Facilities Reinvestment – A Strategic Approach to Capital Renewal

Jeff Harney, Assistant Director, Facilities Management
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
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
Aligning Funding Sources with Need

Strategic/Master Planning Efforts Can Shrink the “True” 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
When needs exceed resources, how do you make it actionable?
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”
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

<table>
<thead>
<tr>
<th>Investment Criteria Score</th>
<th>Timeframe Score</th>
<th>Iowa Specific Score (Impact)</th>
<th>Iowa Specific Score (Work Order)</th>
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<tr>
<td>Reliability</td>
<td>Backlog (Past Due)</td>
<td>Constant Student Impact</td>
<td>Work Orders &gt;$8 /GSF</td>
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<td>Safety/Code</td>
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<td>Moderate Student Impact</td>
<td>Work Orders $6 &lt;&gt; $8 /GSF</td>
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<td>Occasional Student Impact</td>
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<td>Economic Opportunity</td>
<td>C (8-10 years)</td>
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<td>Program Improvement</td>
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<td>No Student Impact</td>
<td>Work Orders &lt;$2 /GSF</td>
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Score
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

IlizelInitial Scoring to Inform Decisions
Project Selection to Design and Construction
New Project Notification System
Block Allocation and Operational Savings
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