



sightlines

ROPA+

Saint Louis University

Presenters: Peter Reeves and Kathleen Buckley
 May 2016

- Vanderbilt University
- Virginia Commonwealth University
- Virginia Department of General Services
- Wagner College
- Wake Forest University
- Washburn University
- Washington University in St. Louis
- Wellesley College
- Wesleyan University
- West Chester University
- West Liberty University
- West Virginia Health Science Center
- West Virginia Institute of Technology
- West Virginia School of Osteopathic Medicine
- West Virginia State University
- West Virginia University
- Western Connecticut State University
- Western Oregon University
- Westfield State University
- Wheaton College
- Widener University

Who Partners with Sightlines?

Robust membership includes colleges, universities, consortiums and state systems



Serving the Nation's Leading Institutions:

- 70% of the Top 20 Colleges*
- 75% of the Top 20 Universities*
- 34 Flagship State Universities
- 14 of the 14 Big 10 Institutions
- 9 of the 12 Ivy Plus Institutions

* U.S. News 2016 Rankings

Sightlines is proud to announce that:

- 450 colleges and universities are Sightlines clients including over 325 ROPA members.
- Consistently over 90% member retention rate
- We have clients in over 40 states, the District of Columbia and four Canadian provinces
- More than 125 new institutions became Sightlines members since 2013

Sightlines advises state systems in:

- Alaska
- California
- Florida
- Hawaii
- Maine
- Massachusetts
- Minnesota
- Mississippi
- Missouri
- Nebraska
- New Hampshire
- New Jersey
- Pennsylvania
- Texas



A Vocabulary for Measurement

The Return on Physical Assets – ROPASM

The annual investment needed to ensure buildings will properly perform and reach their useful life
"Keep-Up Costs"

Annual Stewardship

The accumulation of repair and modernization needs and the definition of resource capacity to correct them
"Catch-Up Costs"

Asset Reinvestment

The effectiveness of the facilities operating budget, staffing, supervision, and energy management

Operational Effectiveness

The measure of service process, the maintenance quality of space and systems, and the customers opinion of service delivery

Service



Peer Institutions



Institution	Location
Loyola University Maryland	Baltimore, Maryland
Boston College	Boston, Massachusetts
University of Notre Dame	South Bend, Indiana
Gonzaga University	Gonzaga, Washington
Seattle University	Seattle, Washington
The University of Chicago	Chicago, Illinois
Xavier University	Cincinnati, Ohio
Washington University in St. Louis	St. Louis, Missouri
Vanderbilt University	Nashville, Tennessee
Creighton University	Omaha, Nebraska



Comparative Considerations

Size, technical complexity, region, geographic location, and setting are all factors included in the selection of peer institutions

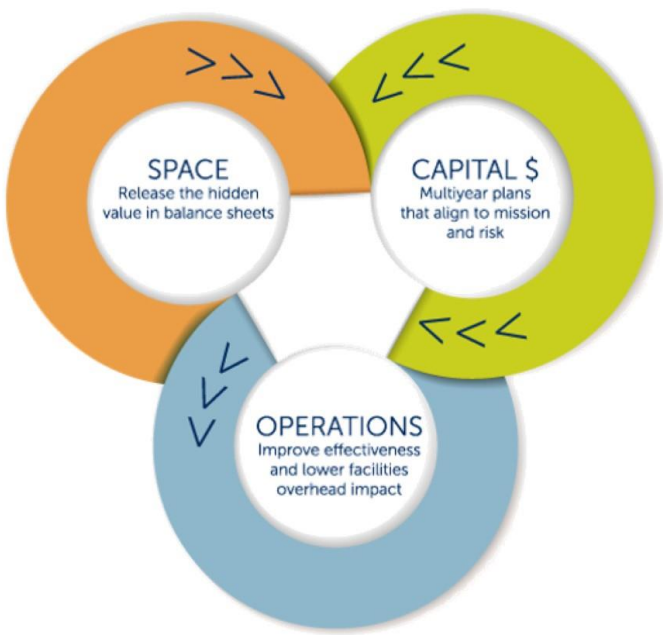
Peer Institutions



School	Constituent Group	GSF	Enrollment
Boston College	Research Institution	Over 5M	10,000-20,000
Creighton University	Comprehensive/Doctoral Institution	2.5M - 5M	5,000-10,000
Gonzaga University	Comprehensive/Doctoral Institution	2.5M - 5M	5,000-10,000
Loyola University Maryland	Comprehensive/Doctoral Institution	1M - 2.5M	5,000-10,000
Saint Louis University	Research Institution	Over 5M	10,000-20,000
Seattle University	Comprehensive/Doctoral Institution	1M - 2.5M	5,000-10,000
The University of Chicago	Research Institution	Over 5M	20,001+
University of Notre Dame	Research Institution	Over 5M	10,000-20,000
Vanderbilt University	Research Institution	Over 5M	10,000-20,000
Washington University of St. Louis	Research Institution	Over 5M	10,000-20,000
Xavier University	Comprehensive/Doctoral Institution	1M - 2.5M	5,000-10,000

Driving a New Conversation

Connecting the dots between space, capital and operating on campus



Space

- > More Space than Wealth
- > Fewer Renovations
- > Older Campus Profile

Capital

- > Historical Underinvestment
- > Growing Deferred Need

Operations

- > Strained Operations
- > Impact on Service Levels

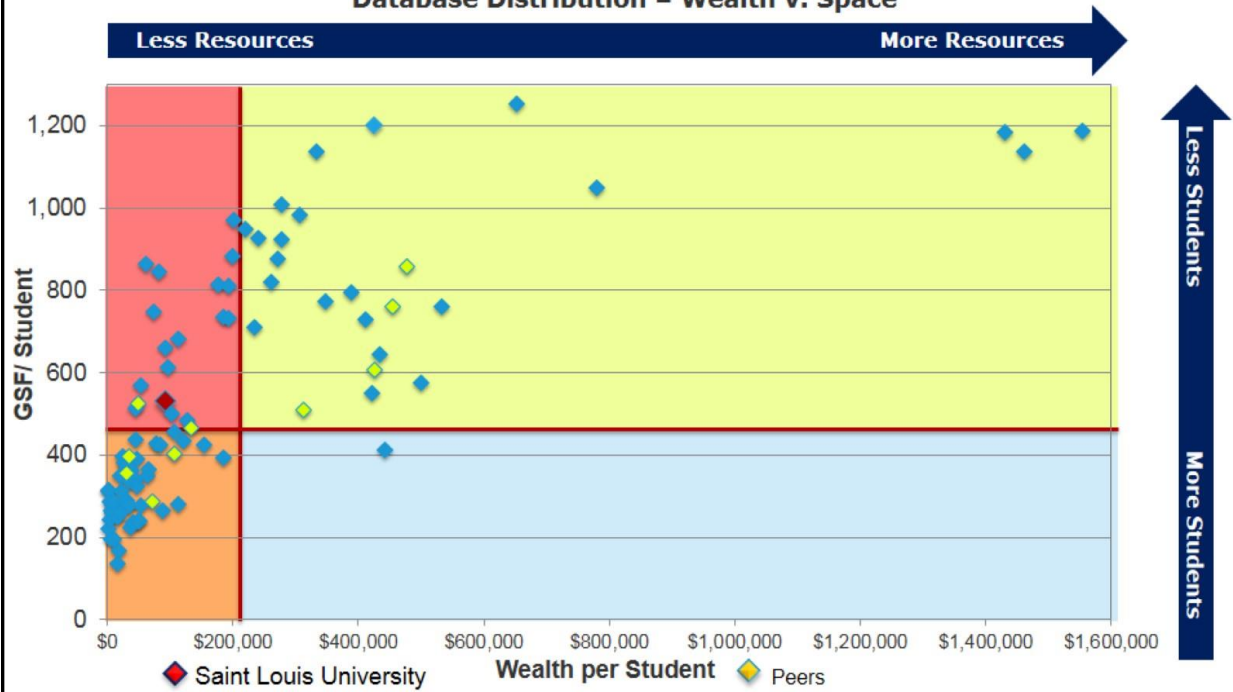


Historical Challenges

Space vs. Wealth Relationship

SLU space wealth profile in challenging quadrant

Database Distribution - Wealth v. Space



◆ Saint Louis University

◆ Peers

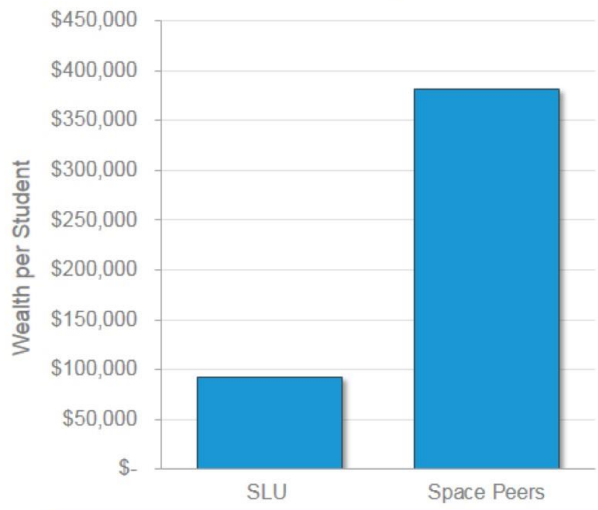
Students FTEs: 11,766
 Endowment 2015 from NACUBO: 1,093,348,000
 Space: 6,243,464 – All Occupied Space- Does Not Include
 Parking Garages



Space vs. Wealth Peers



Wealth Comparison



Schools with a similar Space Profile to SLU, have approx. \$300,000 more wealth per student to take care of their space.

Space Comparison



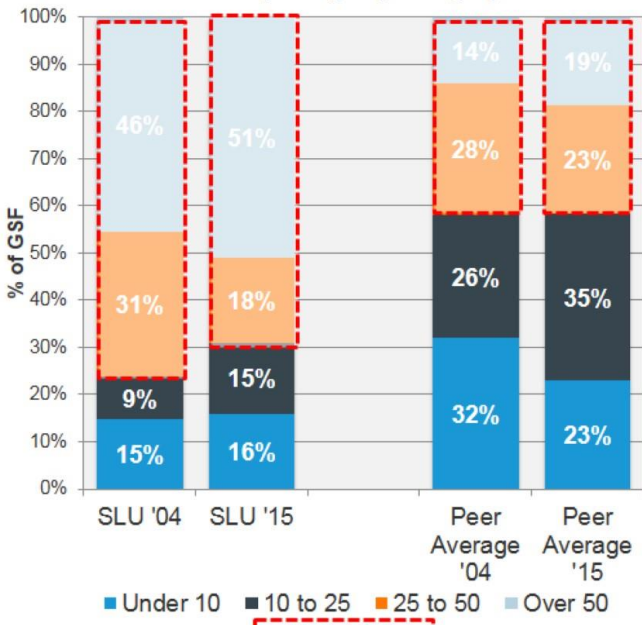
Schools with a similar Wealth Profile to SLU, have 100 GSF per student less to take care. At SLU, that equates to 600,000 GSF

Students FTEs: 11,766
 Endowment 2015 from NACUBO: 1,093,348,000
 Space: 6,243,464 – All Occupied Space- Does Not Include Parking Garages



Older, Higher Risk Age Profile

Campus Age by Category



High Risk

Buildings over 50
 Life cycles of major building components are past due. Failures are possible. Core modernization cycles are missed.
 Highest risk

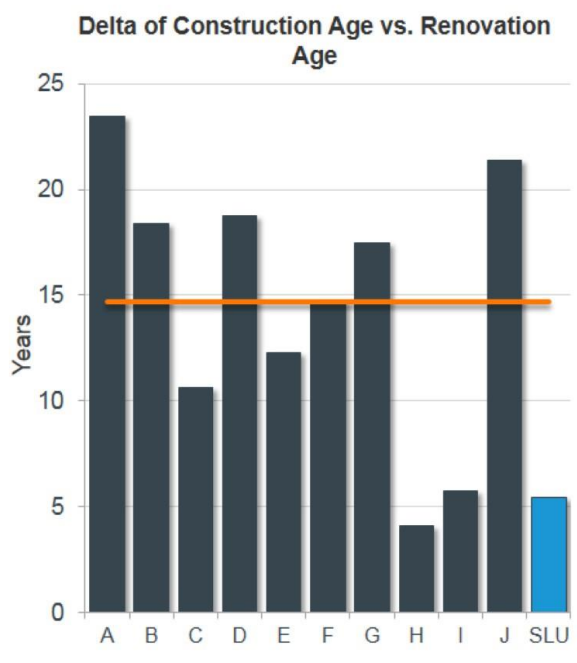
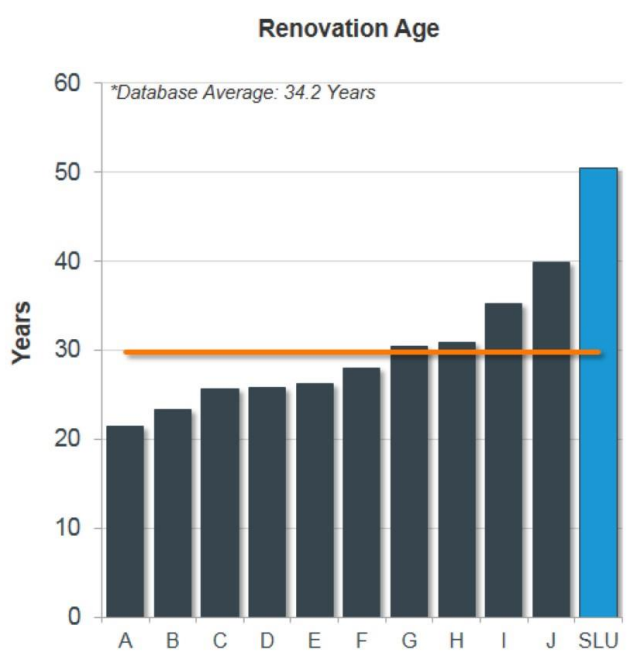
Buildings 25 to 50
 Major envelope and mechanical life cycles come due. Functional obsolescence prevalent.
 Higher Risk

Buildings 10 to 25
 Short life-cycle needs; primarily space renewal.
 Medium Risk

Buildings Under 10
 Little work. "Honeymoon" period.
 Low Risk



Oldest Among Peers with Limited Renovations



*Institutions ordered by increasing renovation age

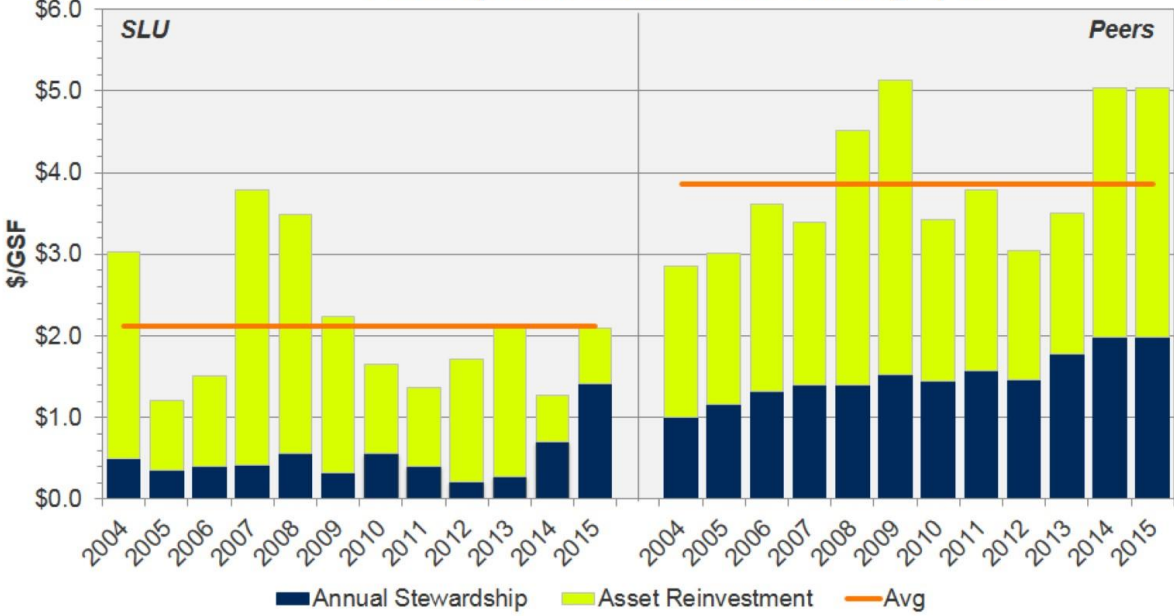


Continue Commitment to Stewardship

Increase since commitment in 2012 of \$1.20/GSF



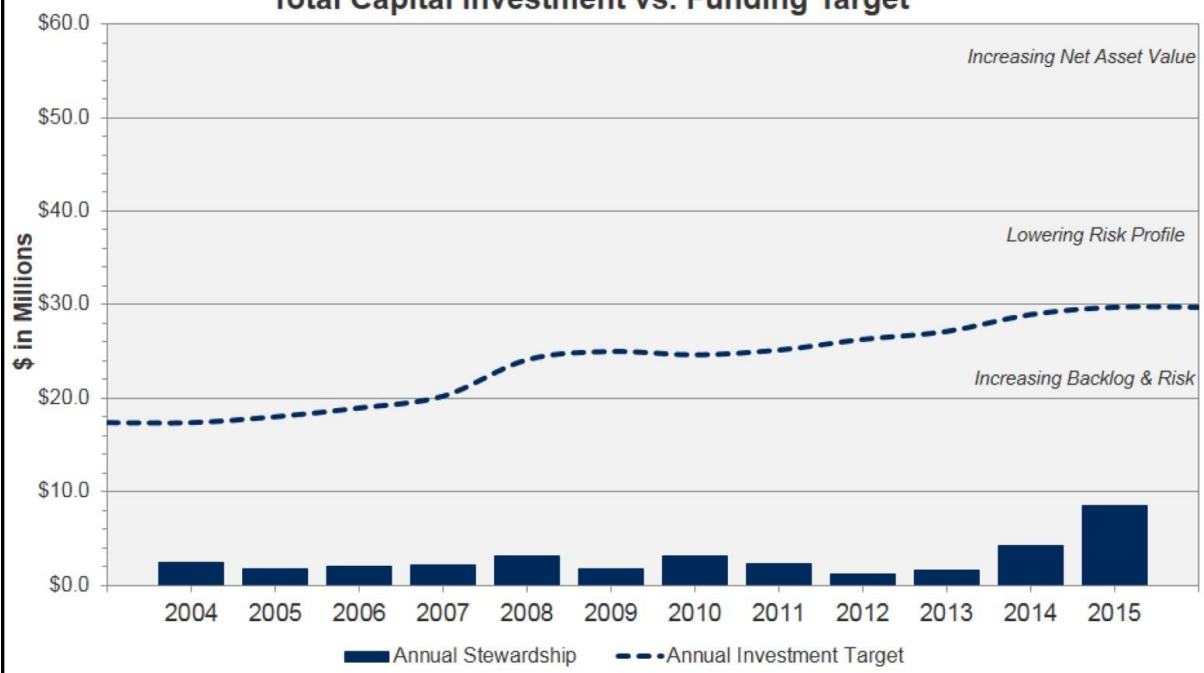
Total Capital Investment into Existing Space



Stewardship Funding Leads to Increased DM Need



Total Capital Investment vs. Funding Target



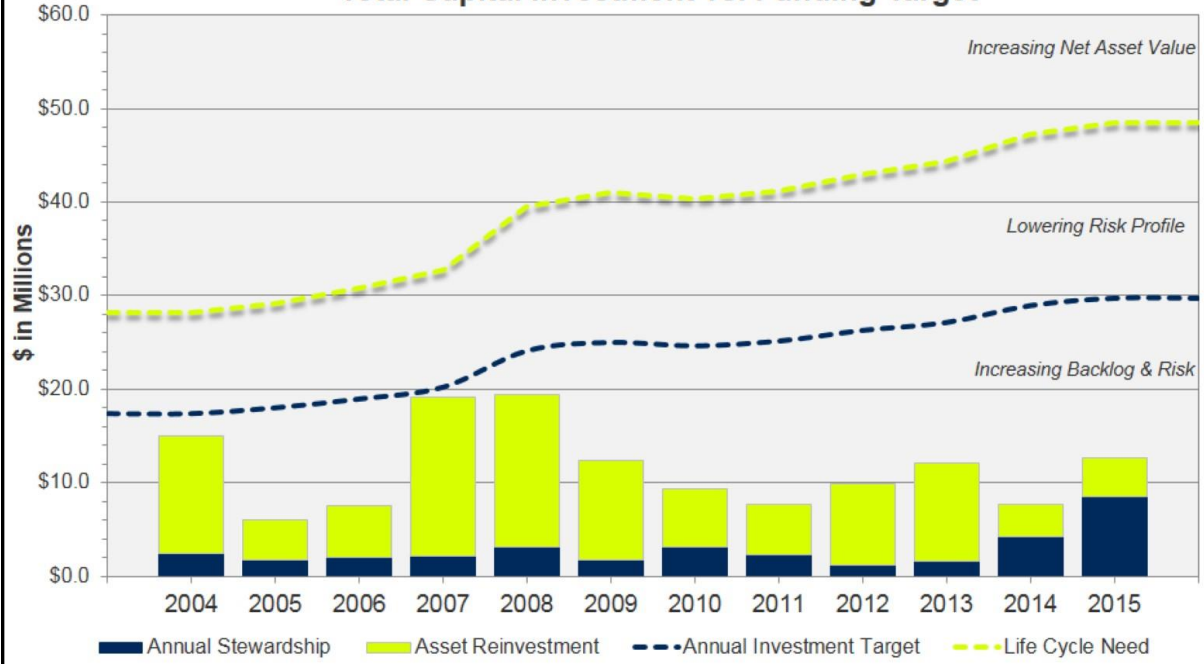
Note: Data shown does not include Infrastructure spending



Lower Investment Misses Targets



Total Capital Investment vs. Funding Target

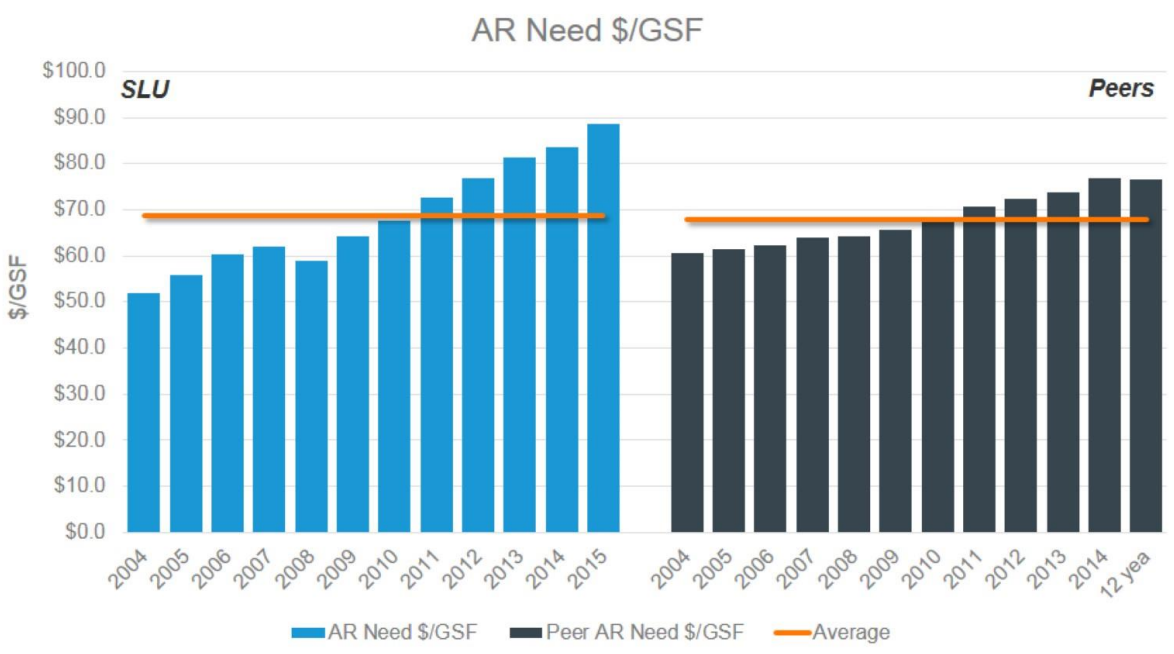


Note: Data shown does not include Infrastructure spending



Rate of Change Doubles Peers

Over 12 years, SLU's AR Need grew 71% compared to peers at 26%

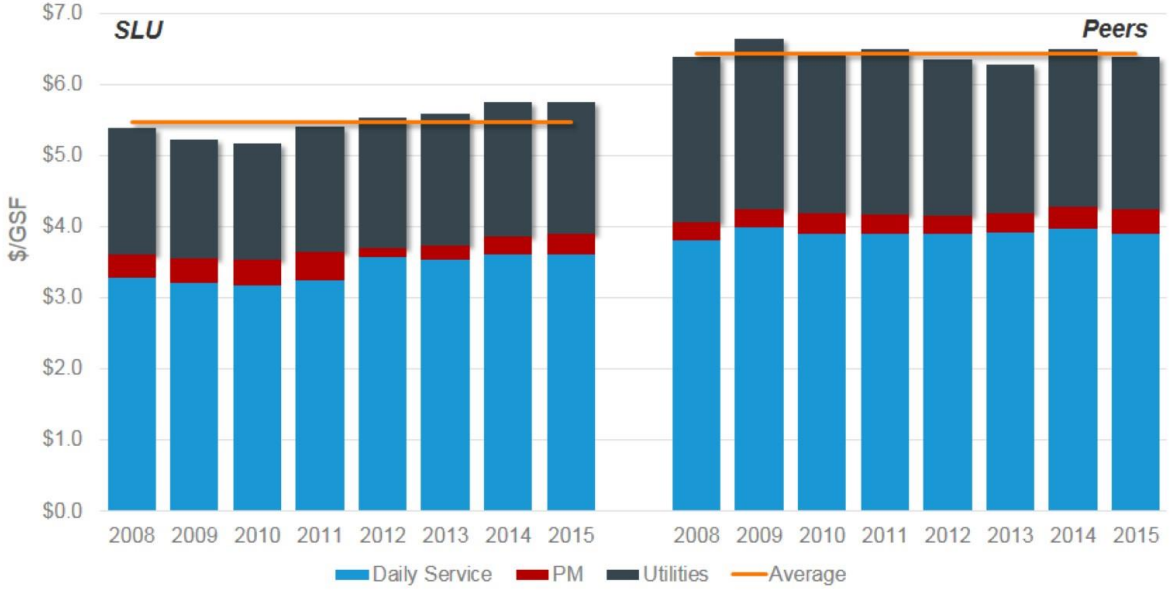


Facilities Operating Expenditures vs. Peers

SLU Costs up 7% from 2008, Peers remain steady

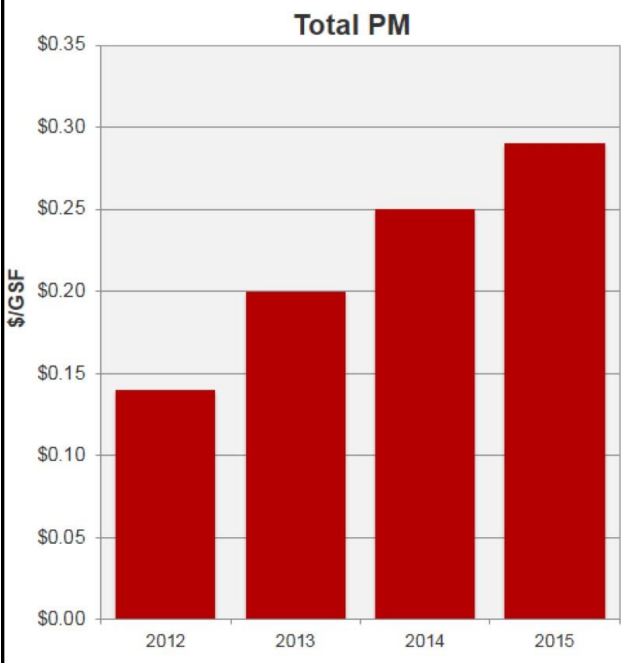


Operating Actuals \$/GSF



Planned Maintenance Increasing

SLU has been growing PM in the past four years



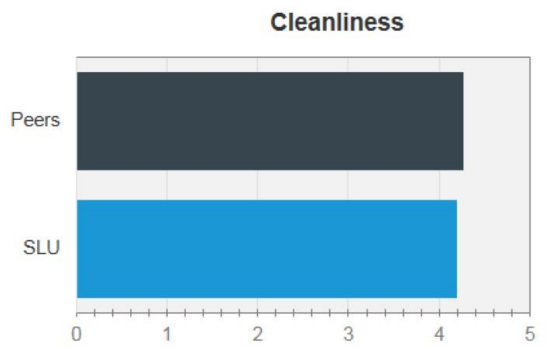
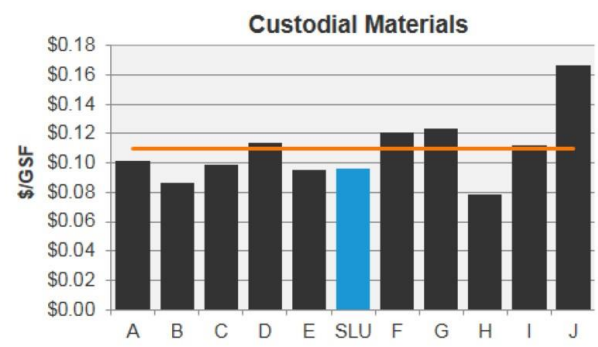
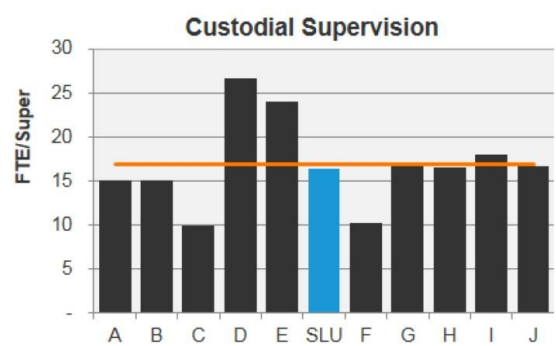
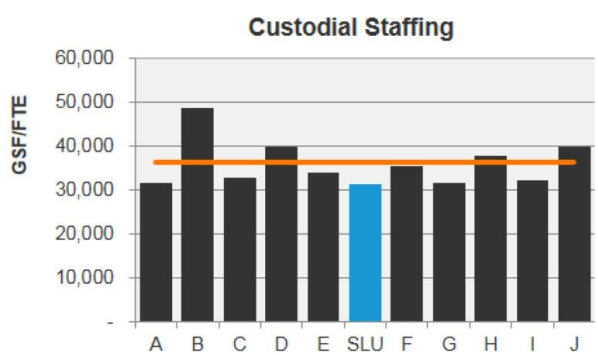
Opportunity for Cost Avoidance:
 Invest \$1.00 in PM now
 OR
 Spend \$2.73 in reactive maintenance later*



* Data from Ozanne Analytics



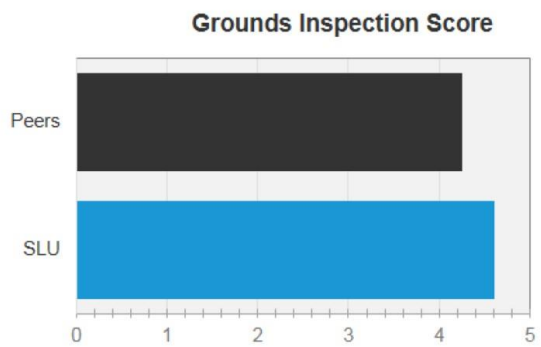
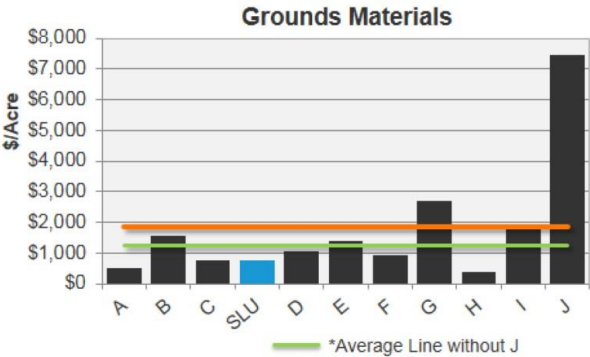
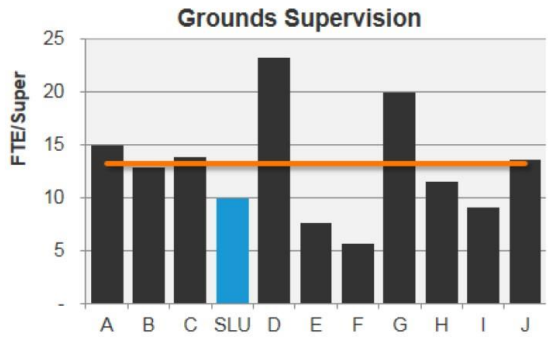
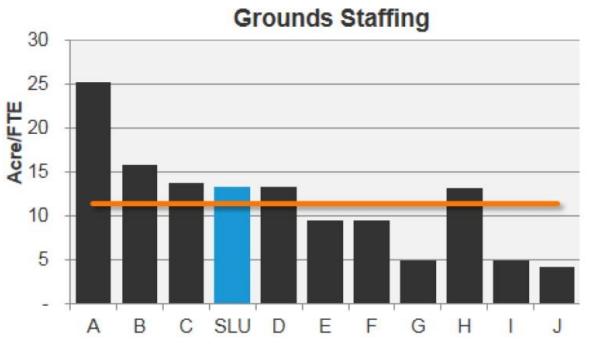
Custodial Performing at Peer Levels



Institutions arranged by Density Factor

— Peer Group Member Average

Higher Output from Grounds Operations



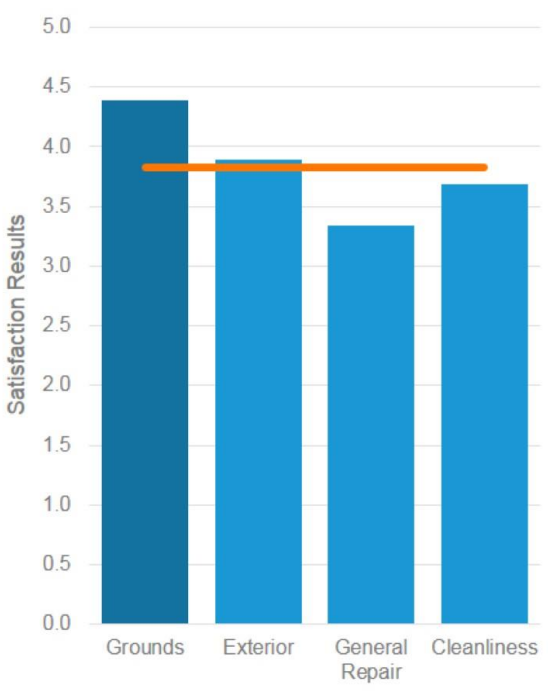
*Average Line without J

Institutions arranged by Grounds Intensity

Peer Group Member Average



Investment in Grounds Shows in Satisfaction



"I love the landscaping here!"

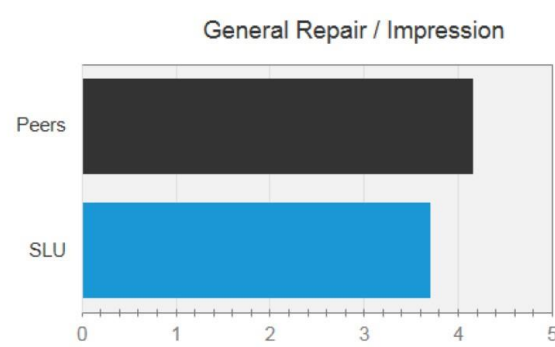
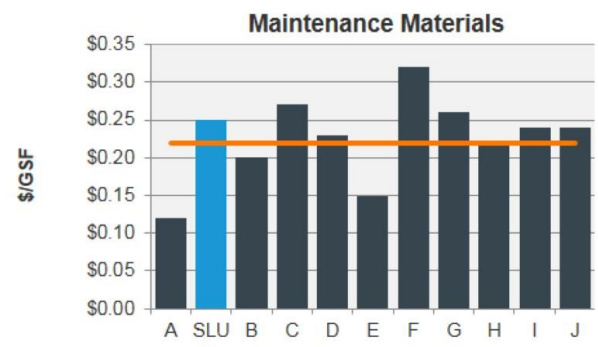
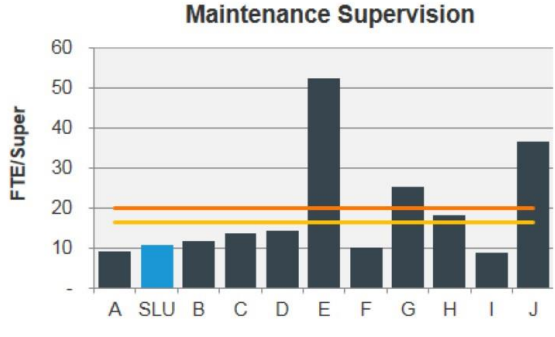
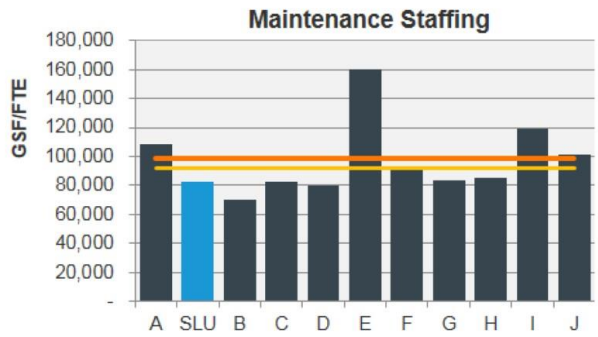
"The grounds keeping crew are very polite and hardworking. They are always busy and the campus grounds always look so beautiful. You can tell they care about what it looks like."

"This is the most beautiful campus. The grounds truly welcome the entire community. Thank you!"

"I think it looks great and I think that is very important in recruiting students."



Greater Strain on Maintenance



Institutions arranged by Tech Rating

- Peer Group Member Average
- Average without E

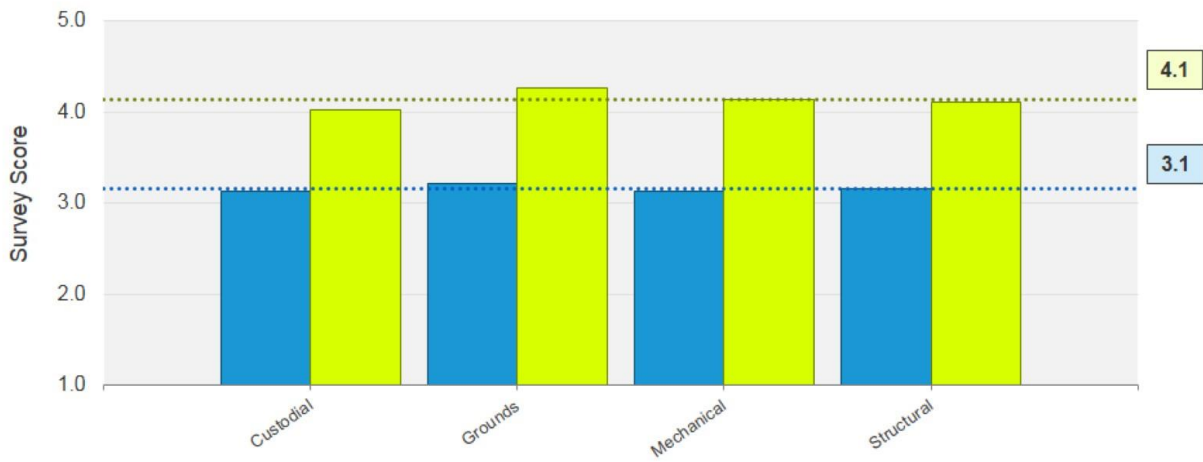
Performance Tops Customer Survey Results



- Staffing Communication:**
- I am asked for feedback or receive feedback once service is completed
 - I am notified of the work order schedule
 - Schedule is on-time and if re-scheduled, I am made aware of changes
 - The number of days to start is generally acceptable

- Staffing Performance:**
- The number of days to complete the work is generally acceptable
 - Work is performed competently
 - Work is performed courteously
 - Work meets my expectations

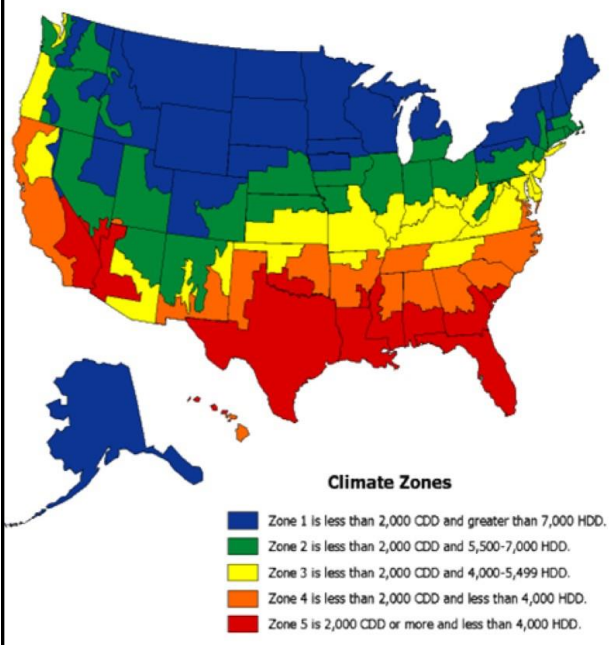
Communication and Performance Scores



□ Communication ■ Performance
..... Communication Average Performance Average

Energy peer group

Saint Louis University is in climate zone 3

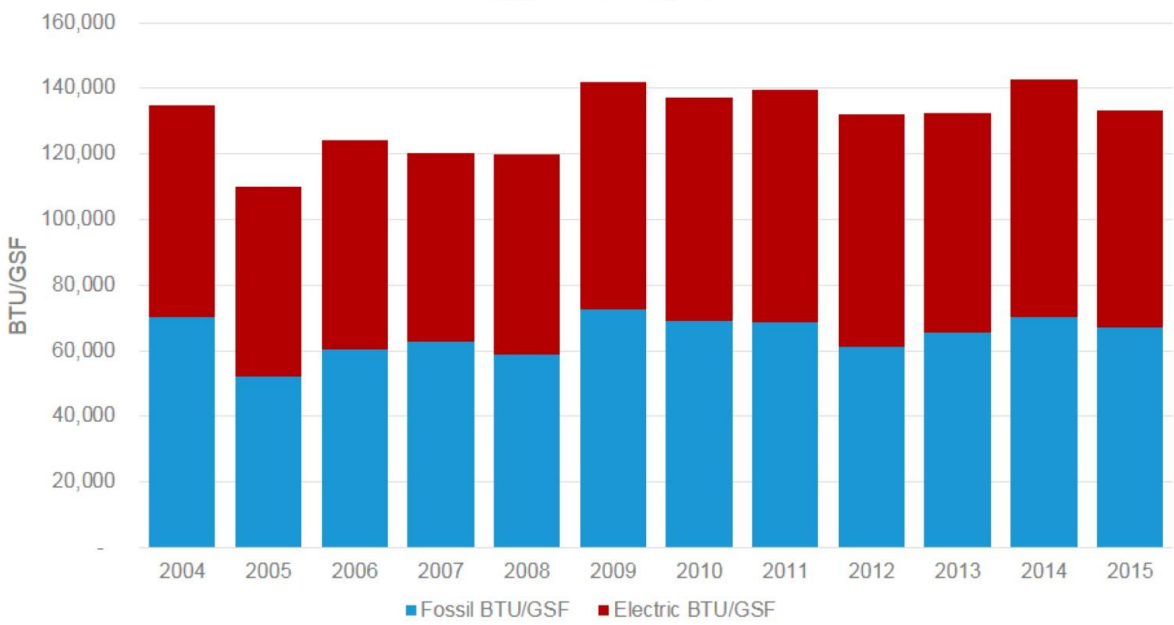


Institution	Climate Zone
George Mason University	3
The University of Tennessee - Knoxville	3
Towson University	3
University of Kentucky - Main Campus	3
University of Missouri - Columbia	3
University of Missouri - Kansas City	3
University of Missouri - St. Louis	3
Virginia Commonwealth University	4
Size, technical complexity, and geographic location.	

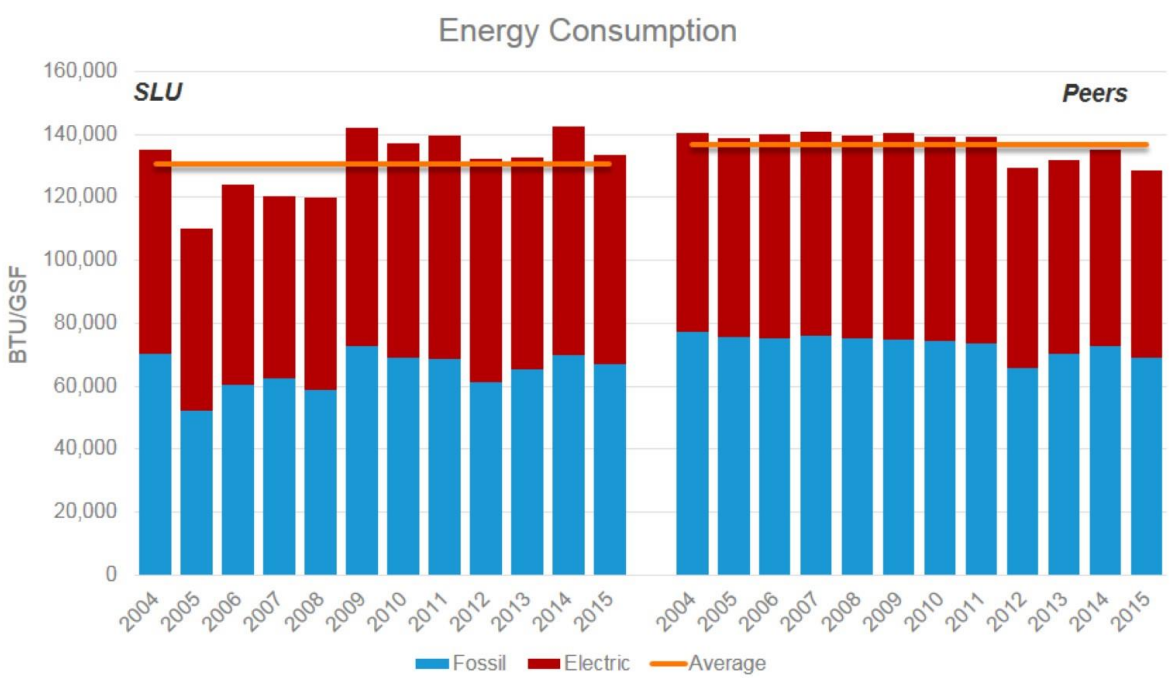
Consistent Consumption in Recent Years



Energy Consumption



Energy Consumption vs. Peers

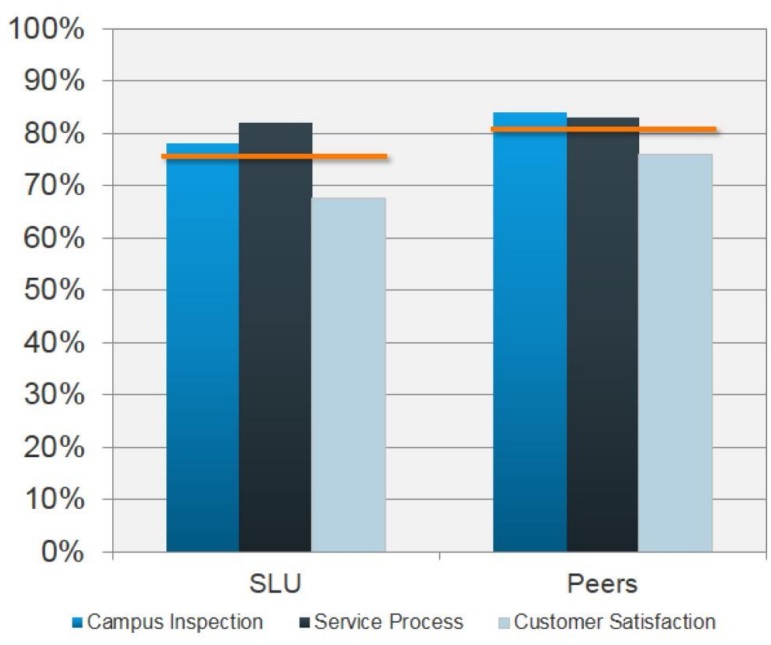
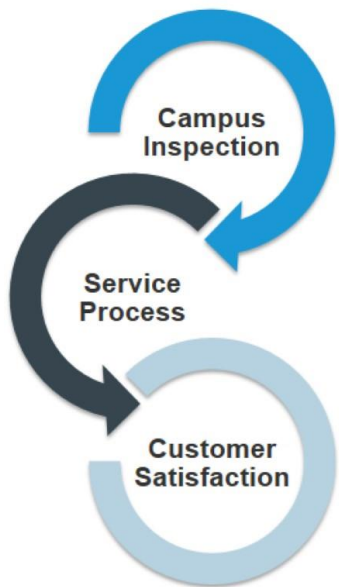


Operations Output

SLU's operations performs below peer average in 3 areas of measurement



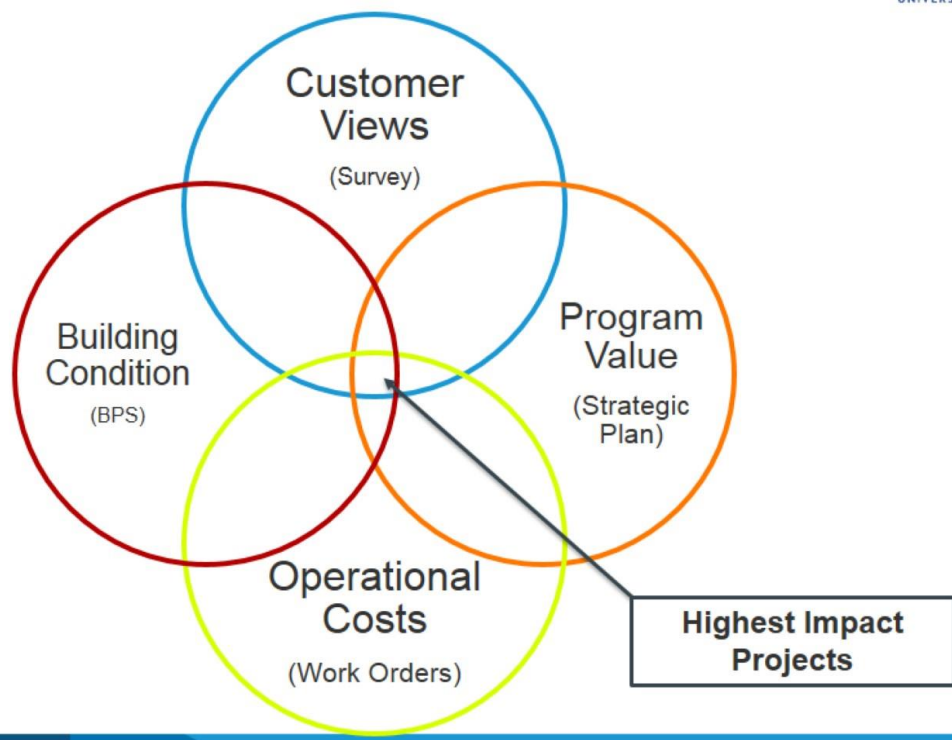
The Service Relationship



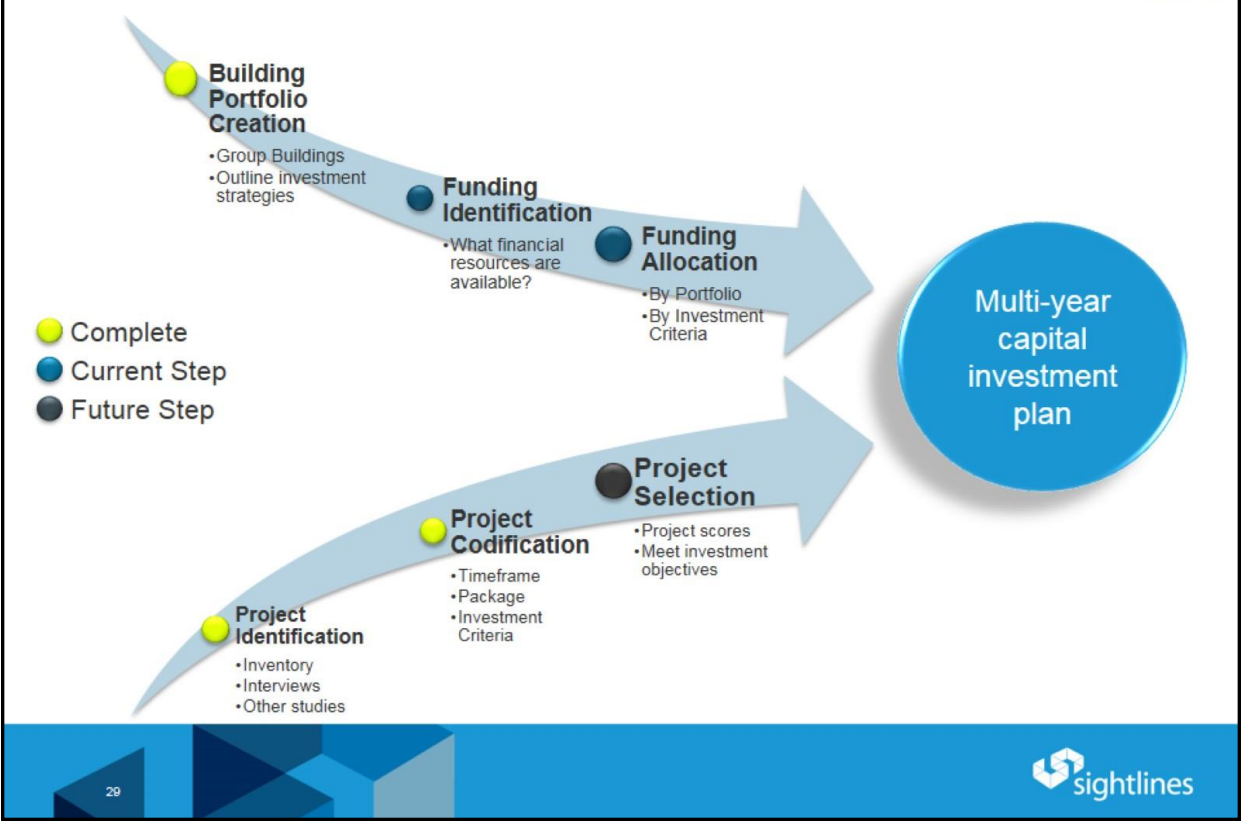


Current Progress

Aligning Project Selection for Impact



BPS: Bottom Up, Top Down Approach

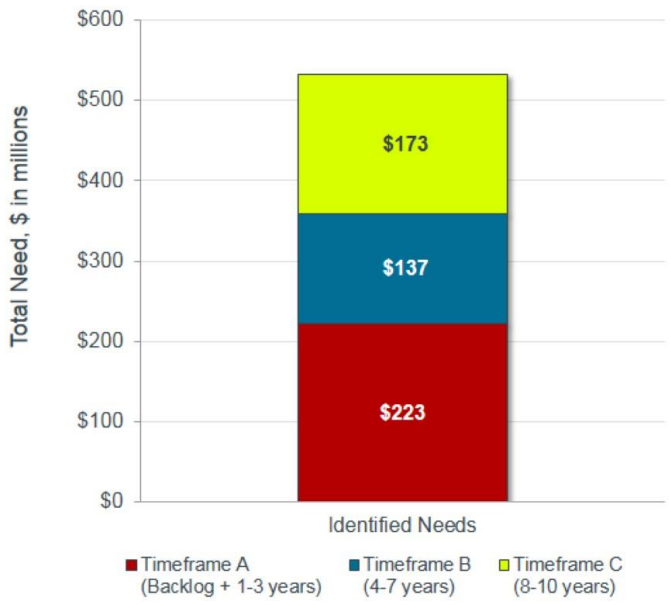


Identified Needs – Over 6,100 Projects

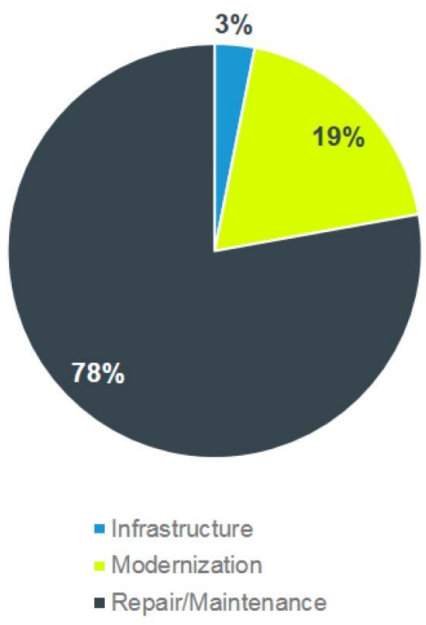
Timeframes A, B, & C only – excluding new construction



Identified Needs by Timeframe



Breakout

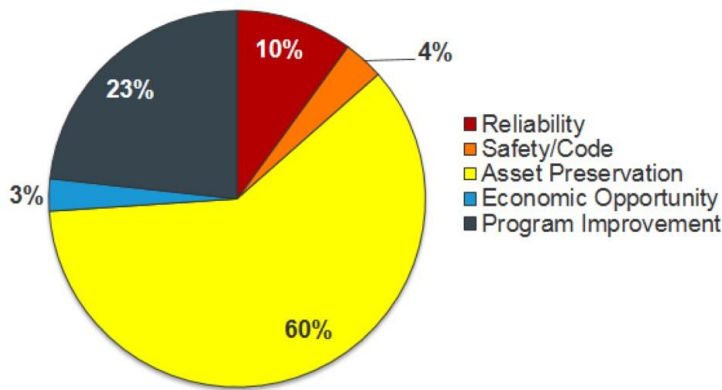




Identified Needs by Investment Criteria

Timeframes A, B, & C only – excluding new construction

Identified Needs



- **Reliability** – Issues of imminent failure or compromise to the system that may result in interruption to program or use of space.
- **Safety/Code** – Code compliance issues and institutional safety priorities or items that are not in conformance with current codes, even though the system is “grandfathered” and exempt from current code.
- **Asset Preservation** – Projects that preserve or enhance the integrity of buildings systems or building structure, or campus infrastructure.
- **Economic Opportunity** – Projects that result in a reduction of annual operating costs or capital savings.
- **Program Improvement** – Projects that improve the functionality of space, primarily driven by academic, student life, and athletic programs or departments. These projects are also issues of campus image and impact.

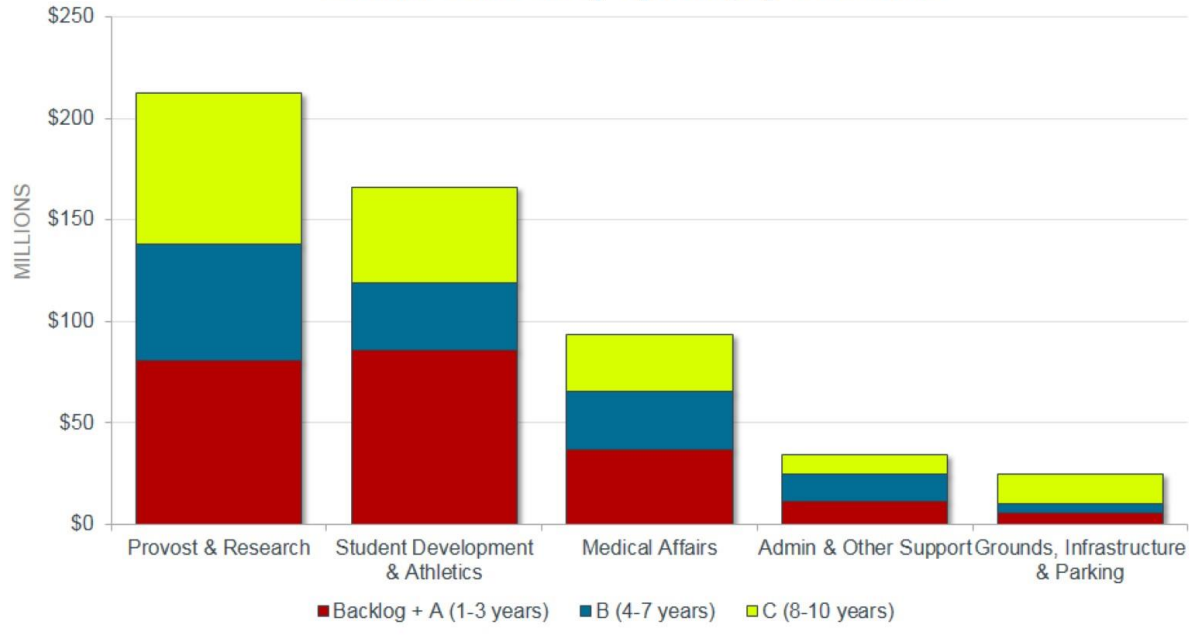


Total Needs by Functional Portfolio

Timeframes Backlog + A, B, & C only – excluding new construction



Identified Needs by System, by Timeframe



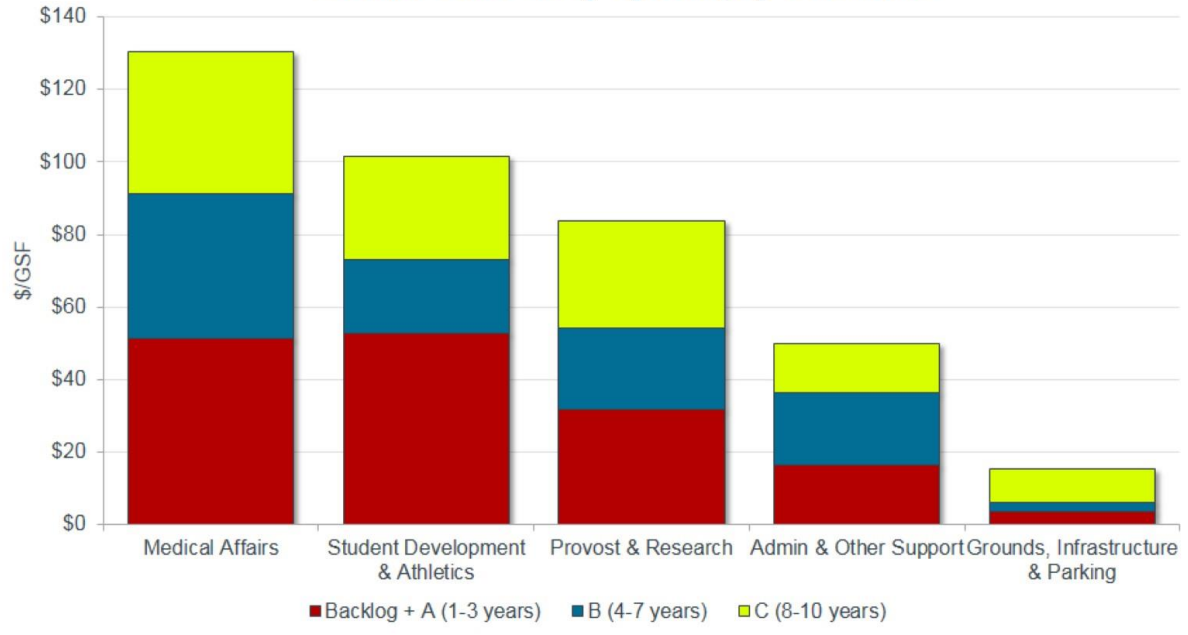
32

Total Needs by Functional Portfolio

Timeframes Backlog + A, B, & C only – excluding new construction



Identified Needs by System, by Timeframe



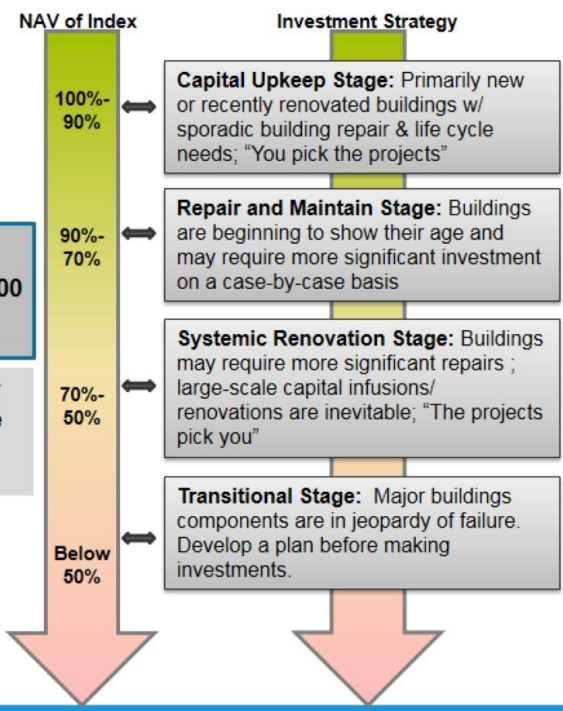
Net Asset Value

Measuring the "percent good" in a building



$$\text{NAV Index} = \frac{(\text{Replacement Value} - \text{Building Needs})}{\text{Replacement Value}} \times 100$$

Campus leadership can set different NAV levels for different buildings and portfolios, helping to balance capital investments across campus and prioritize project selection

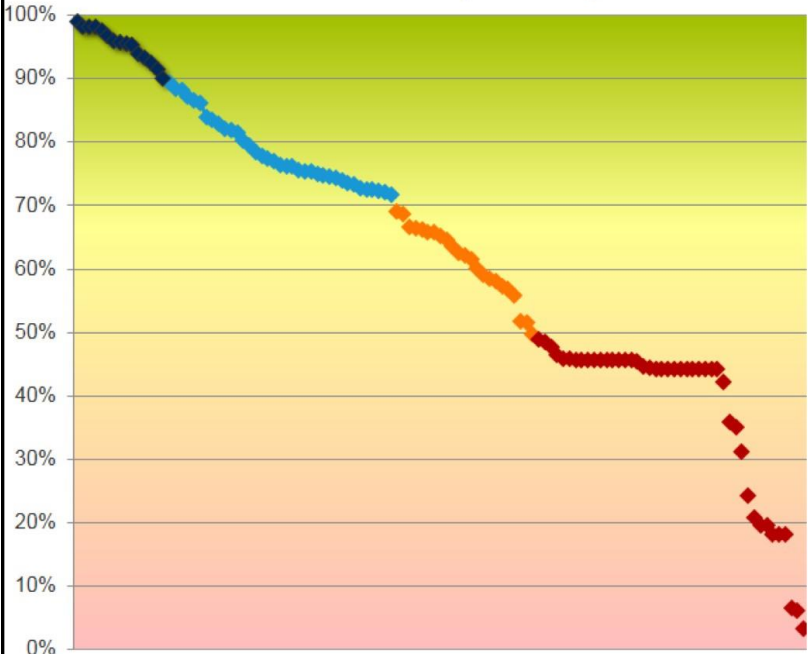


Net Asset Value

All included buildings

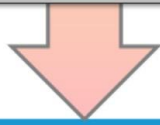


NAV Index by Building



Investment Strategy

- Capital Upkeep Stage:** Primarily new or recently renovated buildings w/ sporadic building repair & life cycle needs; "You pick the projects"
- Repair and Maintain Stage:** Buildings are beginning to show their age and may require more significant investment on a case-by-case basis
- Systemic Renovation Stage:** Buildings may require more significant repairs ; large-scale capital infusions/ renovations are inevitable; "The projects pick you"
- Transitional Stage:** Major buildings components are in jeopardy of failure. Develop a plan before making investments.

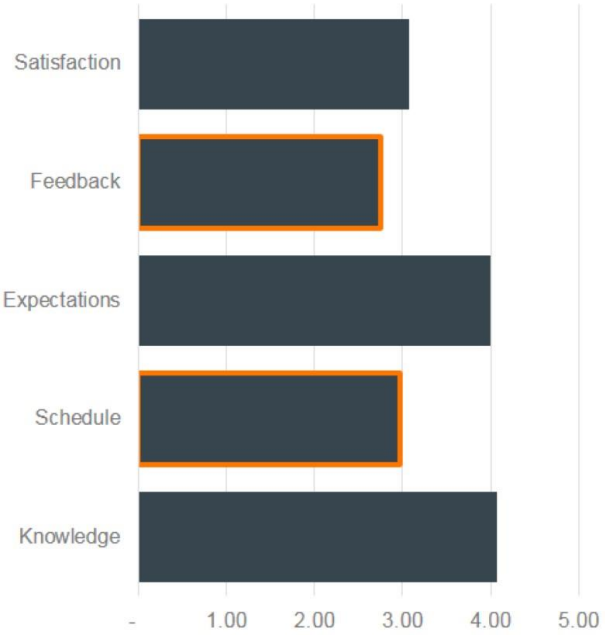
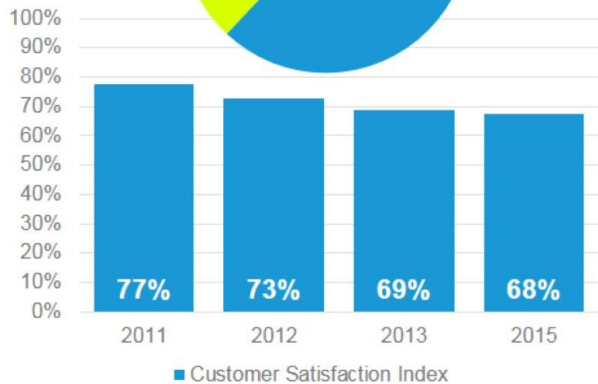
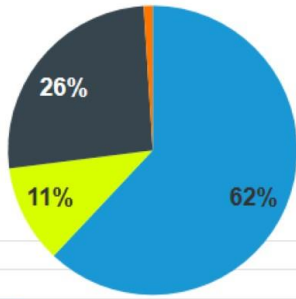


Customer Satisfaction Survey

Total Completed Surveys: 701; 61% completion Rate for viewed surveys



Total Users



36

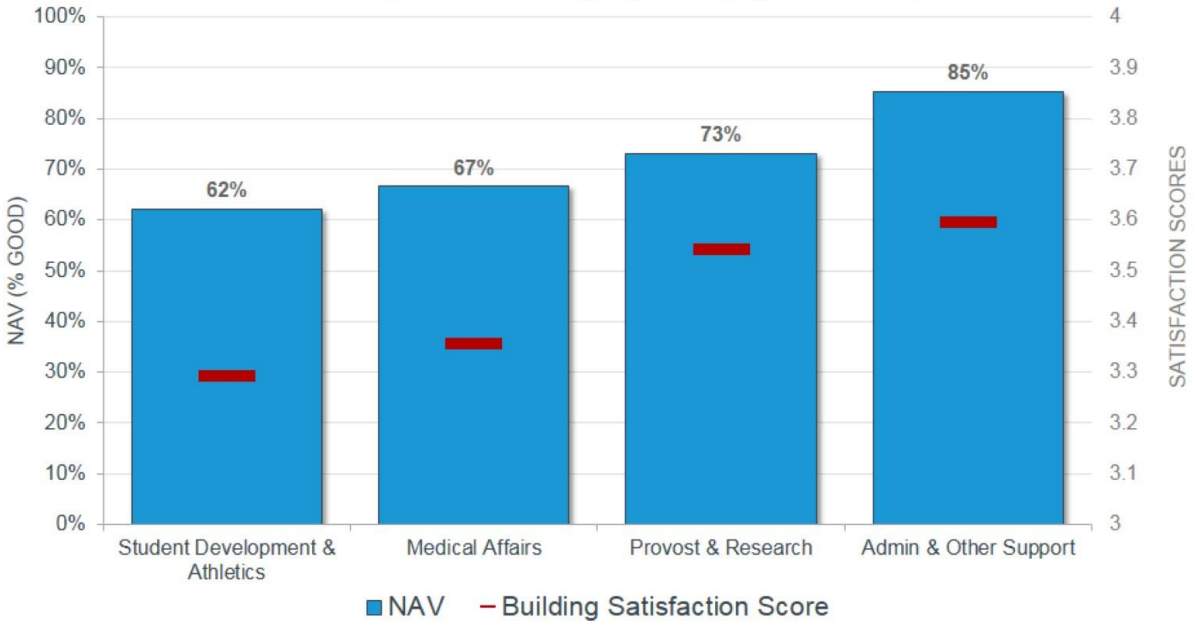
■ Staff ■ Faculty ■ Student ■ Other

Aligning Survey and BPS Results

Student Development and Medical Affairs consistently rising to the top



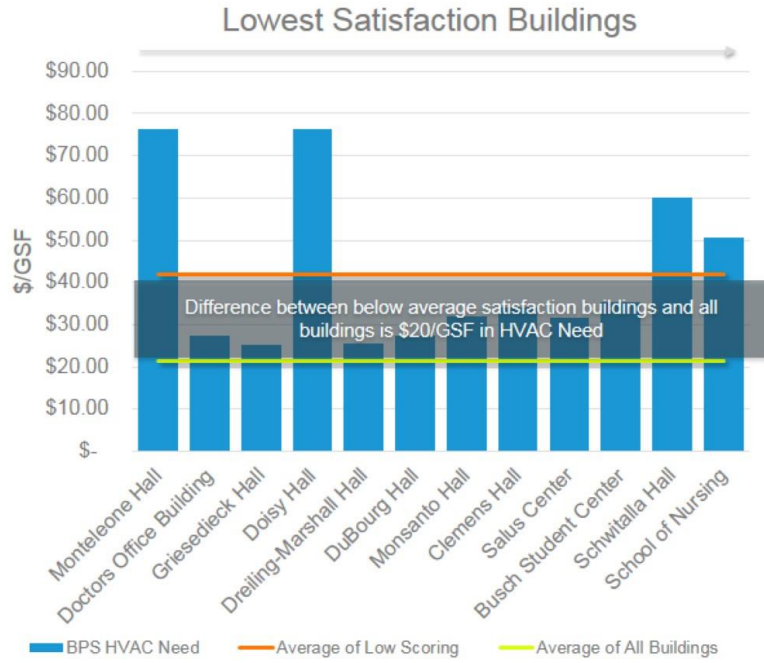
Identified Needs by System, by Timeframe



Customer Survey Helps Target Specific Projects



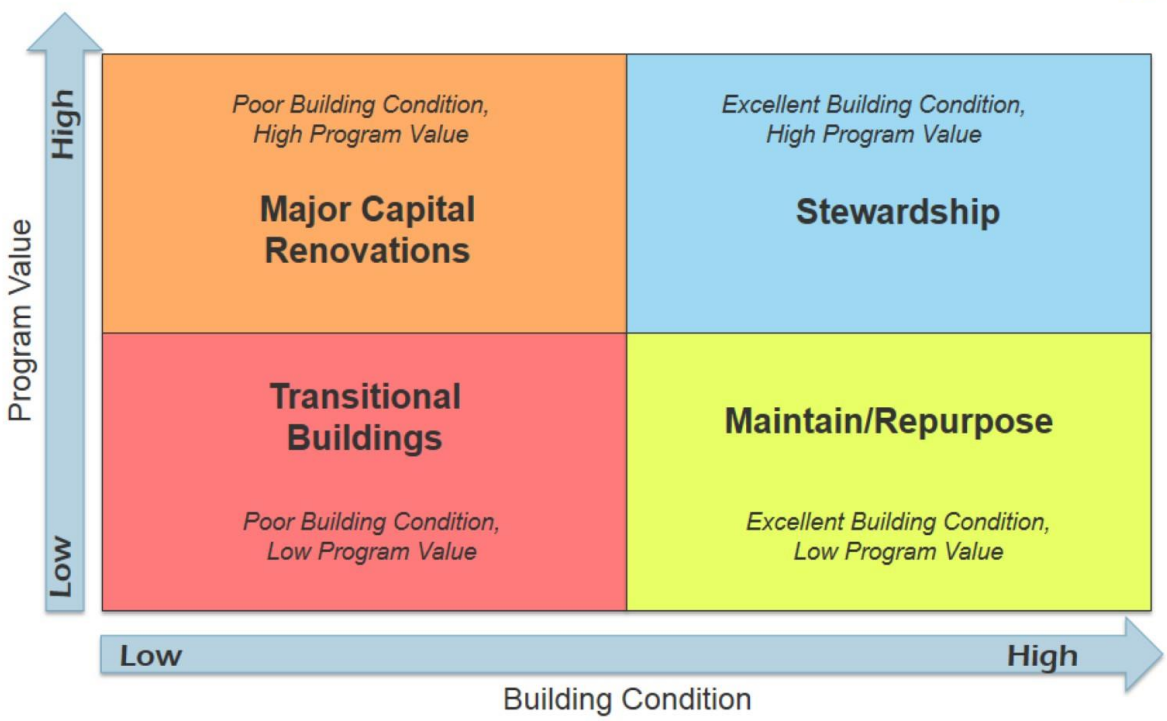
Buildings with lowest HVAC satisfaction have higher \$/GSF in HVAC related need



*BPS Data includes HVAC, Heating, Cooling and Mechanical Need. Survey results include distracting noises, temperature and undesirable odors.



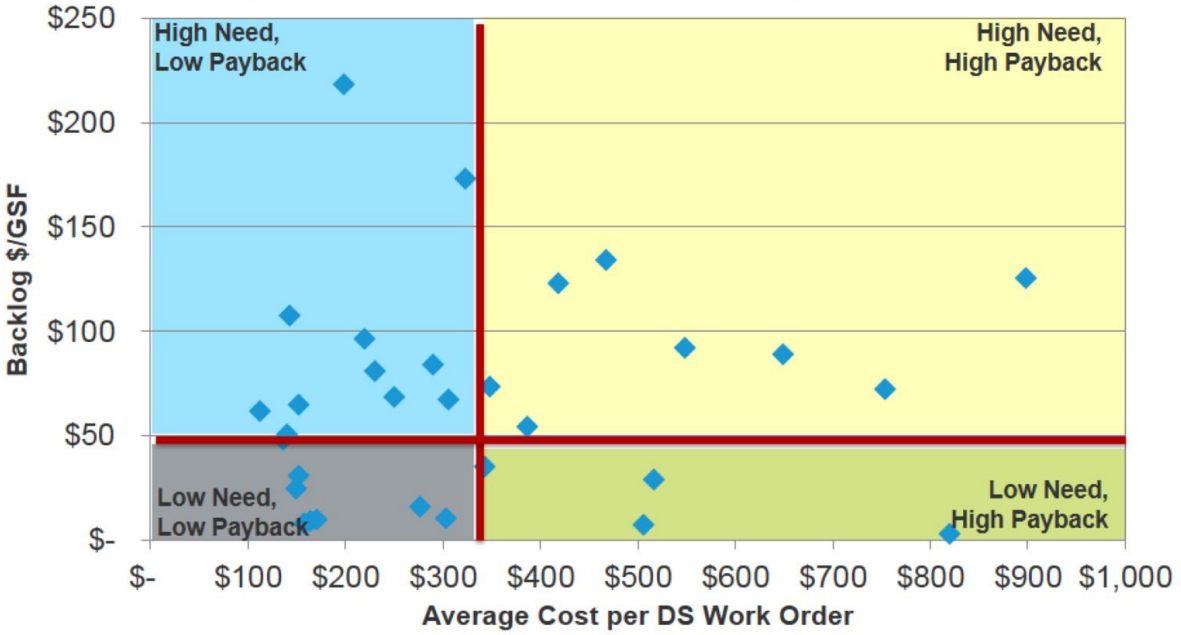
Program Value Matrix



Operational Cost Matrix



Daily Service Demands vs. Building Condition



SAMPLE DATA

Key Takeaways



- > **The facilities challenges at SLU are great**
 - > Challenging space wealth
 - > Low historical investment
 - > Strained operations

- > **SLU has the tools to tackle these challenges**
 - > User perception
 - > Building Condition
 - > Strategic plan
 - > Operations data & benchmarks

- > **Align future investment to maximize impact**