Predicting Outcomes of Investments in Maintenance and Repair for Federal Facilities

Federal Facilities
Sustainable Portfolio Management
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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

• Communications = Reduced Guesswork

• Collaboration = Consistency (or at least rationalization)

• Effective best practices available from private industry (and federal sector)
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
Report Layout

• 1 - Introduction
• 2 - Outcomes and Risks
• 3 - Data Tools and Technologies
• 4 - Effective Practices
• 5 - Communication
• 6 - Findings and Recommendations
• 7 - The Way Ahead
Imperative For Change

• Agencies asked to beef up “evidence-based” budgeting
  • “greater evidence”
  • “more rigorous performance evaluation”
  Government Executive May 21, 2012

• OMB touts progress on reducing federal property footprint
  • “save money by consolidating and selling off unneeded federal real estate”
  Government Executive May 31 2012

• Federal Facilities Council 2012 Program
  • Risk-based Processes for Setting Priorities
  • Space Utilization in Federal Facilities
  • Alternative Financing Approaches
  • ISO Standard on Asset Management