Sightlines, LLC
FY11 Facilities MB&A Presentation
Kansas State University

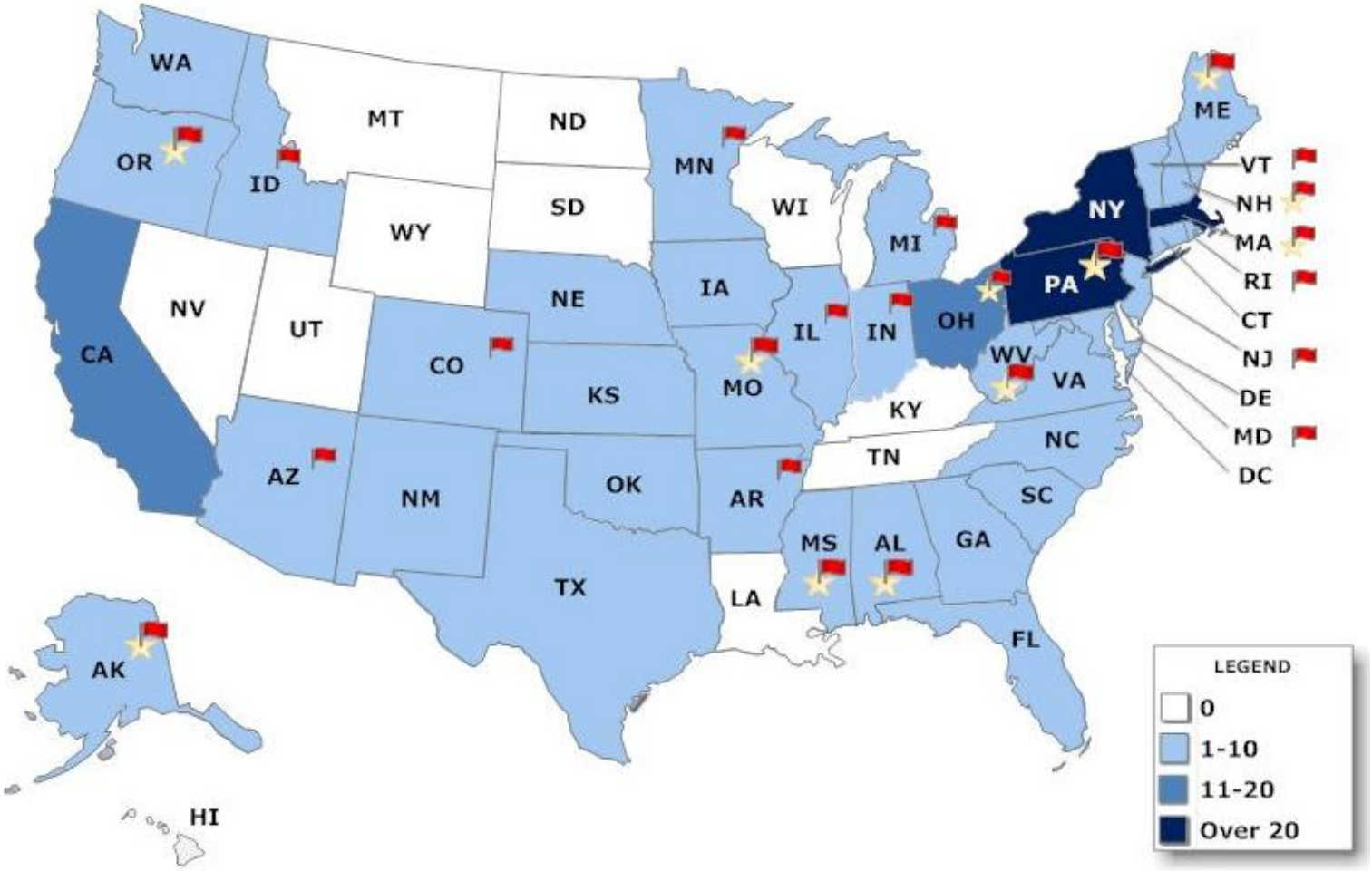
February 22, 2012
Presented by: Nate Pramuk and Emily Morris

Sightlines

The University of Maine
University of Maine at Augusta
University of Maine at Farmington
University of Maine at Machias
University of Maine at Presque Isle
University of Maine at Fort Kent
University of Maryland
University of Massachusetts Amherst
University of Massachusetts Boston
University of Massachusetts Dartmouth
University of Massachusetts Lowell
University of Michigan
University of Minnesota
University of Missouri
University of Missouri - Kansas City
University of Missouri - St. Louis
University of New Hampshire
University of New Haven
University of Notre Dame
University of Oregon
University of Pennsylvania
University of Portland
University of Redlands
The University of Rhode Island, Narragansett Bay
The University of Rhode Island, Feinstein Providence
The University of Rhode Island, Kingston
University of Rochester
University of San Diego
University of San Francisco
University of St. Thomas (TX)
University of Southern Maine
University of Toledo
University of Vermont
Upper Iowa University
Utica College
Vassar College
Virginia Commonwealth University
Virginia Department of General Services
Wagner College
Wellesley College
Wesleyan University
West Chester University of Pennsylvania
West Virginia University
Western Oregon University
Wheaton College (MA)

Sightlines profile

Common vocabulary, consistent methodology, credibility through benchmarking



- 11 year old company based in Guilford, CT
- Common vocabulary and consistent methodology
- 95% Annual retention rate
- More than 300 campuses
- Tracking $5.9 billion in operations budgets and $4.2 billion in capital projects
- Database of over 860 million GSF

A vocabulary for measurement

The Return on Physical Assets – ROPA℠

Sightlines

Annual Stewardship	Asset Reinvestment	Operational Effectiveness	Service
The annual investment needed to ensure buildings will properly perform and reach their useful life ***"Keep-Up Costs"***	The accumulated backlog of repair and modernization needs and the definition of resource capacity to correct them. ***"Catch-Up Costs"***	The effectiveness of the facilities operating budget, staffing, supervision, and energy management	The measure of service process and the maintenance quality of space and systems

Asset Value Change

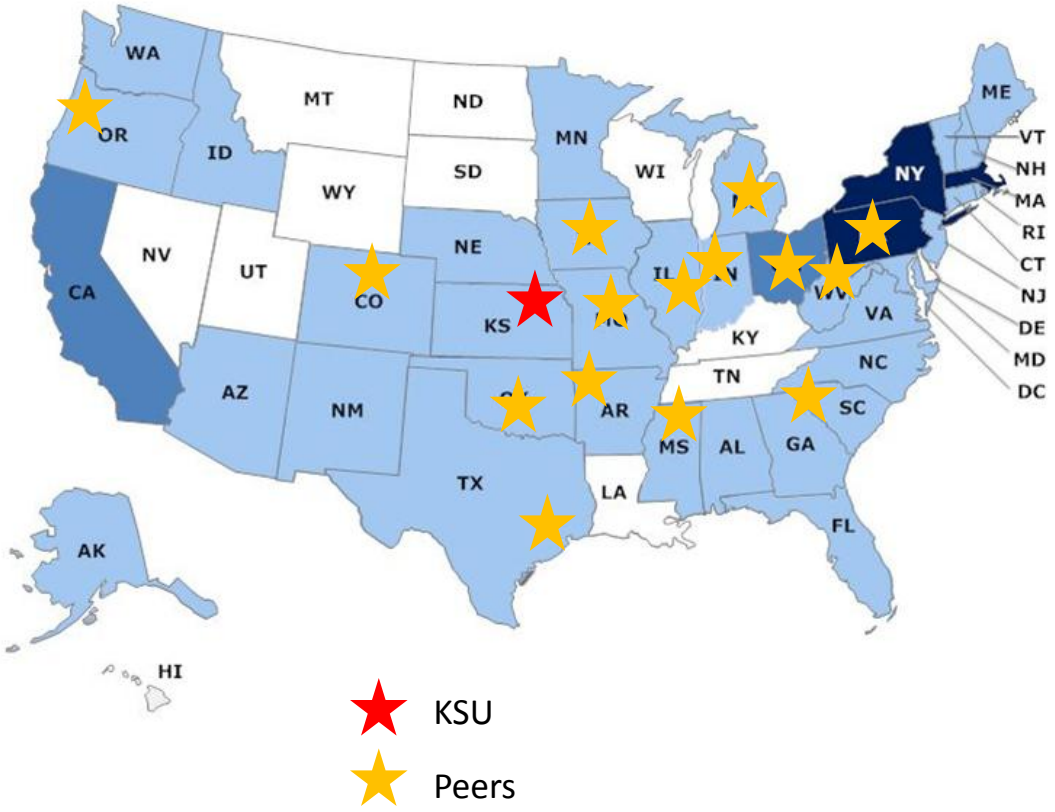
Operations Success

Peer group for benchmarking

Peers selected based on campus size, complexity, age, program

Institution	Big 12	Land-grant Institutions*
Clemson University		✓
Iowa State University	✓	✓
Michigan State University		✓
Oregon State University		✓
Purdue University		✓
Texas A&M University	✓	✓
The Ohio State University		✓
The Pennsylvania State University		✓
The University of Mississippi		✓
The University of Oklahoma	✓	
University of Arkansas		✓
University of Colorado		
University of Illinois		✓
University of Missouri	✓	
West Virginia University		✓

*Land-grant Institutions as designated by the state legislature. *www.aplu.org*

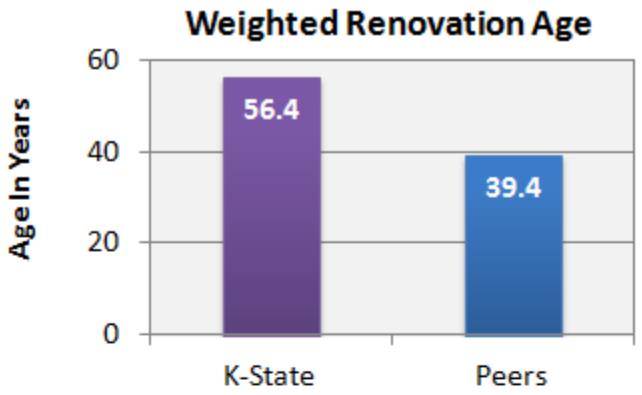


Core Issues FY2011

Sightlines

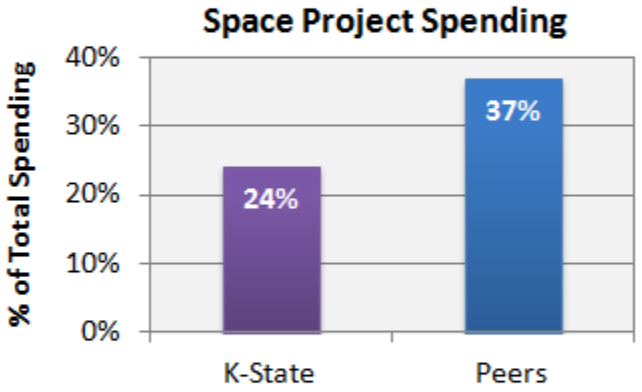
Age of Space

With no record of major renovations done on campus, 90% of space is now over 25 years old, a critical age in a buildings lifecycle.



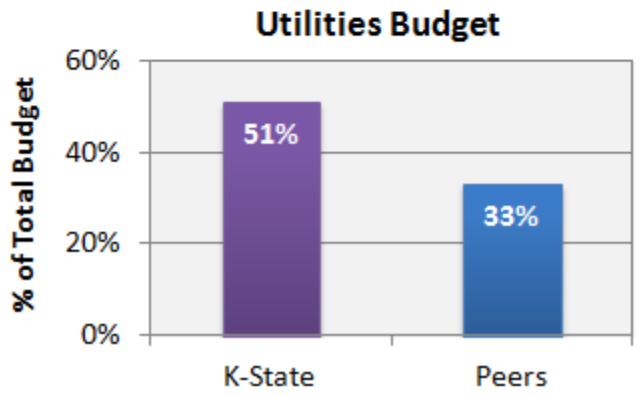
Capital Investment

Total capital investment has increased significantly over time. Spending has been concentrated on Envelope/Mechanical types of projects leaving limited funding for Space/Programming types of projects.



Operations Profile

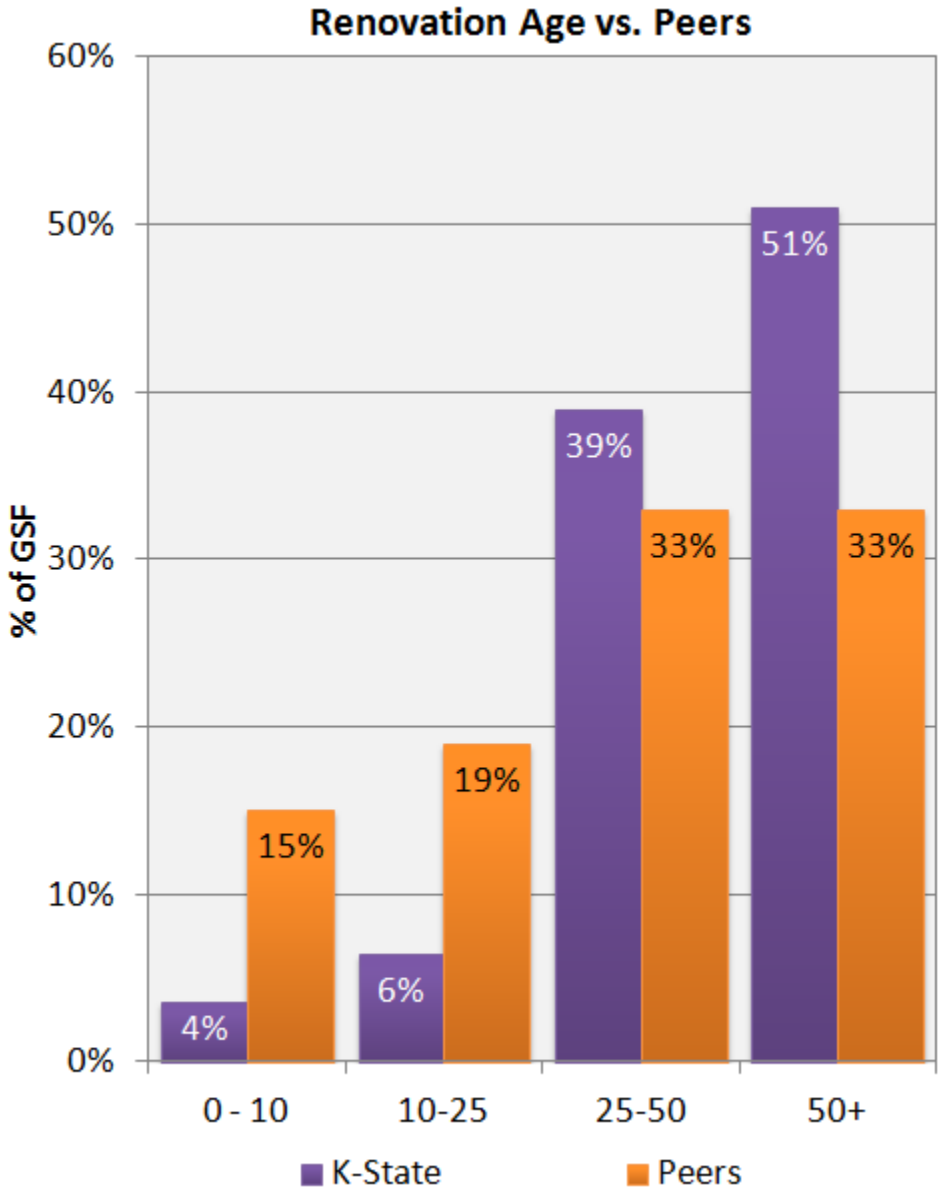
While total daily operating costs are near the peer average, K-State is spending more on utilities leaving less funding for daily service and Planned Maintenance work. Despite limited funding, operations is providing results comparable to peer institutions.

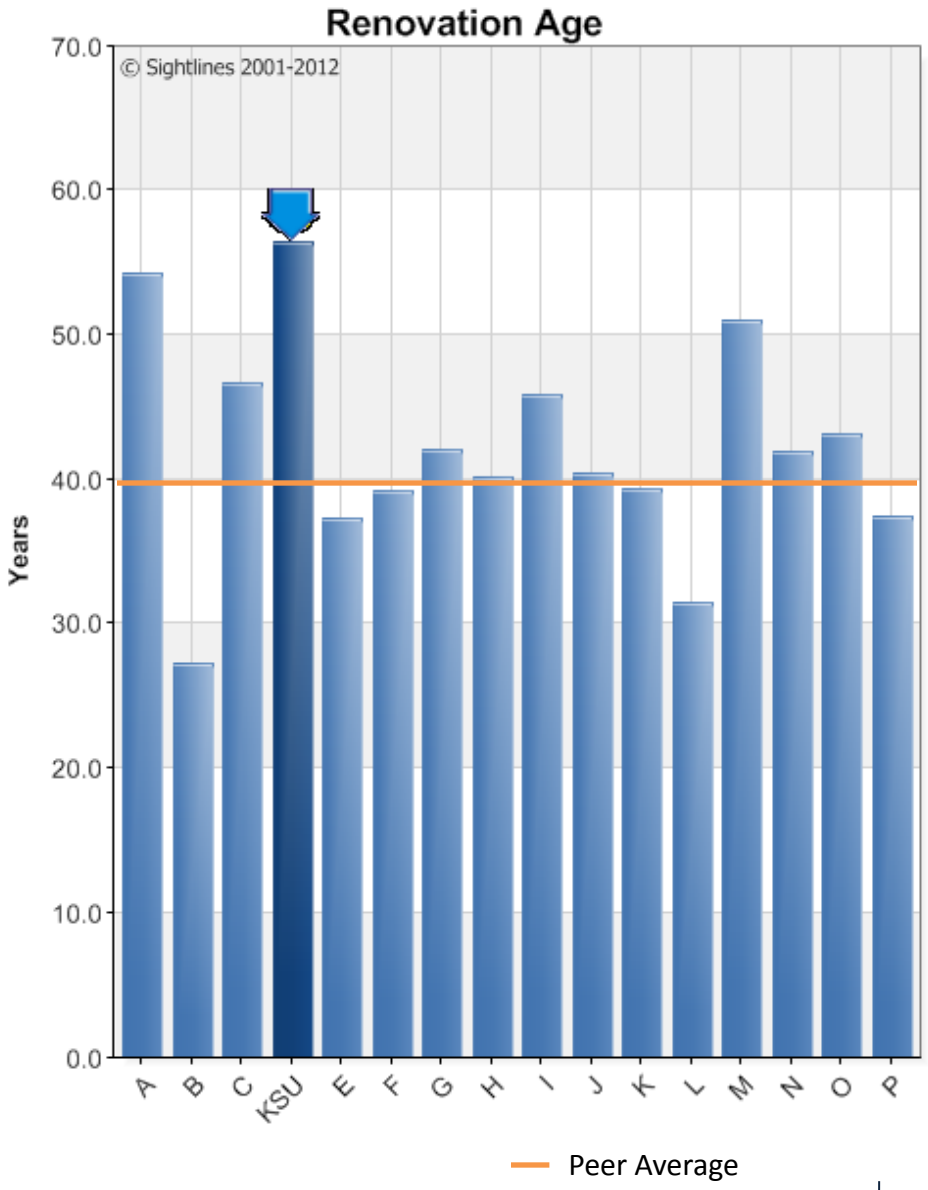


Space Profile

90% of space is over 25 years old

K-State has oldest age profile of peer group

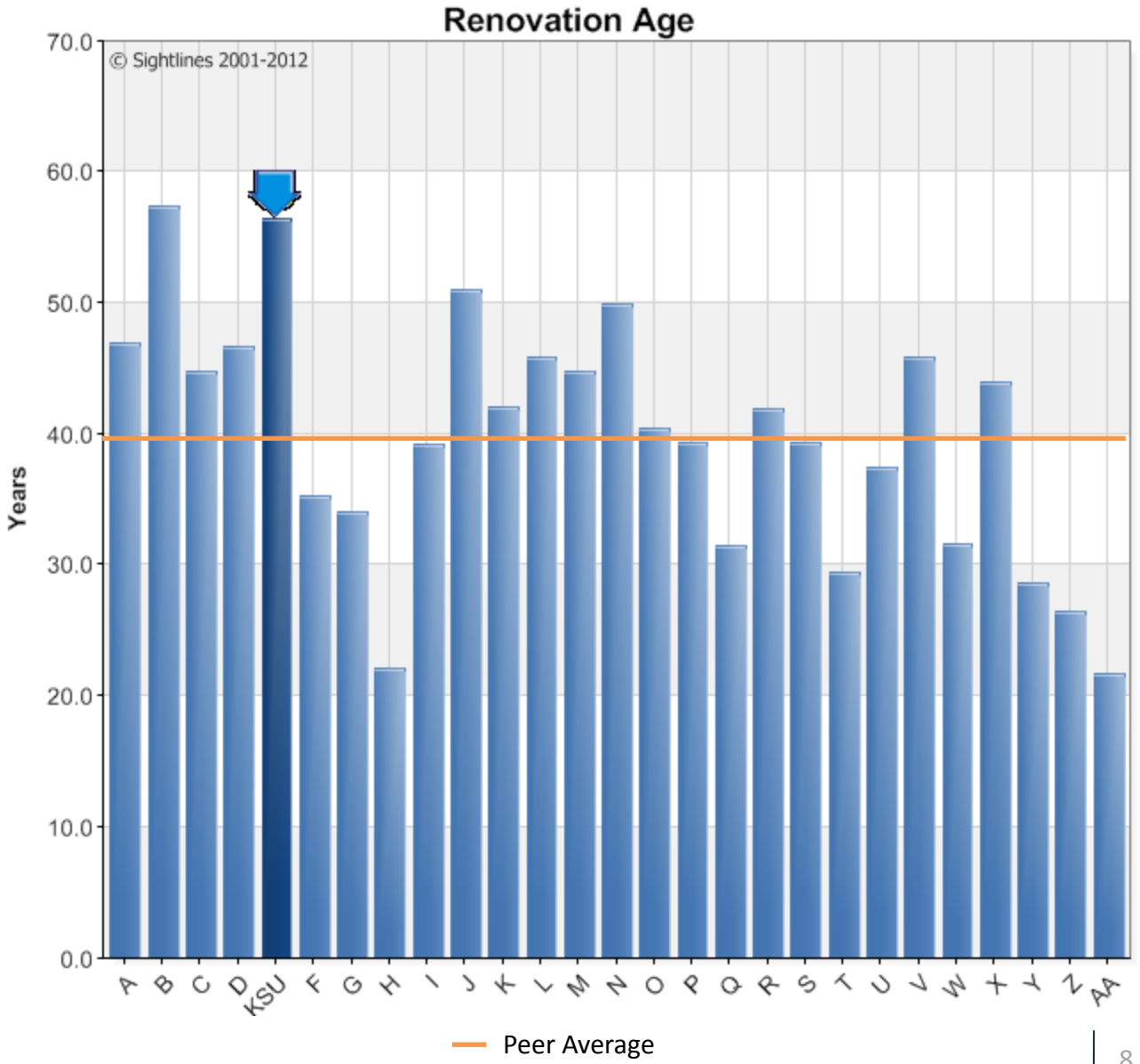




K-State 2025 – How does K-State compare?

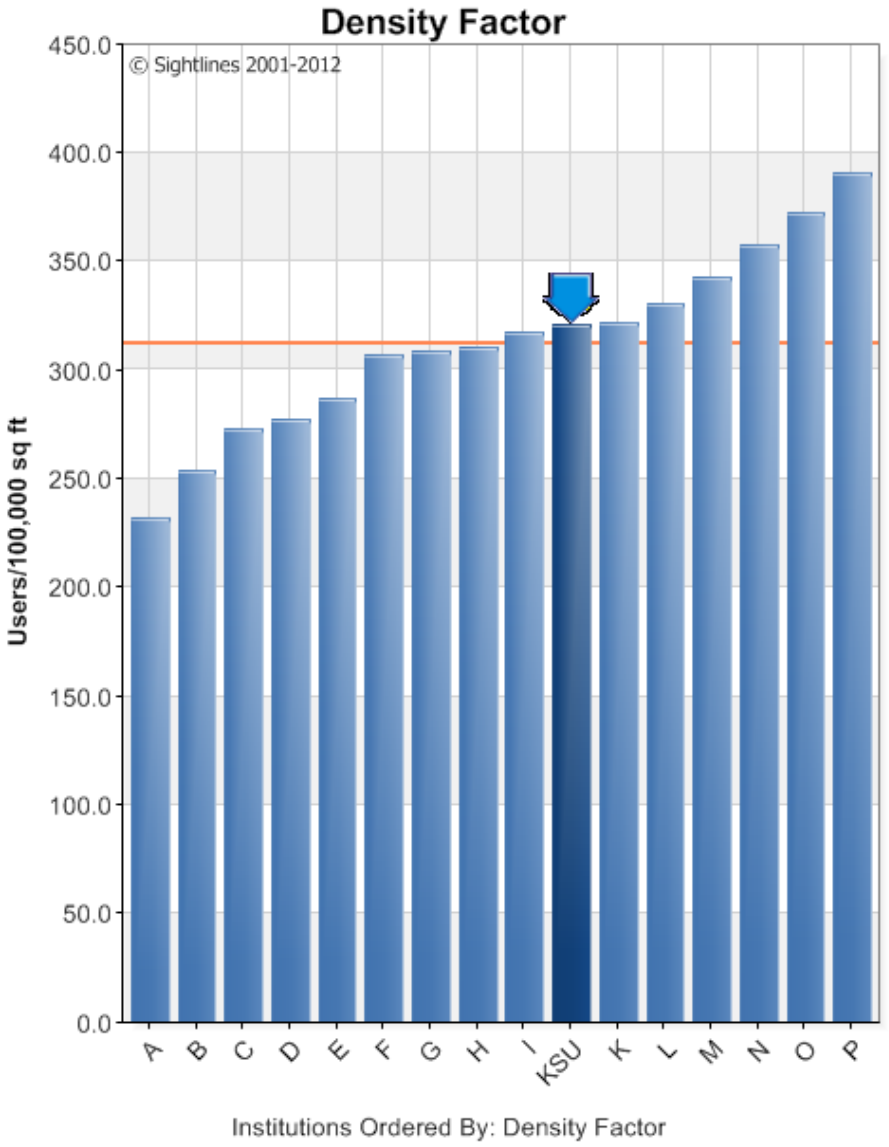
Age compared to top 50 research institutions within Sightlines' database

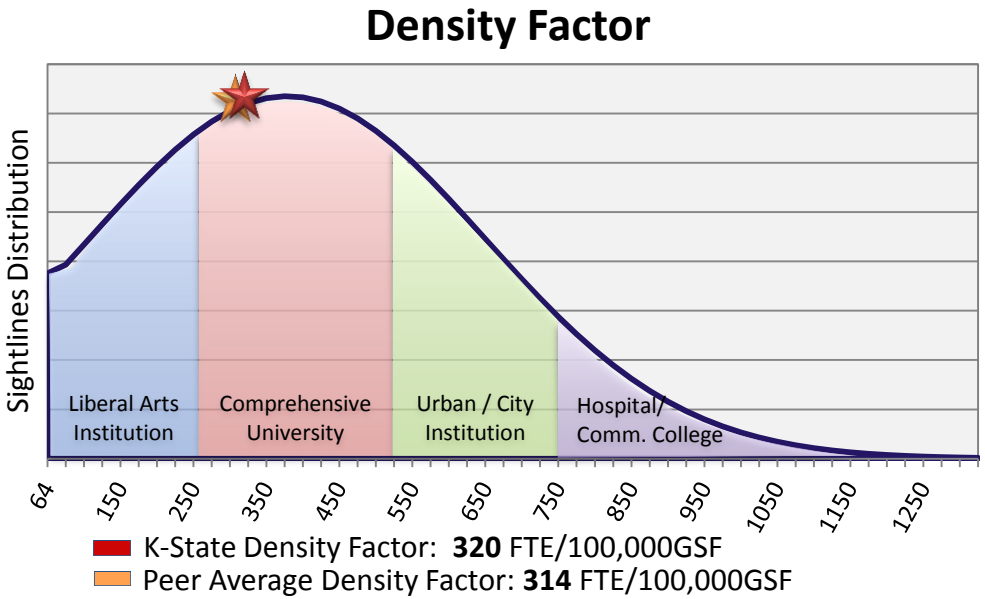
Clemson University
Florida State University
Georgia Institute of Technology
Indiana University
IUPUI
Iowa State University
Michigan State University
Purdue University
Rutgers University
Temple University
Texas A&M University
The Ohio State University
The Pennsylvania State University
The University of Alabama
The University of Arizona
University of California Irvine
University of Colorado - Boulder
University of Illinois - Chicago
University of Illinois - Urbana/Champaign
University of Maryland
University of Massachusetts Amherst
University of Michigan
University of Minnesota
University of Missouri
University of Oregon
University of Vermont
Virginia Commonwealth University



Measuring the volume of people on campus

Usage level of campus similar to peers

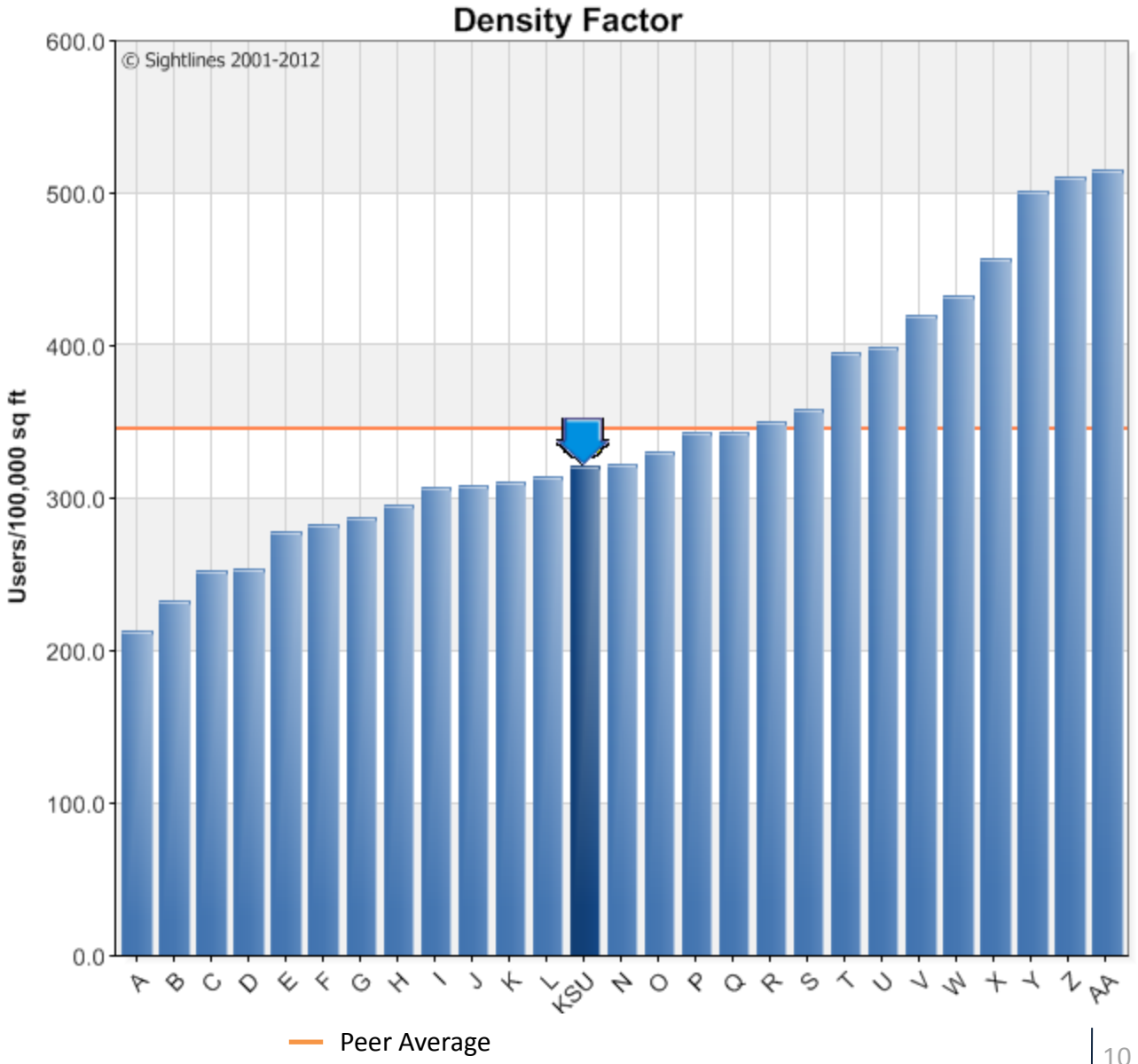




K-State 2025 – How does K-State compare?

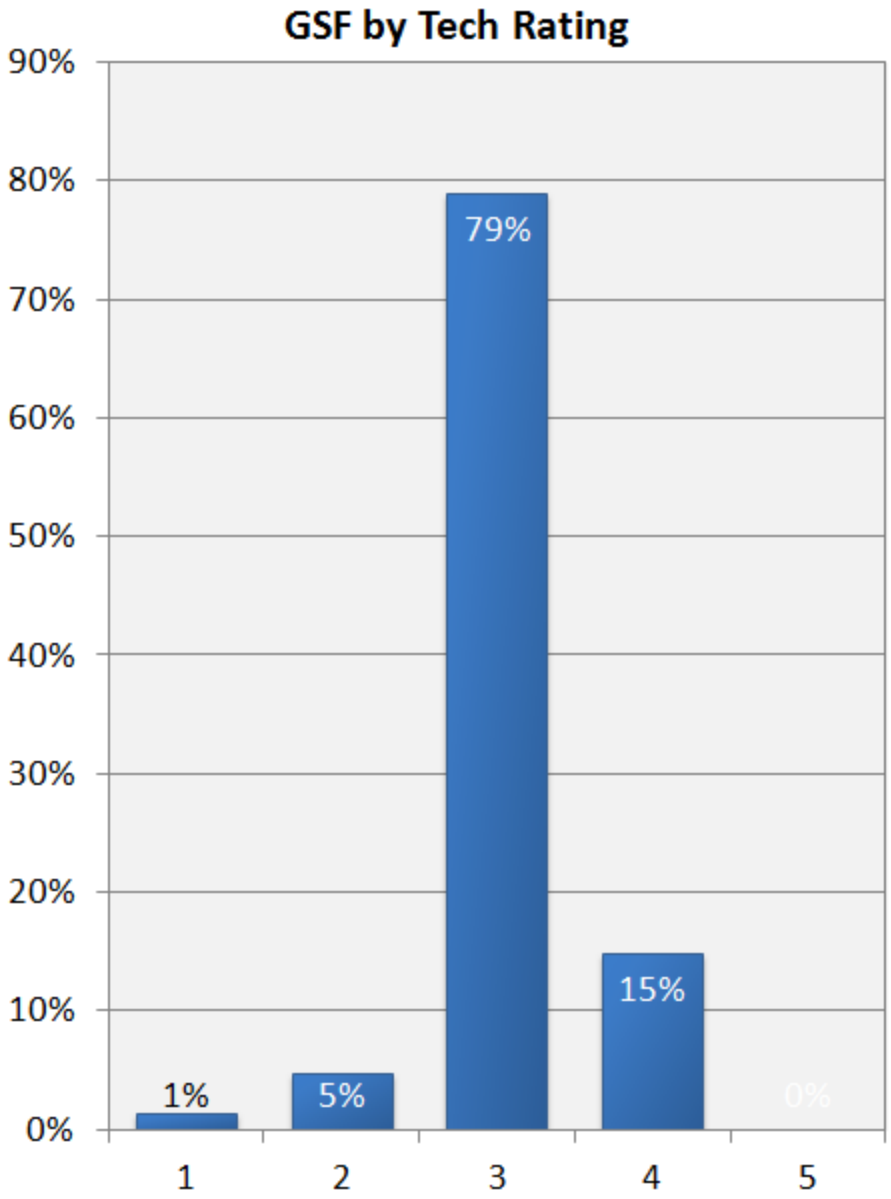
Density compared to top 50 research institutions within Sightlines' database

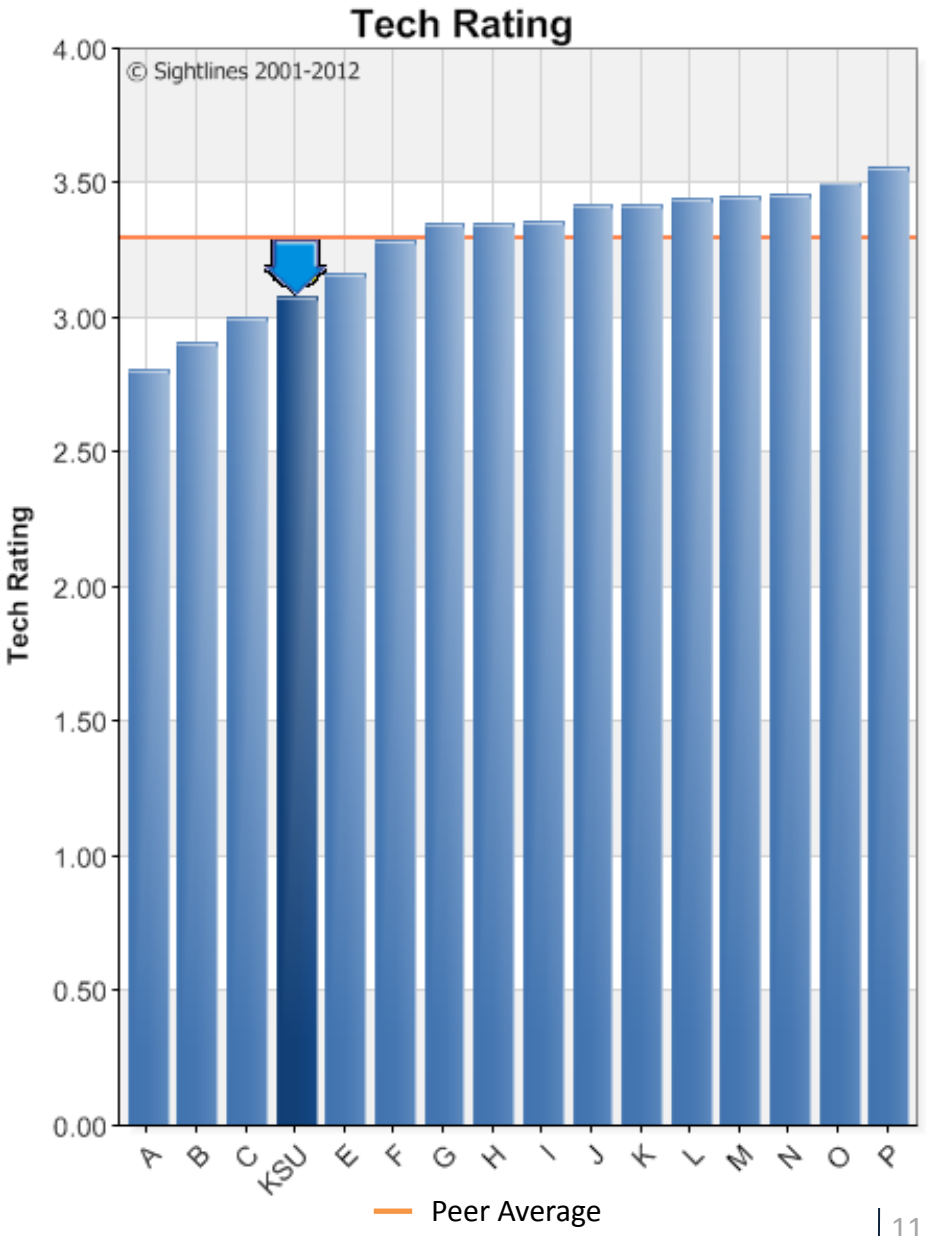
Clemson University
Florida State University
Georgia Institute of Technology
Indiana University
IUPUI
Iowa State University
Michigan State University
Purdue University
Rutgers University
Temple University
Texas A&M University
The Ohio State University
The Pennsylvania State University
The University of Alabama
The University of Arizona
University of California Irvine
University of Colorado - Boulder
University of Illinois - Chicago
University of Illinois - Urbana/Champaign
University of Maryland
University of Massachusetts Amherst
University of Michigan
University of Minnesota
University of Missouri
University of Oregon
University of Vermont
Virginia Commonwealth University



Technical complexity of campus is 3.08 in FY2011

K-State is less technically complex than peers





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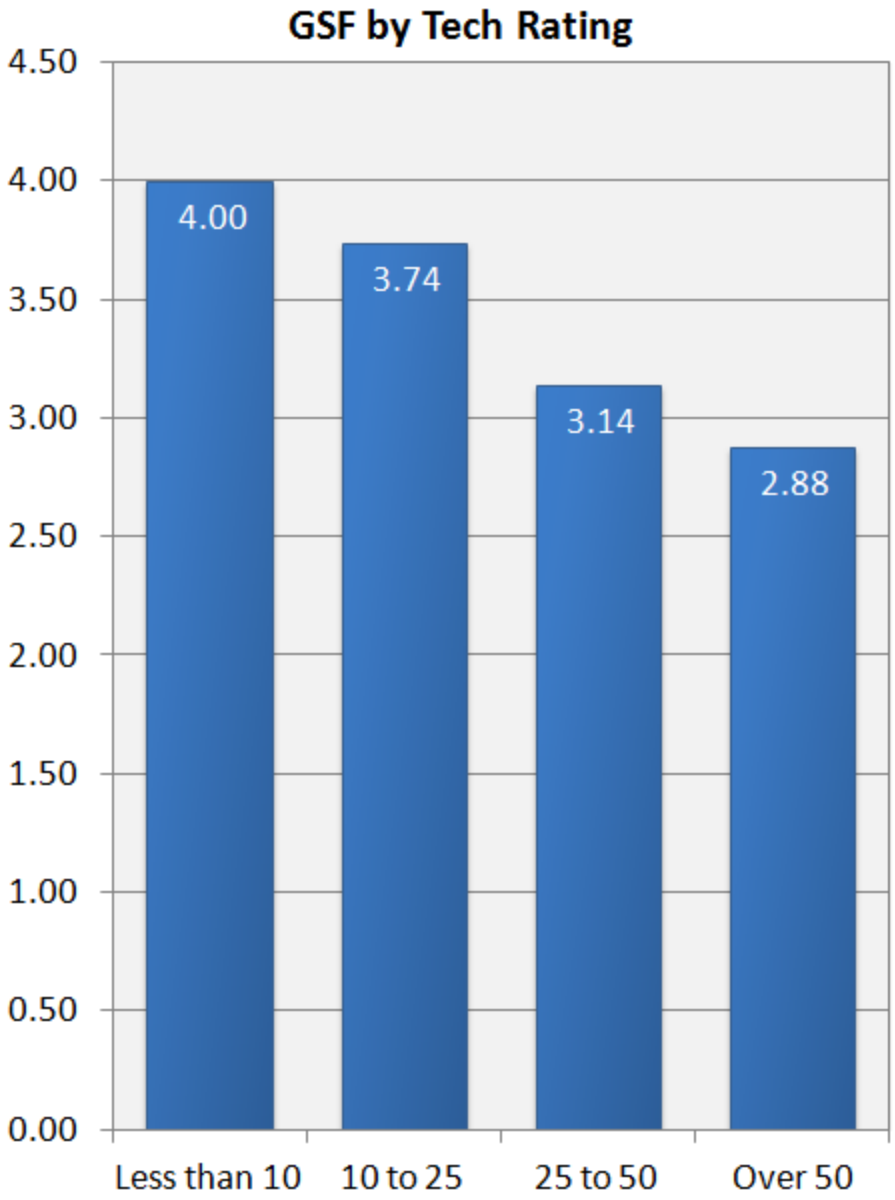
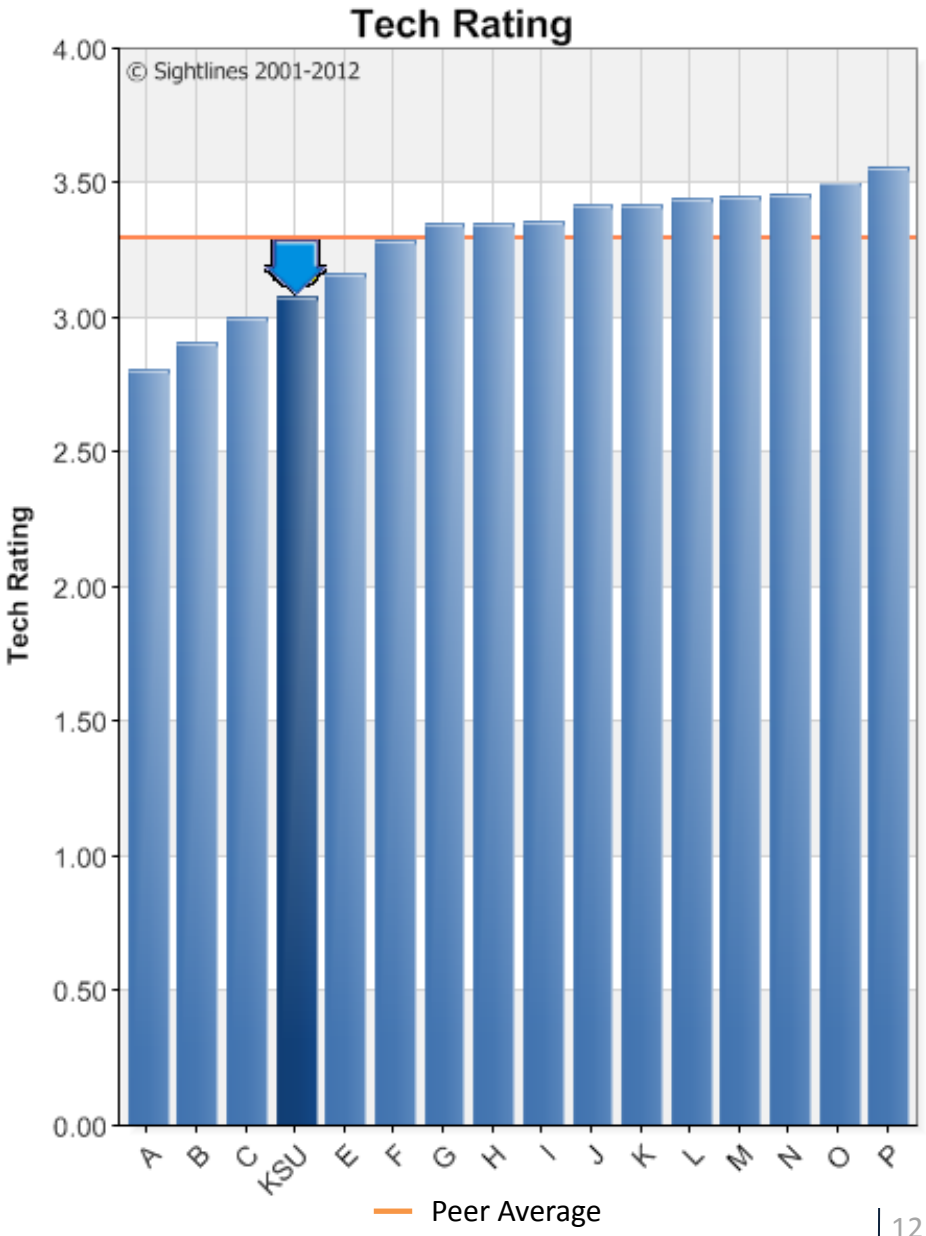
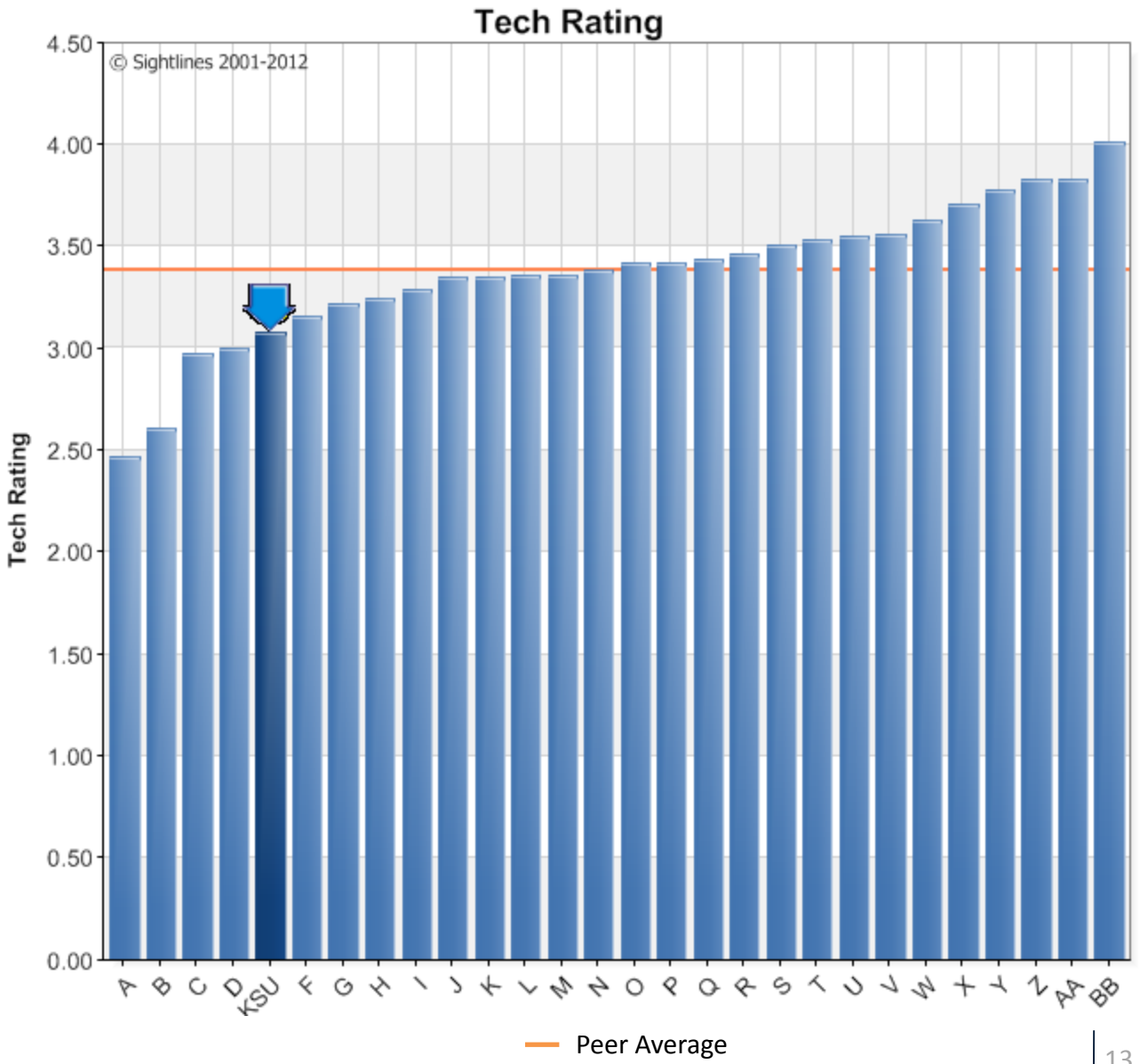




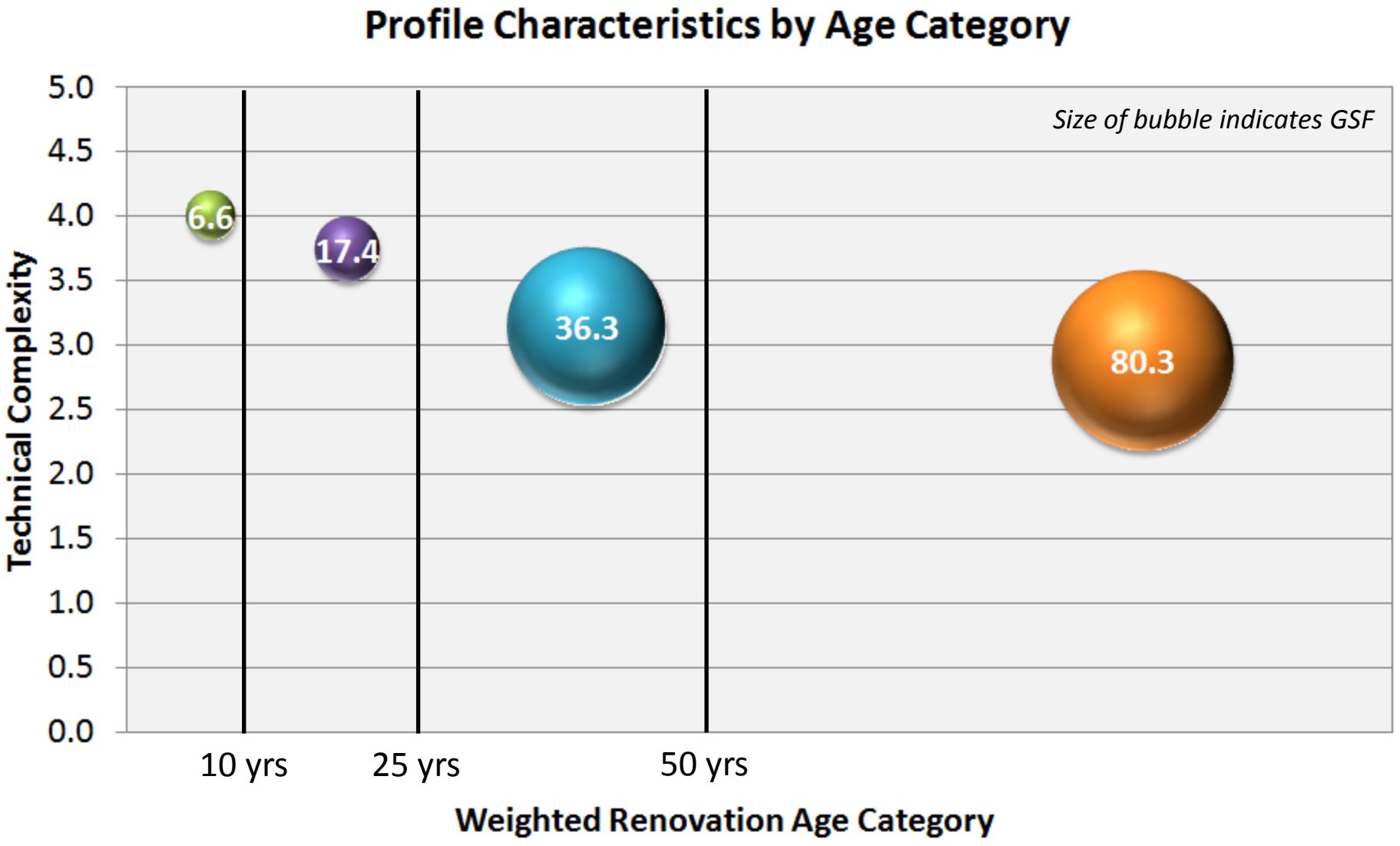
K-State 2025 – How does K-State compare?

Tech rating compared to top 50 research institutions within Sightlines' database

Clemson University
Florida State University
Georgia Institute of Technology
Indiana University
IUPUI
Iowa State University
Michigan State University
Purdue University
Rutgers University
Temple University
Texas A&M University
The Ohio State University
The Pennsylvania State University
The University of Alabama
The University of Arizona
University of California Irvine
University of Colorado - Boulder
University of Illinois - Chicago
University of Illinois - Urbana/Champaign
University of Maryland
University of Massachusetts Amherst
University of Michigan
University of Minnesota
University of Missouri
University of Oregon
University of Vermont
Virginia Commonwealth University



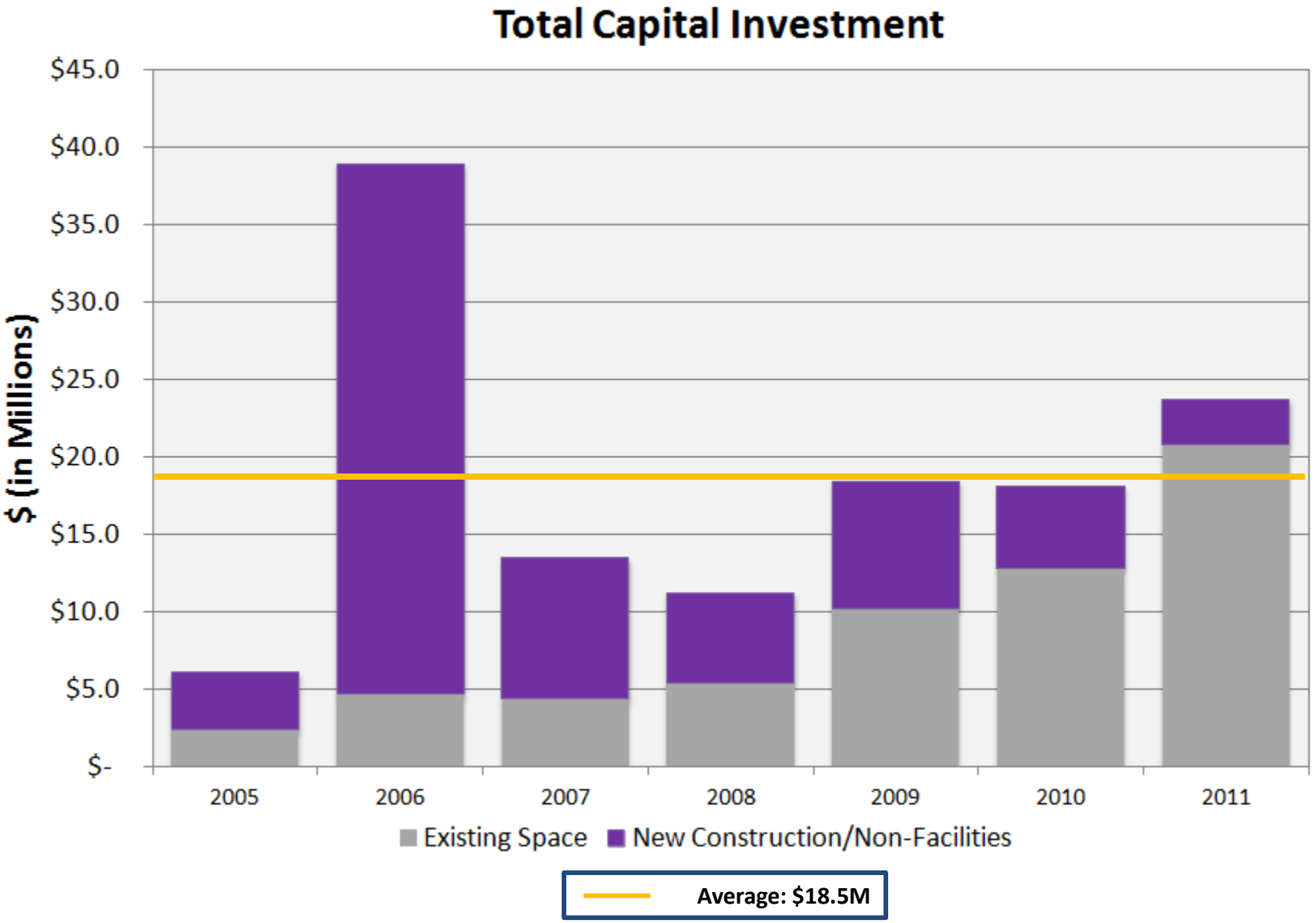
Summary of space by key profile indicators



Capital Profile

Capital investment — existing vs. new space

Increase in investment into existing space since FY05



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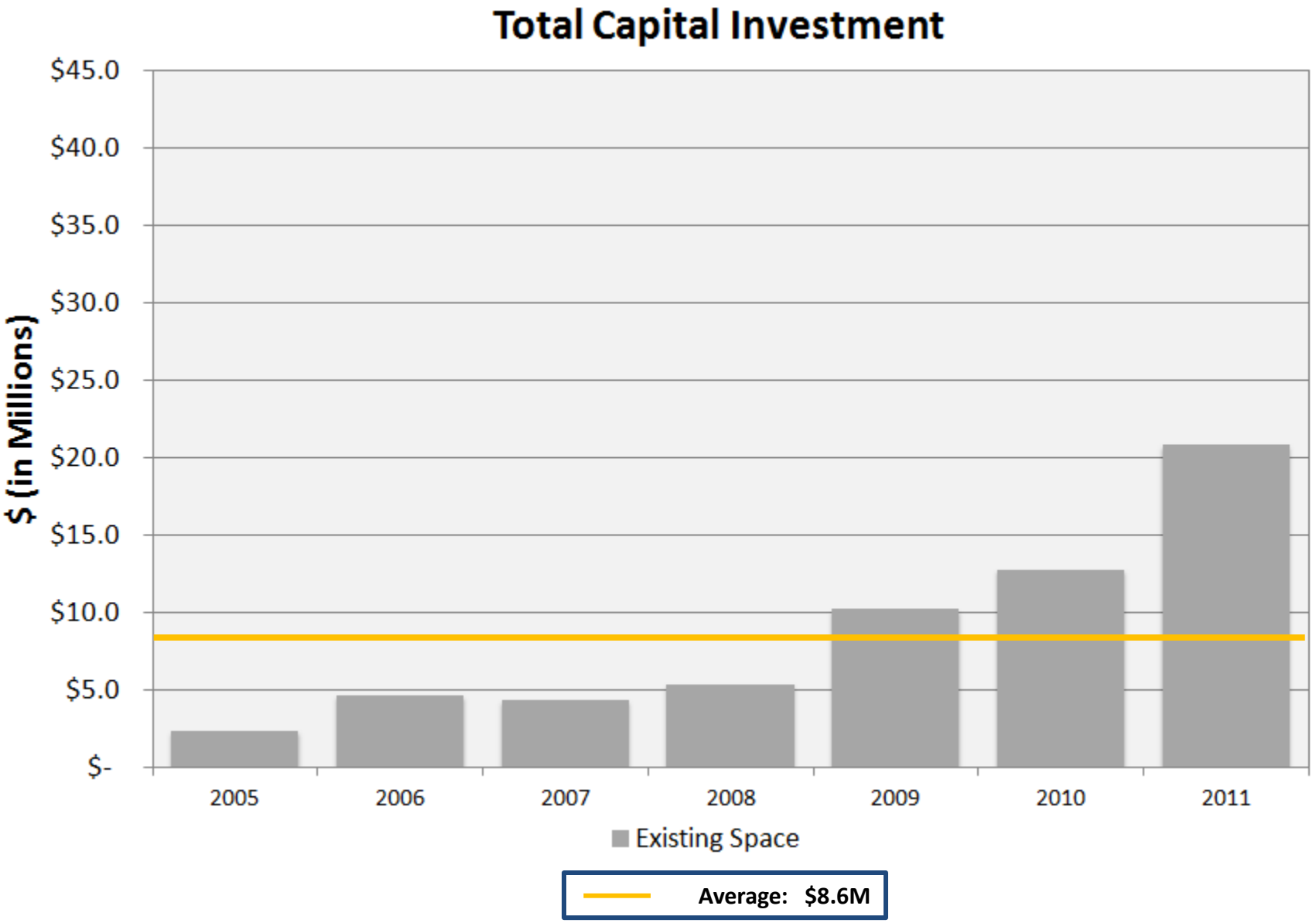
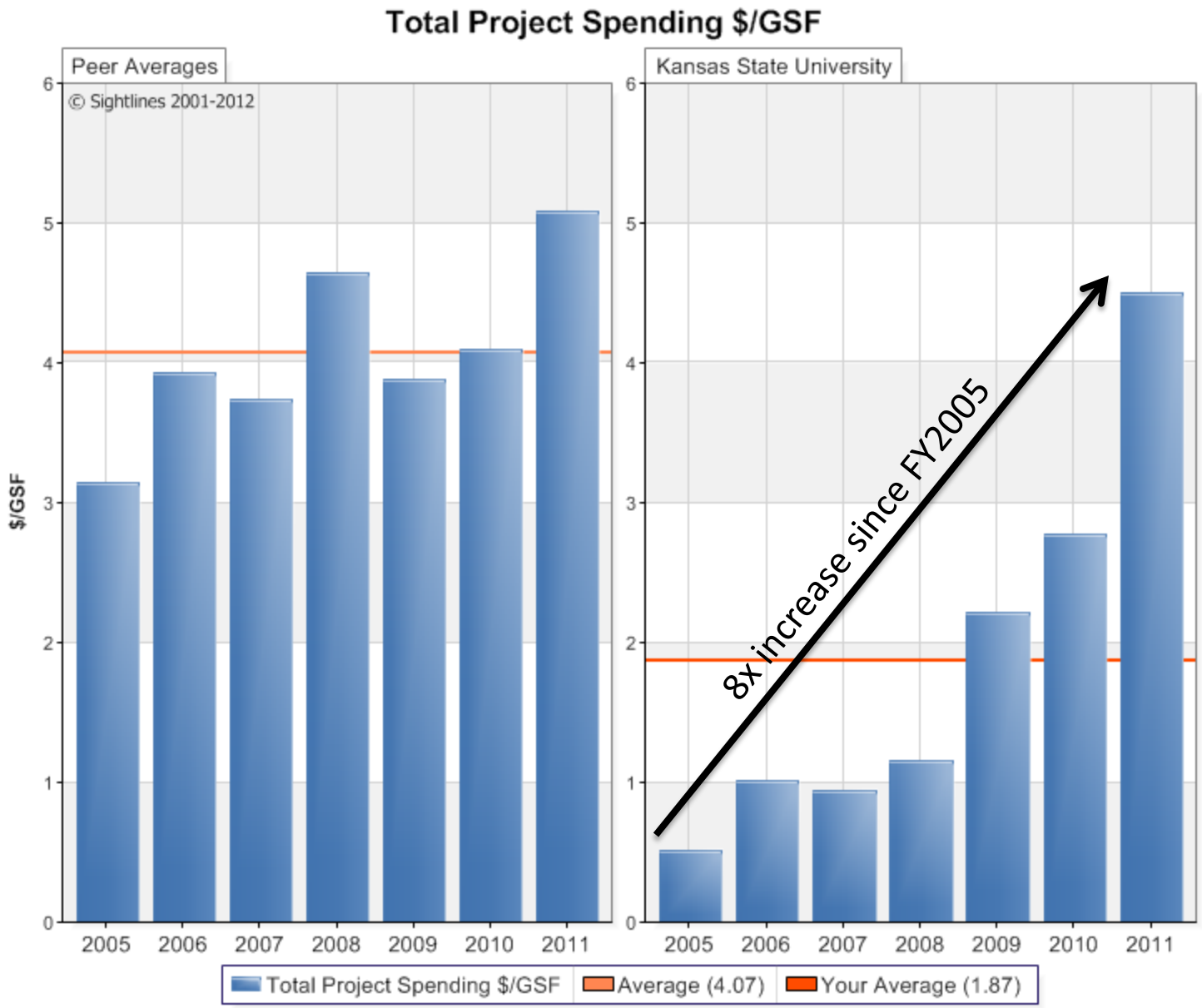


Total project investment vs. peers

Increase in spending has brought K-State to peer average in FY11



K-State 2025 – How does K-State compare?

Project spending compared to top 50 research institutions in Sightlines' database

Clemson University
Florida State University
Georgia Institute of Technology
Indiana University
IUPUI
Iowa State University
Michigan State University
Purdue University
Rutgers University
Temple University
Texas A&M University
The Ohio State University
The Pennsylvania State University
The University of Alabama
The University of Arizona
University of California Irvine
University of Colorado - Boulder
University of Illinois - Chicago
University of Illinois - Urbana/Champaign
University of Maryland
University of Massachusetts Amherst
University of Michigan
University of Minnesota
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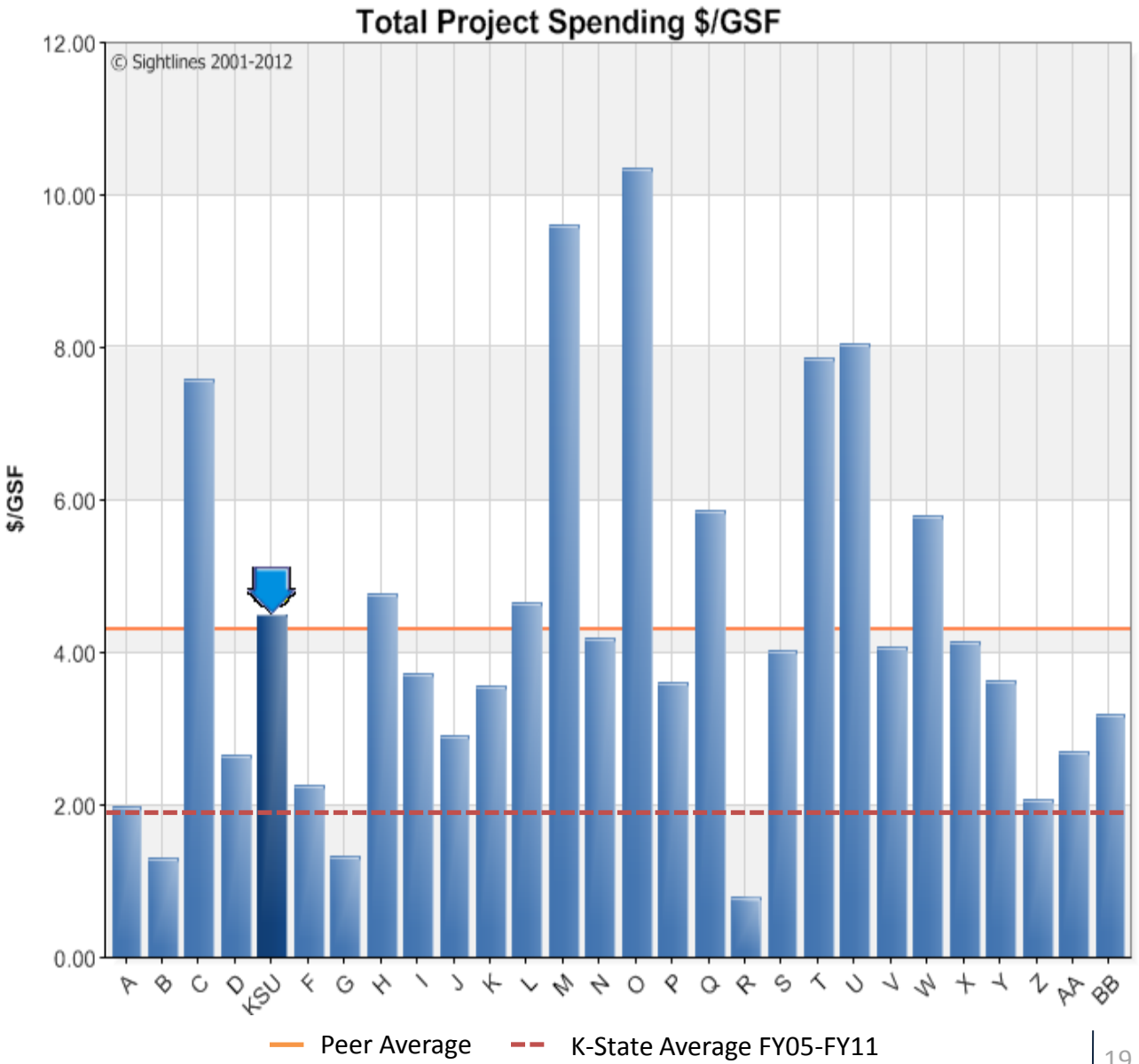
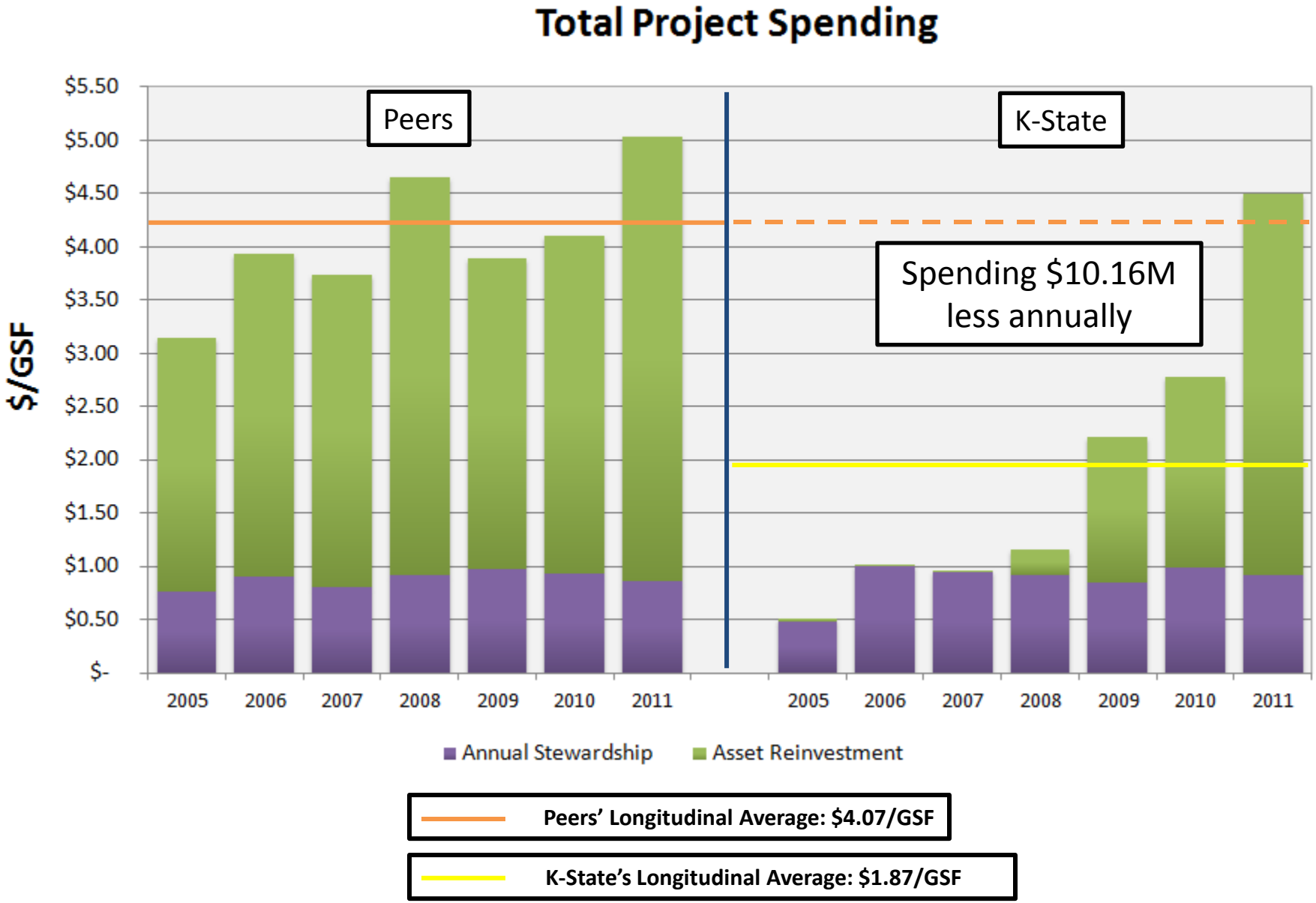
University of Oregon
University of Vermont
Virginia Commonwealth University



Investment in existing space over time

Less one-time capital historically, recurring funds are similar to peers



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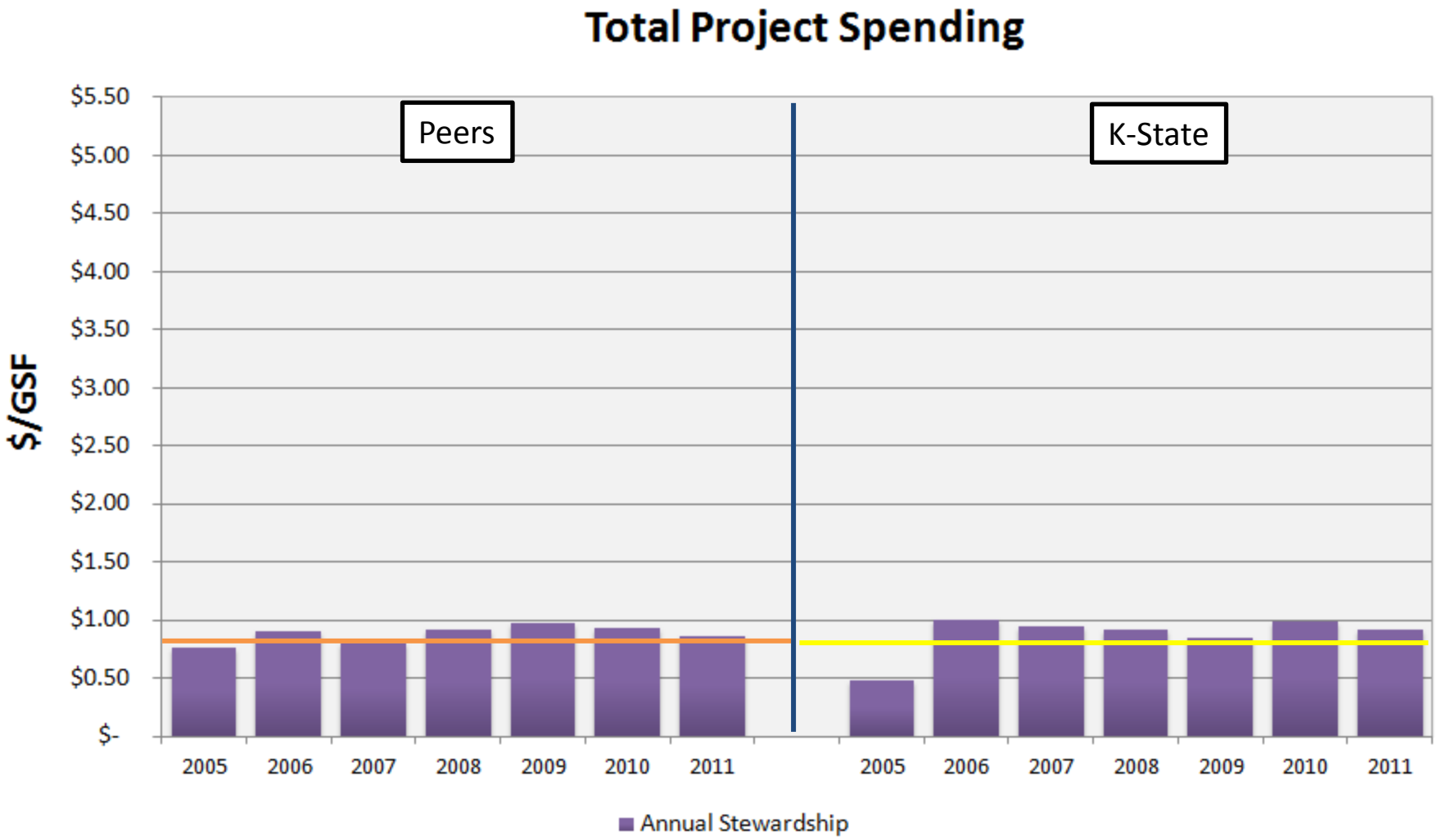
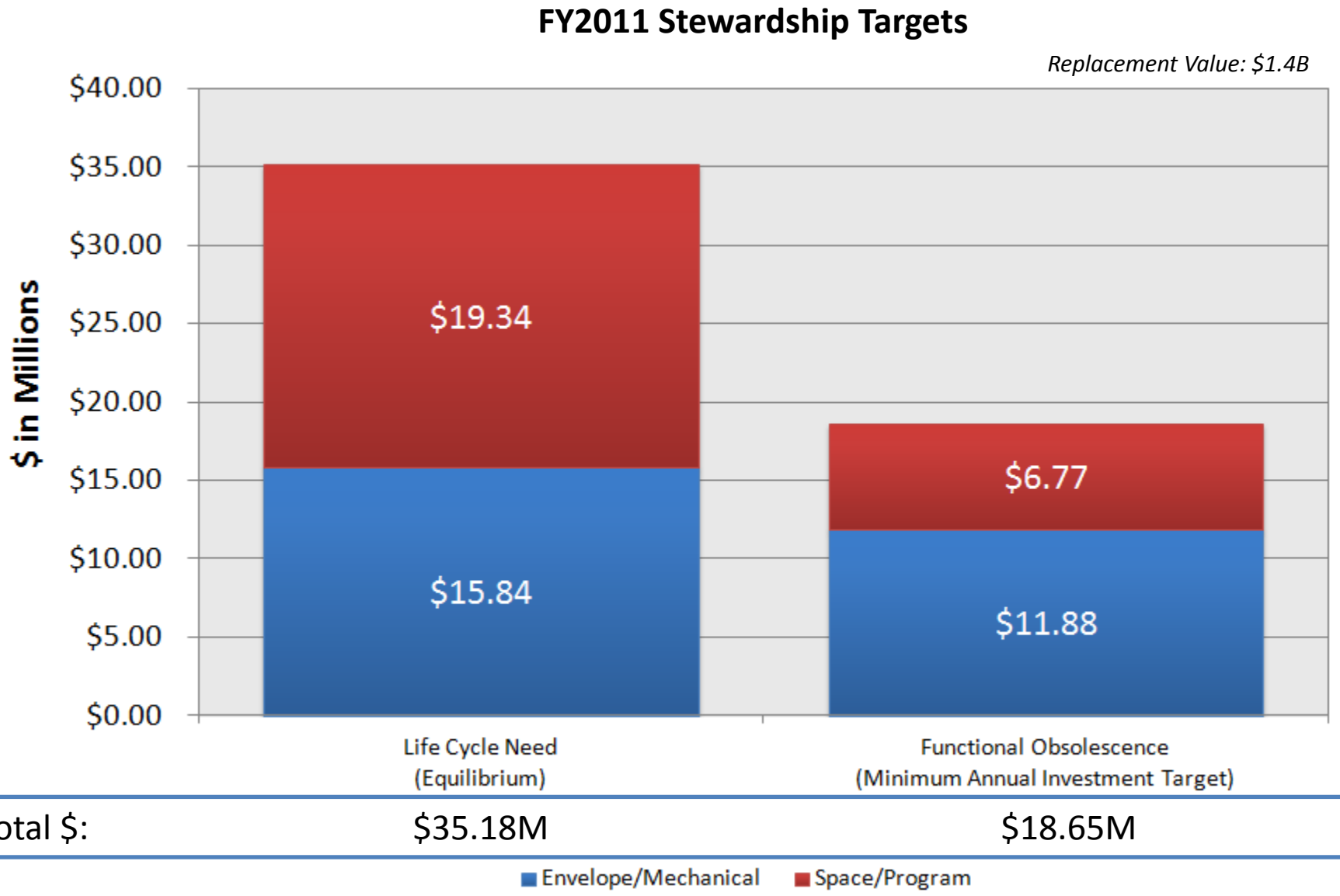
Sightlines



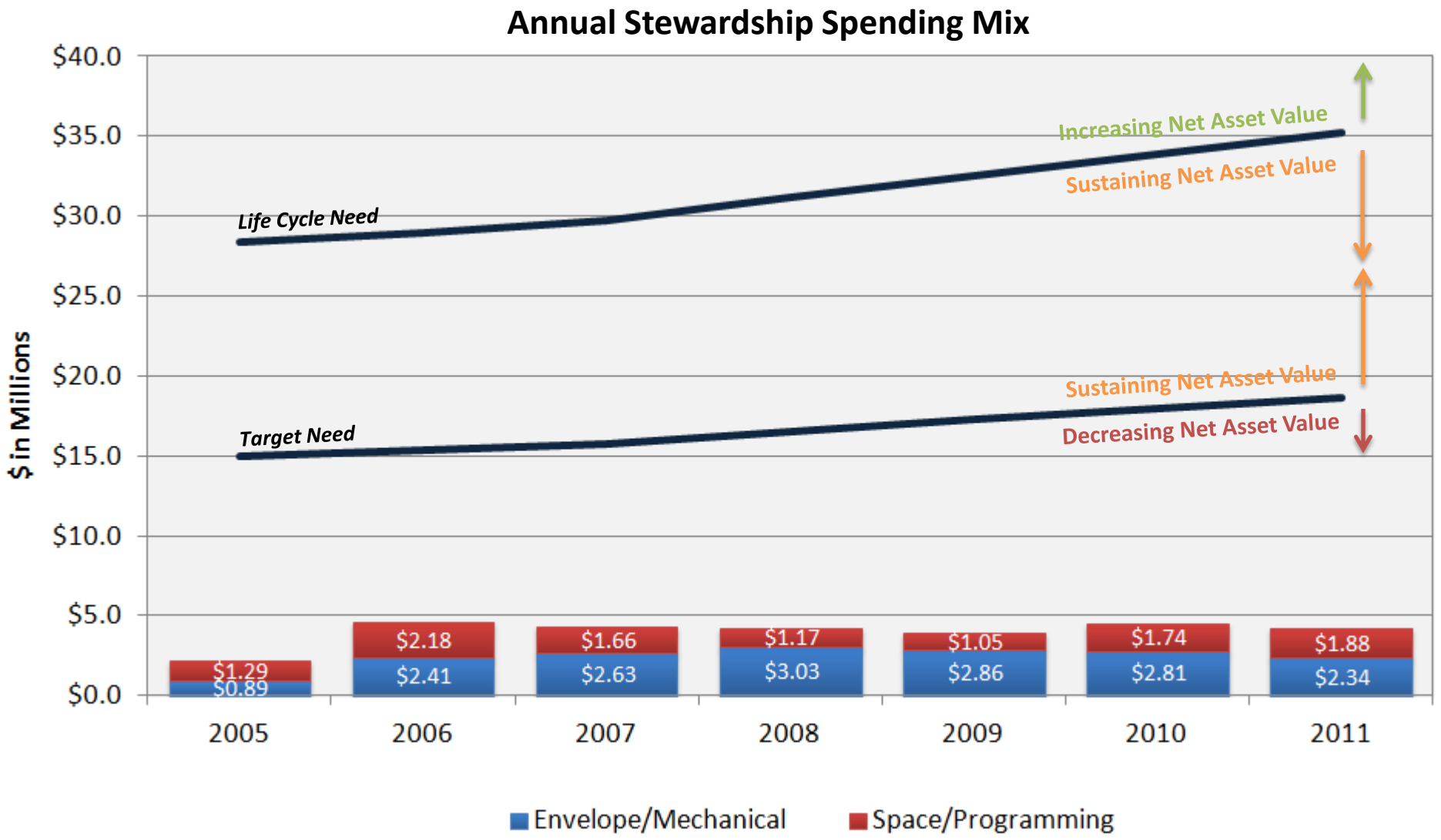
Defining stewardship investment targets

What is the annual investment need to sustain campus value?



Investing 24% of target on average

61% of funding goes to Envelope/Mechanical projects



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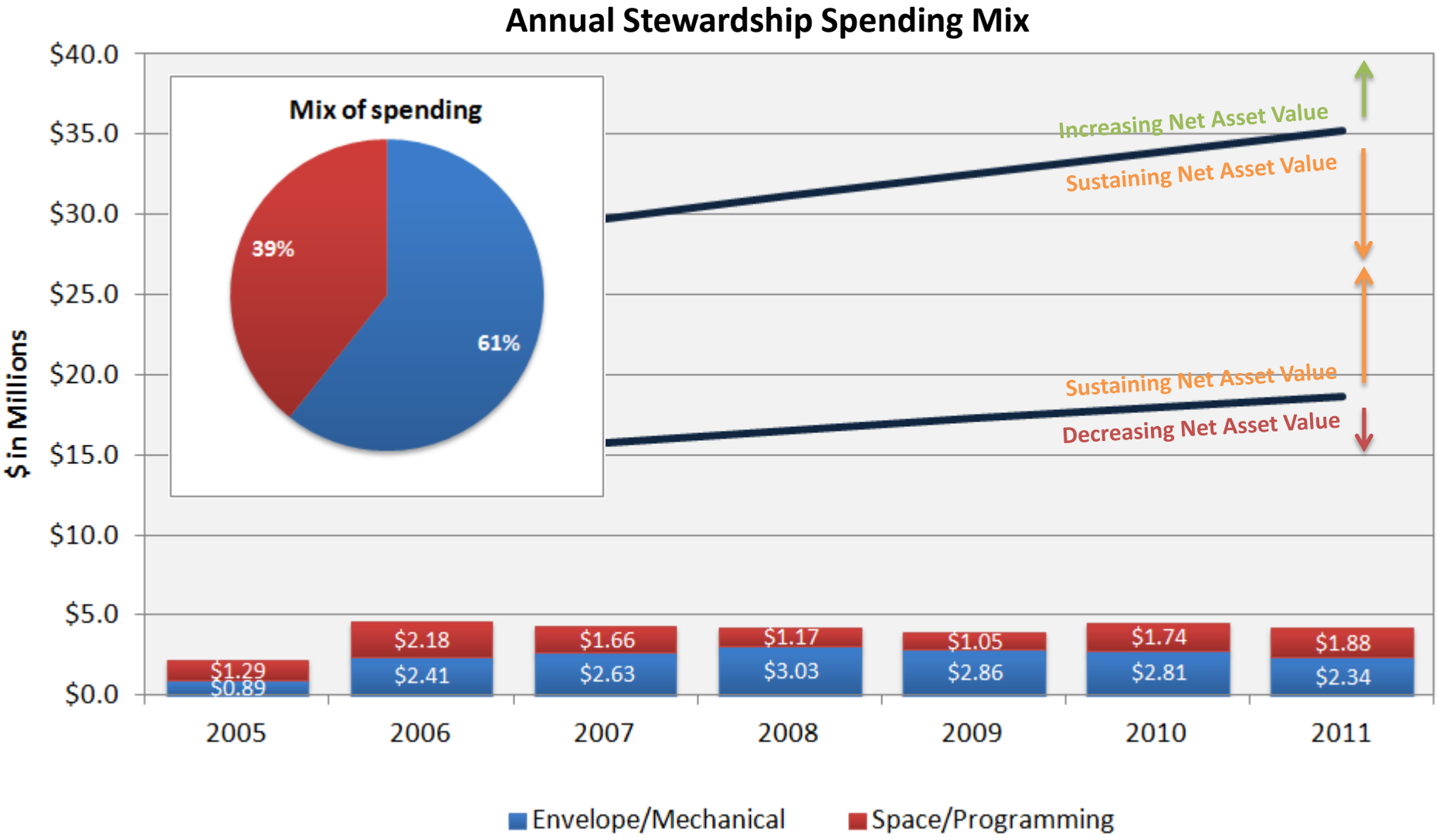
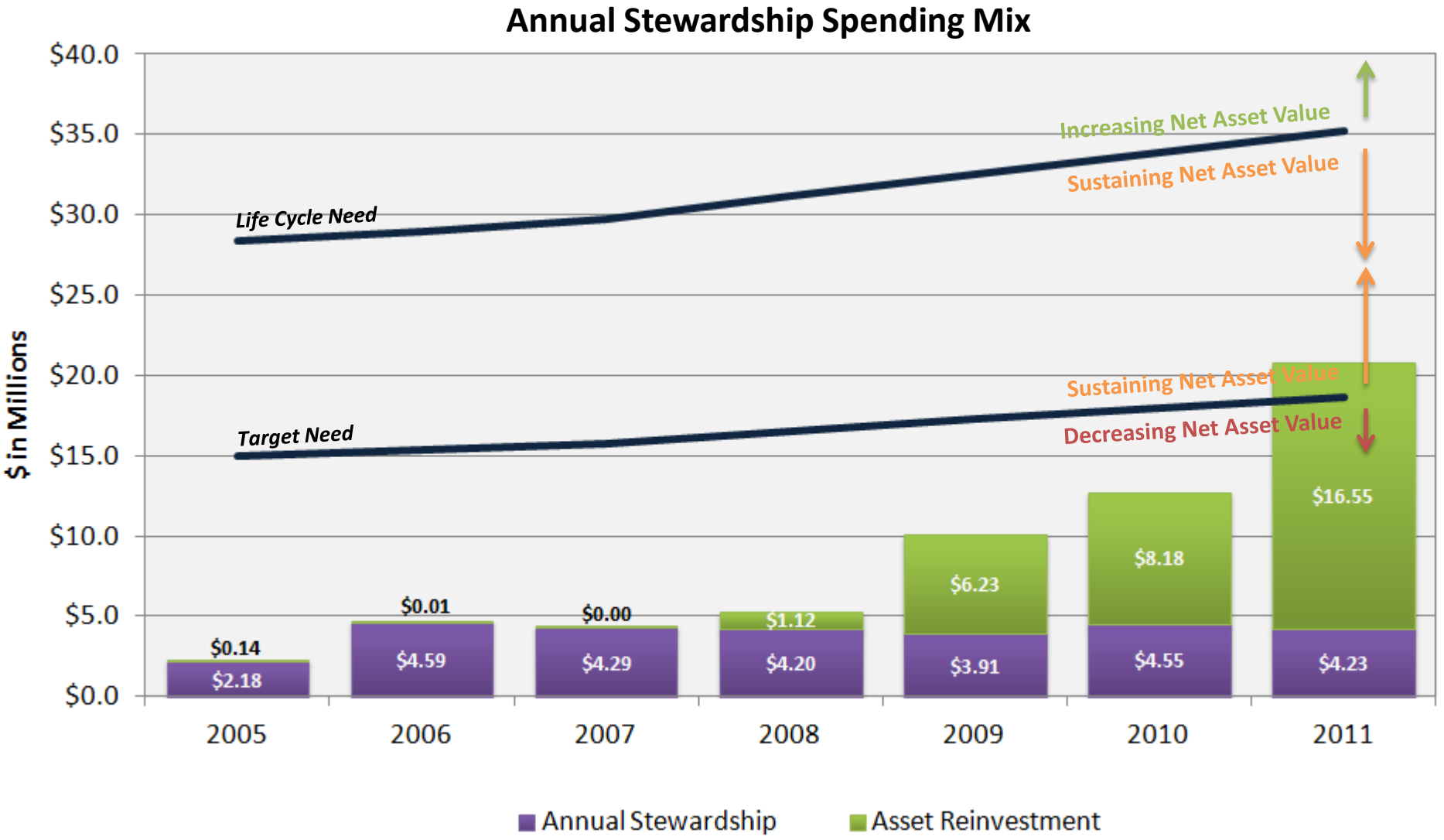


Total capital investment vs. target

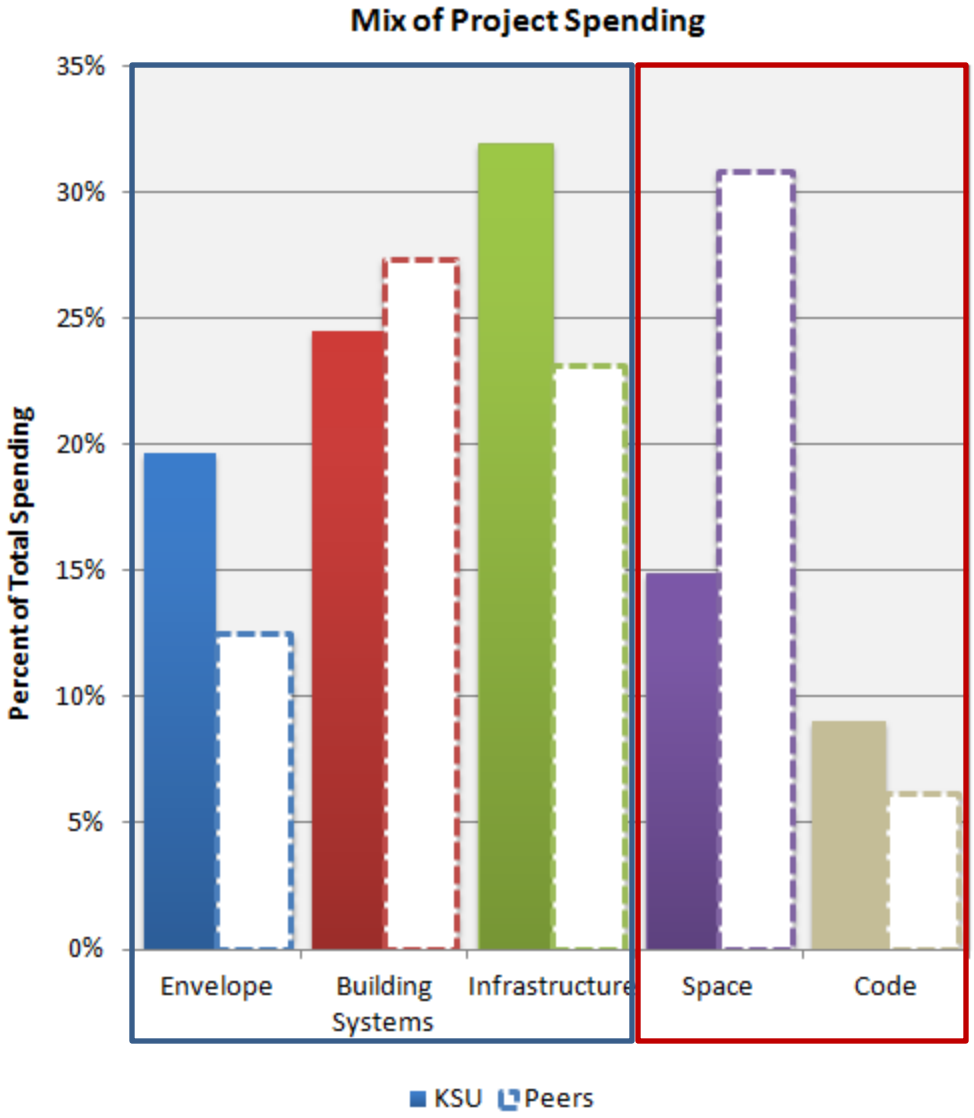
One-time capital hits target for first time in FY11

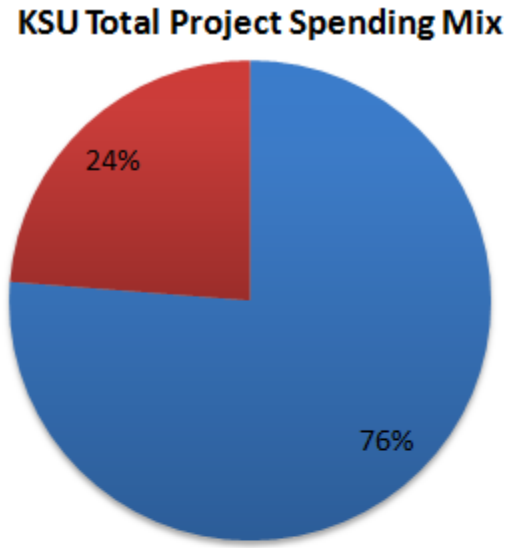


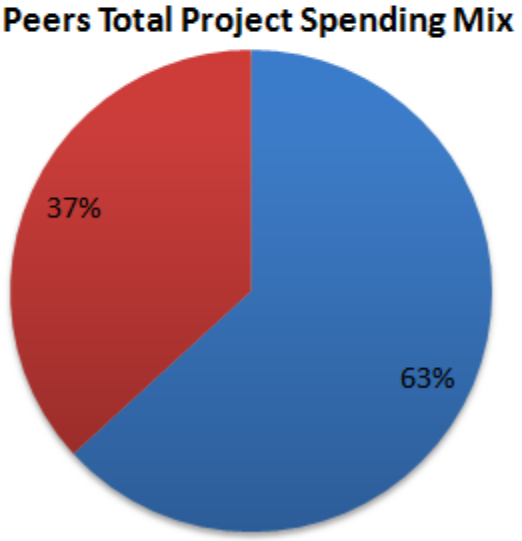
Includes one-time capital into existing space

Focusing on the mix of spending at K-State

Concentration on envelope/mechanical projects leaves 24% for space/code needs



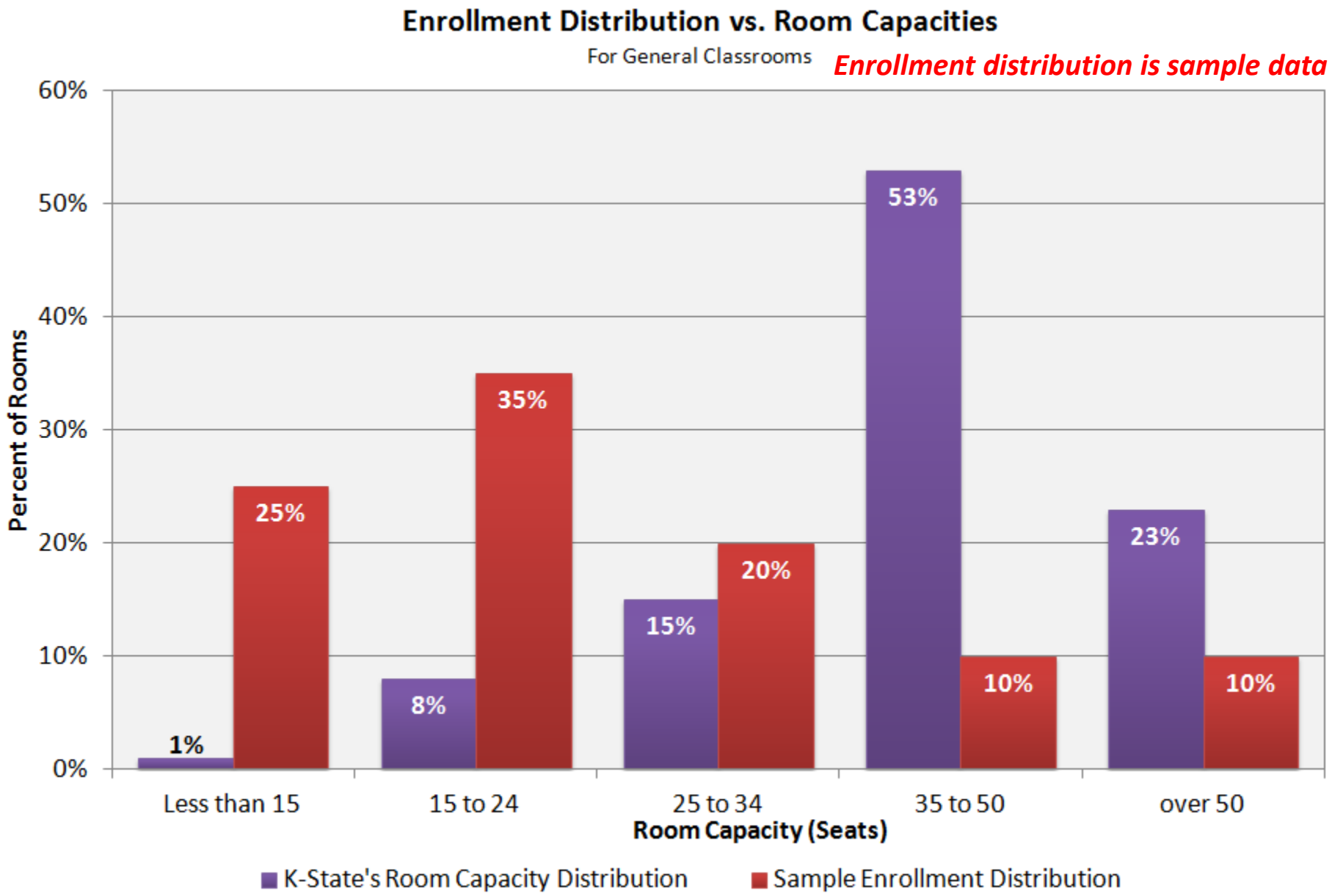




Includes all money spent in existing space since FY2005

Large average room capacity

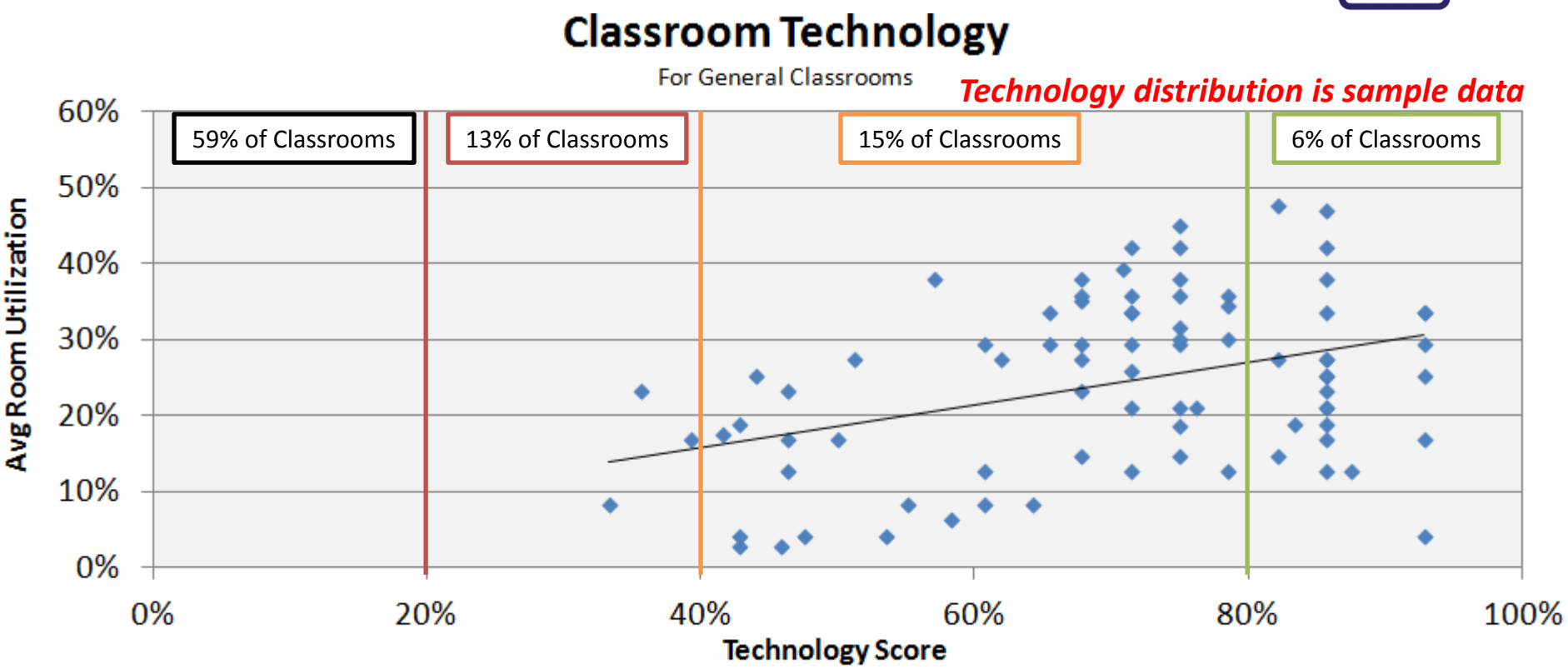
Average room capacity is 58.4 seats



Room capacities from General Use Classroom Inventory

Influence of technology on classroom utilization

Classrooms with more technology are more highly utilized



*** (20% - 40%)**

Basic Technology classrooms are rooms with a place to plug a laptop and LCD projector or other display. Video, Internet and audio connections provided.

**** (40% - 80%)**

Common Technology classrooms are rooms equipped with an LCD projector, or plasma screen display, computer, VCR/DVD player, sound system, document camera, and Internet connection.

***** (Over 80%)**

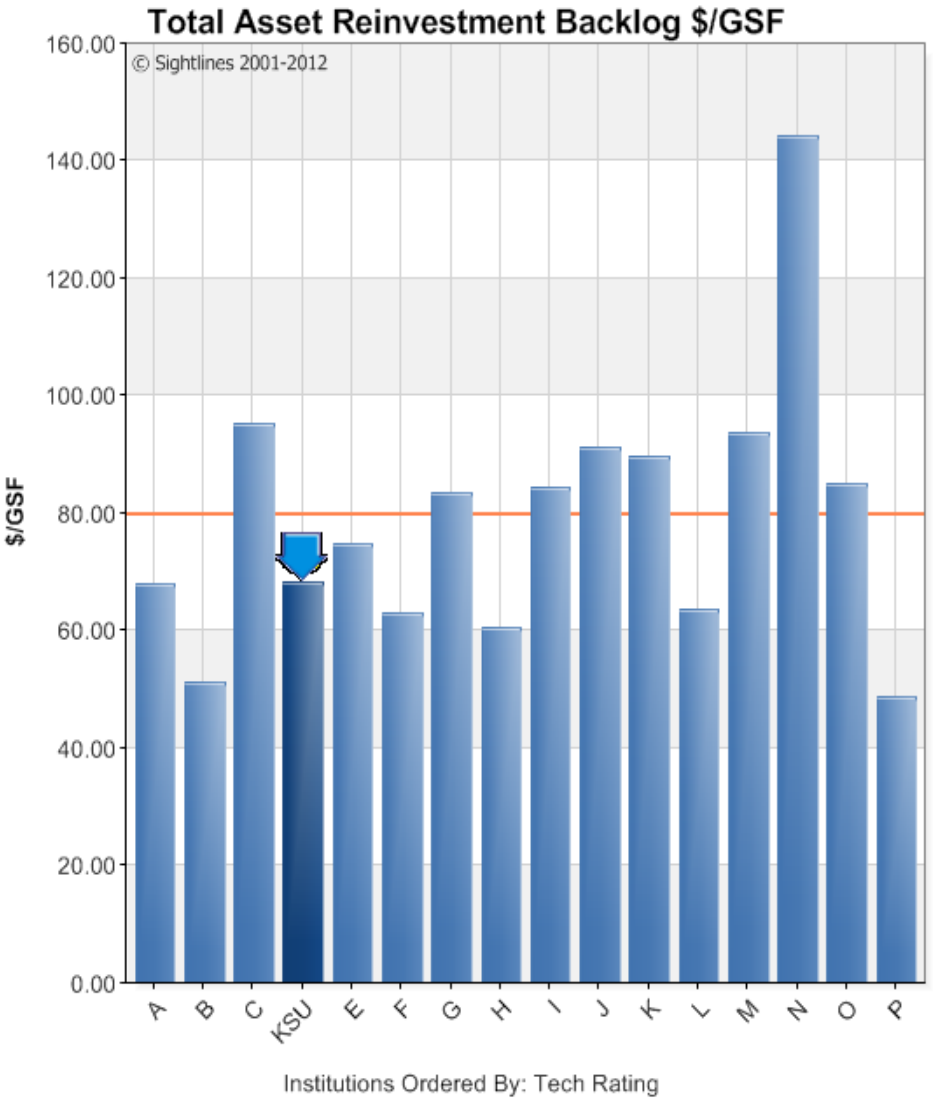
Expanded Technology classrooms are rooms with the common technology which have additional capabilities that include some combination of one or more of the following: Video Conferencing equipment, Video or audio capturing equipment, Enhanced interactive technologies

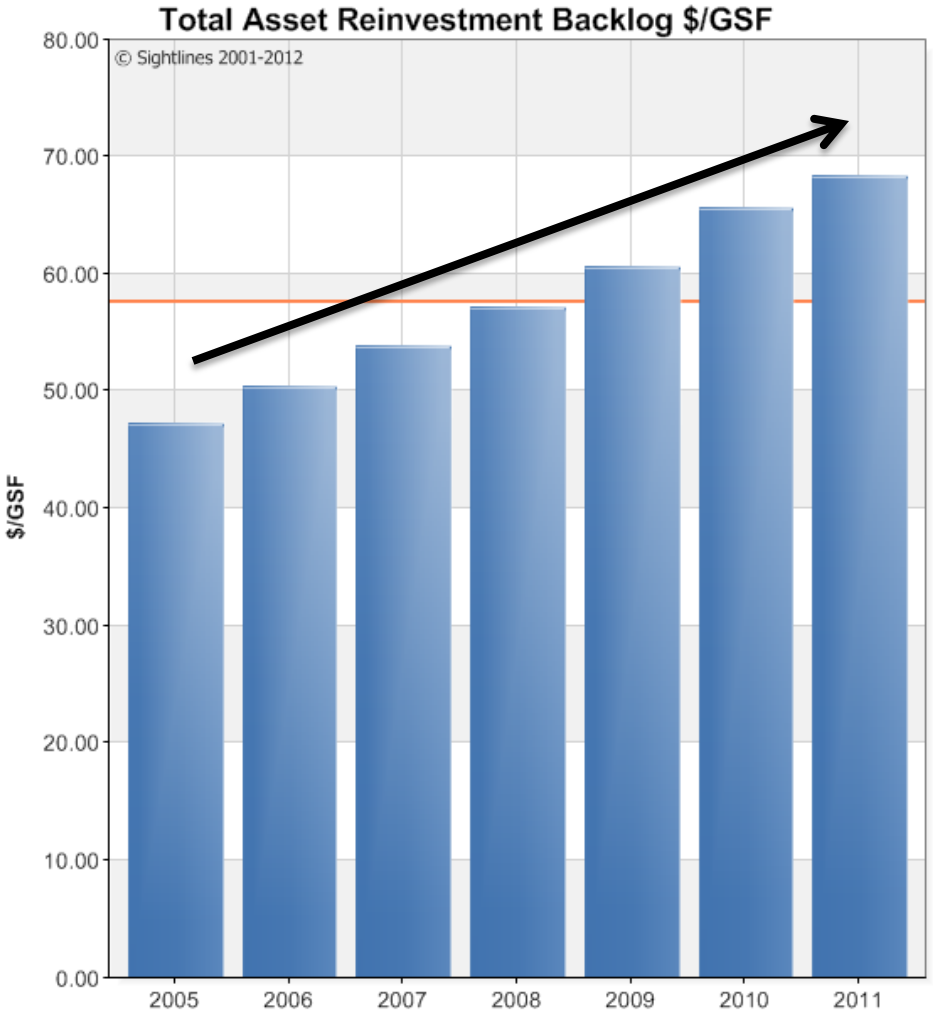
Room capacities from General / Technology / Studio Classrooms inventory

Asset Reinvestment Backlog

Asset reinvestment backlog

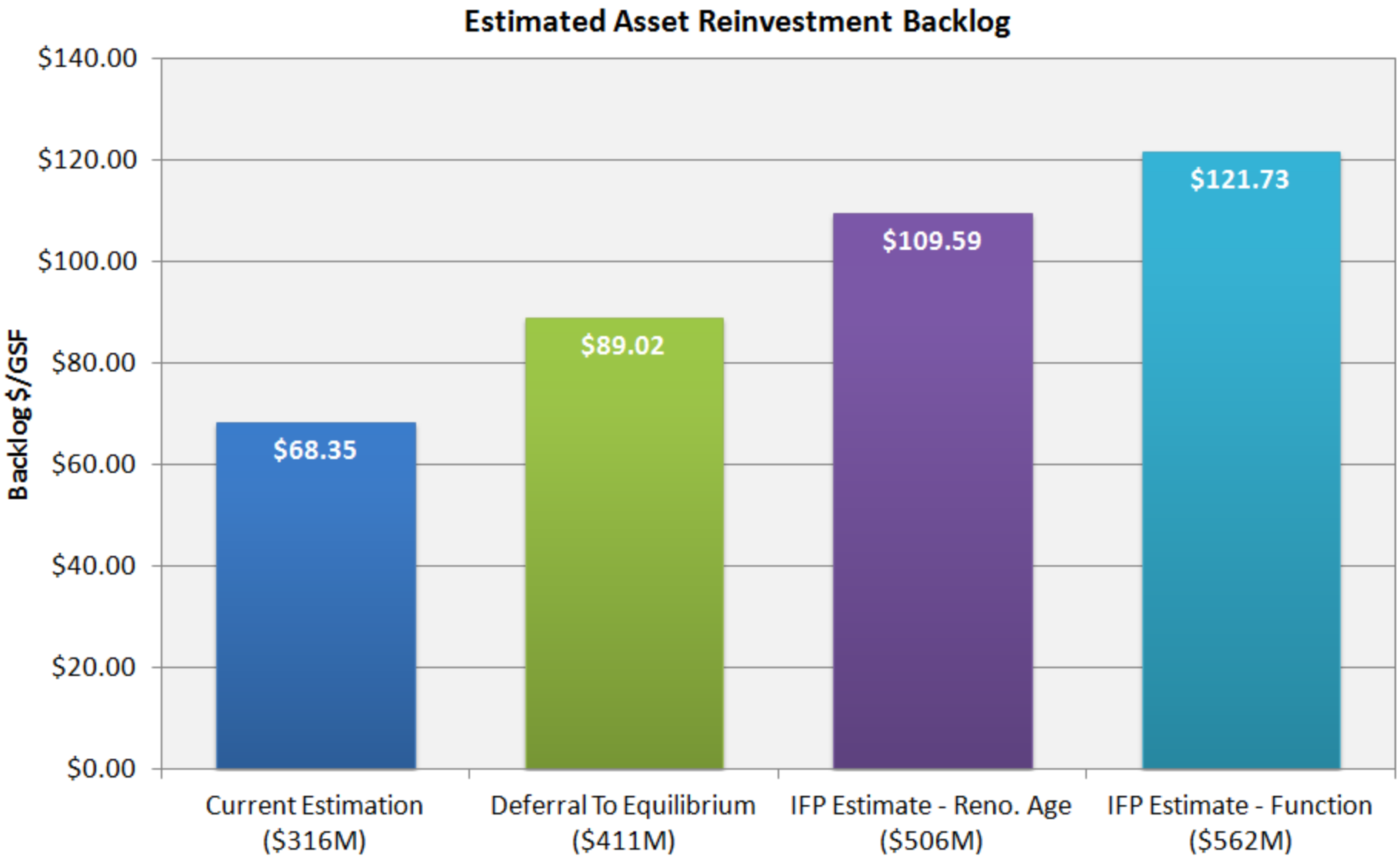
Based on internal deferred maintenance report





Asset reinvestment backlog

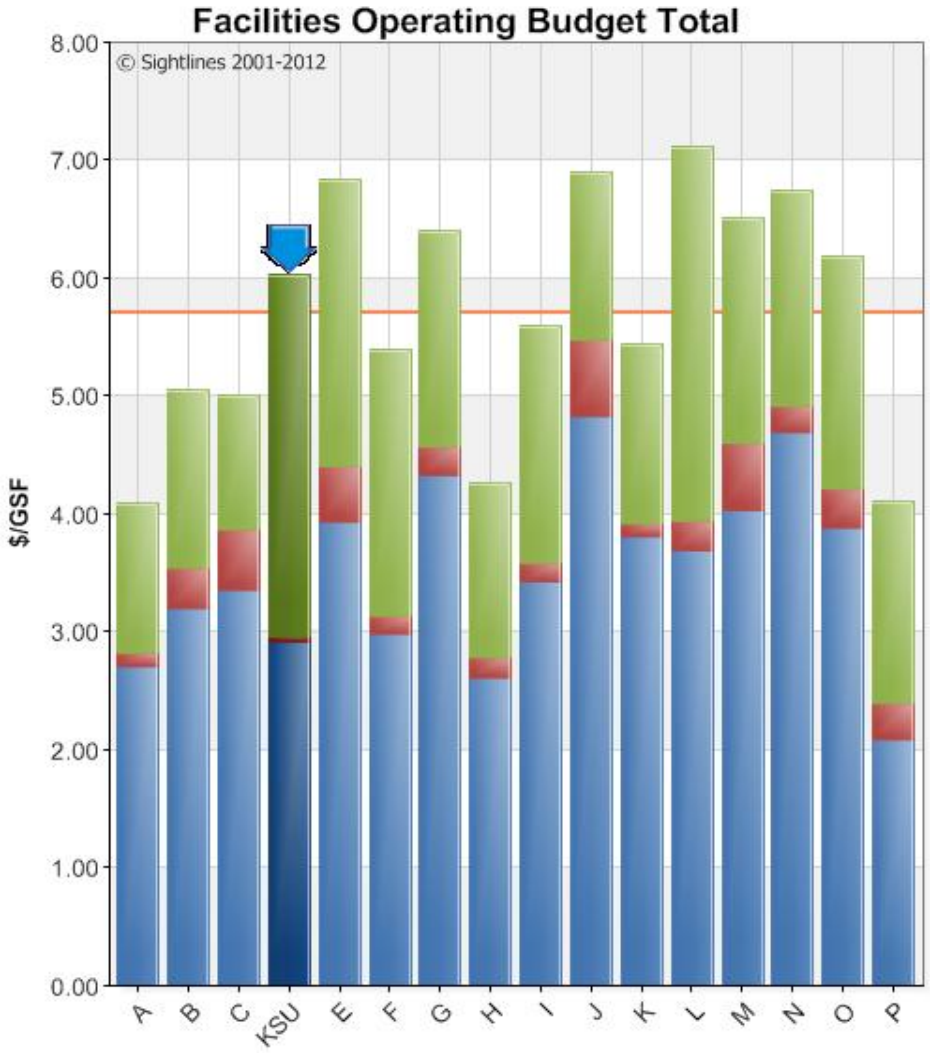
Estimations based on maintenance deferral, age, and function

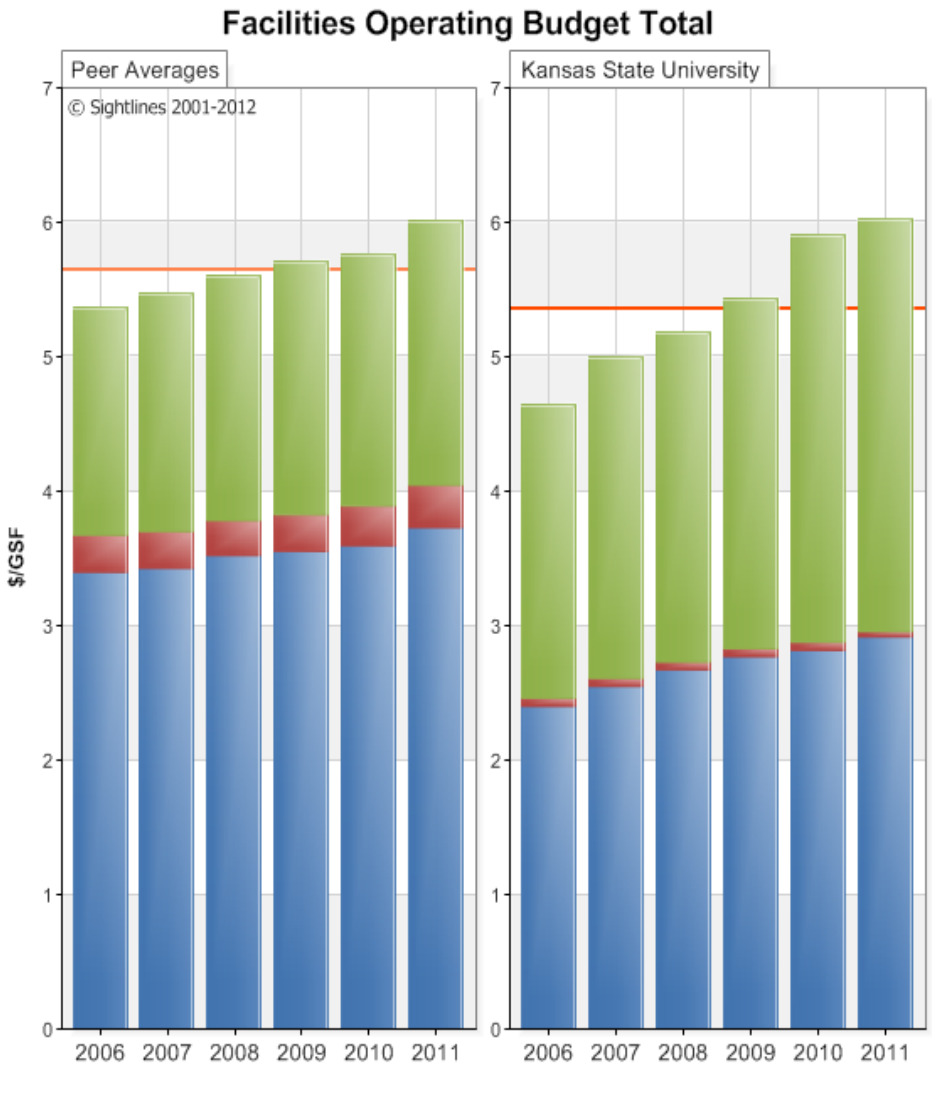


Operational Performance

Facilities operating budget compared to peers

Total budget is similar to peers, daily service and PM are below peer average





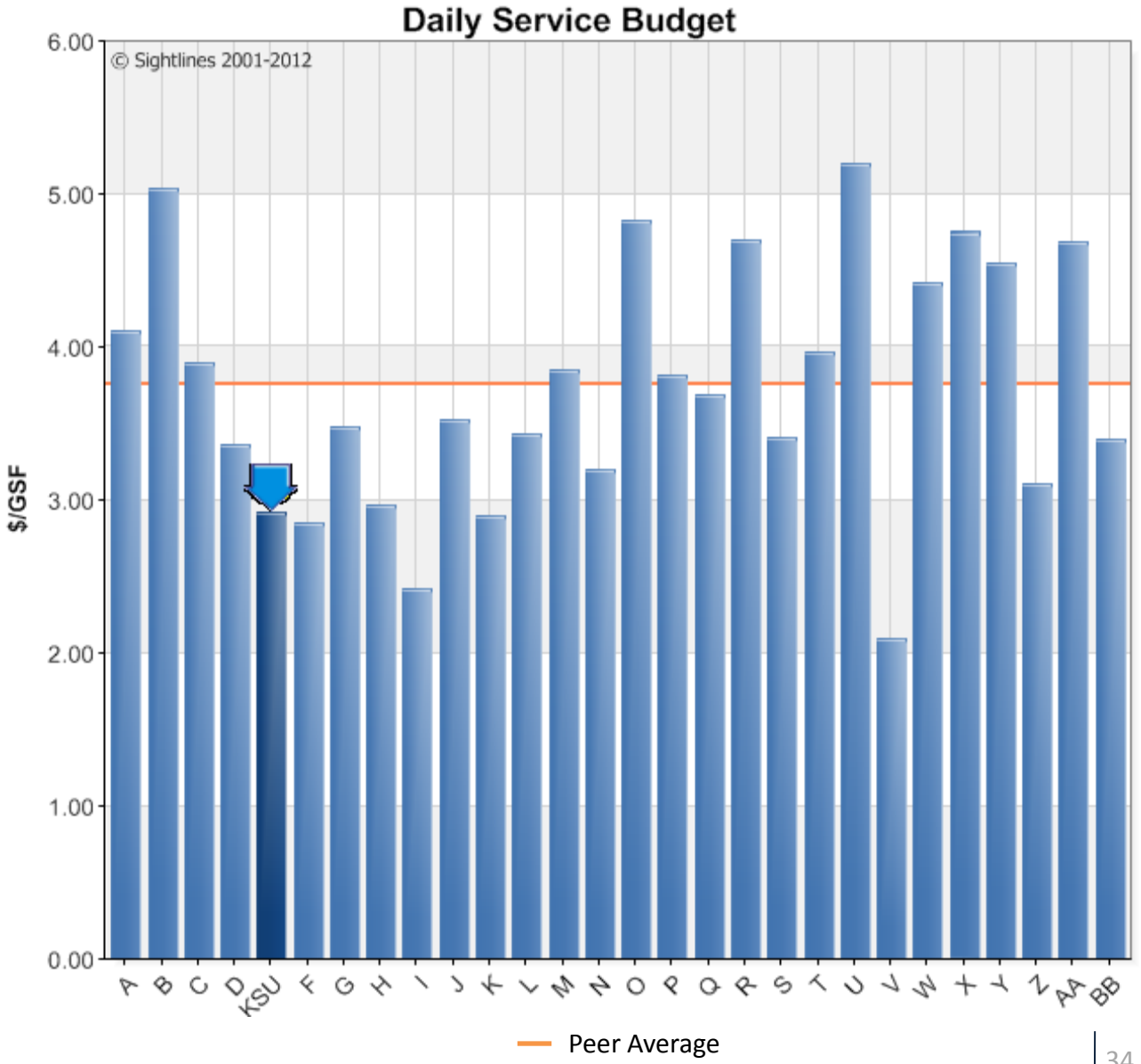
Peer Average

Budget Total Utilities /GSF
Budget Planned Maintenance $/GSF
Budget Total Daily Service/GSF

K-State 2025 – How does K-State compare?

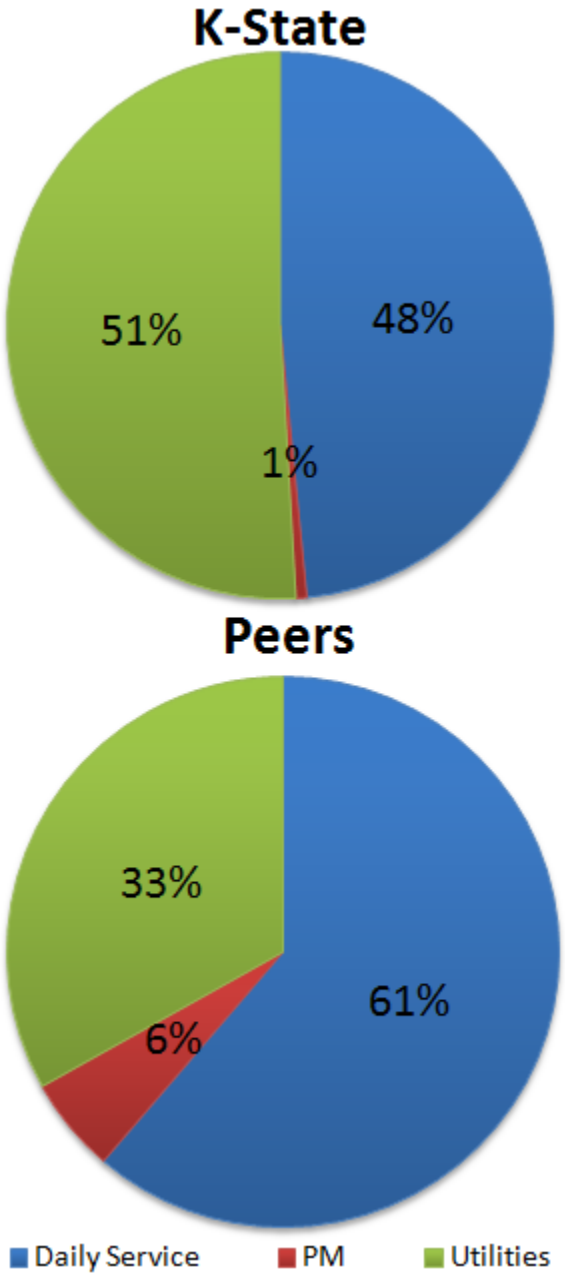
Daily Service budget compared to top 50 research institutions in Sightlines'

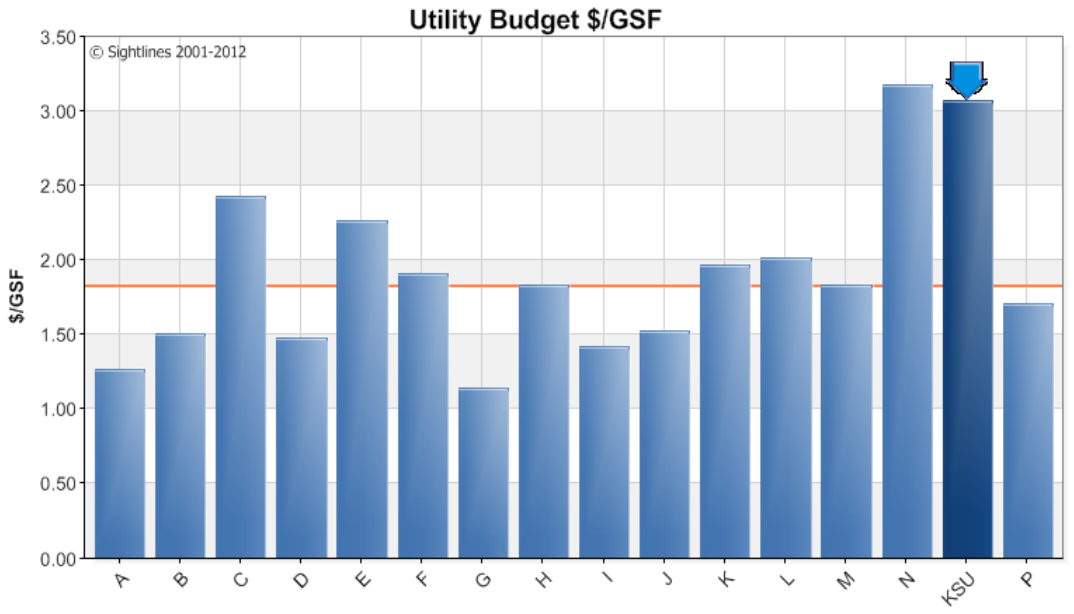
Clemson University
Florida State University
Georgia Institute of Technology
Indiana University
IUPUI
Iowa State University
Michigan State University
Purdue University
Rutgers University
Temple University
Texas A&M University
The Ohio State University
The Pennsylvania State University
The University of Alabama
The University of Arizona
University of California Irvine
University of Colorado - Boulder
University of Illinois - Chicago
University of Illinois - Urbana/Champaign
University of Maryland
University of Massachusetts Amherst
University of Michigan
University of Minnesota
University of Missouri
University of Oregon
University of Vermont
Virginia Commonwealth University

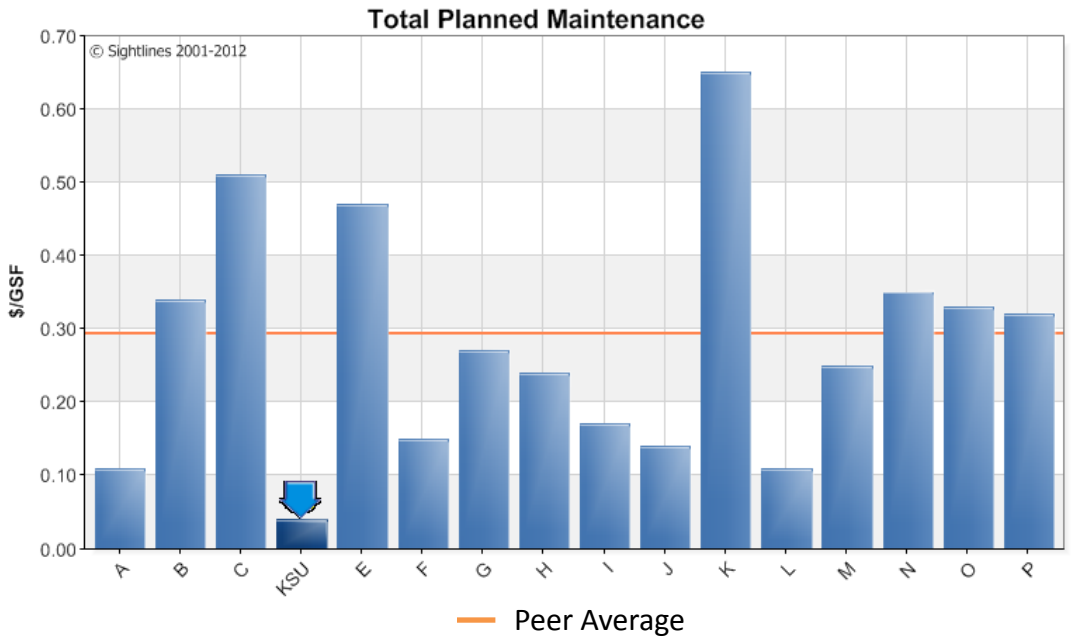


Budget mix compared to peers

Saving on energy can bolster Planned Maintenance funding

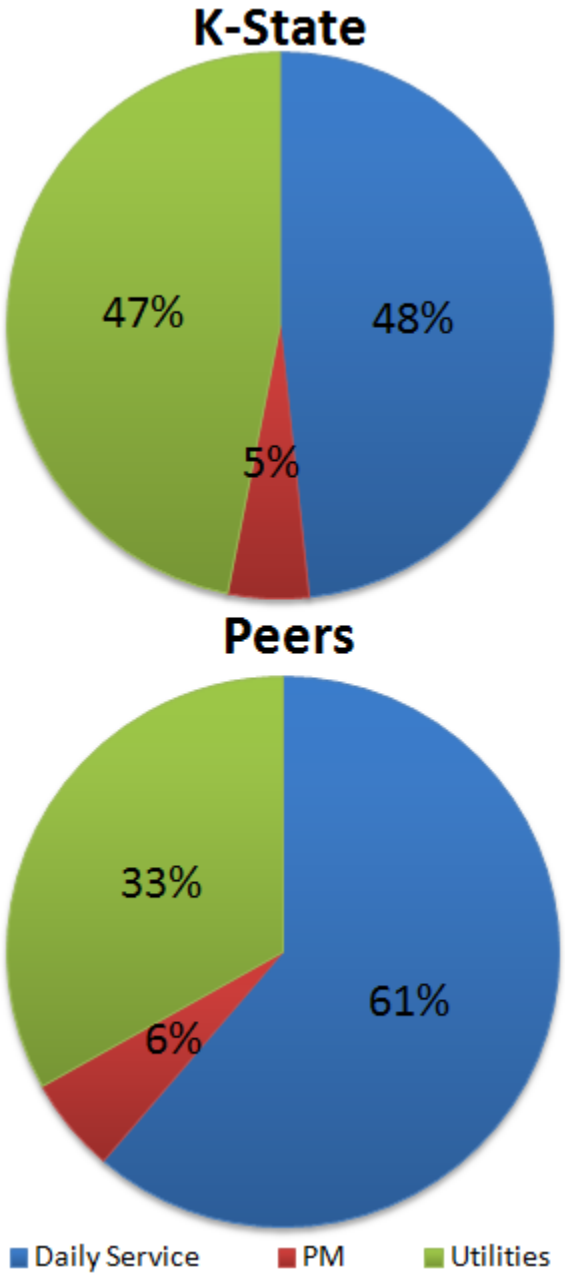


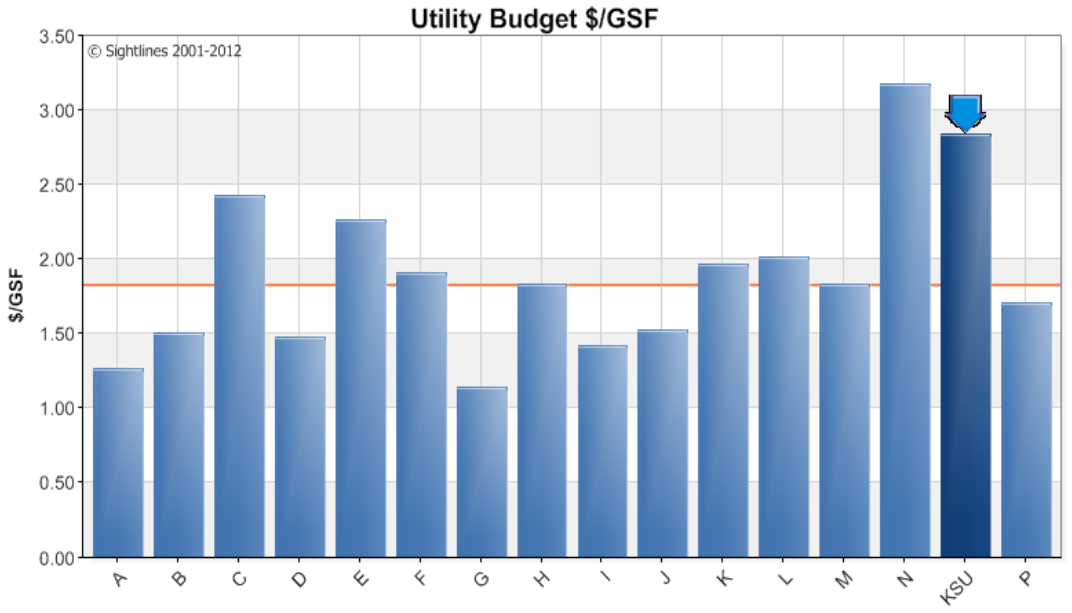


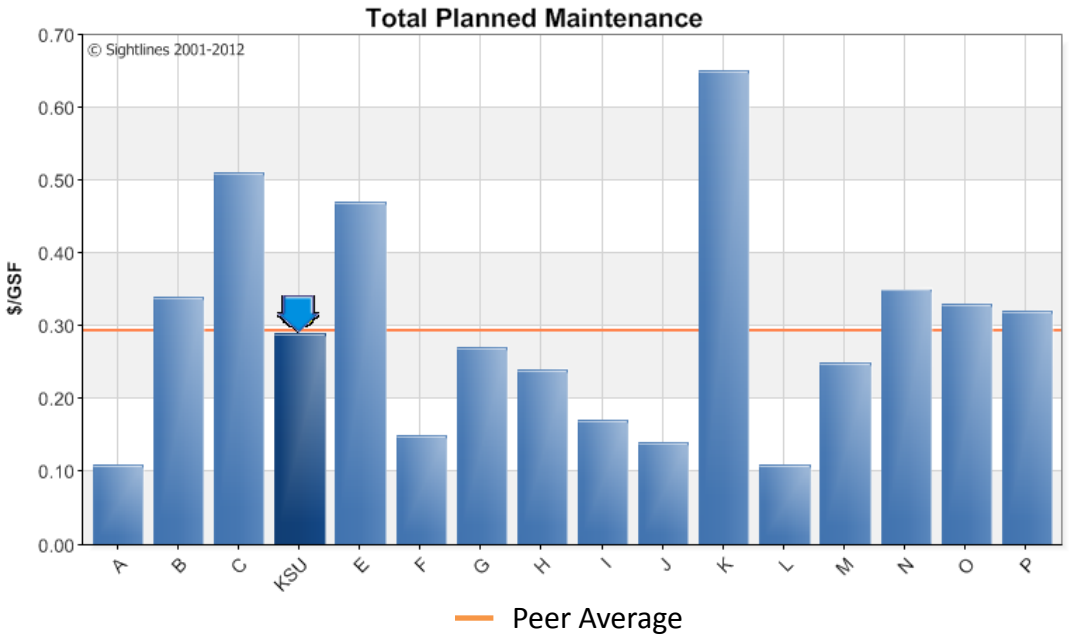


Budget mix compared to peers

Saving on energy can bolster Planned Maintenance funding

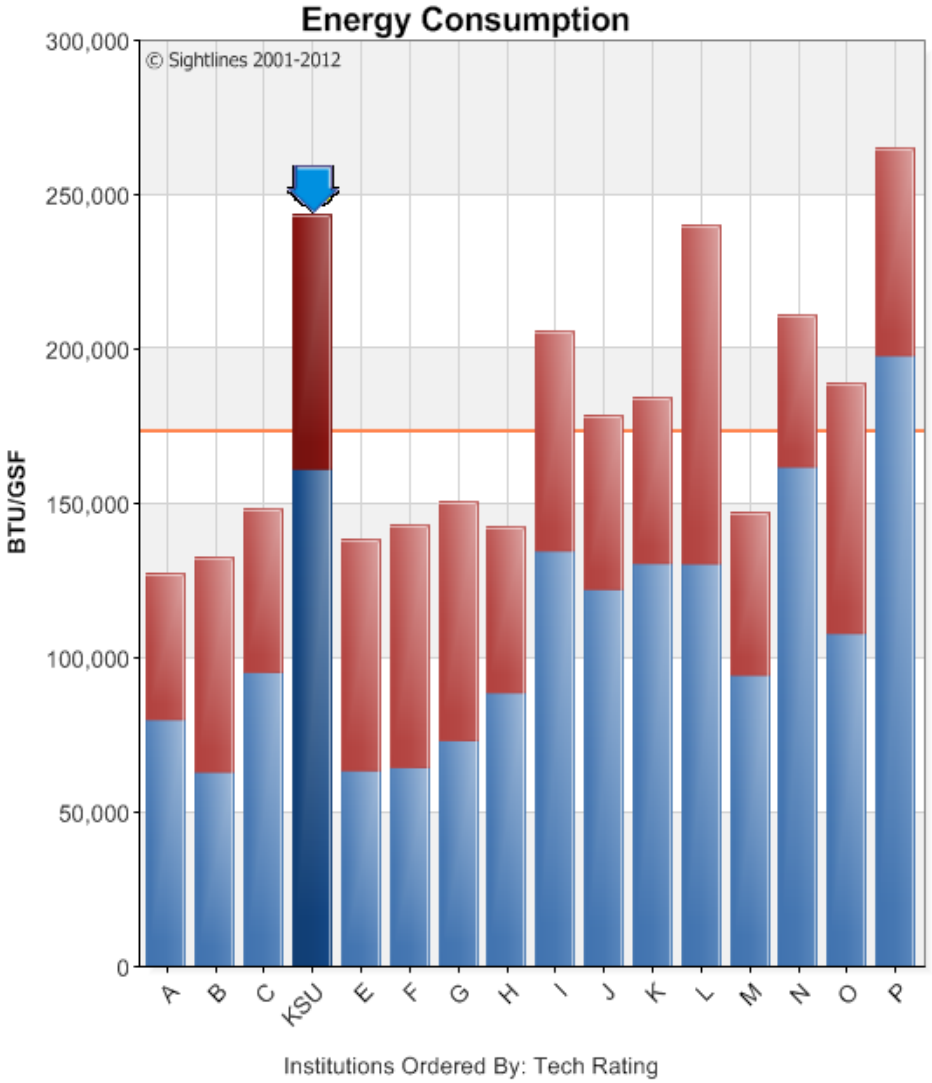


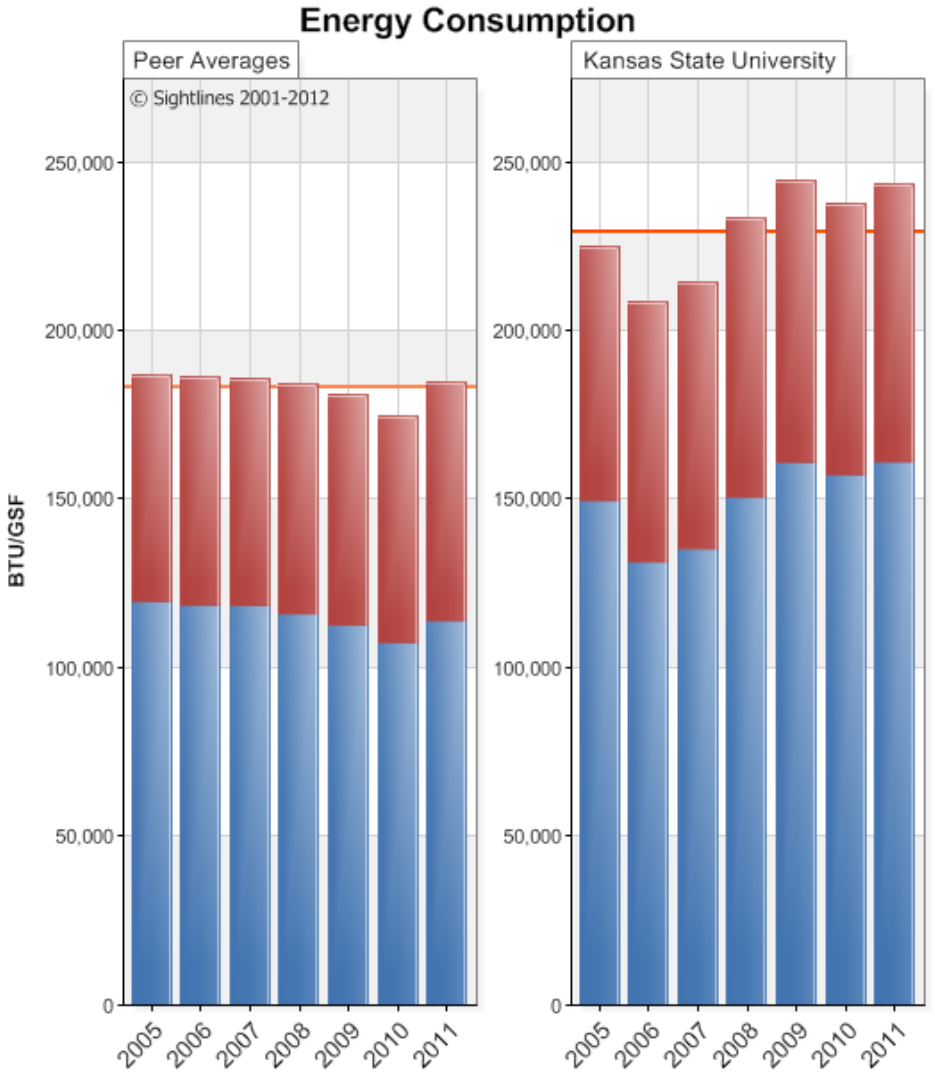




Energy consumption vs. peers

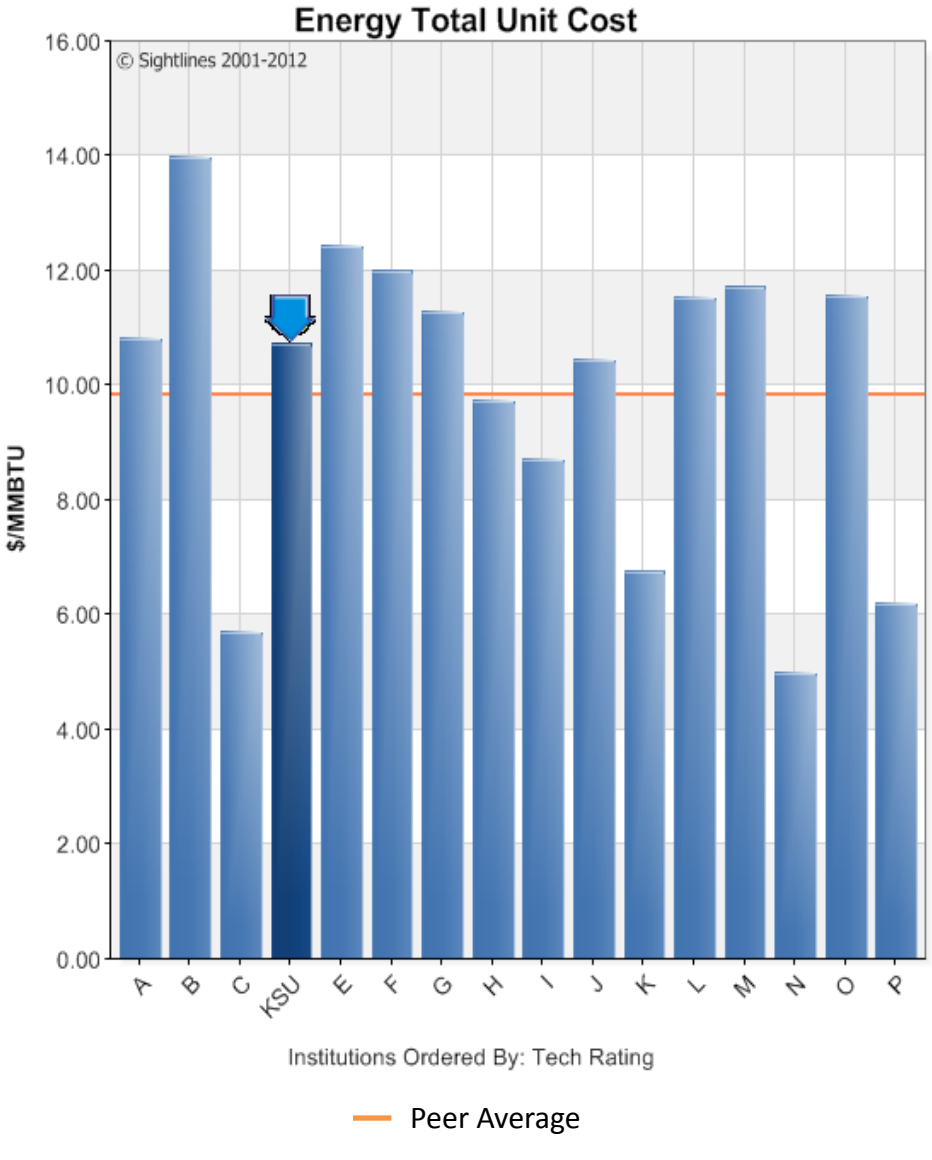
Higher consumption than peers historically, concentrated in fossil fuels

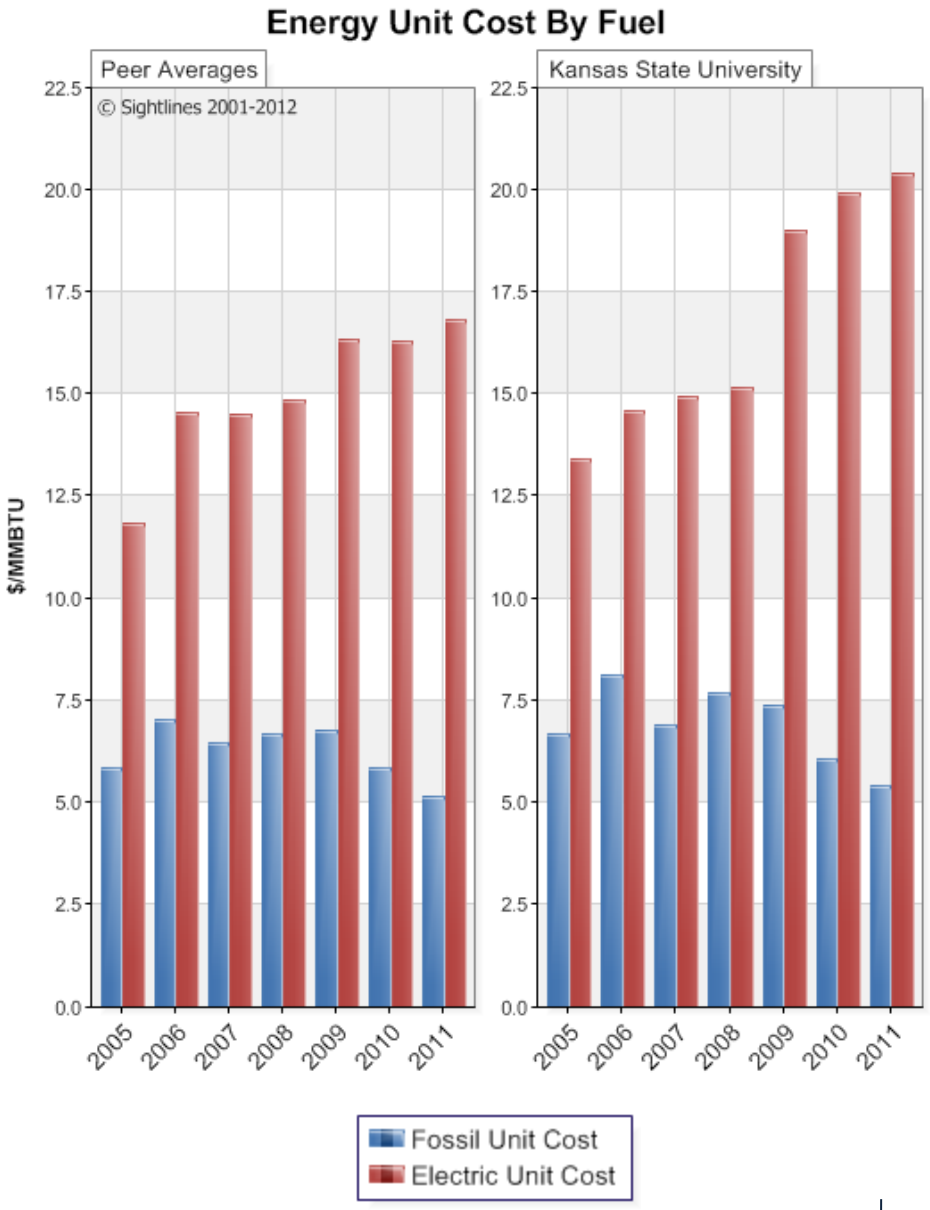




Energy cost similar to peers levels

Fossil costs are decreasing while electric costs are higher and increasing

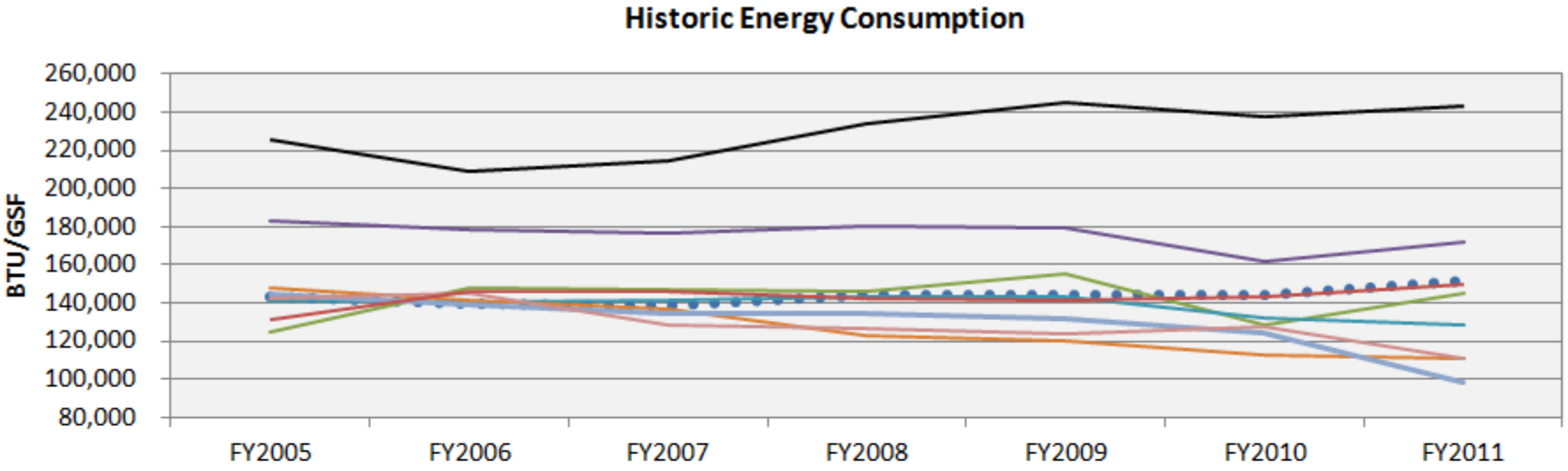


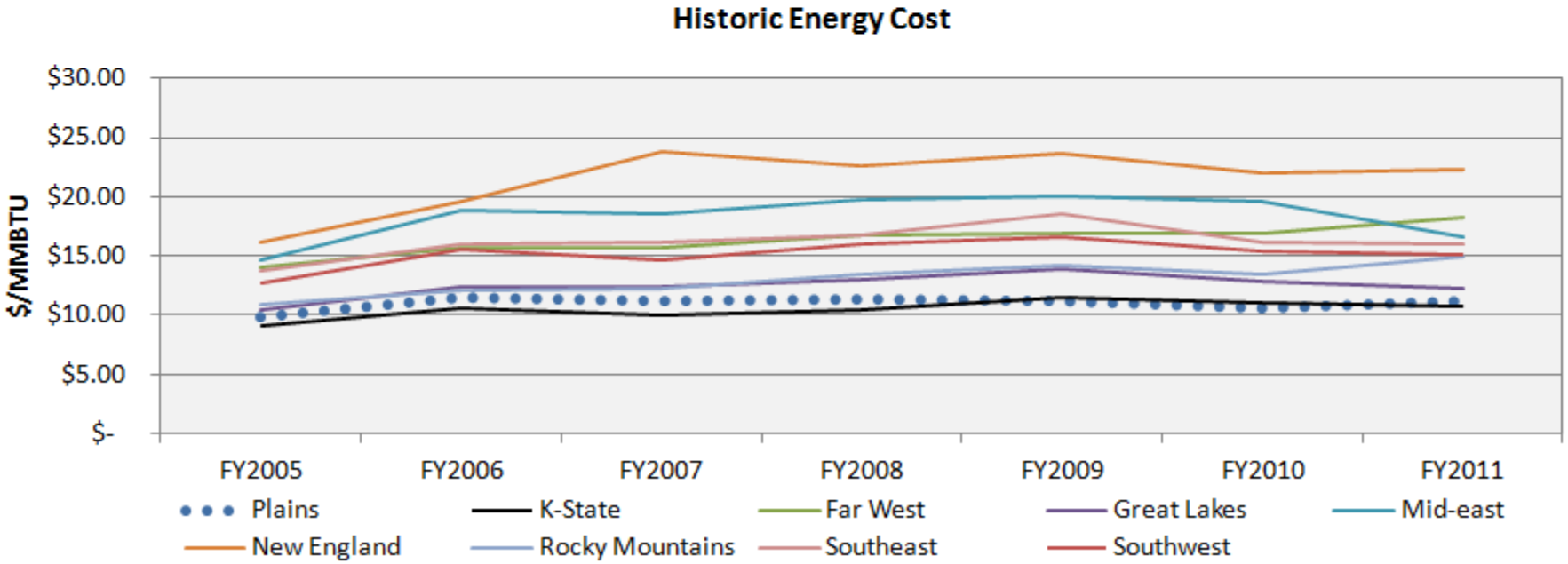


Energy cost and consumption by region

K-State has highest consumption

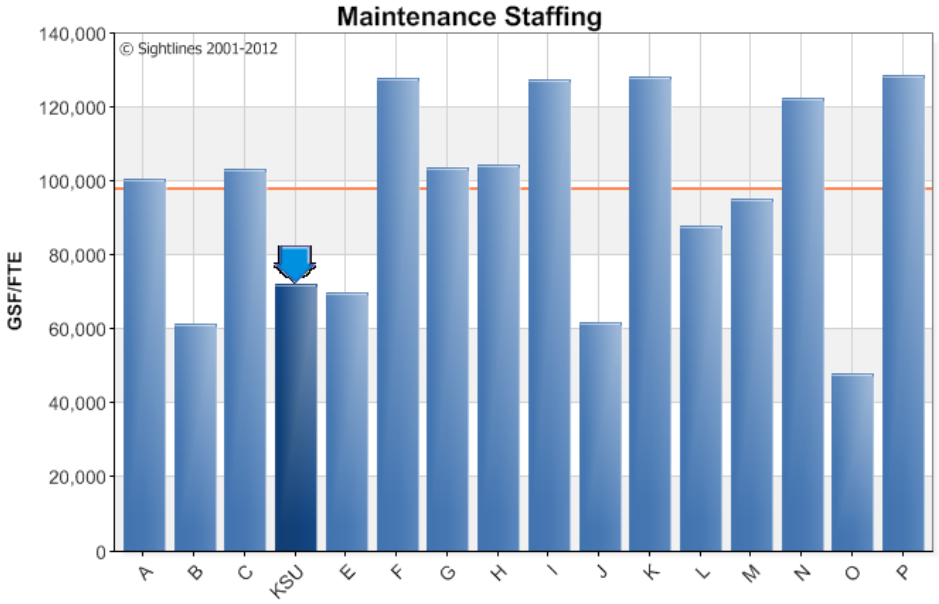
Sightlines

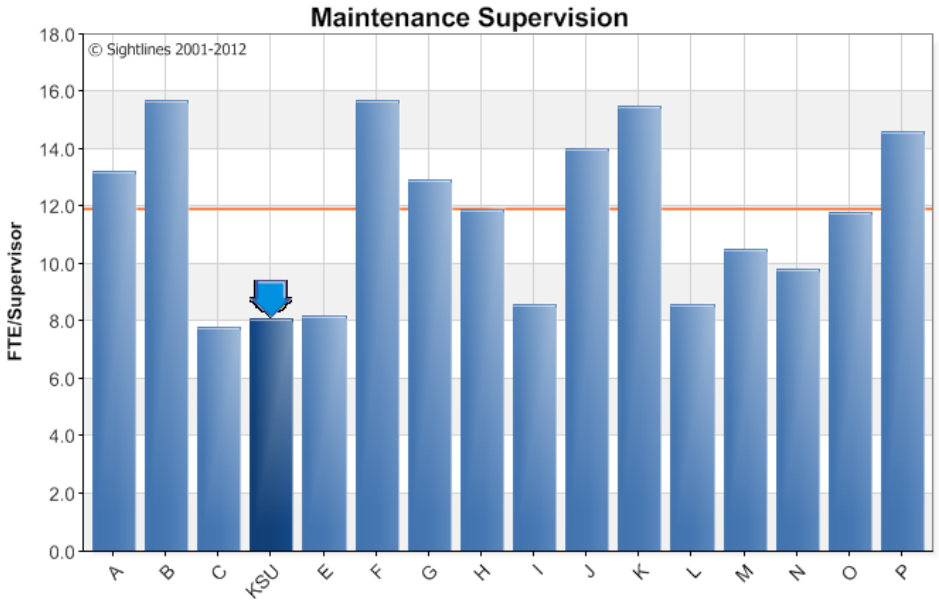


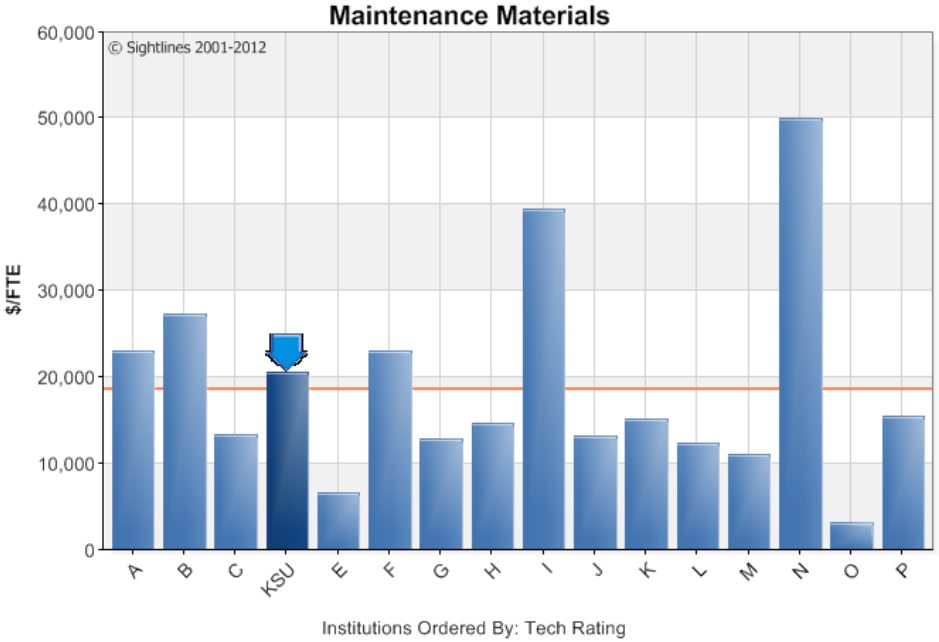


Maintenance operations

Maintenance trades performance impacted by campus age profile





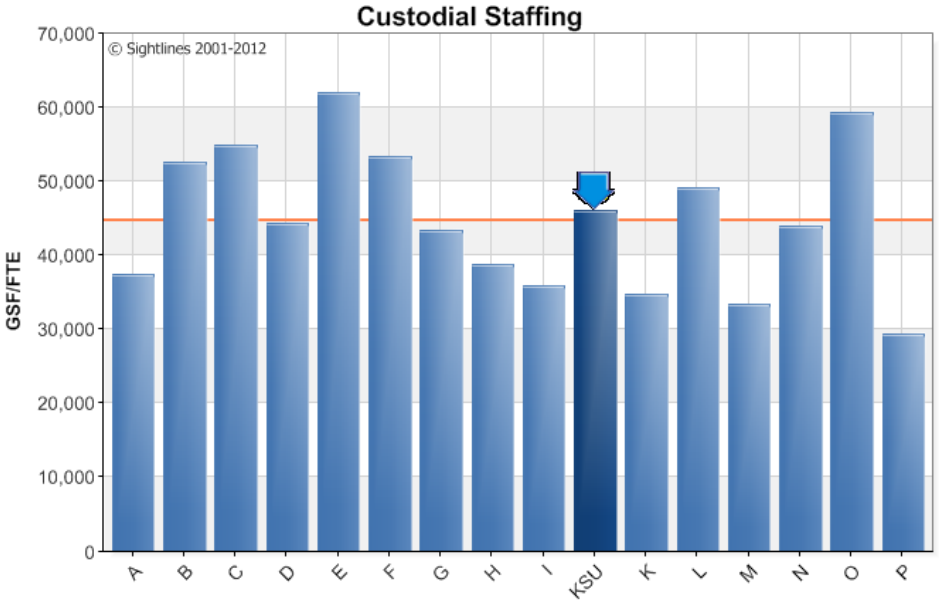


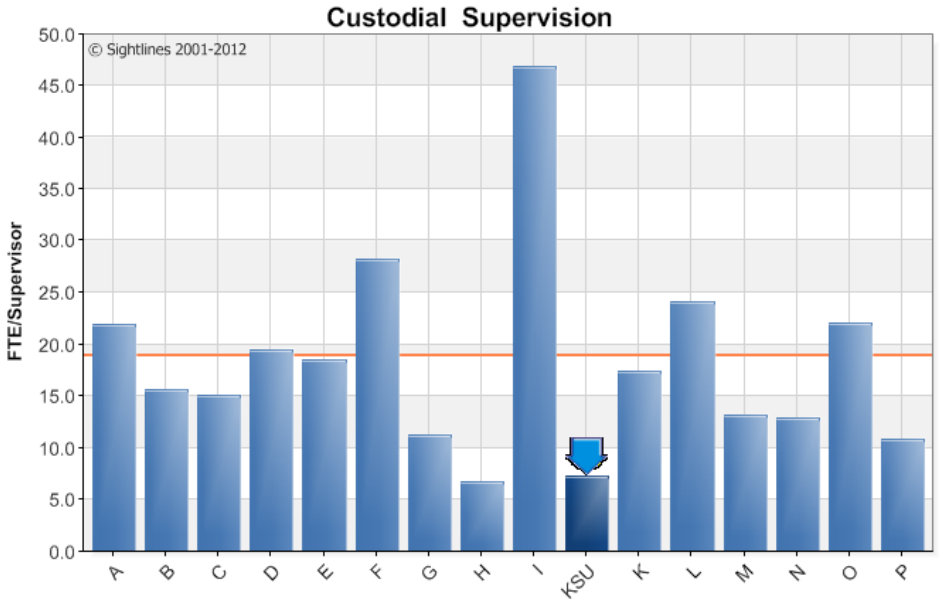
	K-State	Peers	Database
GSF/FTE	72,115	97,890	88,999
FTE/Supervisor	8.1	11.9	11.8
$/FTE	$20,493	$18,696	$18,709
General Repair/ Impression	3.7	3.8	3.9
Exterior Inspection Score	3.8	3.9	3.9

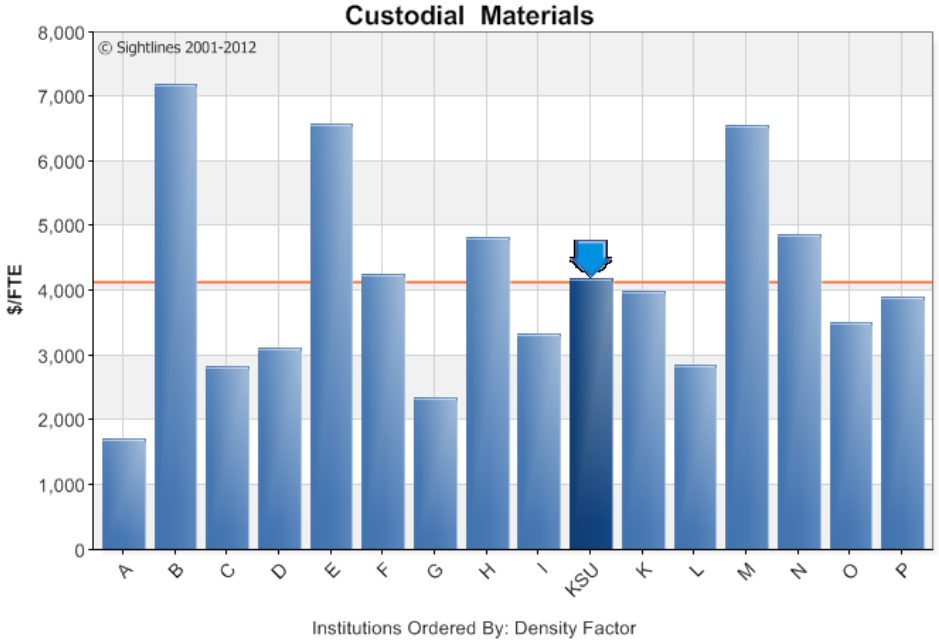
Peer Average

Custodial operations

Above average supervision leads to higher inspection scores





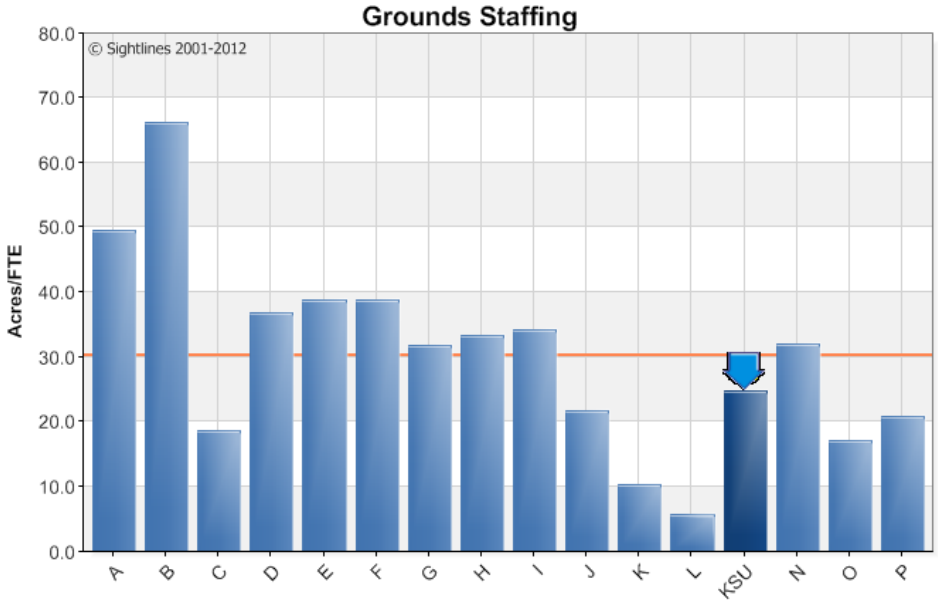


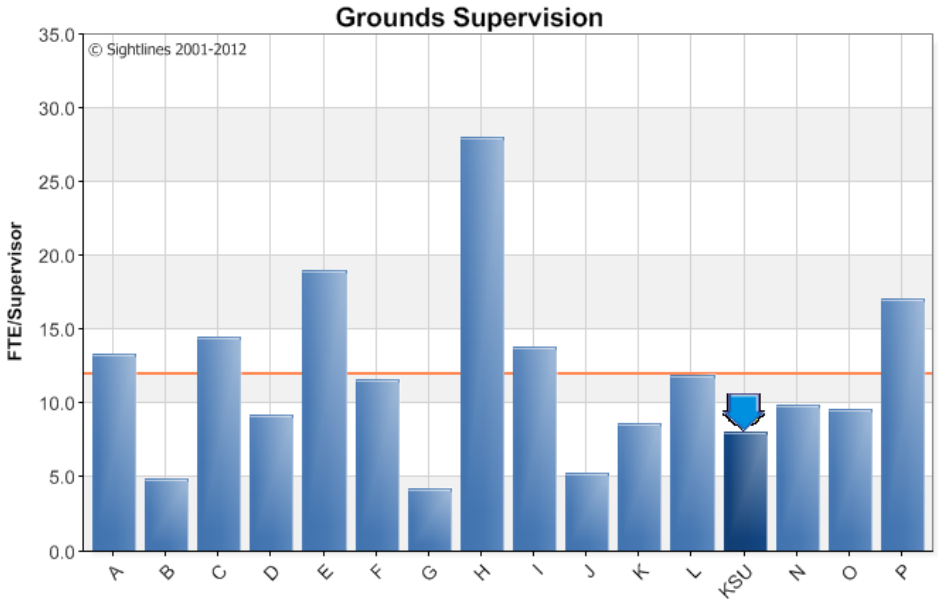
	K-State	Peers	Database
GSF/FTE	46,094	44,792	33,284
FTE/Supervisor	7.3	18.9	17.9
$/GSF	$4,194	$4,126	$3,998
Cleanliness Inspection Score	4.3	4.1	4.2

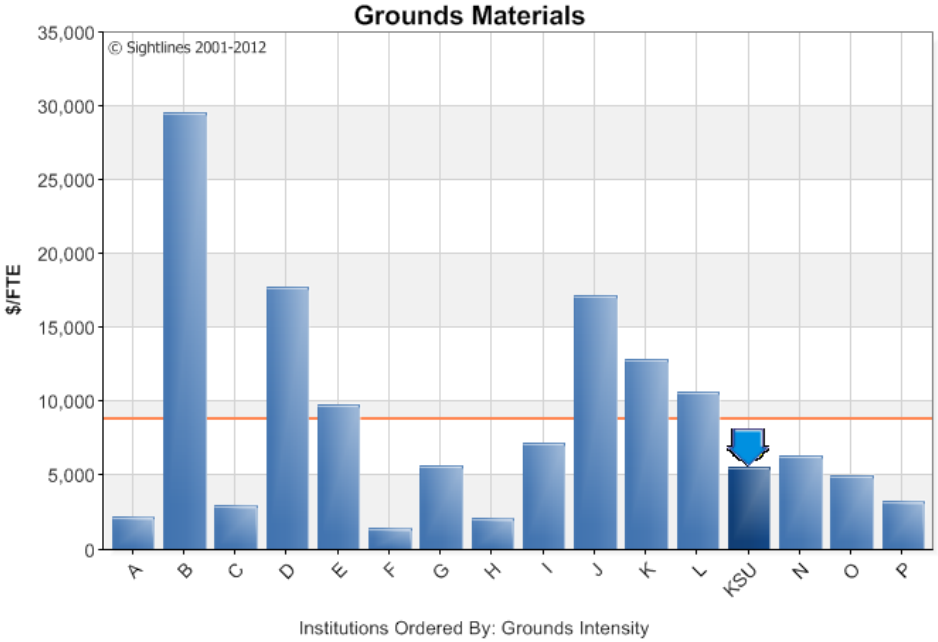
Peer Average

Grounds operations

Grounds department returning superior results with similar materials







	K-State	Peers	Database
Acres/FTE	24.8	30.4	22.2
FTE/Supervisor	8.1	12.1	11.9
$/FTE	$5,517	$8,914	$9,529
Grounds Inspection Score	4.3	4.0	4.0

Peer Average

Concluding Comments

Core Observations

Campus profile:

- Kansas State is older than peer institutions. This age profile creates increased demands on capital and operational resources
- Kansas State is similarly old when comparing to top 50 research institutions in Sightlines' database. Addressing modernization issues across campus may be influential in meeting "K-State 2025" goals.

Capital profile:

- With limited funding and an aging campus, it is important to invest in envelope/mechanical types of projects that will extend the lives of your buildings.
- While large investments have addressed envelope/mechanical needs there has been limited investment to address space/programming need. Because of this limited historic investment, K-State may be suffering from a misalignment of available space on campus and programmatic demands.

Operational profile:

- Facilities services is often doing more with less resources than peers. While achieving favorable results effectiveness is impacted by the age of campus and limited daily service and Planned Maintenance resources. Work to reduce energy consumption and reallocate any released budget dollars toward Planned Maintenance investments.

Questions and Discussion