

Facilities Reinvestment – A Strategic Approach to Capital Renewal

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Drivers of a New Approach

- Condition Assessment Data Quickly “Ages”
- Lacks a Strategic Element
- Doesn’t Always Connect to How You Should Execute Projects
- New Building, Major Renovations, and Major Work Rarely Accounted for in Assessments

UNIVERSITY OF IOWA

May 11, 2009

UNIVERSITY OF IOWA
NURSING BUILDING
BUILDING NUMBER: 0322
FACILITY CONDITION ANALYSIS
2008 UPDATE
APRIL 30, 2009

Drivers of a New Approach

- Engaging Frontline Staff in the Facility Condition Assessment
 - They Know the Systems Best
 - Process Buys Ownership
 - Belief in the Data
 - Desire to Accurately Maintain the Data
 - Ownership



Drivers of a New Approach

A Culture of Shared Governance Helps Iowa Maintain:

- Clearer Communication and Transparency
- Deeper Understanding of Strategic Objectives Among Key Constituents
- Open, Egalitarian Channels for Feedback and Discussion
- Well Informed Leadership that can Act Quickly

<https://president.uiowa.edu/shared-governance>

Facility Renewal Process Principles

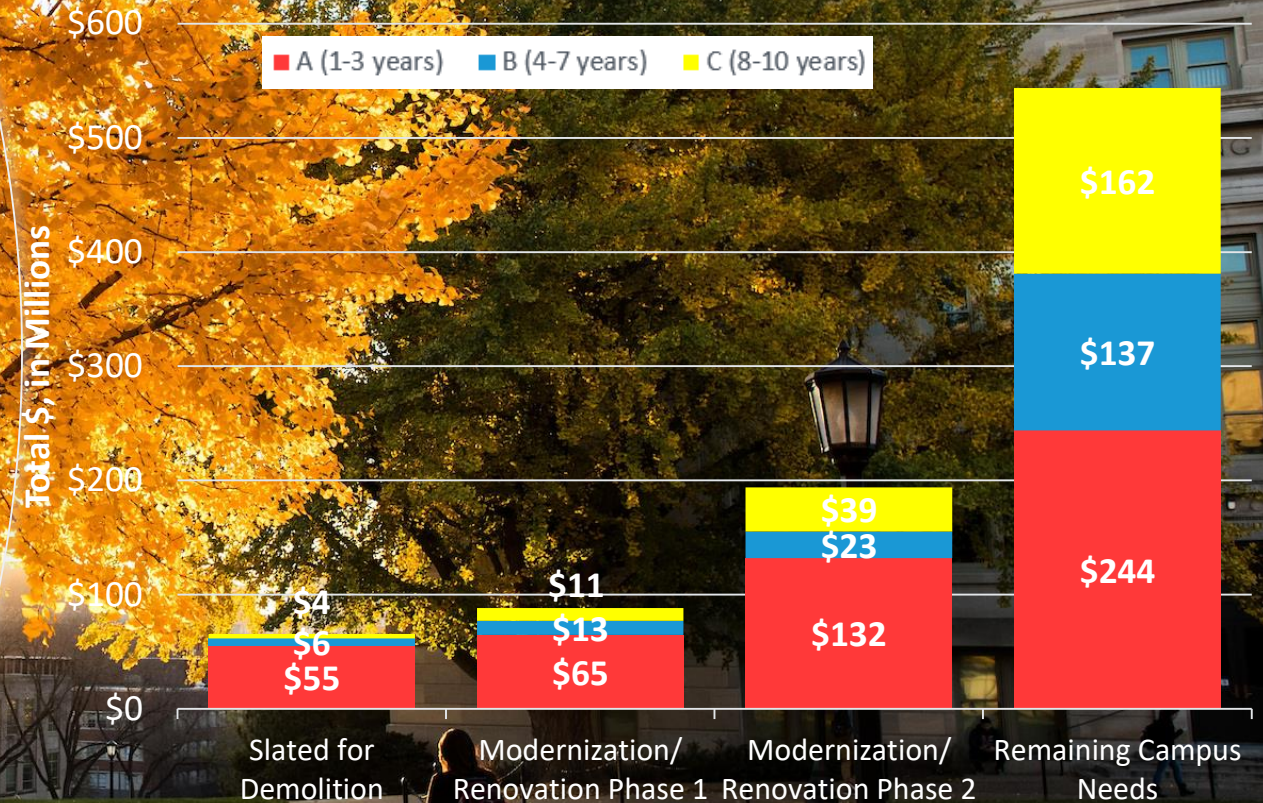
- Our Implementation Needs to be . . .
 - A Multi Year Strategy
 - Flexible, Adaptable and Replicable
 - Aligned with Campus Planning and University Priorities/Mission
 - Data Driven by Credible In-House Expertise

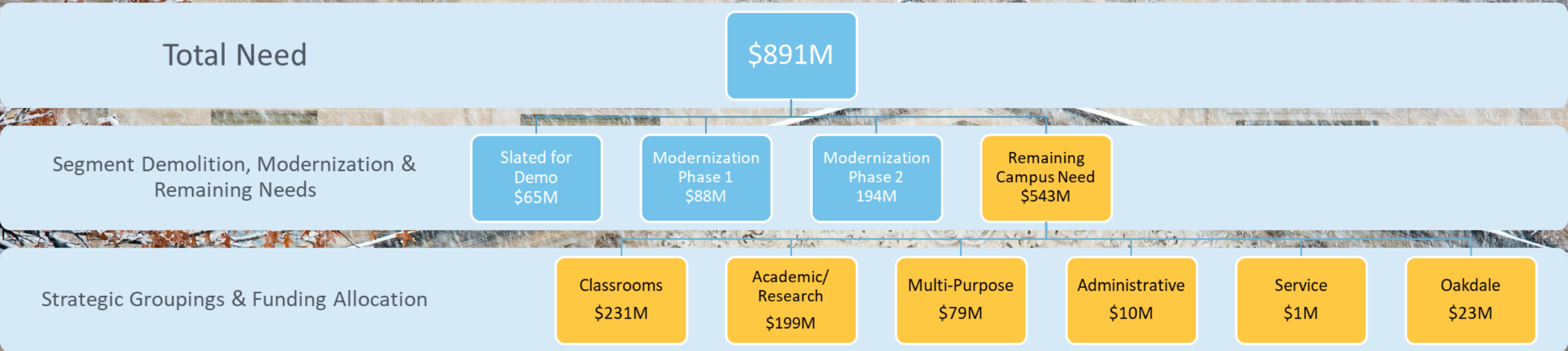
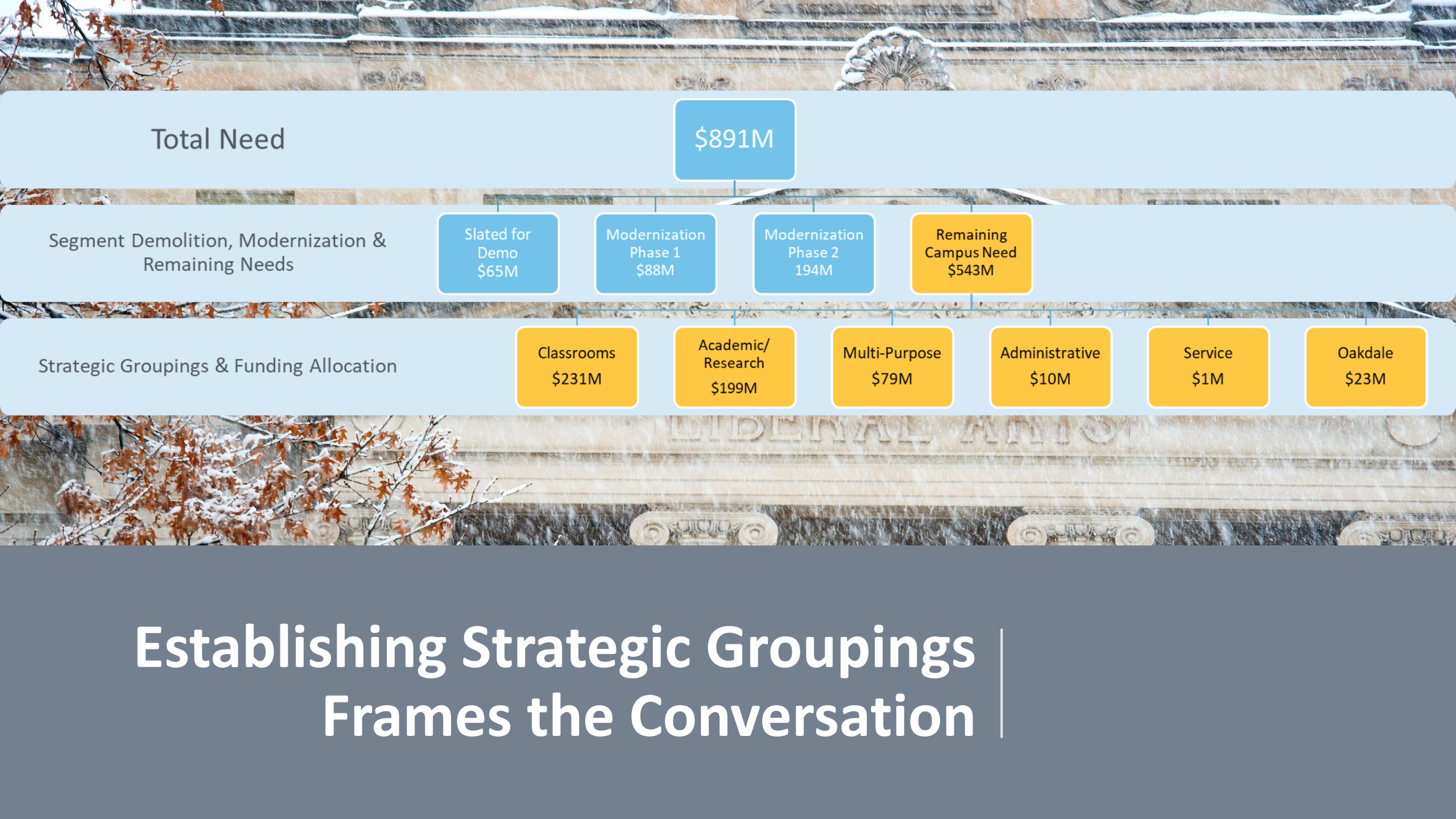
LIBERAL ARTS

Aligning Funding Sources with Need

Strategic/Master Planning Efforts Can Shrink the “True” Need

Breaking Down the Total Need

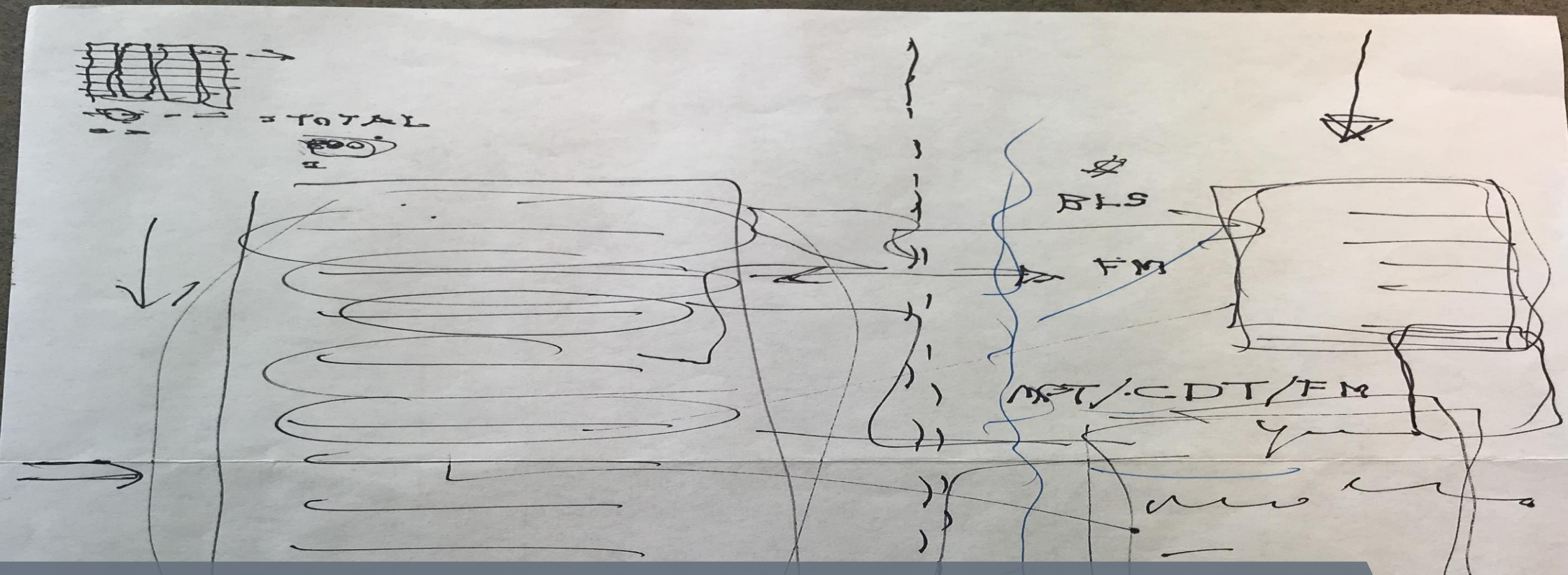




Establishing Strategic Groupings Frames the Conversation



When needs exceed resources, how do you make it actionable?

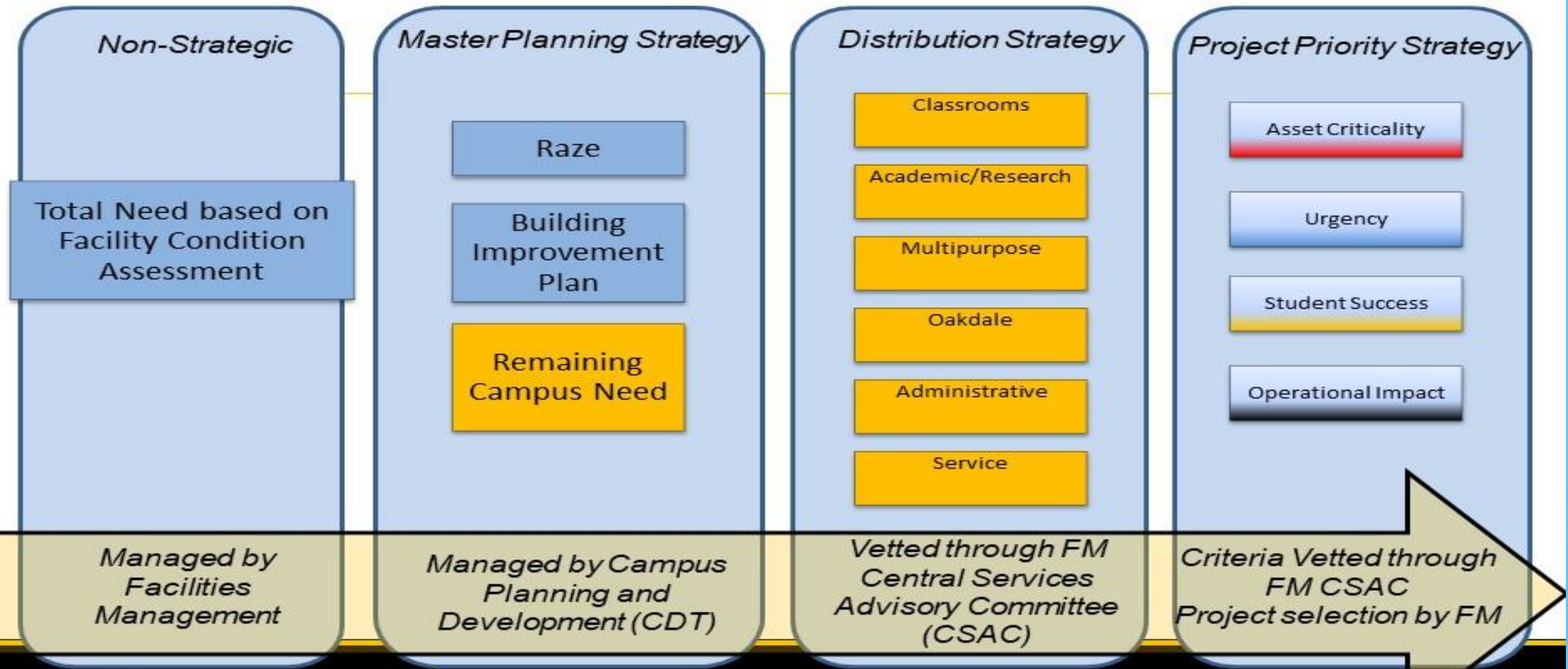


The Process Didn't Move in a Straight Line

- Getting Buy in with the Key Stakeholders
- “What Do We Need to Spend” versus “How Should We Spend What We Have”
- Alignment with Strategic Direction Requires Clarity on Strategic Direction

Facilities Renewal Plan

Planning Process allows for Strategic Investments based on University Priorities



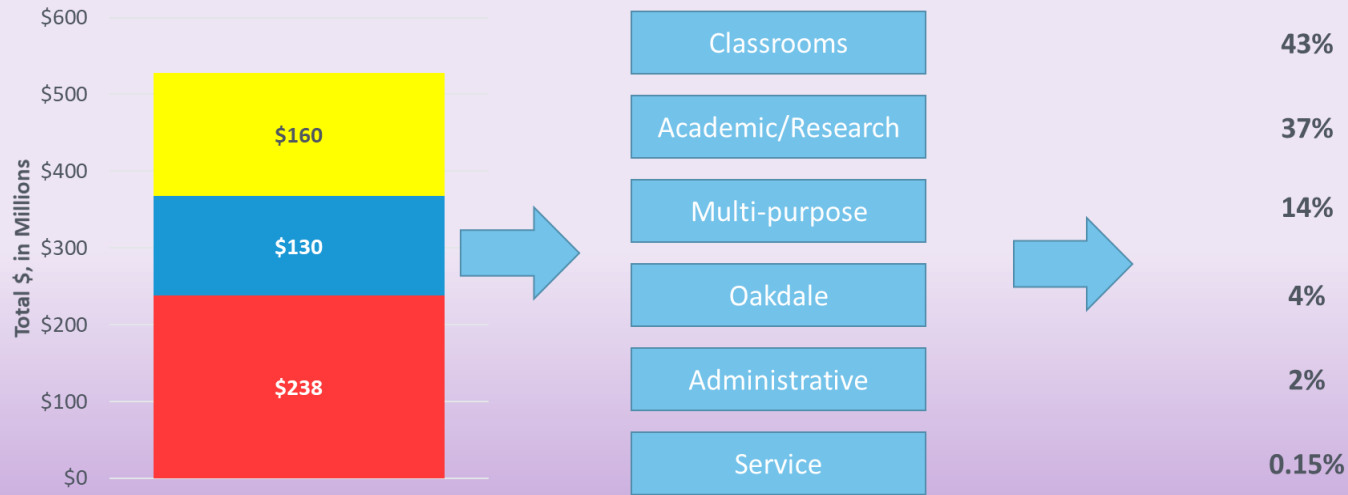
Allocating Funds Based on Space Portfolio

Condition Data just Provides the Starting Point
Prioritization Beyond Strategic Groupings is Necessary
Allows for “All” to get “Some”

Break remaining need into Strategic Priorities (Building Based)

Funding allocation determined by amount of need in each portfolio

Remaining Campus Need



Iowa Falls Short by \$31.0M to Target

Fluctuation of stewardship continues to vary year to year



You're Never Going to Have Enough Funding

- Need to Establish Additional Factors to Prioritize with ...
 - Institutional Priorities
 - Operational Costs
 - Student Impact
- Something Today is Better than the Perfect Measure Tomorrow
- Improve Data Over Time

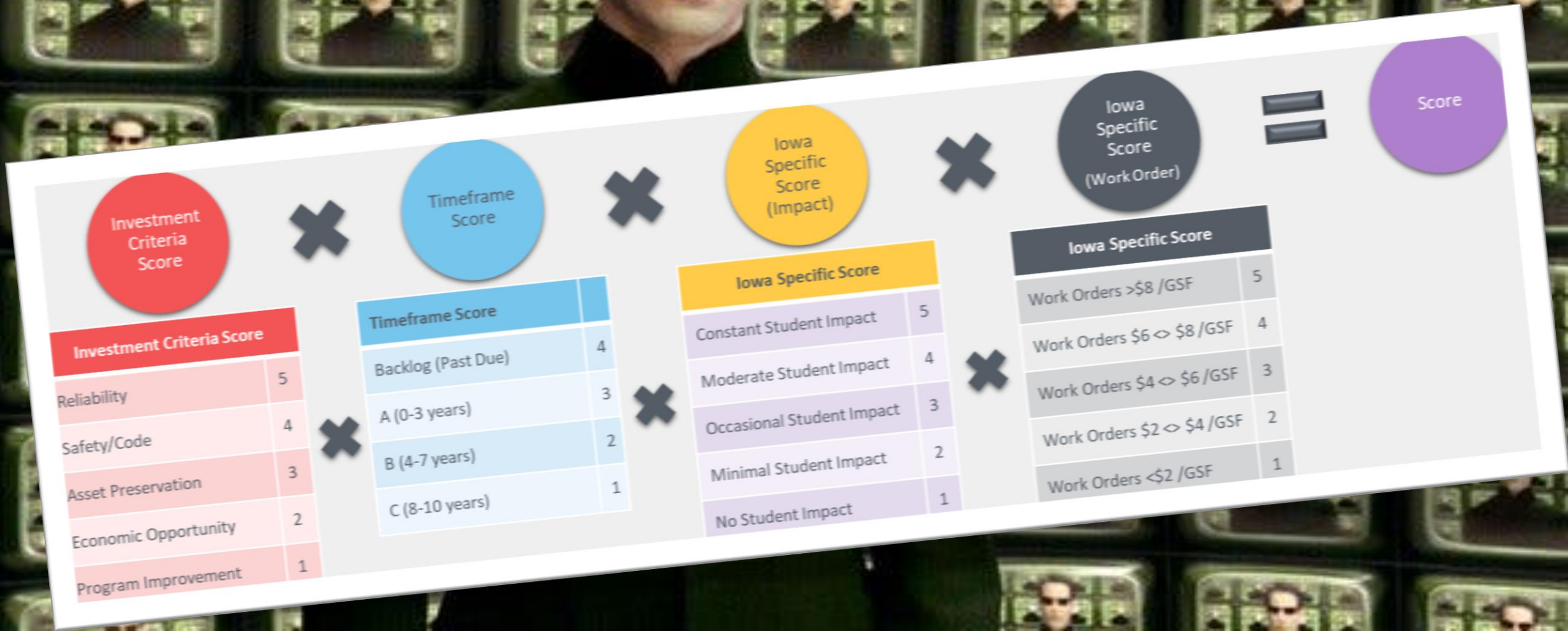
Not All Needs Are the Same

Segmenting Needs Between
Modernization and Building
Renewal



A Flexible Data Driven Scoring Matrix

Always refining and informing the Matrix



FY21 Implementation

- Implement Shared Governance Process
- Matrix Run
- Project Review
- “The Eye Test”
- Project Execution
- FCA Examination and Refinement
- Matrix Supporting Data Enhancement
- Wash, Rinse, Repeat . . .



FY21 Block Allocation

Annual Scoring to Inform Decisions

Project Selection to Design and Construction

New Project Notification System

Block Allocation and Operational Savings



FY21 Block Allocation

Project Name	Status	Budget Cost	Estimate Cost	Justification	Current State
Carver Biomedical Research Building	Replace Lab Exhaust System	\$ 2,200,000.00		BSL III lab exhaust is critical to working on COVID research. This project will create greater reliability and longevity for the system. Fans are at the end of life span. Difficult maintenance and certification. Separates exhaust from other building systems.	
Lindquist Center	Replace Windows Sections	\$ 1,000,000.00		Windows are original to facility constructed in 1972. Air and water leakage is common causing energy and environmental issues. This project will develop a standard to carry forward for further window renovation projects.	
Eckstein Medical Research Building	AHU Chilled Water Coil and Pump Replacement	\$ 1,000,000.00		Bottom 1/3 or 2/3 of AHU coils in the building is plugged due to water quality issues. This impacts cooling capacity and efficiency to critical spaces and this issue will continue to degrade over time. These are large coils formally served by a chiller on top of the building. Now on campus chilled water. Study may be required to investigate full AHU replacement or coils at minimum and determine methods for removing and installing new equipment. This is a lab building that does not have redundancy.	
Chemistry Building	AHU Steam Coil Replacement	\$ 1,700,000.00		Replace coils in all AHUs in the 5th floor penthouse. Coils are being repaired for almost full operation but the operation of the coils needs to be monitored and an estimate should be ready for the replacement if more sections of the coil fail.	
Pappajohn Business Building	Upgrade HVAC controls	\$ 1,750,000.00		Convert outdated building control devices to current FEC product line. This project would follow all current control standards. This is the oldest DDC system on campus. The building has issues with insulation within the envelope and needs to have a reliable control system to function in a fashion that is conducive to learning.	
Iowa Memorial Union	Replace Steam Condensate Lines	\$ 350,000.00		This project will address safety concerns with the steam condensate lines causing facility related damage as well.	
Theatre Building	Replace Roof Sections	\$ 400,000.00		The roof sections are past life expectancy and in severe deterioration so this project will address the areas of highest need while increasing protection of building contents which have been damaged in the past due to water infiltration resulting in insurance claims.	
Total		\$ 8,400,000.00	\$ -		

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