30 October 2013

FY2013 ROPA Presentation

Saint Louis University
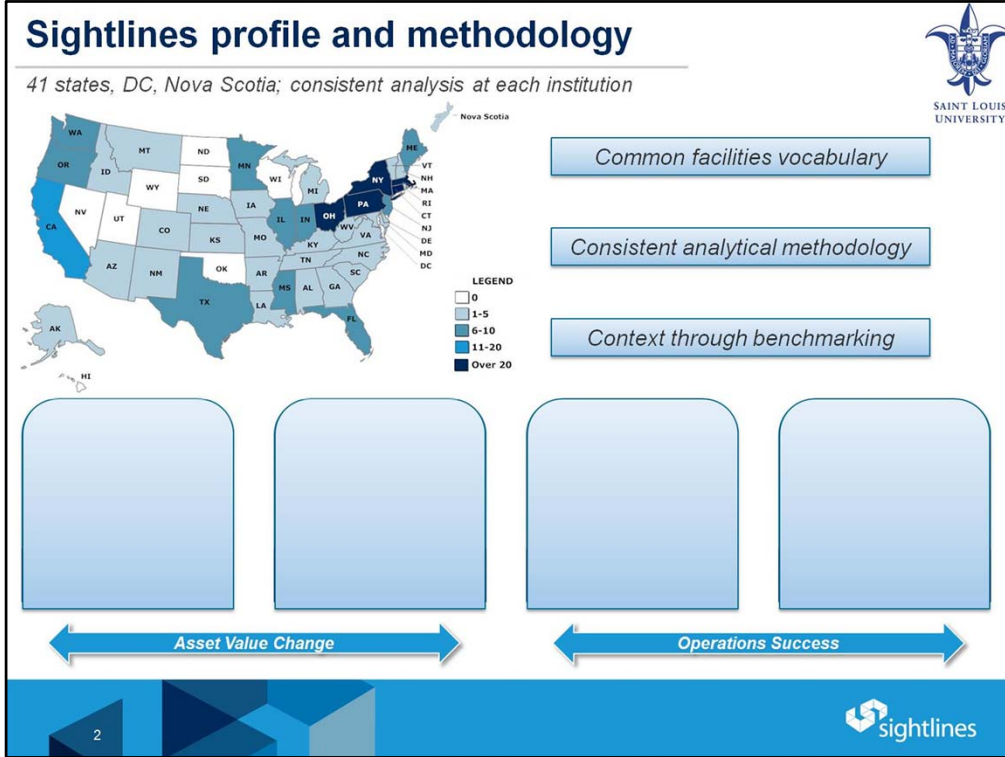
sightlines

Peer Institutions

Used for benchmarks throughout presentation

Institution	Location
Boston College	Boston, MA
Brown University	Providence, RI
Duke University	Durham, NC
Georgia Institute of Technology	Atlanta, GA
University of Chicago	Chicago, IL
University of Notre Dame	South Bend, IN
University of Pennsylvania	Philadelphia, PA

Coming Soon: Washington University

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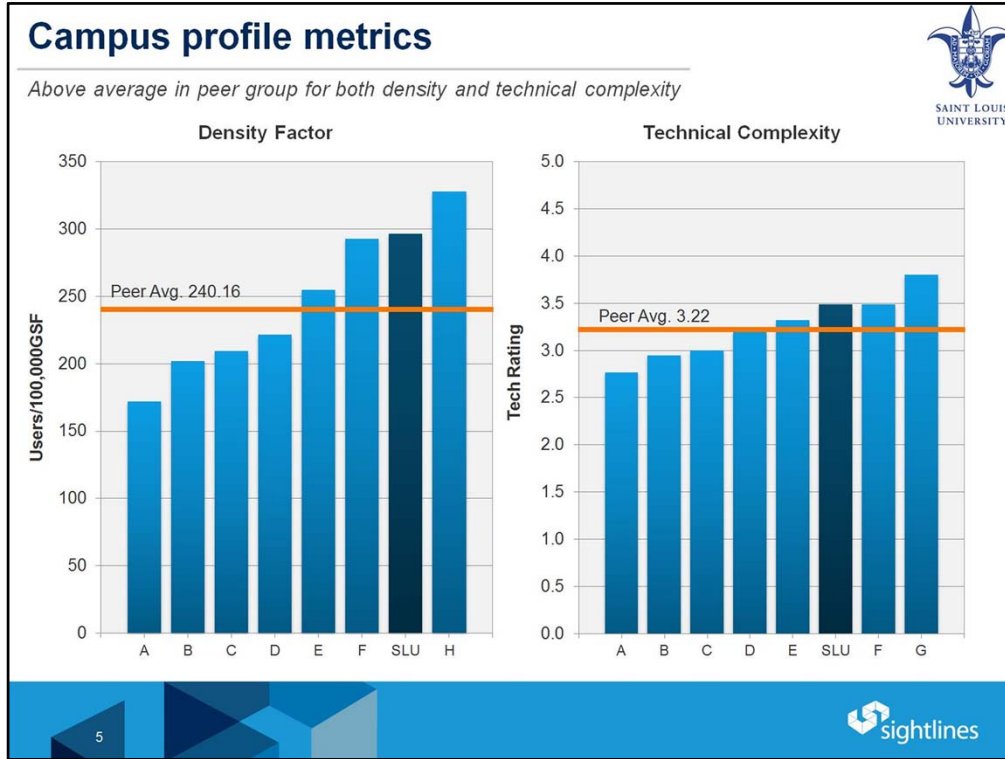
In key campus profile metrics, density factor and technical complexity, SLU is above average in peer group.

Density factor measures the number of faculty, staff and students FTEs on campus per hundred thousand square feet. This determines the intensity of use that campus space experiences on a daily basis, or the number of people utilizing the space on a regular basis. The higher the density factor, the quicker space becomes worn out, dirty, etc. and the harder it is for facilities to maintain.

Technical Complexity often has a direct correlation with energy consumption, maintenance staffing, and replacement values – a higher complexity often results in higher consumption, replacement costs, stewardship targets and increased operational demand.
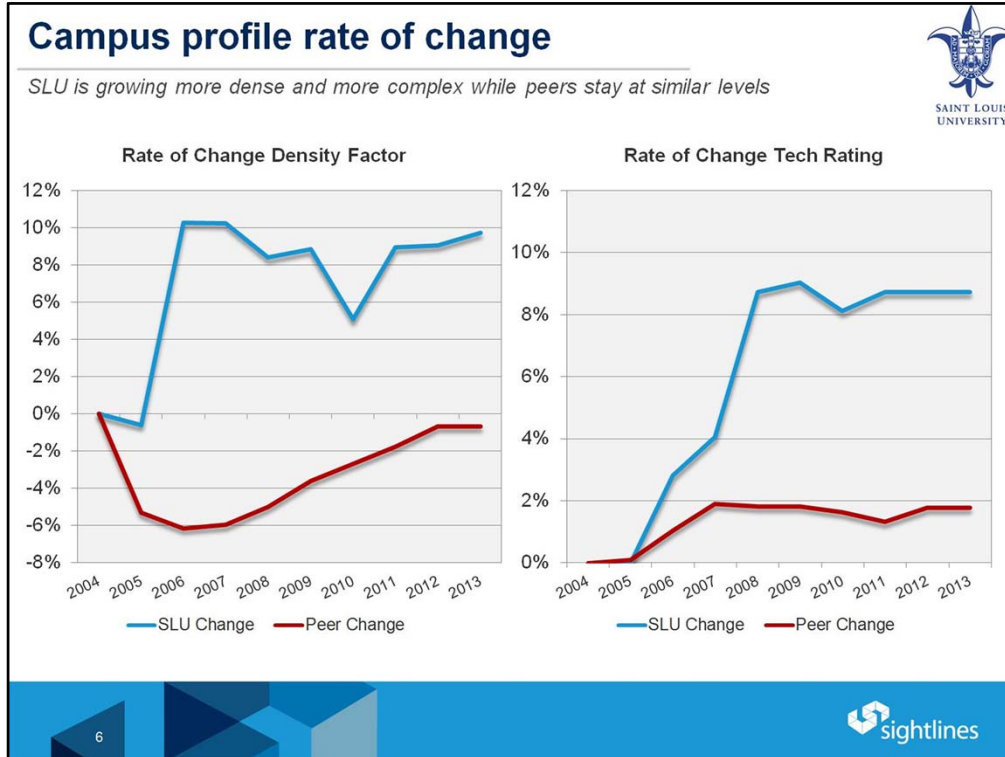
Not only is SLU above average in Density and Technical complexity but SLU's campus profile has seen a greater rate of change over the past 10 years. Peers have stayed at similar levels. This says that while peer's operations may be able to stay as they were, SLU may need to adjust and shift operations to meet the changing demands on campus.
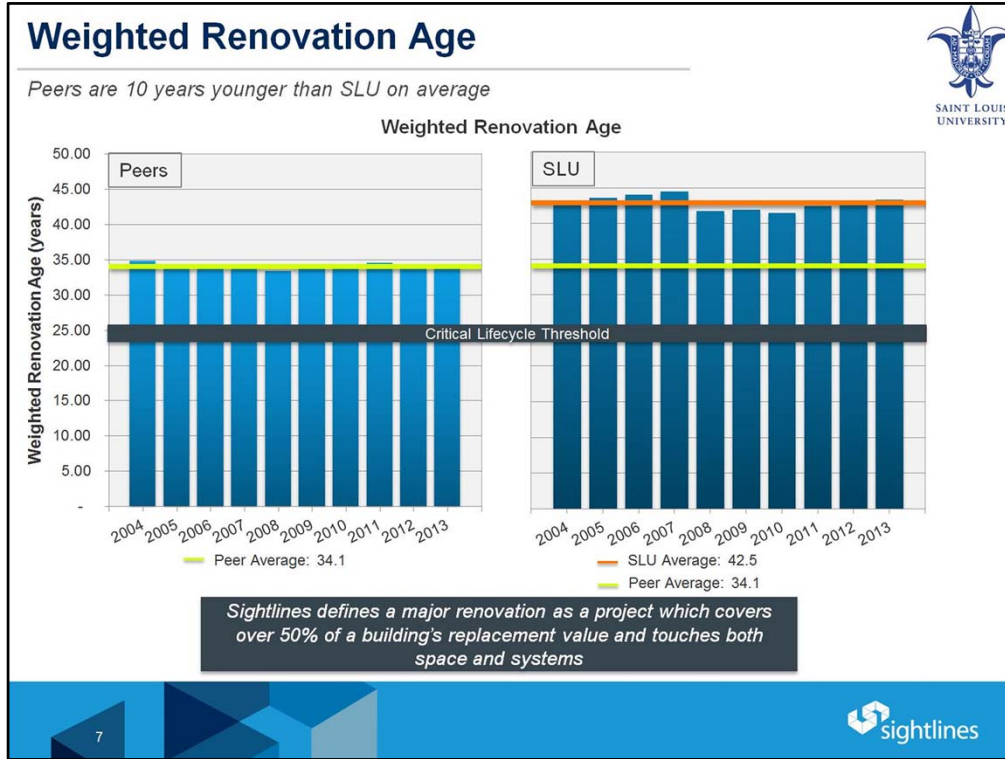
Weighted renovation age shows the average age of campus. Peers are on average 10 years younger than SLU. With an older campus, SLU is facing more critical lifecycles and higher capital needs.
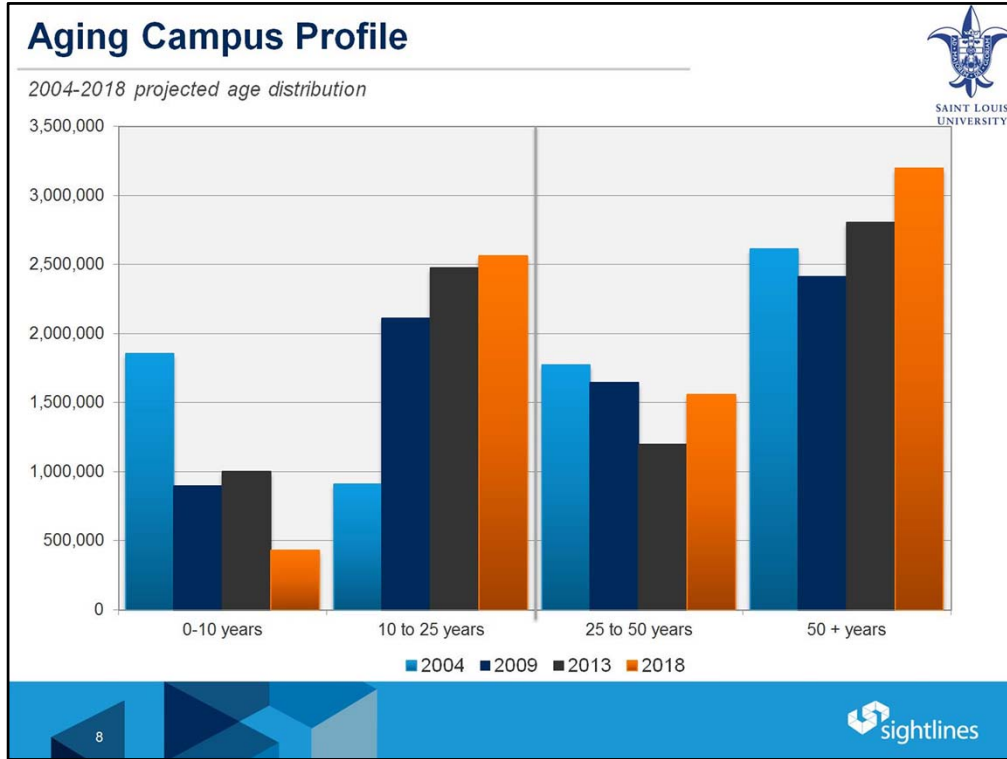
When measuring the aging of space over the last 10 years, you can see that a significant amount of space that was "new" (under 10 years old) in 2004, has begun to move into an older age category. This shift represents the increase in life cycle capital costs in those spaces. As we project this out to 2018, we can see that a large amount of GSF will continue to age, over 3M GSF in over 50+.
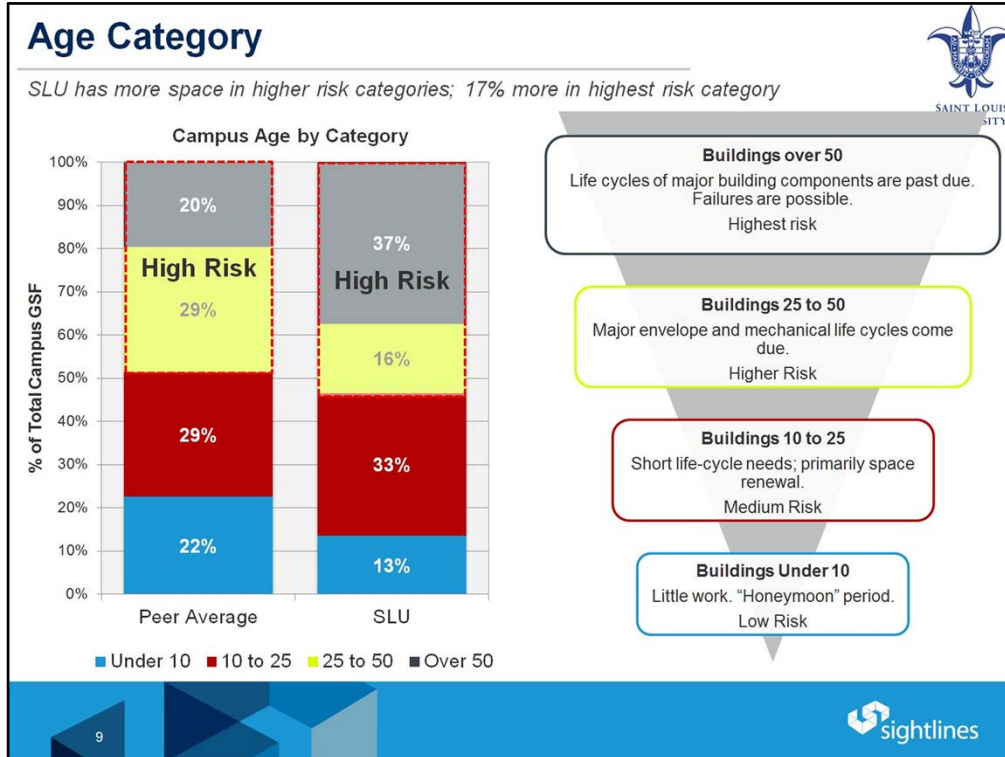
Looking at the percentage breakdown of campus in the four age categories, SLU has 37% in higher risk categories. Buildings over 25 begin to hit major lifecycles for envelope and mechanical needs. As buildings continue to age without significant reinvestment and they move over 50, they become high risk for possible system failures.

Capital
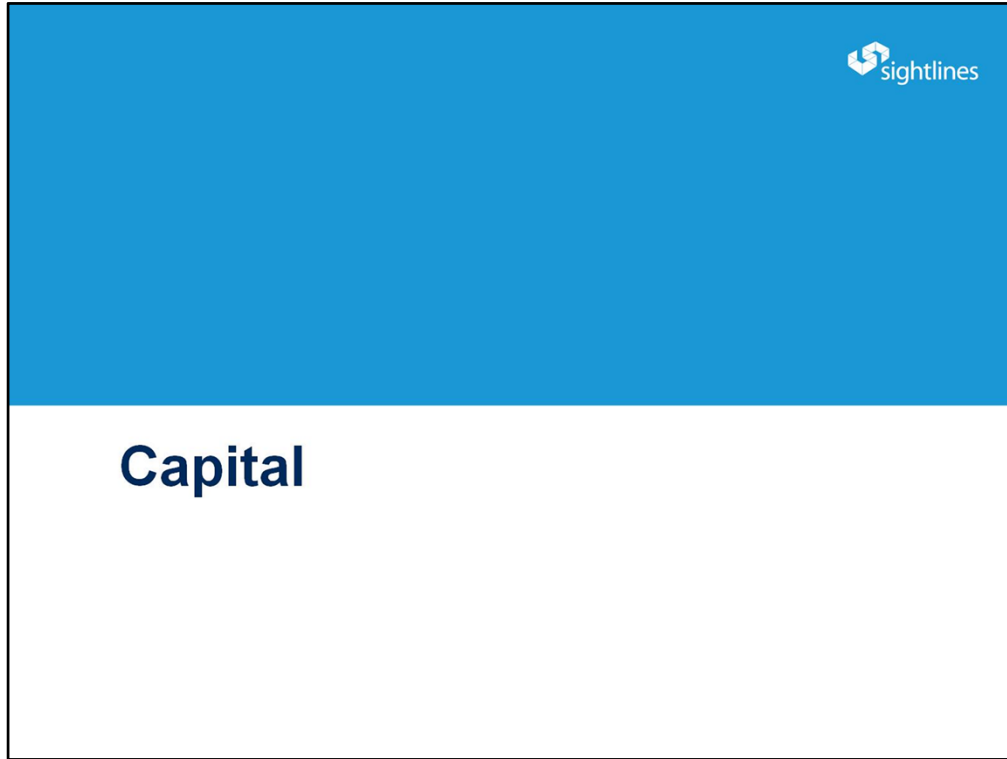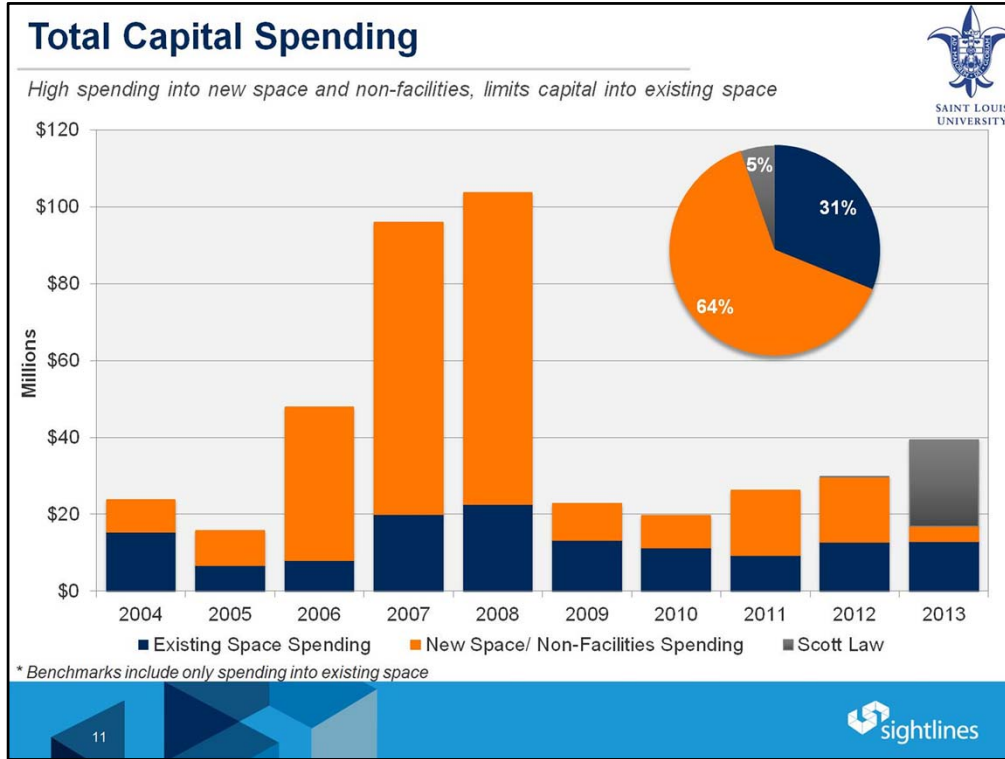
The vast majority of investment at SLU has gone towards New Construction (including Scott Hall) or Non-facilities type spending. A very limited amount has gone toward existing space. The limited dollars going towards existing space indicate that the capital needs of the buildings are not being addressed to the extent that the aging campus buildings need.
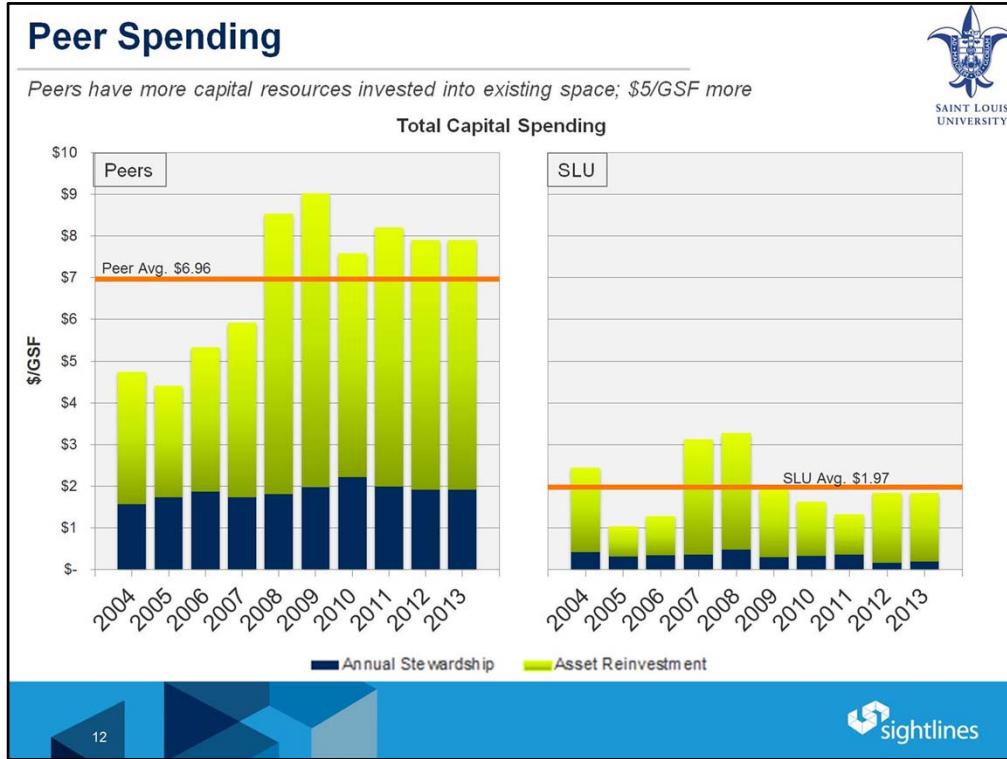
Capital Investment levels at SLU remain significantly below peer institutions. Both sources of funding are below peers Annual Stewardship – Blue & Asset Reinvestment – Green). While peers have been able to address deferred maintenance and perform major renovations through significant investments, SLU has not.

Chasing a moving target
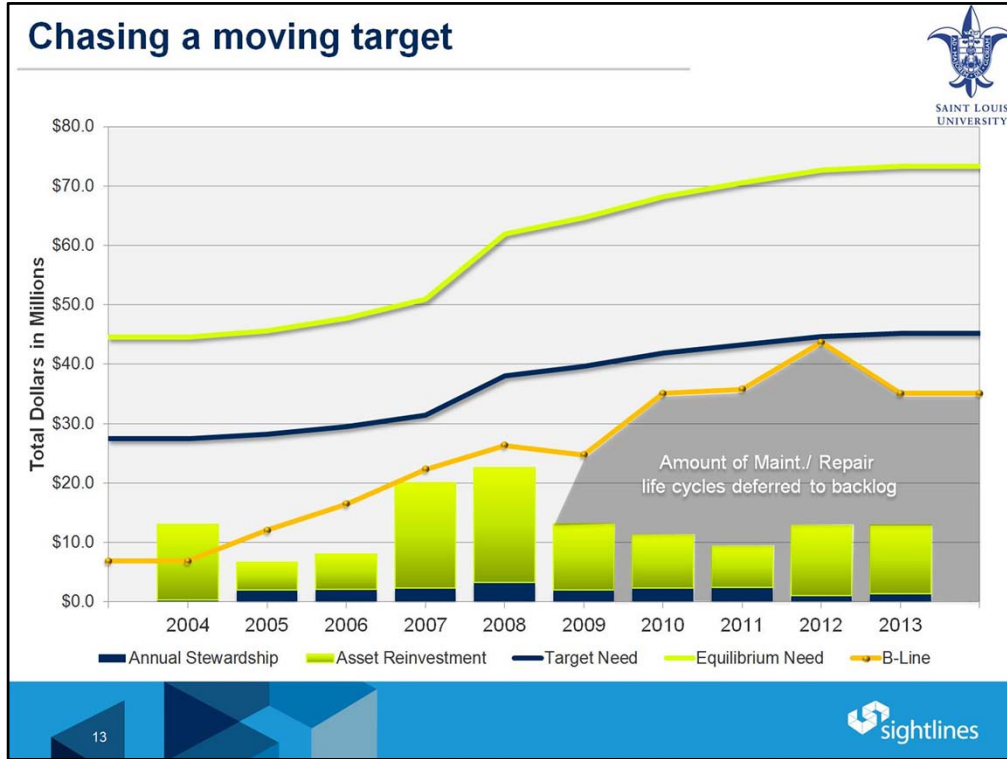
This chart shows budgeted investment targets as well as the B-line which is a cash flow model that anticipates current lifecycle costs coming due in that year. When you fall below the annual investment target range as well the B-line, the backlog of need increases. This chart shows that in the past capital investment spending has fallen close to that B-line spending and kept up with lifecycles in those years. However, as campus ages and more lifecycles come due, spending has not kept up with the needs and therefore is deferring maintenance and repair lifecycles to the backlog.

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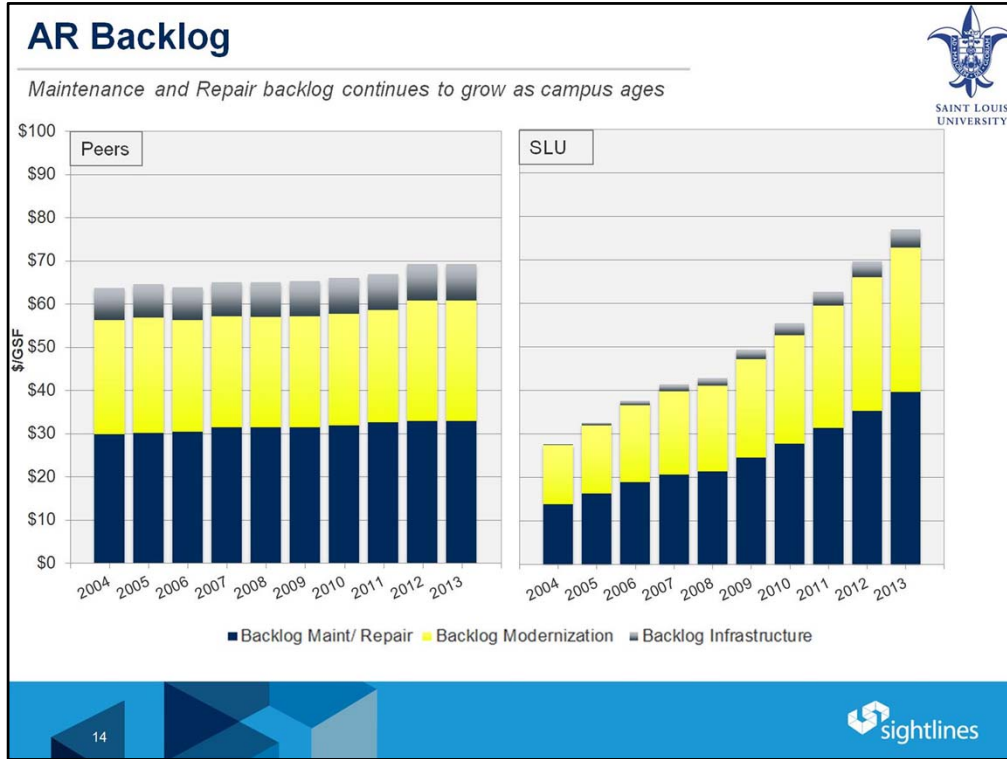
The Estimated backlog of need at SLU has increased dramatically since 2004. Campus that see this significant growth in backlog will begin to see the affects in other areas of facilities performance, such as operational effectiveness and campus appearance. It will be important that SLU develops a plan that will stabilize the growth of the backlog in the near future to limit the overall campus impact.
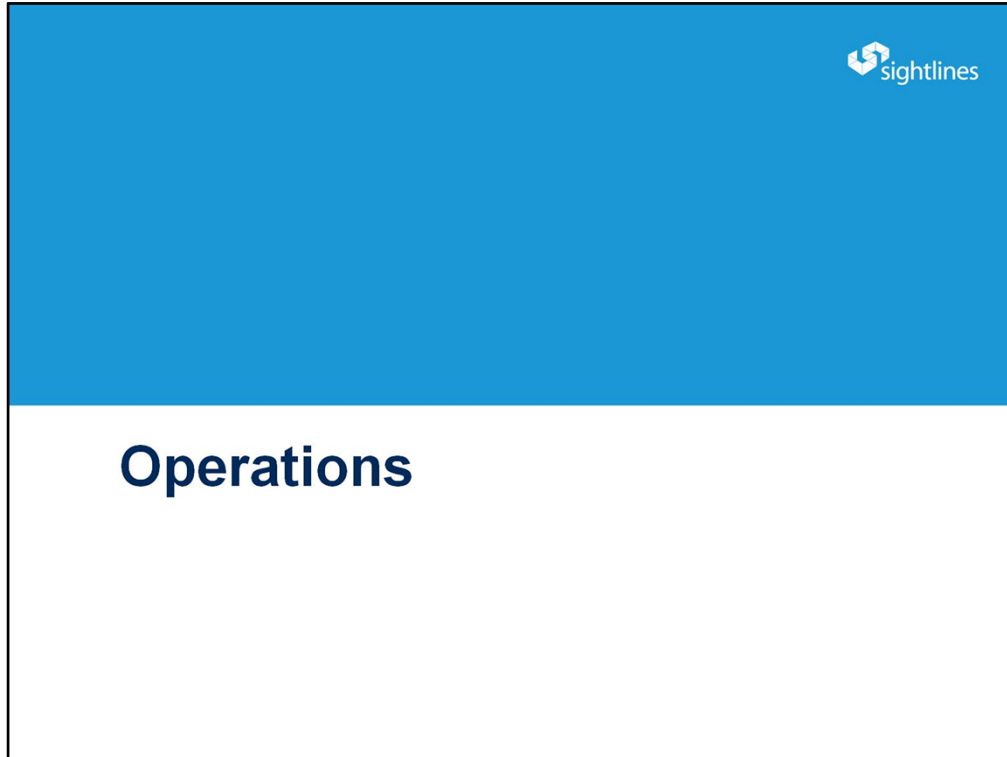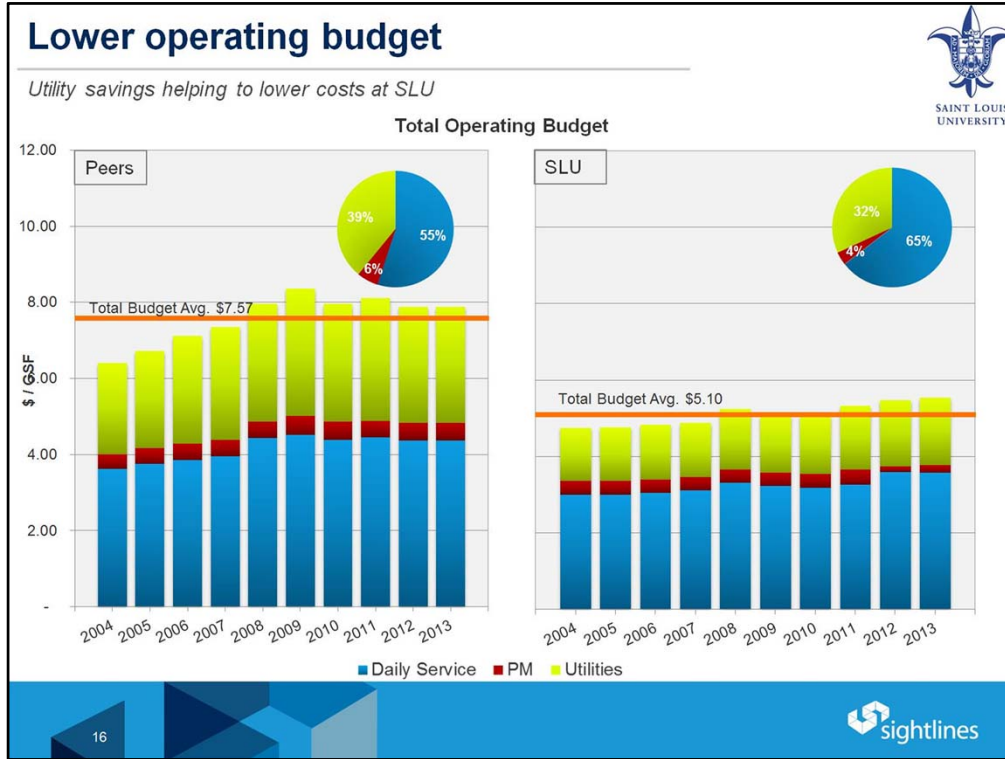
Operations

Facilities Operating budget against peers. SLU is spending over $2/GSF less than peers. Driven in large part due to the low utility costs. But Daily Service costs also remain below peers, meaning SLU is running a efficient operations. As backlog continues to increase, performing at the level that SLU currently is, despite having fewer resources, will become difficult.
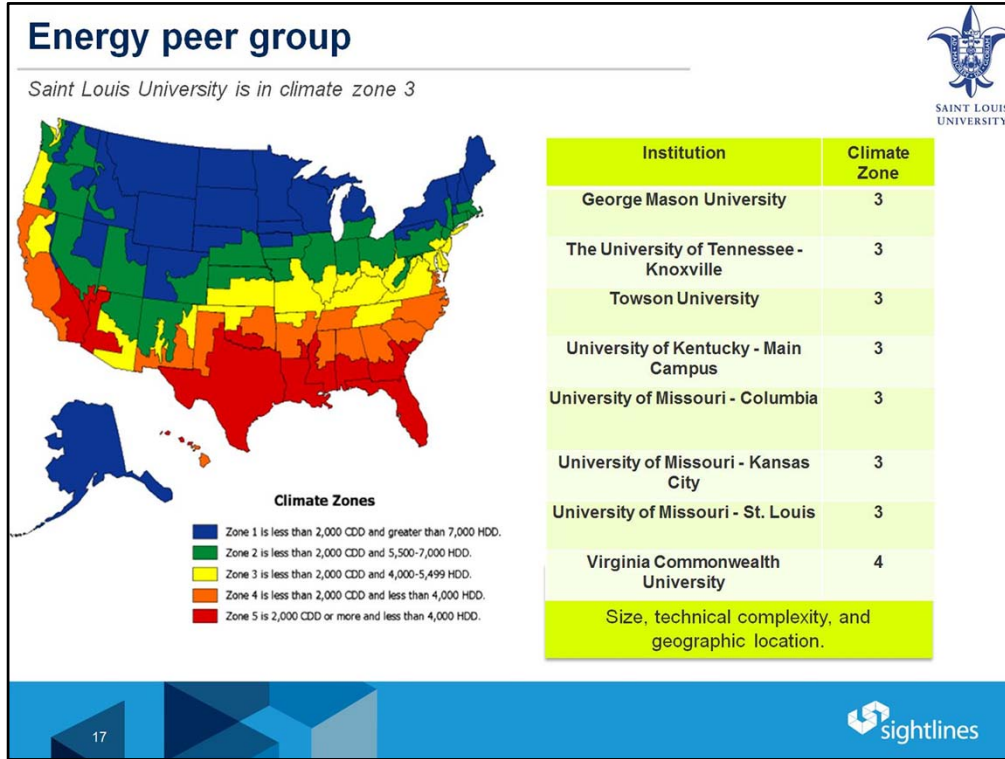
For energy metrics, a separate peer group is selected based on similar climate zones. Schools in similar climate zones face comparable energy demands such as number of heating and cooling degree days.

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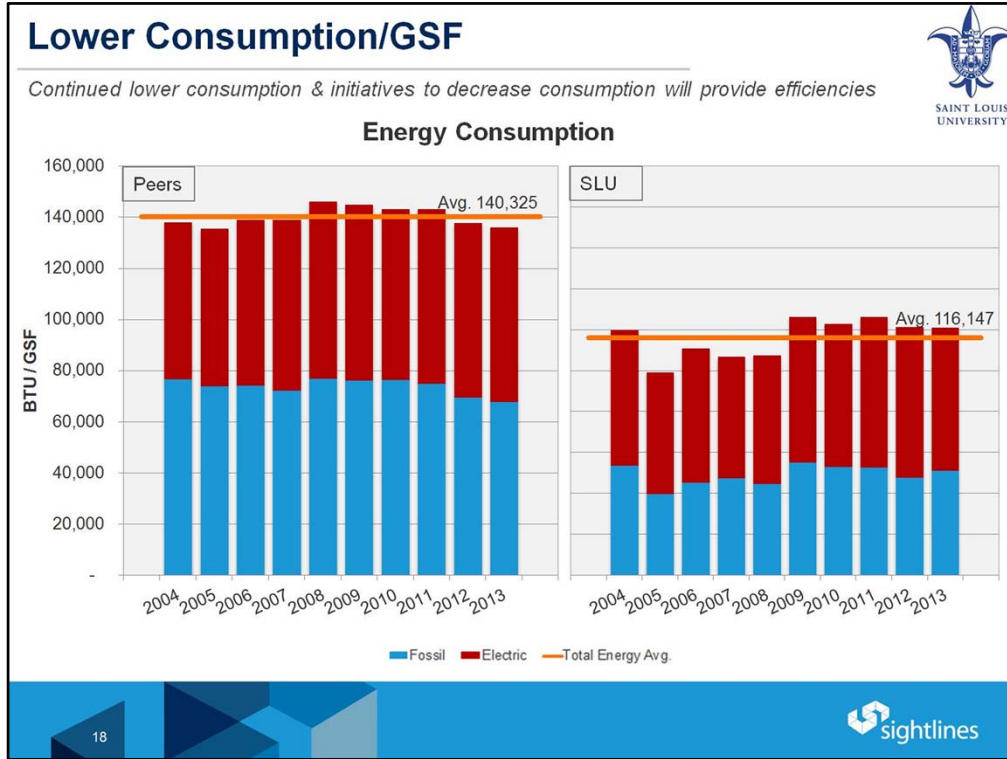
Energy Cost and Consumption have been below peers and trending has been relatively flat. This is one area where age and backlog could begin to put upward pressure on consumption. Energy consumption is influenced by many factors including region/climate, type of institution, technical complexity, utility systems, campus backlog, etc.
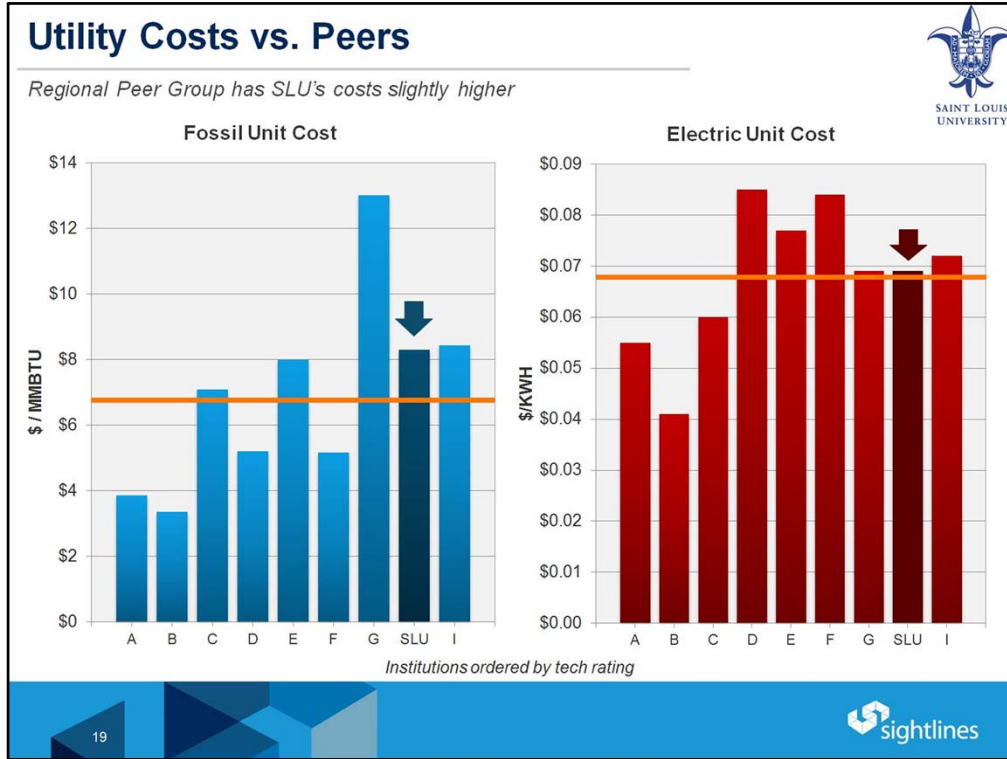
Utility Costs vs. Energy Peers show slightly above average for fossil and right on the average for electric unit costs.
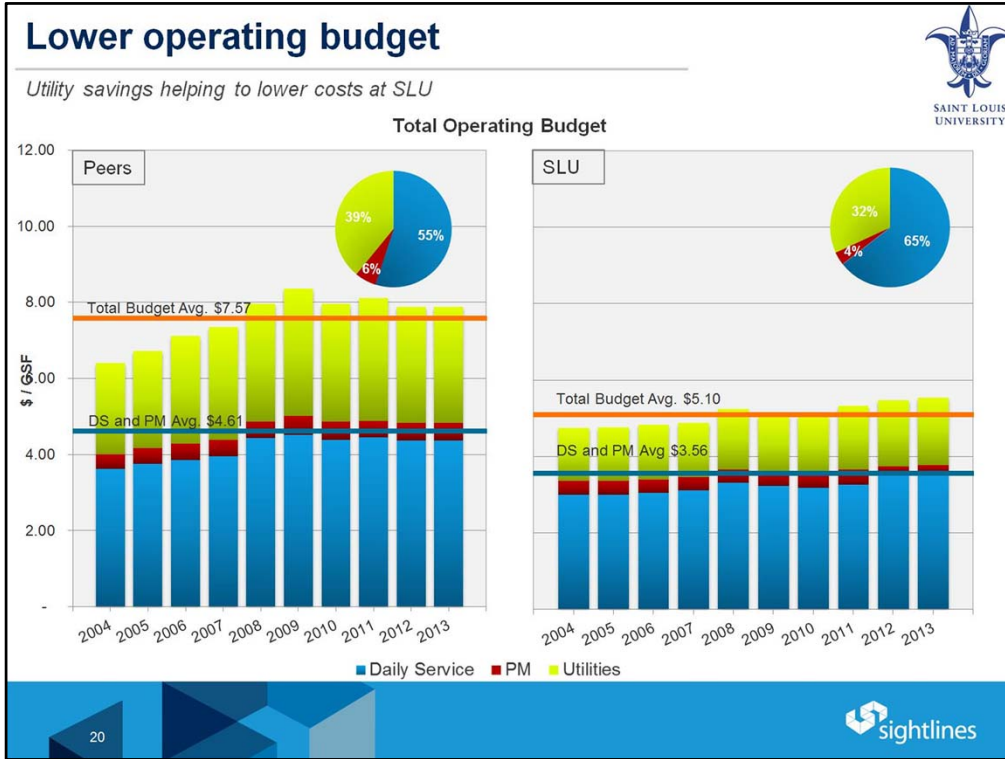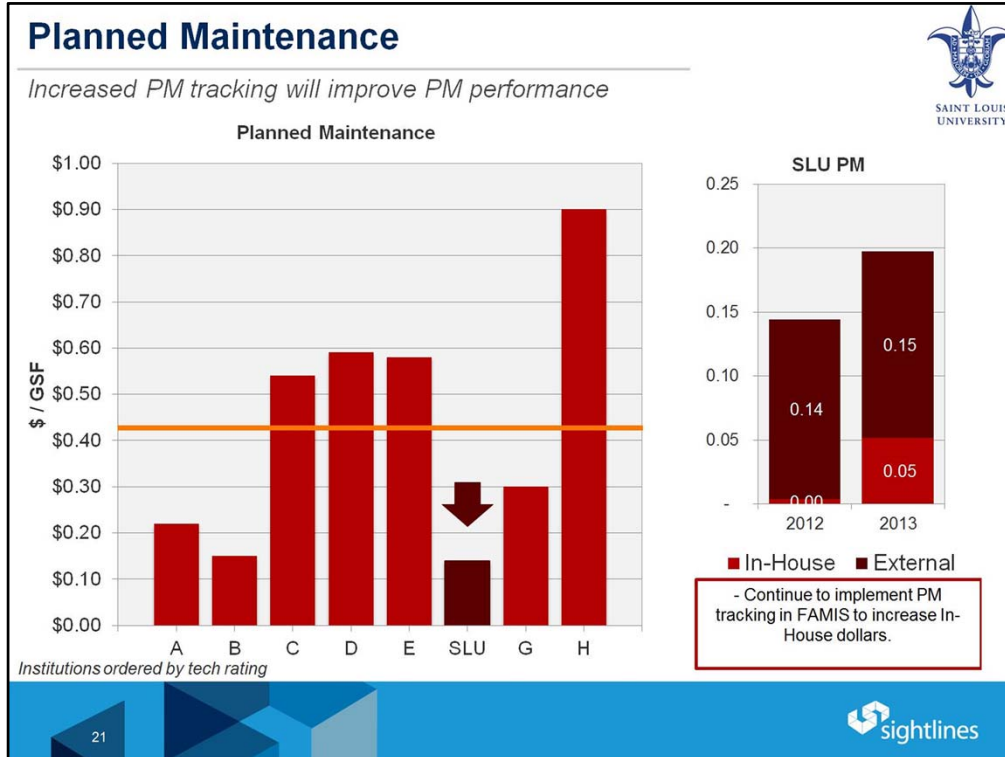
Planned maintenance falls below peer levels. We have seen growth since FY12 with the continued implementation of FAMIS and coded work orders. Increased tracking will help to improve performance against peers as well as provide strong data for project selection and capital planning. Planned Maintenance includes materials, labor costs, service contracts, etc. that enhance or extend the useful life of campus buildings and components. Some examples include changing belts and filters on HVAC equipment, elevator service contracts, sprinkler and fire alarm system testing/maintenance contracts, etc.

SLU's daily service costs, the cost to run campus on a daily basis. Daily Service includes materials, labor costs, service contracts, office expense, etc. associated with the regular maintenance, cleaning and grounds keeping of the campus. SLU is operating with fewer resources for daily services than peers.
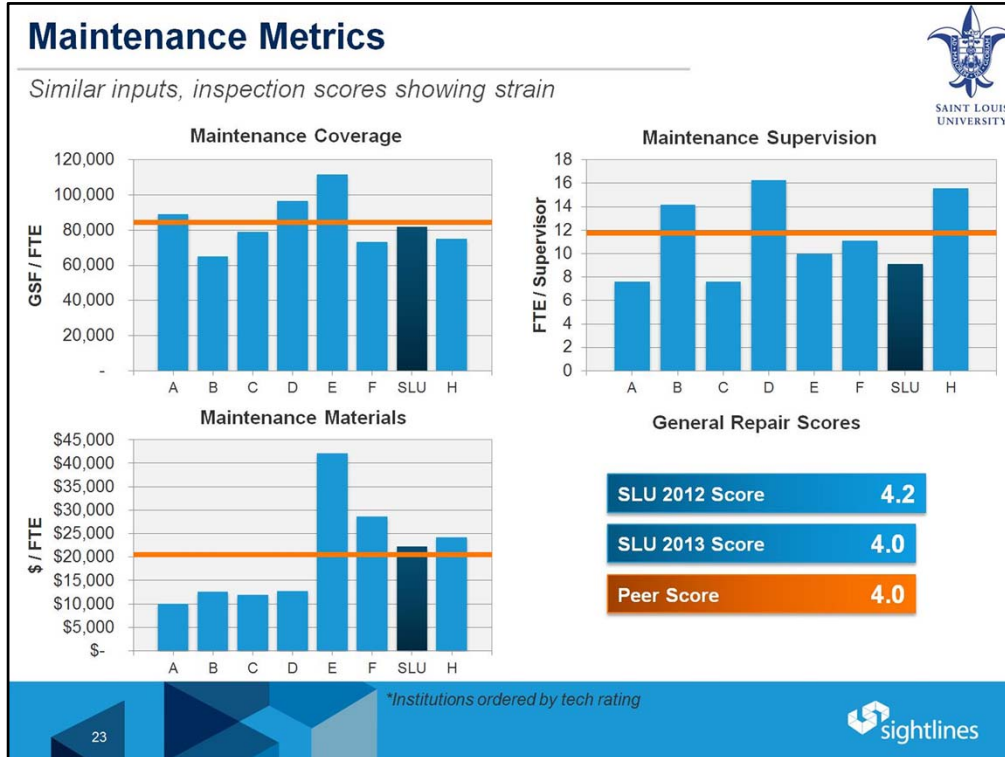
We examining the maintenance resources, SLU is cover similar amount of space as peers, with slightly more supervision and similar amount of materials. In terms of output, SLU was performing at a higher level 4.2 versus peers with similar inputs last year. This year SLU is right at peer level, 4.0, down from the prior year. With the pace of backlog growth, as there are more emergencies, the scores can start to see the impact showing on campus.
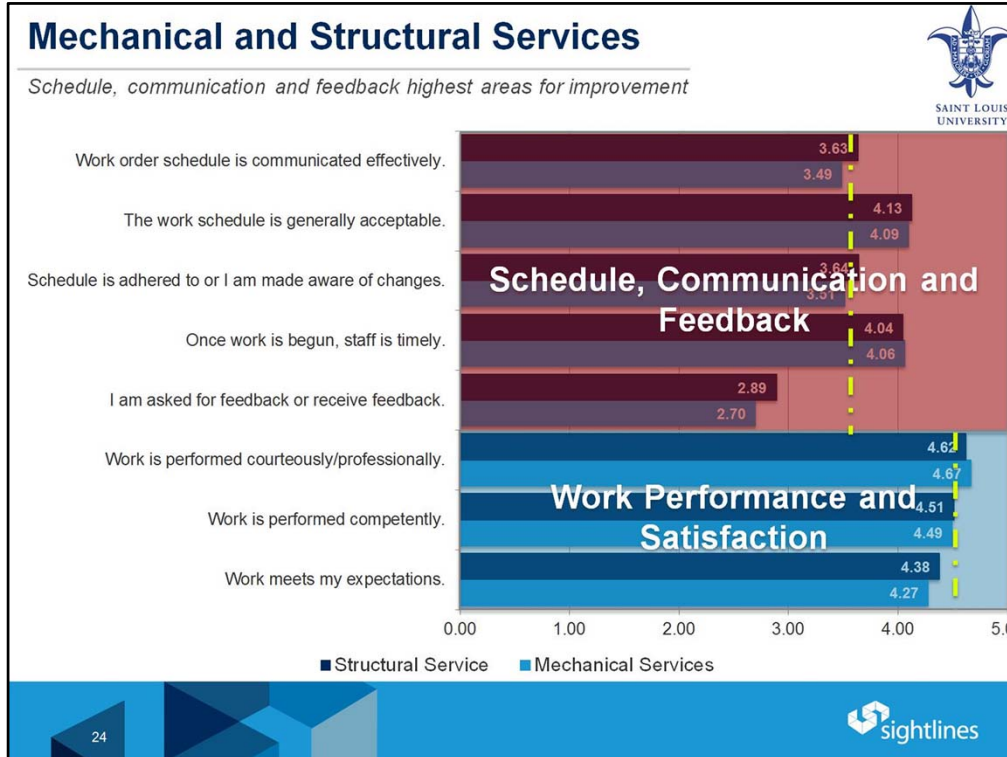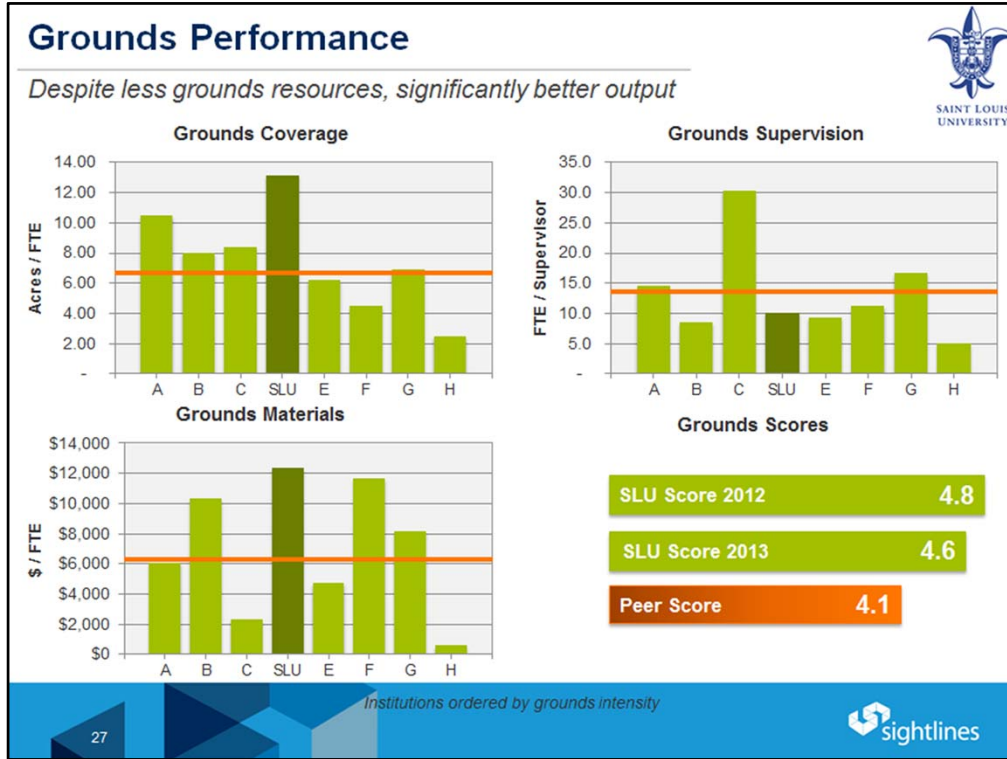
The results from the customer satisfaction survey shows that most areas for improvement are in schedule, communication and feedback. While work performance and satisfaction results are high in the customers eyes. Schedule, communication and feedback are often key areas of the process to tie into an automated work order system to keep customers informed.
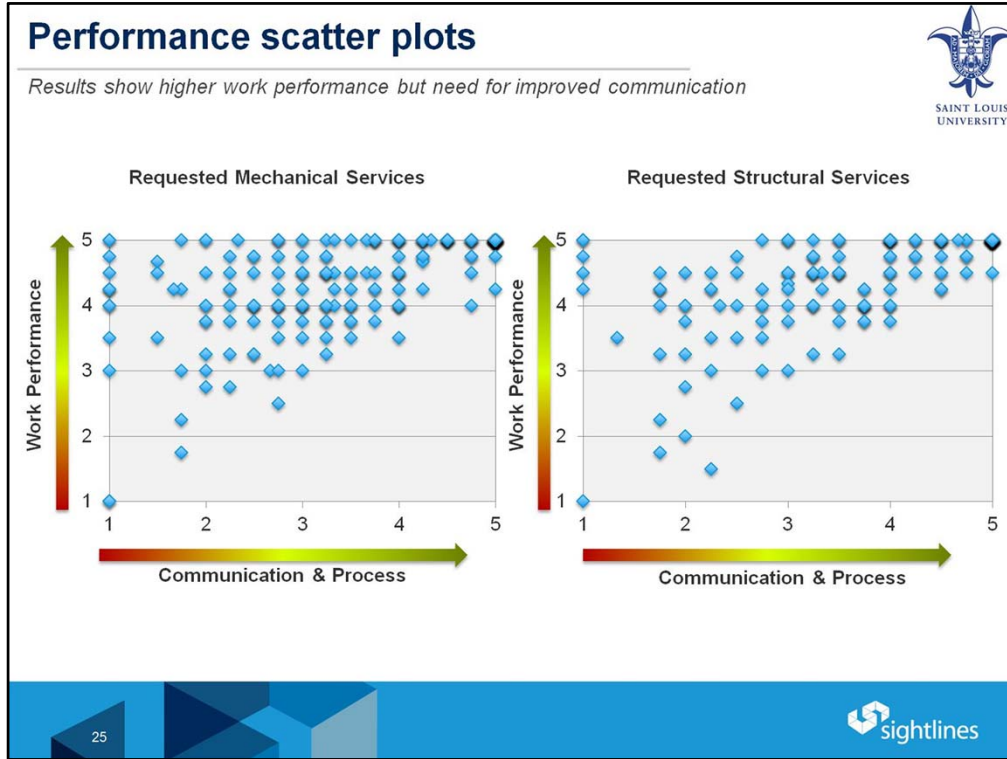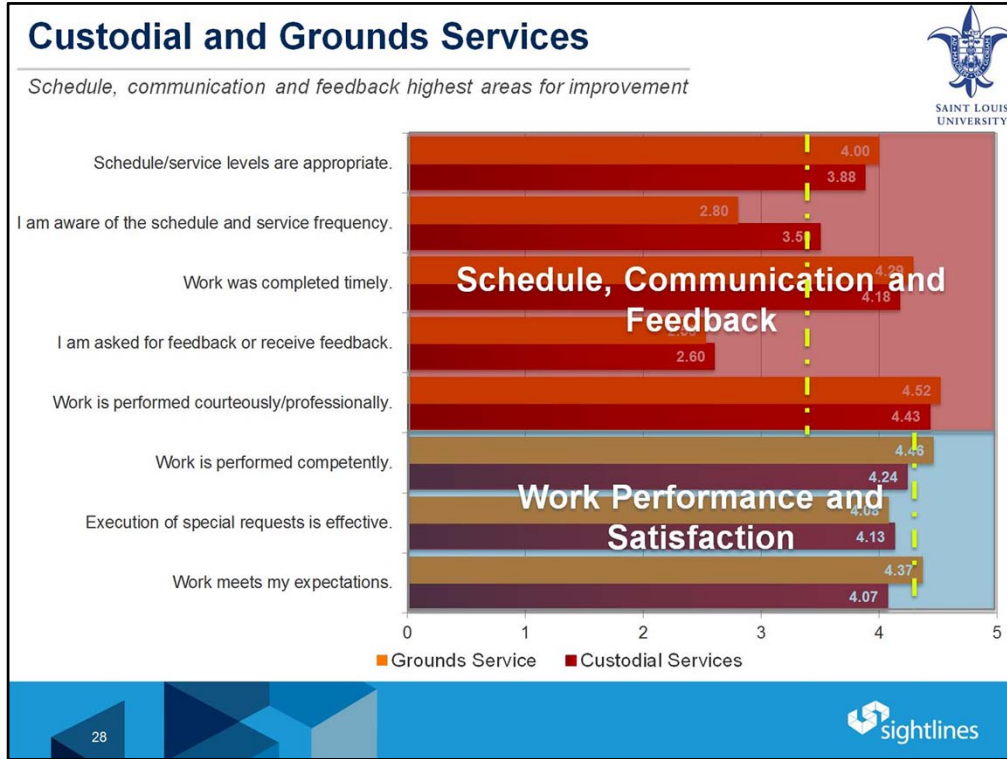
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Each dot on these scatter plots represents a customer response. This illustrates that work performance is consistently rated higher, majority above a 3, while communication & process scores fluctuate more along the axis.
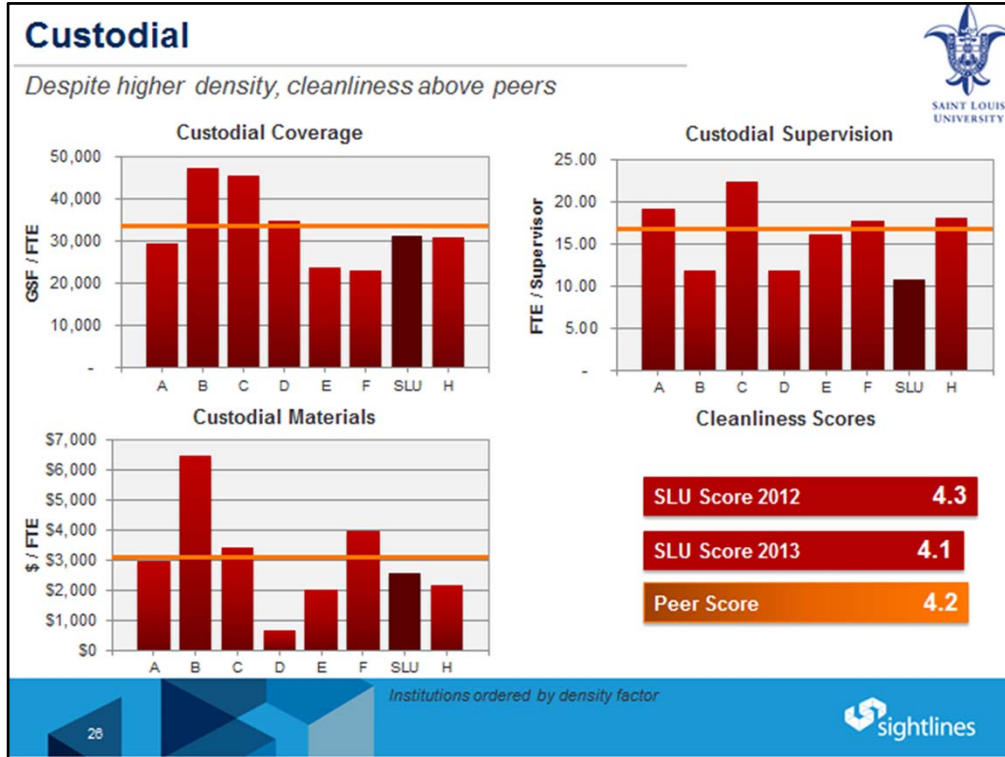
Higher density impacts the custodial operations. Custodial metrics are similar to peers, with similar coverage levels, more supervision and less materials spending. In terms of output, while SLU historically was above peer's in terms of cleanliness inspection, scores have begun showing signs of strain and are now below peers.

This is a best practice area for SLU. With less staffing and slightly more supervision and great material spending, SLU is a out performing peers. SLU is a top performer of our database for grounds performance (4.6 out of 5).
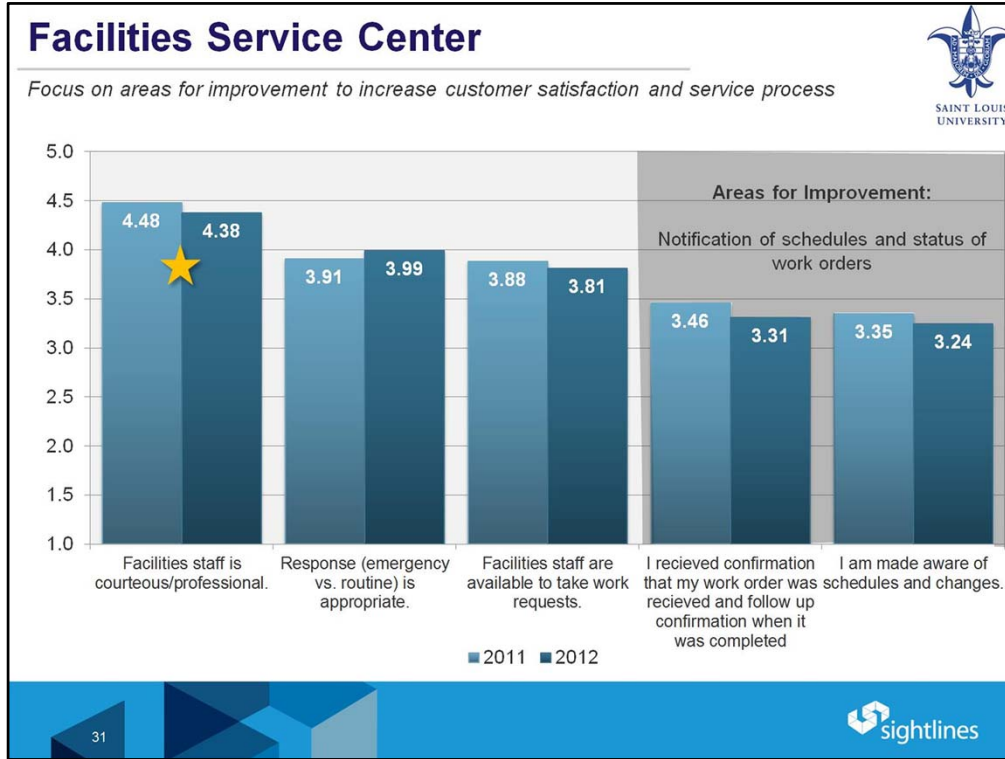
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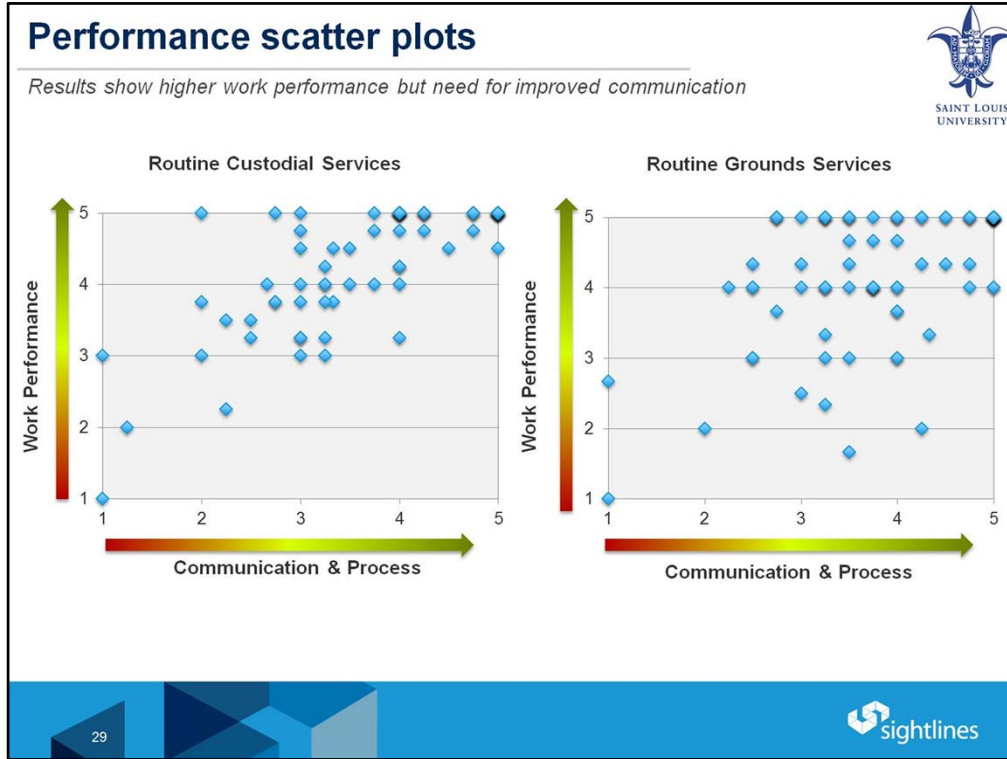
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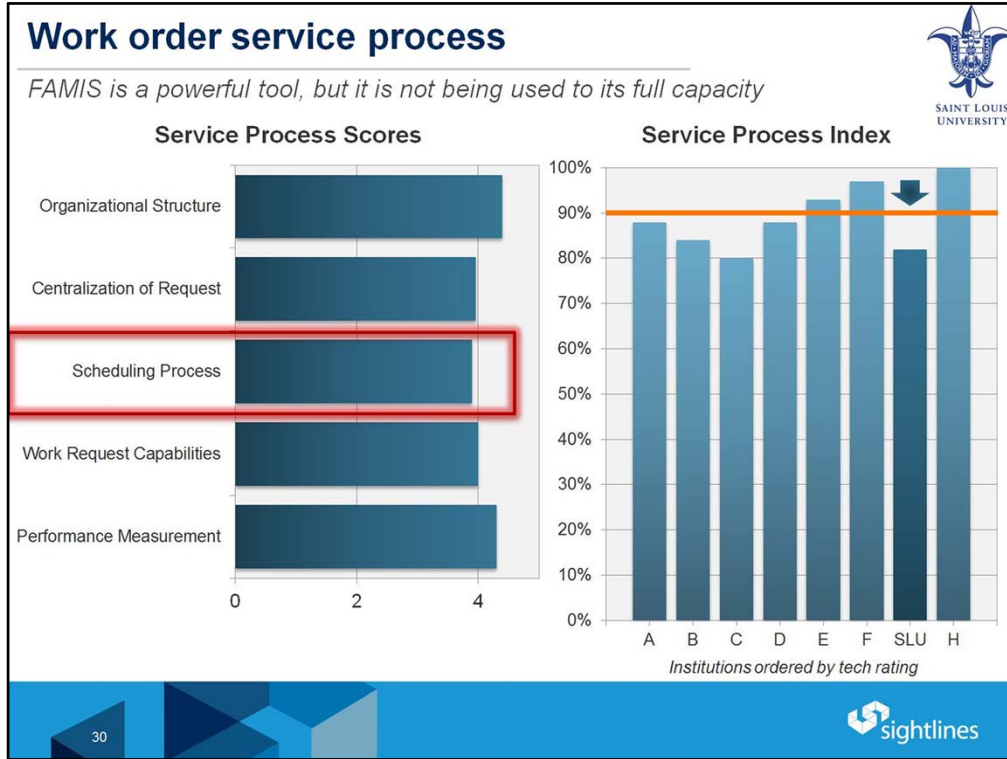
The Service Process Index (%) is the composite score of Sightlines' Service Process analysis which includes an evaluation of the service department reporting structure, scheduling process, work order system capacity, and reporting capabilities. SLU's composite score falls below the peer average. As FAMIS continues to be implemented, focusing on key areas such as scheduling will help to increase these scores and the effectiveness of your work order system.

Results from the customer satisfaction survey show customer interactions with your staff are positive and professional. Again, results showing increased communication on scheduling and changes throughout the life of a work order is an area for improvement.
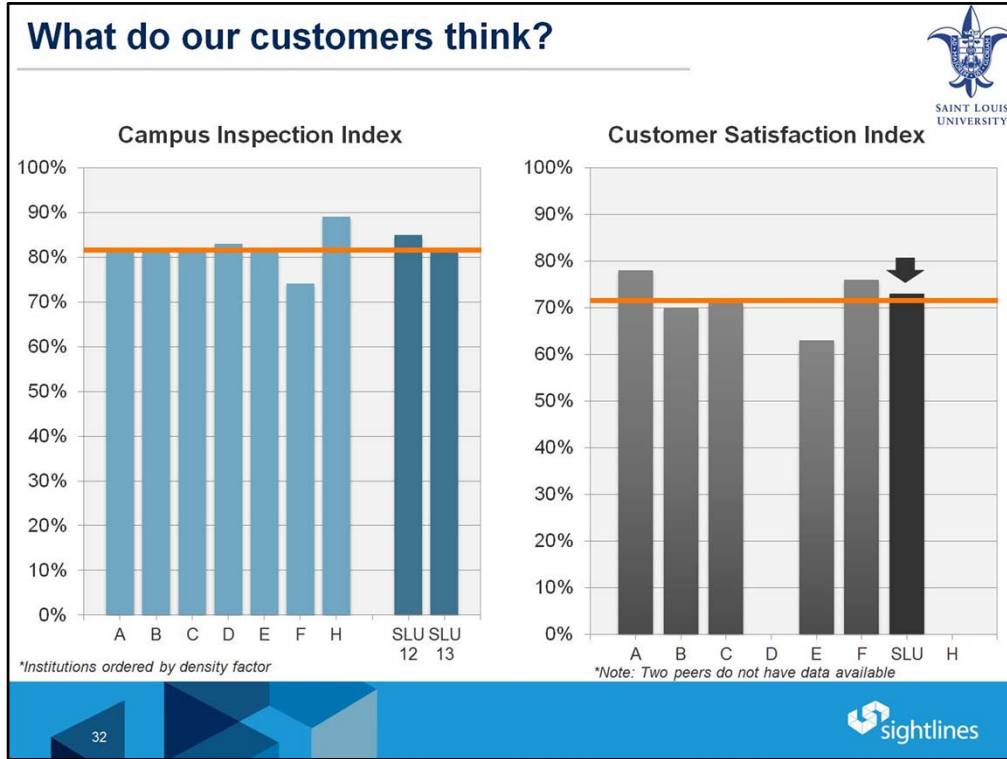
Campus inspection index shows that SLU is performing at the peer average. SLU saw a slight decrease from last year. This is a sign that campus may be beginning to show its age. Customer Satisfaction is also at peer levels. Key areas we discussed in communication, scheduling and feedback can help to drive this score up over time.

Comments and Questions