



# More Than Just A Project List

Presenters: Erica Barbuto, Jack Baker & Bart Salmon

August 4, 2018



## Agenda

- Your speakers
- Present challenges & trends facing facilities leaders
- Create an FCA structure that facilitates engagement
- Find balance between technical and programmatic needs
- Develop actionable capital improvement plans that win broad support and funding
- Questions

## Meet the Presenters



- Jack Baker, 25+ years Executive Director, Operations & Maintenance, University of Maryland, PhD PE
- Operating budget of \$20M; staff over 200 FTEs
- Authored the Invisible Crisis Program, a multi-year authorization geared to deferred maintenance
- Retired Air Force – 20 years as a Civil Engineering Officer (Facilities Engineer)



- Bart Salmon, 2+ years Assistant Vice President of Facilities, Rice University, MBA
- Operating budget of \$7M; staff of 220 FTEs
- Developed first multi-year capital plan for facility renewal
- 34 years in the for-profit retail sector at Macy's as the Regional Director of Facilities, south central region



- Erica Barbuto, 4+ years Account Manager, at Sightlines
- Has worked with over 60 campuses across the U.S. and Canada
- Sightlines Operational Lead for University of Maryland & Rice University
- Graduated Gettysburg College with a BA in Organization & Management Studies

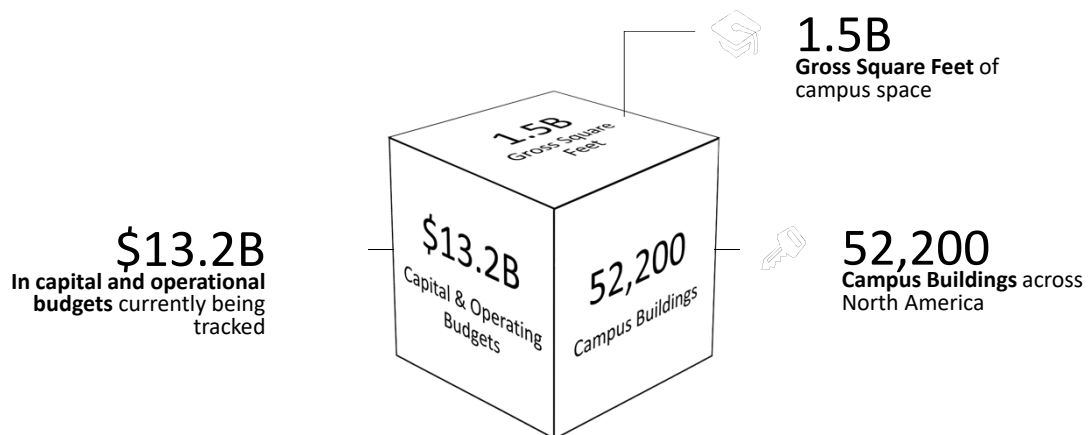
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## Sightlines: The Largest Verified Facilities Database

*Robust membership includes colleges, universities, consortiums and state systems*



Sightlines members serve **over 20%** of US College Enrollment

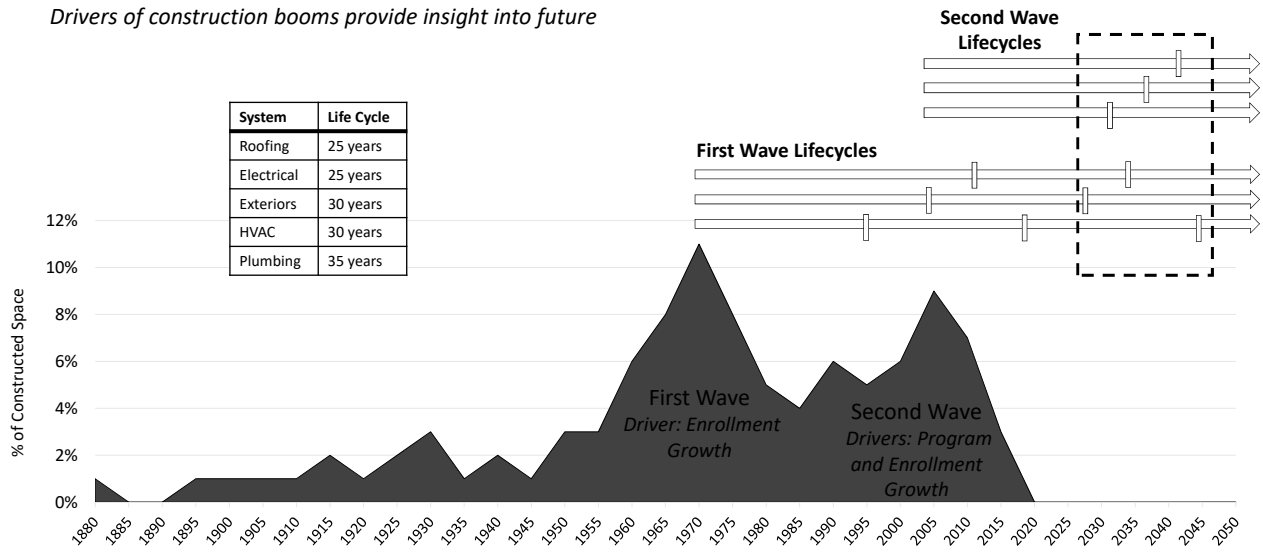
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## Higher Education Waves of Construction

Drivers of construction booms provide insight into future



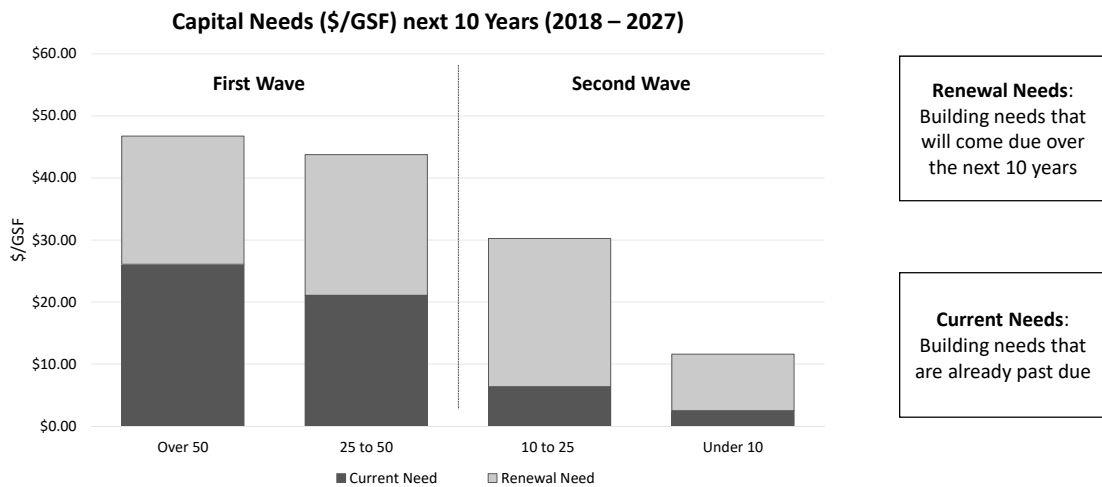
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## Competing Demands: First Wave Need vs. Second Wave Risk

Renewal needs in buildings aged 10-25 represent hidden risk for deferral acceleration



\*Excludes Modernization and Infrastructure

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## Presentation Focus

How to make your resources work for you...



Money



Time



Stakeholders



Planning



...So you can have control over your deferred maintenance

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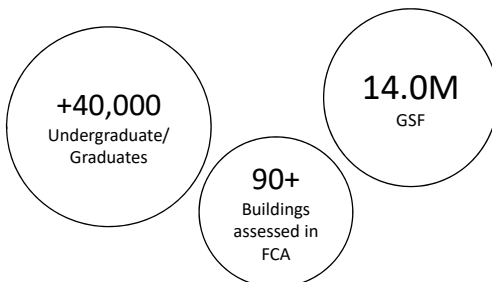
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## About University of Maryland

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

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

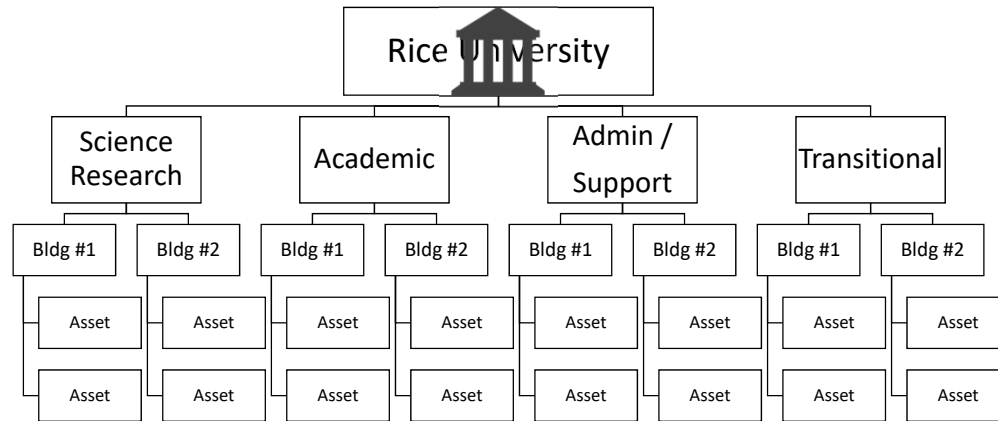


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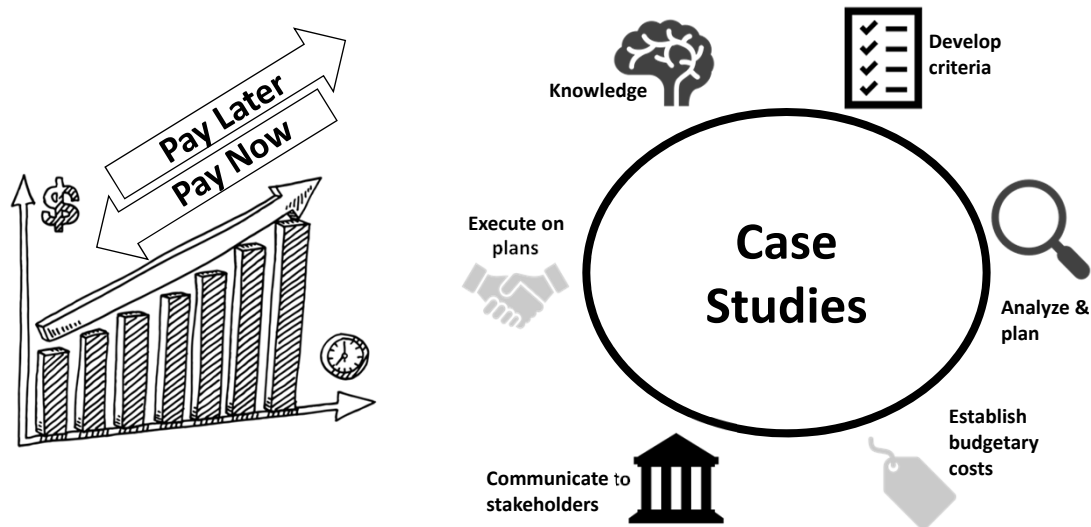
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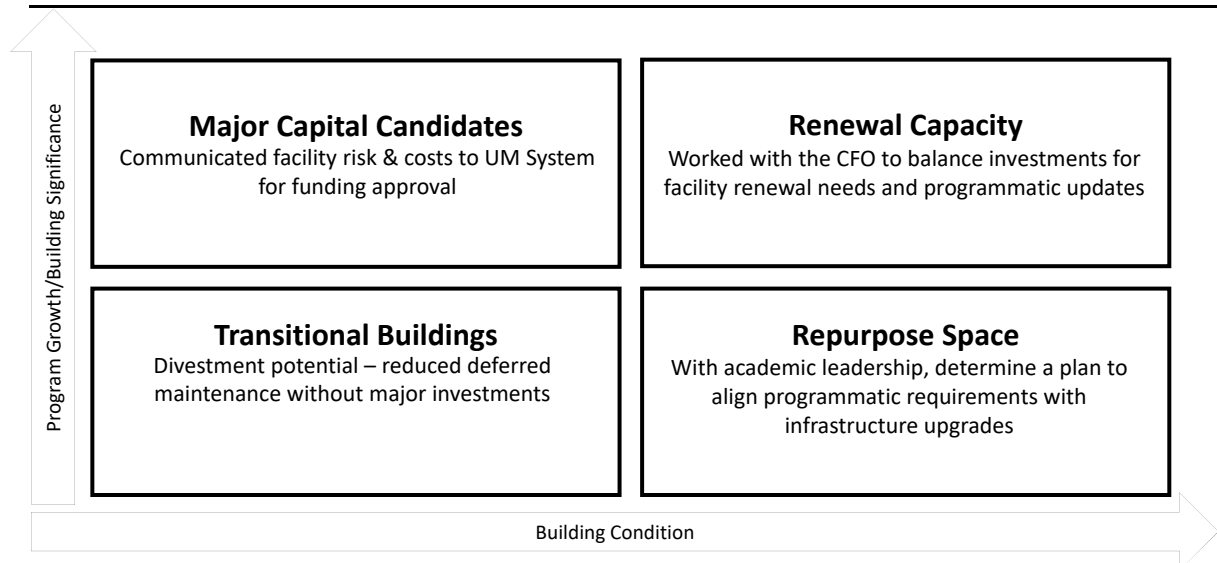
## Create an Executable Plan From Your Condition Assessment



## Develop Case Studies to Push Project Selection



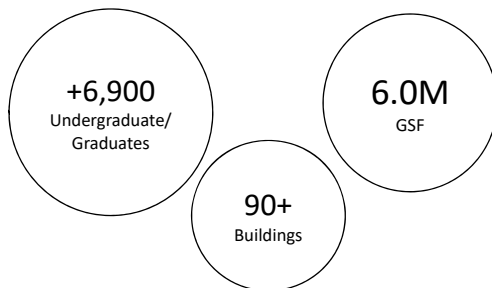
## Utilize A Platform to Communicate To Other Stakeholders



## About Rice University

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

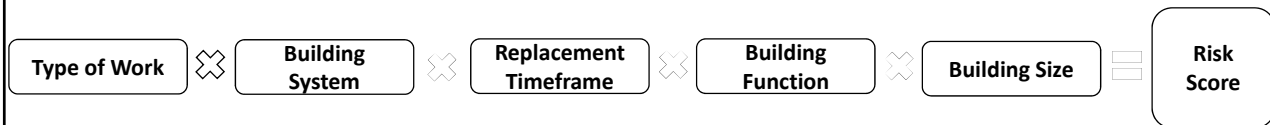
- Founded in 1912
- Campus located in Houston, TX on 300 acres
- A premier research institution which has seen substantial growth in the program offerings & campus footprint



### Campus FCI: 4.8%

A young campus masks risk, but may include critical/high risk components within buildings, and requires setting aside funds to address needs.

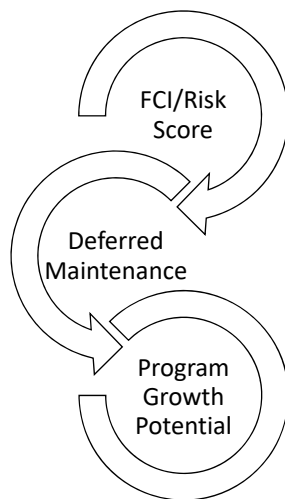
## Develop A Methodology To Track & Communicate Risk



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

## Framework for Strategic Planning

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

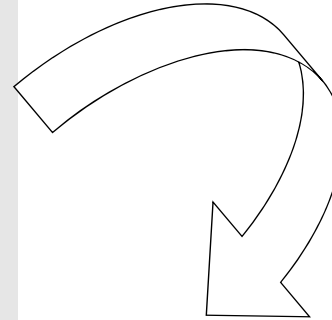


Funding Allocation				
Bldg. Tier	Combined FCI/Risk Score	DM Issues	Program Significance	Funding Approach
<b>1</b>	> 30	High	High	Address within 5 years
<b>2</b>	29.9 </> 16.3	Medium	Medium	Address 6-10 years or sooner
<b>3</b>	< 16.3	Low	Low	None at this time unless special request

## Detailed 5-Year Plan

Comparison of Top 10 Buildings by DM, Risk Score and Growth Potential & Risk Score Combined

Sightlines:	DM\$* Only	Risk Score Only	w/DM\$*	Growth & Risk Score	w/DM\$*
Sid Richardson	\$17.47M	George R. Brown	\$3.73M	George R. Brown	\$3.73M
Stadium	11.17M	Sid Richardson	17.47M	Stadium	11.80M
Sewall Hall	6.60M	RMC/Ley Center	4.18M	Tudor FH/Youngkin	2.96M
Abercrombie	6.31M	Anderson Biology	1.87M	Ryon Engineering	.72M
Fondren Library	5.00M	Stadium	11.80M	Duncan College	.05M
RMC/Ley Center	4.17M	Abercrombie	6.31M	McMurtry College	.06M
George R. Brown	3.73M	Tudor FH/Youngkin	2.96M	KW Geology	.87M
Tudor FH/Youngkin	2.96M	Lovett College	.65M	Keck Hall	.39M
South End Zone	2.63M	Space Science	1.02M	Brockman Hall	.01M
Herzstein Hall	1.92M	Ryon Engineering	.72M	Dell Butcher Hall	.10M
<b>TOTAL</b>	<b>\$61.96M</b>		<b>\$51.00M</b>		<b>\$20.69M</b>



### TIER 1: Top Priority Buildings/Assets

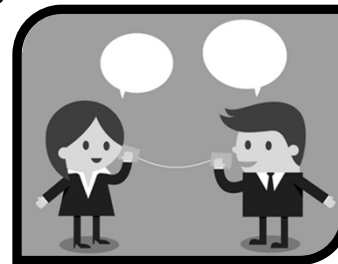
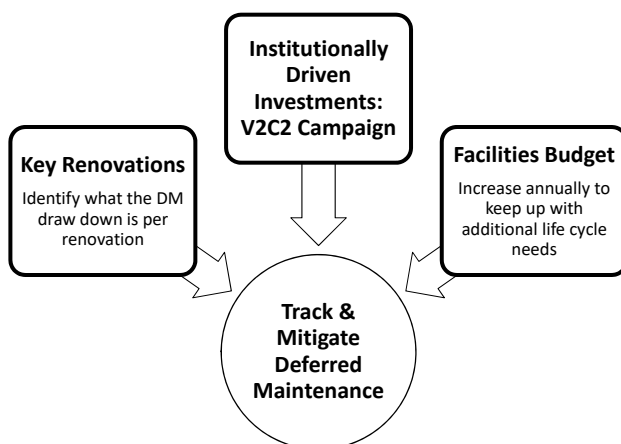
(Combined FCI/Risk Score of  $\geq 30.0$ )

Building	DM \$*	Growth Potential	FCI%	Risk Scr	FCI/Risk Score	Cr. DM \$**
GRB	3.73	Top Priority	6%	76.4	<b>82.4</b>	3.64
RMC/Ley Center	4.18	Top Priority	18%	62.4	<b>80.4</b>	4.07
Stadium	11.80	Medium Priority	21%	54.9	<b>75.9</b>	5.53
South End Zone	2.63	Low Priority	28%	35.7	<b>63.7</b>	.45

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## 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

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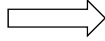
## Set Initiatives Within Your Department

### Operational Gap:

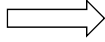
DM not a focus within shops:



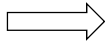
No budget dedicated to DM assets:



No tracking of work completed:



No communication between maintenance & project managers:



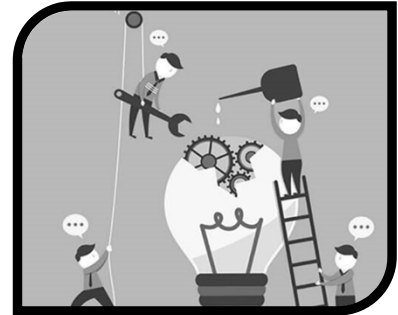
### Operational Enhancement:

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:



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## Summary

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## Where To Go From Here

### 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

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## Q&A

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