Predicting Outcomes from Investments in Maintenance and Repair for Federal Facilities

Getting to a Sustainable Portfolio of Federal Facilities
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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