Facilities Management  **
Administrative Review Team
Campus Visit Goals

- Going beyond “data” to fully appreciate the unique facilities challenges faced by each campus.
- Dialog with university community.
- Seeking input and feedback to better understand the impact of facilities management across individual campuses.
- Presentation of current findings and progress to date.
Administrative Review Team Overview

Charged with reviewing operational administration and management of all UMS facilities, assets, and services system-wide.

Working to develop a strategic, system-wide, multi-year plan to manage UMS facilities.
Timeline of Team Events

Established by the Board of Trustees in September 2013


BOT - FFT conceptual consideration, January - March 2014

Campus Visits to be conducted during spring and summer.

Final deliverables due Dec. 2014 - June 2015
The facilities function within UMS is comprised of individual offices on each of the seven campuses that are supported by the System Office of Facilities Management and General Services.

The primary focus of the facilities function is to support each individual institution to achieve excellence in delivering outstanding teaching, research, community outreach, and residential programming.

Services offered include housekeeping, maintenance and operations, alterations, construction management, waste management, transportation, recycling, health and safety, and operation of central power plants. Each campus is committed to a culture of sustainability and environmental responsibility.

Facilities should be provisionally queued for a full Administrative Review.
Scope of Facilities Portfolio

University of Maine System
- More than 550 facilities
- Approximately 9 million square feet
- Replacement value of more than $2 billion
- Net asset value of overall portfolio is 59%

Space system wide is aging faster than it can be maintained and has fewer users than in the past.
UMS Renovation Age Profile

Campus Age Distribution Over Time

- **Maine System 2006**
  - Under 10: 18%
  - 10 to 25: 10%
  - 25 to 50: 43%
  - Over 50: 29%

- **Maine System 2009**
  - Under 10: 20%
  - 10 to 25: 11%
  - 25 to 50: 39%
  - Over 50: 30%

- **Maine System 2013**
  - Under 10: 18%
  - 10 to 25: 14%
  - 25 to 50: 28%
  - Over 50: 40%

Legend:
- Blue: Under 10
- Red: 10 to 25
- Yellow: 25 to 50
- Gray: Over 50
UMS % of space over 50 is growing
UMS Space Density Declining

Density at Maine System Level

Measures number of users / 100,000 GSF

A measure of the amount of use campus buildings receive on a daily basis

Users include student, faculty, staff FTE

11% Decrease Since FY06

FTE
Density as a Measure

Density is a broad measure of how busy a campus is in relation to the physical footprint. When benchmarked, density factor provides context on space utilization, efficiency of campus operations, and can be useful during times of campus expansion or contraction.

There is no single strategy that will increase density quickly. Multiple, long-term policies and strategies need to be implemented to have an impact.

Strategies that are working for campuses/systems include:
- Eliminate poor quality, low utilized space – has added benefits of mitigating campus risk, reducing deferred maintenance, and lowering operating costs
- Limit new construction unless it replaces poor quality space or supports programs that will attract new students
- Aggressive strategies to increase enrollment of traditional and non-traditional students
- Repurposing buildings to align with campus priority programs
- Selling or leasing under-utilized campus facilities
Aligning UMaine System Density to Peers

Density at Maine System Level

- FY13 Peer System Average
- 50% of FY13 Peer Average - 286 FTEs/100,000 GSF

<table>
<thead>
<tr>
<th>Year</th>
<th>Student FTEs/100,000 SF</th>
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<tbody>
<tr>
<td>FY10</td>
<td>227</td>
</tr>
<tr>
<td>FY11</td>
<td>220</td>
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<tr>
<td>FY12</td>
<td>211</td>
</tr>
<tr>
<td>FY13</td>
<td>209</td>
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*Density Calculation using student FTEs only*
Summary of the Administrative Review team’s Interim Findings
Consider establishing a system-wide goal to improve the net asset value of the portfolio, with a particular focus on reducing the percentage of buildings in the oldest 50+ year renovation age category.

Adopt interim processes to require that all facility related agenda sheets which are prepared for the Board of Trustees or one of its Committees specifically describe whether the project would result in a net increase in space or operating costs.
Consider requiring each University to establish a single, appropriately detailed Master Facilities and Infrastructure Plan tied to the respective institutional missions in keeping with and as part of an overall plan for the University of Maine System.

Adopt metrics and benchmarks to monitor progress regarding long-term planning and capital goals, potentially including using metrics incorporated in the Return on Physical Asset (ROPA) assessments performed by Sightlines LLC as reported annually to the Board of Trustees.
Prioritize review of best practices, current status and opportunities for construction management and capital project management, in particular, as a functional area.

Undertake a LEAN review or process in the Leased Space functional area regarding the review, approval and tracking of leased space agreements.
Support the ongoing implementation of an Integrated Workplace Management System and coordinate with the Integrated Workplace Management Team, particularly around the issues of Work Control Centers and Key Performance Indicators.

Recommend a mechanism for identifying, incorporating and segregating facilities expenditures – both capital projects and non-capital costs – as part of the annual budget cycle as financial benchmark.

Benchmark UMS operations and institutionalize selected benchmarks.
Campus Visit Goals
Spring 2014

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Your Feedback is Greatly Appreciated

http://thinkmissionexcellence.maine.edu/

** Specific versions of this slide deck were presented at the team’s respective site visits. This version is a sample system-wide presentation**