

Predicting Outcomes from Investments in Maintenance and Repair for Federal Facilities

**Getting to a Sustainable Portfolio of
Federal Facilities**

September 21, 2011

Committee Membership

David Skiven, Chair, General Motors
and Engineering Society of Detroit

Get Moy, Vice Chair
AECOM, Inc.

Michael Aimone
Battelle, Inc

Burku Akinci
Carnegie Mellon University

Alfredo H-S Ang
University of California-Irvine

Joseph Bibeau
Eagle Enterprises of Tennessee

Ivan Damnjanovic
Texas A&M University

Lucia Garsys
Hillsborough County, Florida

Dan Geldermann
Calibre Systems Inc

Michael Greenberg
Rutgers University

William Stamper
CBC Solutions Inc

Eric Teicholz
Graphics Systems Inc

Donald Uzarski
University of Illinois-Urbana Champaign

Statement of Task

Develop methods, strategies and procedures to predict outcomes anticipated from investments in federal facilities maintenance and repair. Identify:

- Ways to predict or quantify **outcomes**
- **Risks** posed by deteriorating facilities, systems
- Do risks vary by facility type? Can they be quantified?
- **Strategies**, measures, data needed to determine and **improve outcomes**
- Effective **communications** strategies

Themes of Report

- ❖ Fiscal Crisis = Impetus + Urgency for Change
- ❖ Vehicles for Change =
 - Portfolio-based facilities management (aka asset management)
 - Technology (tools, knowledge, risk)
 - Recognition of impacts of facilities on people, environment, mission (i.e., prioritizing)
 - Changing of the Guard

Conclusions and Findings

- No silver bullets/magic formulas
- Excess, underutilized, obsolete facilities = drain on budget + foregone opportunities
- Better defined outcomes = Better defined risks = Better program development/justification
- Collaboration = Consistency (or at least rationalization)
- Effective best practices available from private industry

Conclusions and Findings Con't

- M&R investments support mission, regulatory compliance, improved condition, efficient operations, stakeholder-driven outcomes (**Facilities Manager Recommendation**)
- Lack of investment = Risk to mission, safe/healthy workplaces, fiscal soundness, efficient operations, public policy objectives (**Leadership Decision**)
- Data, tools, technologies available to support portfolio-based management, quantifying outcomes, decision support, performance measurement and feedback (**Knowledge-based**)

Recommendations

- Support disposition of **excess and underutilized** properties, consolidation policies
- Identify and **prioritize** outcomes
- Use **risk-based** processes to prioritize
- Establish **standard methods** for gathering data
- **Measure** outcomes and performance
- Provide credible, empirical information for **decision support** and to improve outcomes
- Plan for multiple internal and external **communications** with stakeholders
- Develop/refine **government-wide** measures
- **Target** data collection and condition assessments
- Additional research and **collaborative** efforts