

ADDRESSING MAINTENANCE THROUGH A NEW LENS



**REDUCING DEFERRED MAINTENANCE IS THE WRONG GOAL!
INSTEAD, RENEW & MODERNIZE FOR STUDENT SUCCESS**

Jay Klingel, University of Virginia

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~~DEFERRED MAINTENANCE~~ - RENEWAL & MODERNIZATION

- Deferred Maintenance
- Facility Renewal
- Facility Modernization



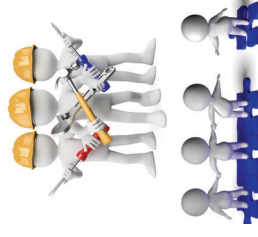
~~DEFERRED MAINTENANCE~~ - RENEWAL & MODERNIZATION

- Deferred Maintenance
 - Renewal, replacement, and maintenance projects that have been postponed because of perceived lower priority status than those completed with available funding. (NACUBO)



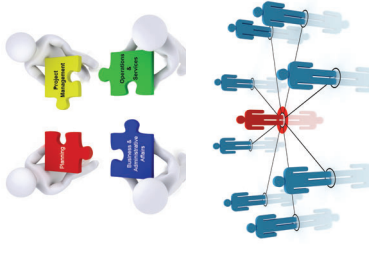
FACILITIES MANAGEMENT ORGANIZATION

- Changes in Facilities Management
 - Energy costs \$\$\$
 - Post-war expansion, aging buildings \$\$\$
 - Age of Information
 - New breed of customers
 - Facilities endowment
- Seat at the Board Table
 - FM responsible for growing percentage of institutional budget
 - Strategic partner



THE FACILITIES LEADER

- Knowledgeable of all building systems
- Advanced degree in architecture/engineering
- Expert in procurement/negotiating procedures
- Demonstrated skills in leadership and managing organization
- Degrees in public relations and computer science
- Certified Public Accountant
- Demonstrated ability to raise funds
- An astute politician
- A law degree



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FACILITIES ATTRIBUTES

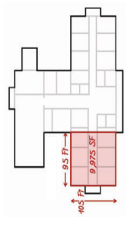
Replacement Value

- Formula
- Actual construction value
 - Building
 - Process to create
- Risk Management value
- Assessed value



Space Information

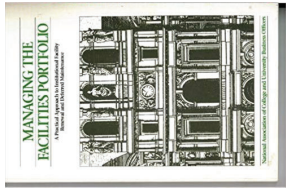
- GSF, ASF
- Type of space
- Age
- Classification
- Room inventory



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MANAGING THE FACILITIES PORTFOLIO

- Transformational approach to developing data on entire campus to drive decision making
- Emphasis on facility assessment program
- Decision support models
 - Backlog and funding projection models
- Reporting results



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FACILITIES ASSESSMENT

Building Approach (Condition Based)

- Facility/Infrastructure assessments
 - Condition inspections
 - Life cycle analyses
 - Facility audits
- Facilities Condition Index (FCI)
- Maintenance backlog



Space Approach (Modernization)

- Quality, Quantity, Location, Design
- Constant Change
- Pedagogically Driven
- Space Audit
 - South Dakota example



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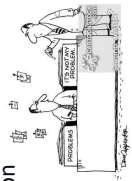
PRIORITIZING LIMITED RESOURCES

Challenges

- Who Cares
- Space is Free
- Change is progress
- Sexy and Fun
- Legacy
- Lack of \$

Preparation

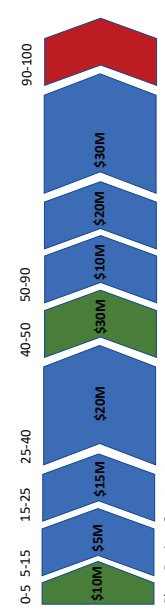
- Marketing the Issue
 - FM or University
 - Accountability
- Understanding the competition
- Speaking a new language
 - Business Officers
 - Programs
- Justifying budget increases
 - New facilities
 - Utilities increases
 - Regulatory/environmental compliance



"This may be a problem."



\$10M Capital Project Translates to \$130M Investment



0-5 5-15 15-25 25-40 40-50 50-90 90-100

\$10M \$5M \$15M \$20M \$30M \$10M \$20M \$30M

3% annual inflation over that time

Plan, Design, Construct
Occupy and Adjust
Renovate

Modernize

Reconstruct
Recycle

\$ 1-1.2 B



PRIORITIZING LIMITED RESOURCES

Justifying budget increases

- New facilities funding model (UVA)
 - Maintenance
 - 2.0% of construction cost
 - Custodial
 - \$1.95 / GSF
 - Utilities
 - \$5.00 - \$8.75 - \$12.50 / GSF
 - Grounds
 - Estimate
 - FTEs
 - 1 per \$120,000 of maintenance
 - 1 per 25,000 GSF for custodial
 - Security
 - \$1.10 / GSF
- University of Iowa Space Approach

Priorities

- 1.
- 2.
- 3.





THE PARADIGM SHIFT

Strategies for Change

- Rate of deterioration
- Plan a percent of assets to die
- # of schools with "0" DM
- Operationalize the Master Plan
- Space Modeling to inform Modernization
- Project Planning
- 100 Year Shell
- 15 Year Interior

Compete vs. Complement

- Invest in Adaptability and Flexibility. Home example
- Mix the money
- Qualifications of the Facilities Officer







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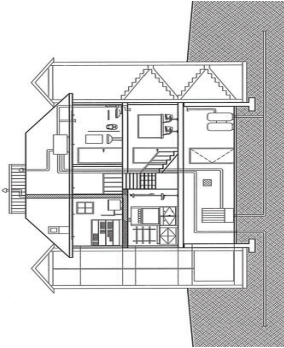
THANK YOU

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Your House on Campus





The Collaborative Culture



