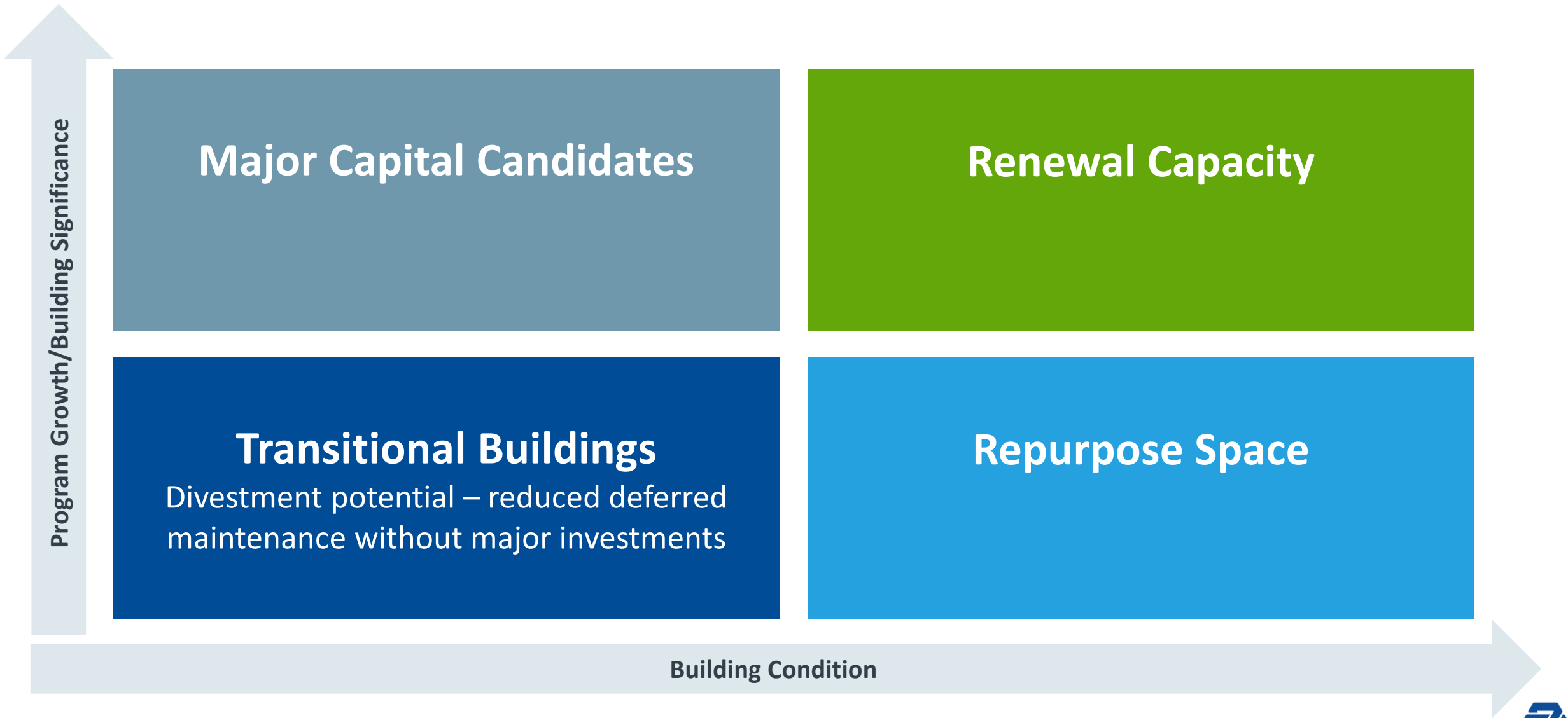
Execute on
Plans



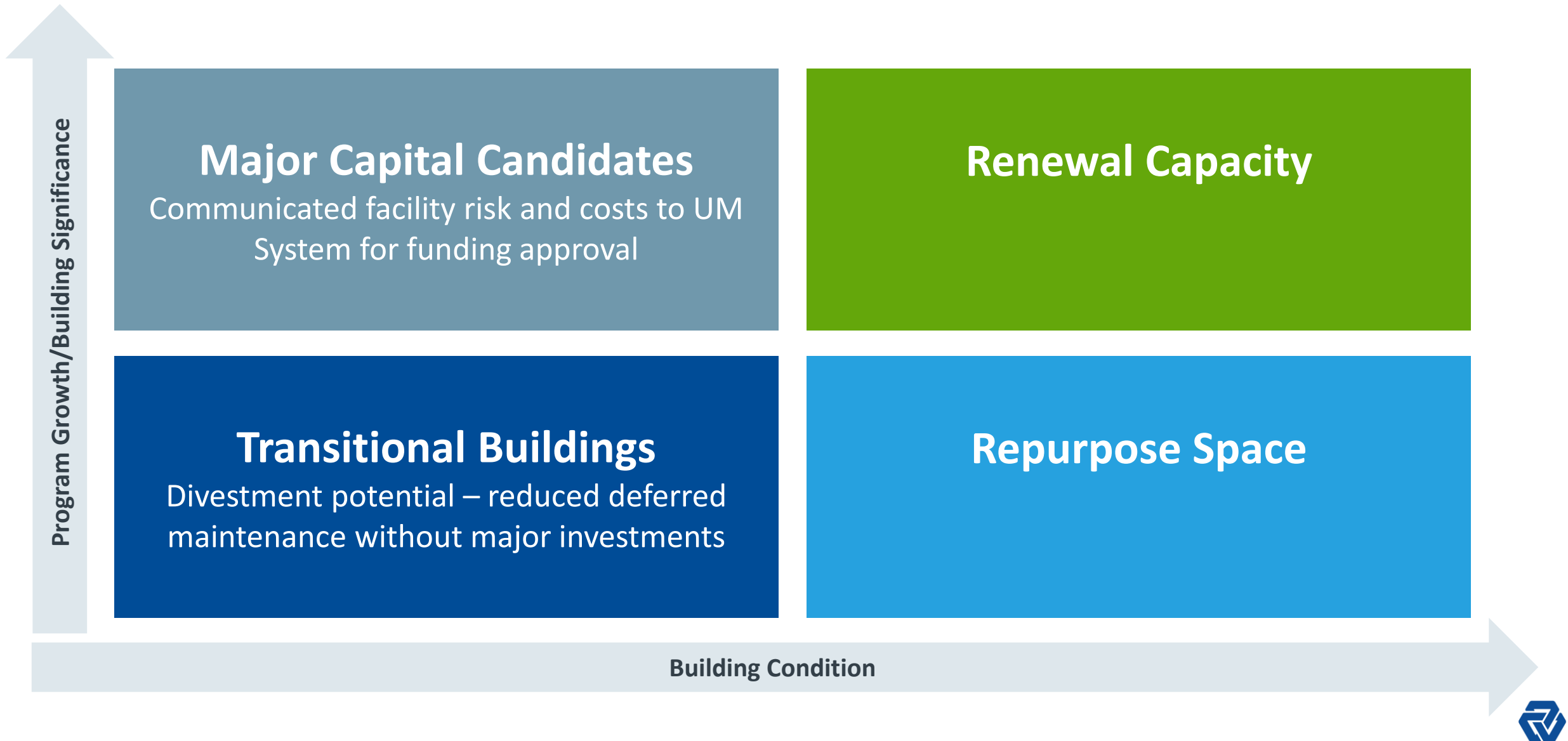
Identifying and Communicating Investment Priorities



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Program Growth/Building Significance

Major Capital Candidates

Communicated facility risk and costs to UM System for funding approval

Renewal Capacity

Worked with the CFO to balance investments for facility renewal needs and programmatic updates

Transitional Buildings

Divestment potential – reduced deferred maintenance without major investments

Repurpose Space

Building Condition



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Repurpose Space

With academic leadership, determine a plan to align programmatic requirements with infrastructure upgrades

Building Condition



About Rice University

Created a flexible strategic plan that accounts for increasing capital demand as campus ages

+6,900

Undergraduates/Graduates

6M

GSF

90+

Facilities



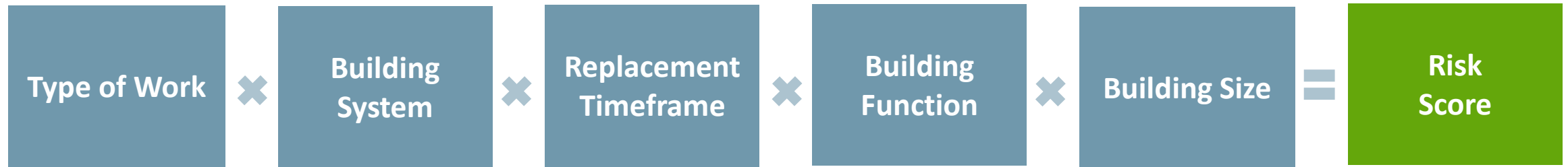
- Founded in 1912
- Located in Houston, TX on 300 acres
- Premier research institution that has grown substantially in both program offerings and campus footprint

Campus Facility Condition Index (FCI): 4.8%

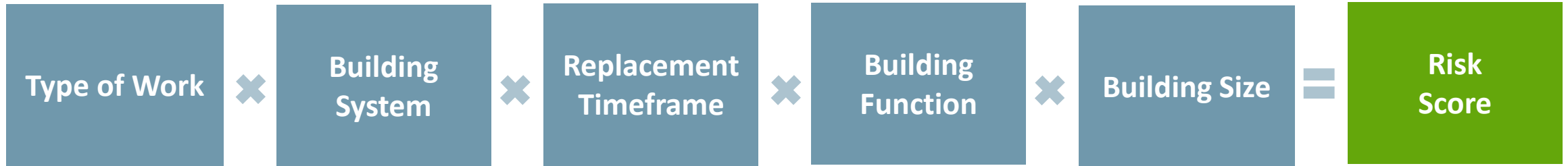
A young campus masks risk, but critical/high risk components may exist within facilities and require setting aside funds to address needs.



Develop a Methodology to Track and Communicate Risk



Develop a Methodology to Track and Communicate Risk



Project Scoring of Fan Coil Units:

Building	Type of Work	System	Timeframe	Function	Building Size	Risk Score/10
MD Anderson 13% FCI	2 (Replace)	5 (HVAC)	4 (Backlog)	5 (Sci. Research)	5 (Over 100K GSF)	100
Rayzor Hall 1% FCI	2 (Replace)	5 (HVAC)	1 (8-10 years)	3 (Academic)	3 (25-50K GSF)	9



Build a Framework for Strategic Planning

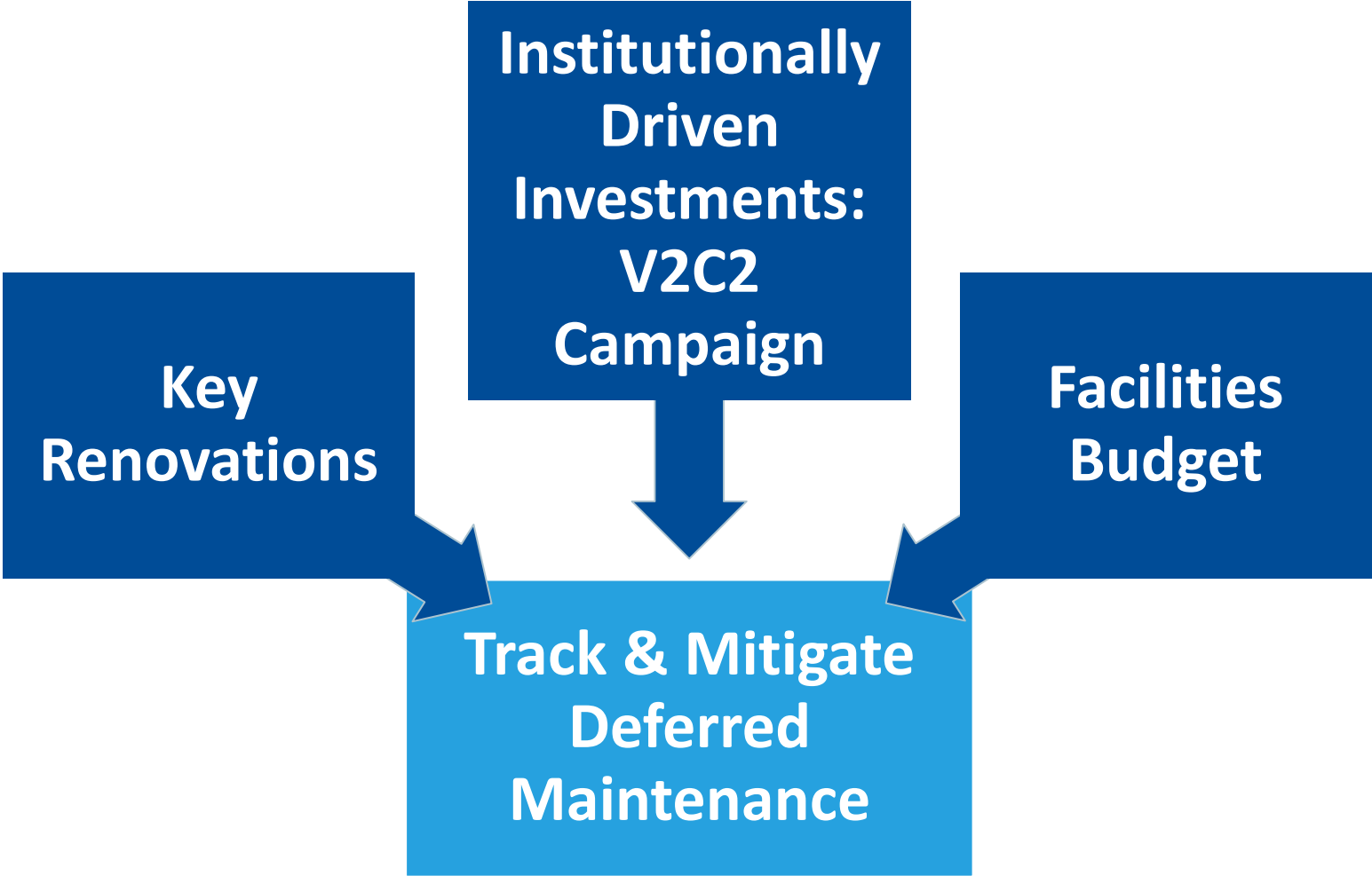
Leverage data to communicate needs, and establish an agreed-upon investment plan with leadership

Funding Allocation				
Bldg. Tier	Combined FCI/Risk Score	DM Issues	Program Significance	Funding Approach
1	> 30	High	High	Address within 5 years
2	29.9 </> 16.3	Medium	Medium	Address 6-10 years or sooner
3	< 16.3	Low	Low	None at this time unless special request



Align Funding Streams to Maximize Investments

Set investment goals per funding source to drive decisions

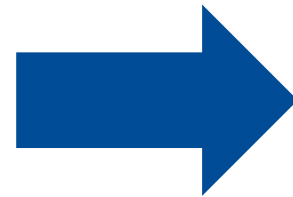


Align Funding Streams to Maximize Investments

Set investment goals per funding source to drive decisions

Paradigm Shift of Leadership:

**Build New
Because Old Is
Obsolete**



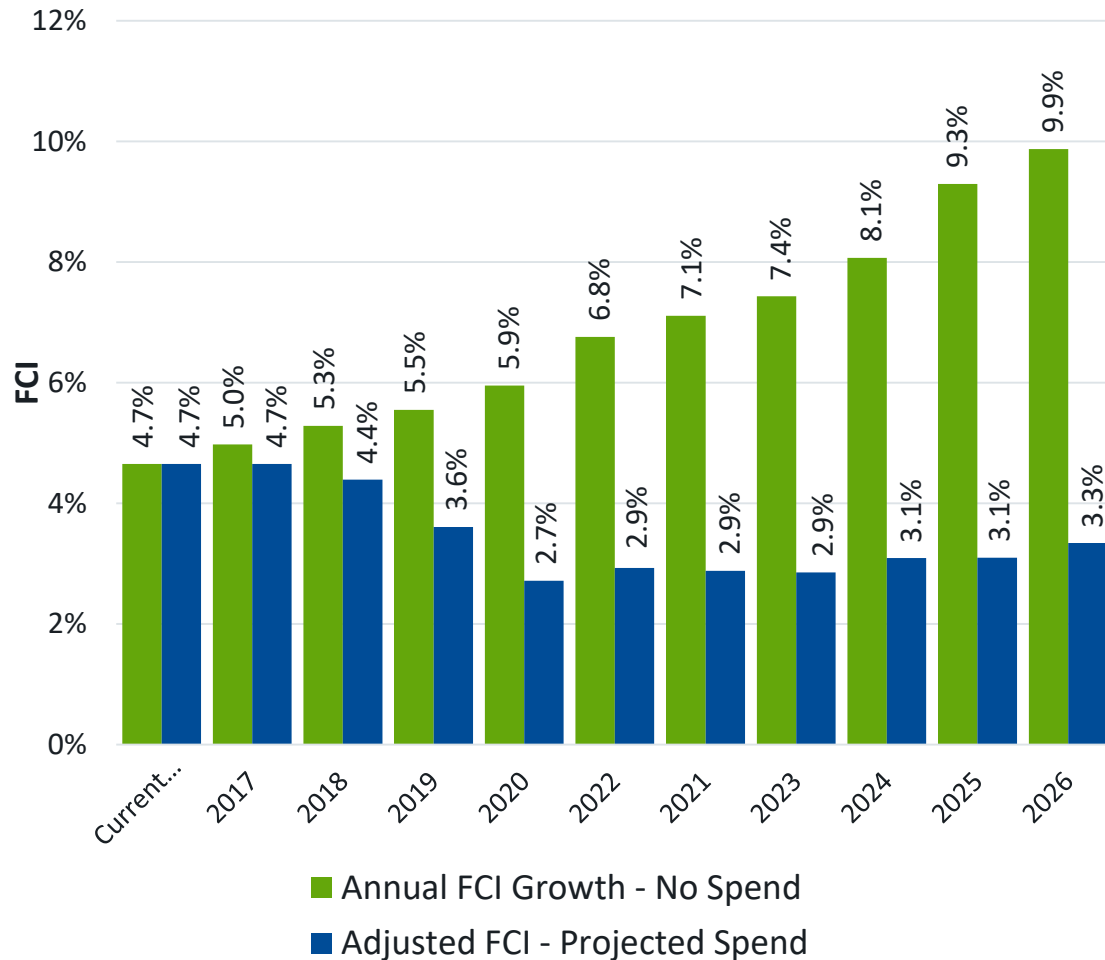
**Renovate &
Protect Assets
for Competitive
Advantage**



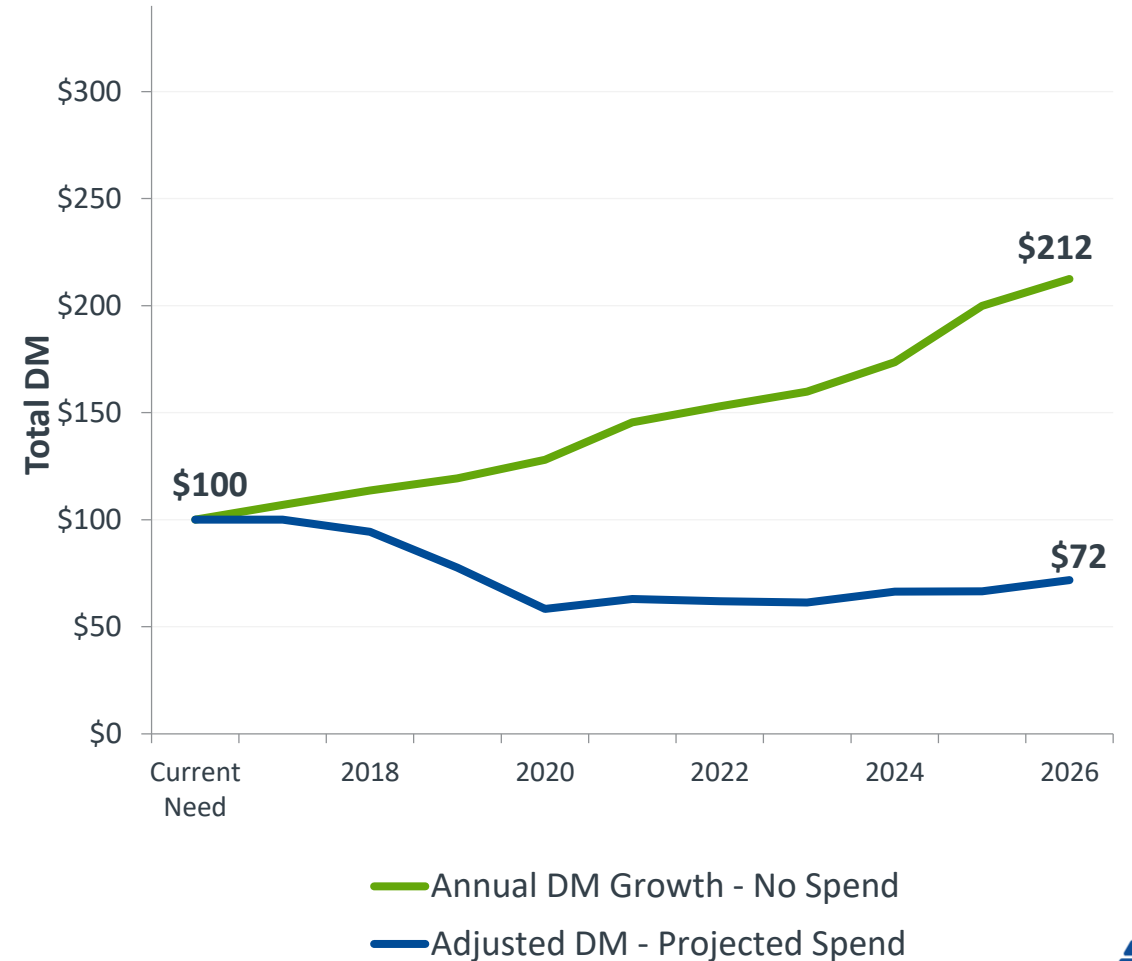
Communicate Consistently with Leadership

As deferred maintenance is reduced through the capital plan, data tracking and communication will sustain the progress

Projected Spending Impact on FCI



Projected Spending Impact on DM



Set Initiatives Within Your Department

Operational Gap:

DM not a focus within shops

No budget dedicated to DM assets

No tracking of work completed

No communication between maintenance and project managers



Operational Enhancement:

Create DM team from current personnel

Establish a budget

Identify assets for DM team to address

All teams capture DM draw down on monthly basis



Summary



Tactical

- Make your FCA actionable at the asset level
- Develop case studies
- Utilize data to assess risk

Strategic

- Align programmatic requirements with building infrastructure
- Create funding plans with multiple stakeholders
- Allocate resources within your department for deferred maintenance



Q&A

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