



Asset SustainabilityCapital Creation Strategies

Tim Dettlaff
Senior Vice President & General Manager
(855) 788-6068

March 10, 2015

Aging Infrastructure Impact

Public Assets (National)

- 20 Billion Square Feet
- \$3 Trillion Replacement Value

Backlog / Deferred Maintenance

- \$350 Billion Unfunded Backlog (today)
- \$740 Billion Unfunded (10 years)

Significant Capital re-investment is required

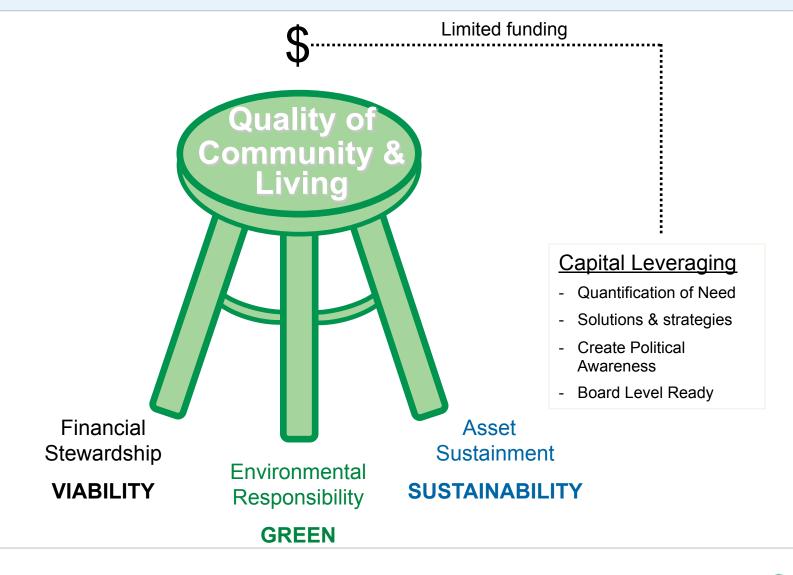


Common Challenges

On-going building deterioration /renewal Capital budgets are constrained / growing deferred maintenance Operating costs continue to grow Carbon footprint reduction Changing functional demands Level of service impact Holistic Prioritization Process



Quality of Space





Decision Development Framework

Real Estate Criteria

- Asset Valuation
- Land Valuation



Utilization Criteria

- Facility utilization
- Accommodation planning
- Space use
- •Own vs. lease

Tools
Processes
&
Policies

Physical Asset Criteria

- Building Condition Needs
- Unfunded Liability
- FCI



Financial Criteria

- Capital Costs
- Operating Costs
- Capital Creation Strategies
- Incentives



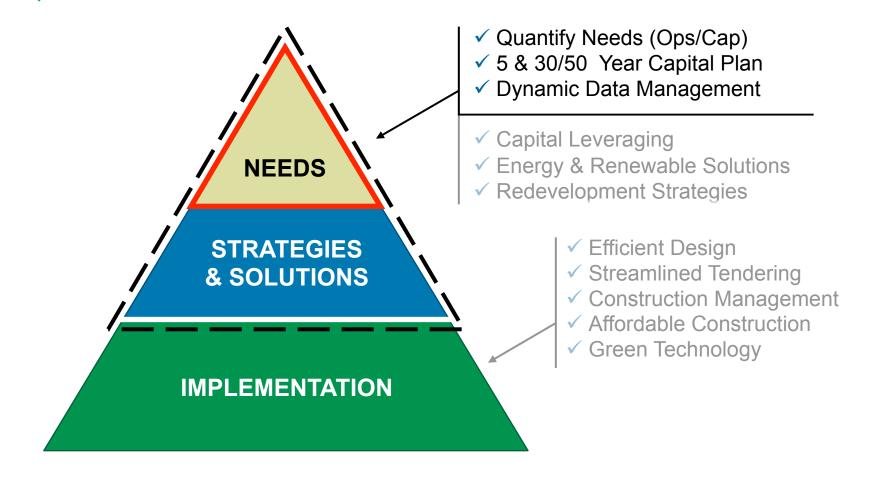
Environmental Criteria

- Carbon Footprint
- Energy Conservation
- Renewable Solutions



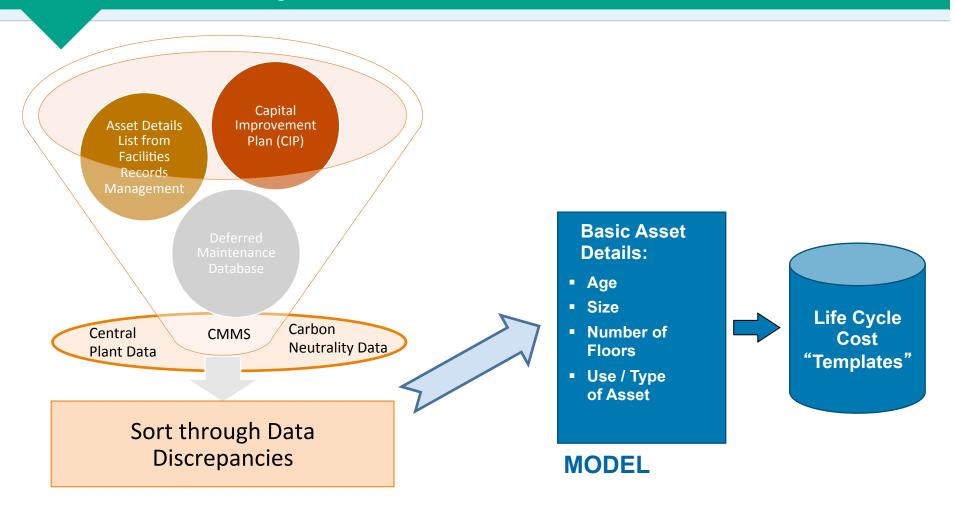


Asset Optimization





Data Development Process

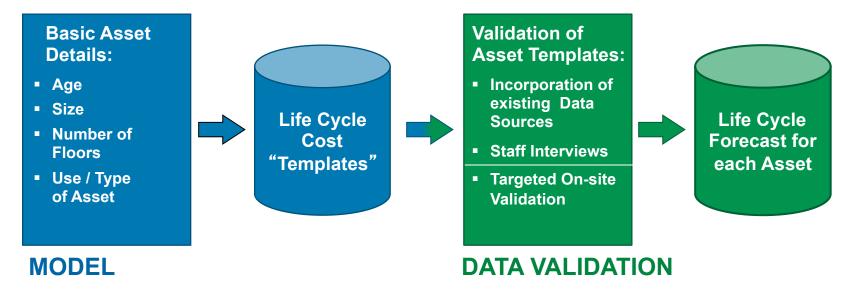




Data Development Process

Unique Data Development : Best Practices

- Quickly establish Life Cycle cost profiles for all assets utilizing data modeling techniques
- ✓ Consistency and Standardization





Basic Asset Details

Basic Asset Details Required:

- Facility Name
- Facility Age
- Facility Size
- Number of Floors
- Facility Type:
 - Corporate
 - Office
 - Administration
 - Fire Hall
 - Police
 - Airport





Component Inventory

Mechanical

- Heating Systems
- Ventilation Systems
- Air Conditioning
- Plumbing / Drainage
- Building Controls
- Fire Prevention

Architectural / Structural

- Roofing, Windows, Exterior Doors
- Foundation & Exterior Walls
- Flooring & Ceilings
- Interior Walls / Doors / Millwork
- Painting & Window Coverings
- Accessories & Equipment

Electrical

- Power & Distribution
- **Interior Lighting**
- **Exterior Lighting**
- **Emergency Power**
- Fire Alarm System
- Comm / IT Systems
- Security Systems
- Clock Systems

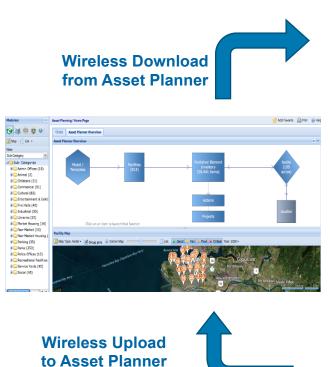
Property / Site

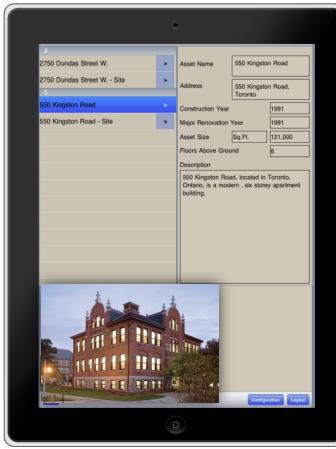
- Roadways / Driveways
- Paving & Walkways
- Retaining Walls
- Landscaping
- Fencing
- **Underground Utilities**





iAuditorTM - Data Capture and Management









for QC

Validated / Prioritized Deferred Listing & Forecast

Component	Component Replacement Value	Component What & Where	Component Commentary (Condition, etc.)	Component Data Source	Overall Condition	Action Brief Description	Action Commentary	Action Type	Action Cost	Photos
B2010 Exterior Walls	\$1,231,780	The principal exterior cladding at the building consists of brick veneer. Certain areas of the buildings structural concrete frame also acts as the exterior wall assembly.	The condition of the exterior wall assembly is good at this time. No areas of masonry cracking or spalling were identified. The concrete wall areas are in good condition with no areas of spalling identified. The exterior cladding system underwent rehabilitation in 2006 to repair problem.	Validated	Good	Repair exterior walls	This item is a cyclical allowance towards major repairs of the exterior masonry walls and the concrete shear walls. It is our experience that, while these components typically last for the life of the building, however, fairly major repairs are required from time to time. It is difficult to establish exactly	Repair	\$225,400	
B2020 Exterior Windows	\$558,000	These components are constructed of good quality thermal glazing with aluminum frames. These components are very durable and should provide a service life of at least 40 years. However, less durable components (e.g., hardware weatherstripping.)	The window frames are in good condition with no significant problems noted. No major work is anticipated with these components within the time frame of this study.	Validated	Good	Replace entire window system	No failed thermal panes were observed at the areas reviewed. Weatherstripping generally appeared intact and in sufficiently good condition to serve its intended function	Replacement	\$558,000	
B2030 Exterior Doors	\$9,800	These doors are typically constructed of steel and are usually very durable.	All exterior doors are functional and in satisfactory condition.	Validated	Good	Replace or refurbish the exterior doors and their hardware.		Replacement	\$9,800	
B30 Roofing	\$204,000	The main flat roof consists of an inverted membrane. The membrane is concealed by the overlaying thermal insulation and gravel ballast. Terrace areas at the north end of the building exist at the 6th, 5th and 4th floors.		Validated	Fair	Remove the existing ballast and thermal insulation, remove the existing waterproofing membrane, install new roofing and replace the existing insulation and ballast.		Replacement	\$204,000	
C20 Stairs	\$616,616	Stairs		Life Cycle Model	Good					
D1010 Elevators & Lifts	\$30,000	The existing elevator cabs had been completely refurbished with new tile flooring, mirrored panels, and stainless steel trims in approximately 1999. The building is provided with 2 Northern geared traction elevators.	The finishes are in acceptable condition and no remedial work is anticipated during the study period. As per the work program, the service provider for elevator maintenance was contacted to discuss the condition of the devices and the requirements for any expected remedial work within the	Validated	Good	Modernization of elevator motors and controls.		Repair	\$30,000	
D2020 Domestic Water Distribution	\$300,000	The units are aging and failing on a regular basis. The capital plan should allow for a replacement of at least 15 Units per year which allows for a 10% replacement factor. Domestic hot water is circulated continuously through the building.	The building is at the age where domestic water lines typically experience pinholing particularly at the	Validated	Fair	Replace domestic hot and cold water risers to the suites in a phased approach coordinated with suite bathroom work.		Replacement	\$60,000	
D2030 Sanitary Waste	\$200,000	Drainage piping consists of cast iron stacks that convey waste-water from the suites and common areas to the municipal sewer system. Duplex sump pump systems are located in the sub-basement area below the commercial kitchen area.	Drainage piping is not under pressure and generally lasts for the life of the building except for isolated repair. No significant repair requirements are anticipated. The pumps are located in pits and cannot be directly reviewed. There was no alarm condition and the pumps operated satisfactorily in the	Validated	Good	Allowances to replace or repair sections of the drainage piping as needed.	Includes both sanitary and rain water drainage piping	Replacement	\$8,000	
D2095 Domestic Water Heaters	\$25,000	Domestic hot water for the building is provided by 2 Teledyne Laars Model PW 1010 boilers with an input of 1000 MBH each. The domestic hot water is stored in a vertical tank adjacent to the boiler installation in the mechanical penthouse of the building	The domestic water boilers are known to be a quality product and no problems were observed or reported to Enerplan during our reviews. Replacement of the boilers is not anticipated to be required within the time frame of this study. No problems with the tank were observed or	Validated	Good	Replace domestic water heaters		Replacement	\$40,000	

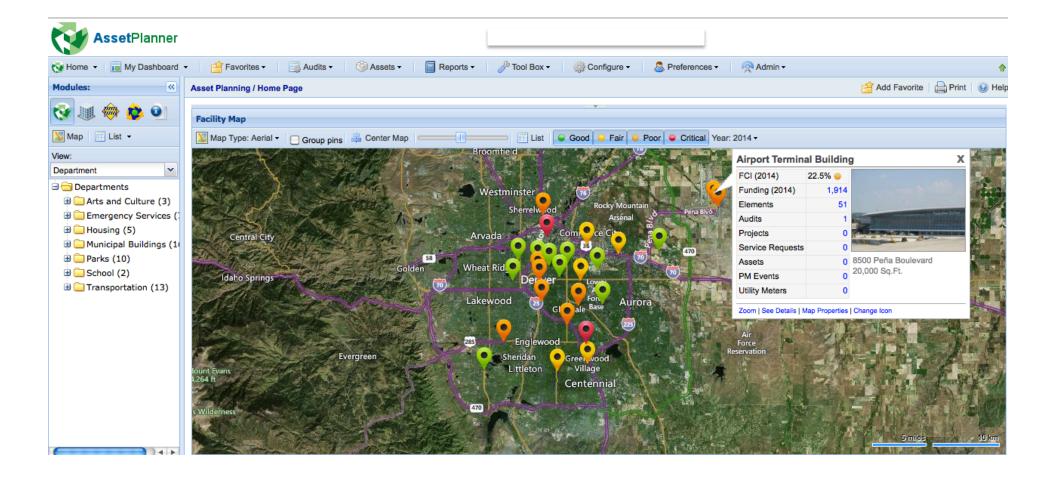


Asset Map / Dashboard



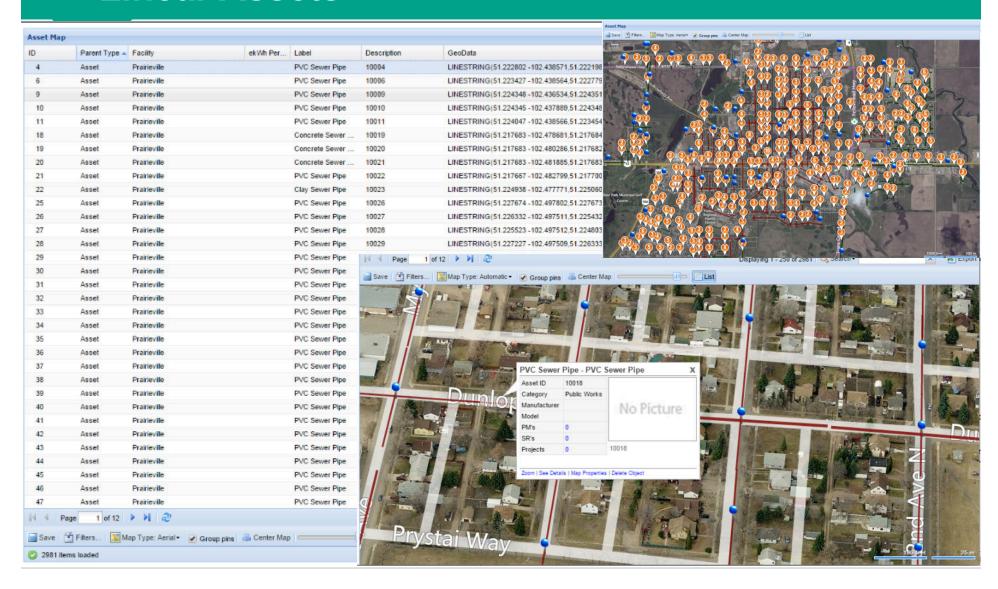


Dashboards





Linear Assets







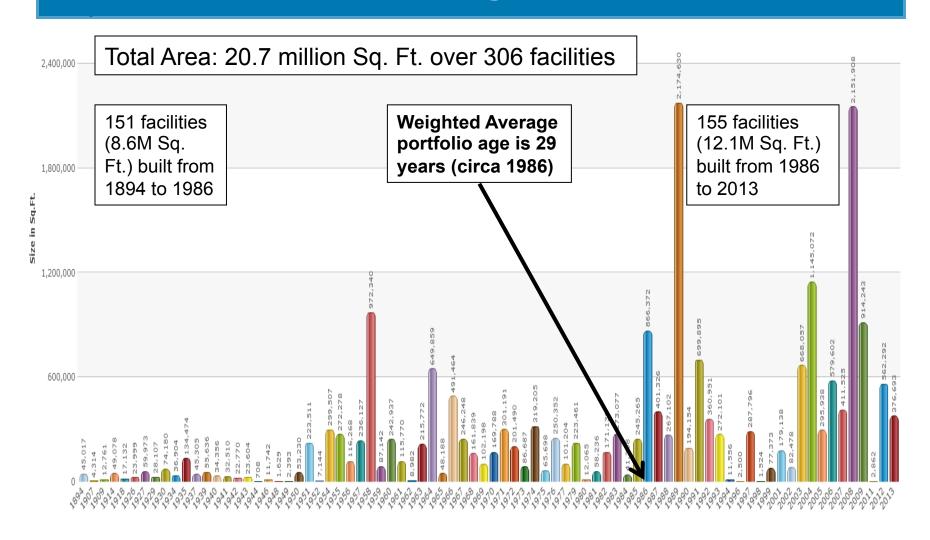
CASE STUDY

Asset Sustainability - Needs Analysis

Arizona State University Campus Overview

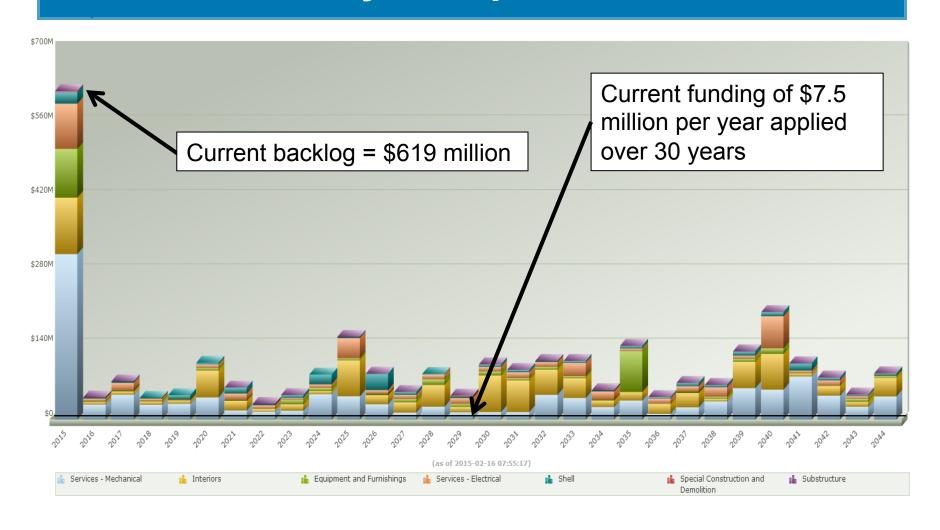


Portfolio Age Profile



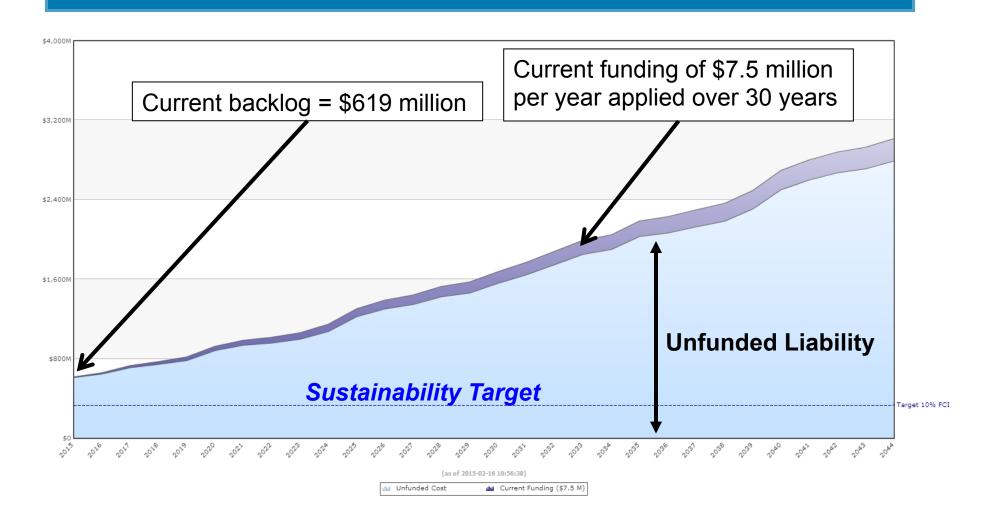


Costs by Discipline Profile





Sustainability Target





Facility Condition Index (FCI)

Industry Standard Used to Track Deferred Replacements/Repairs of Facilities / Portfolios:

FCI = Renewal and Repair Costs
Replacement Cost

GOOD Range: FCI (0% - 5%)

FCI Target FAIR Range: FCI (5% - 10%)

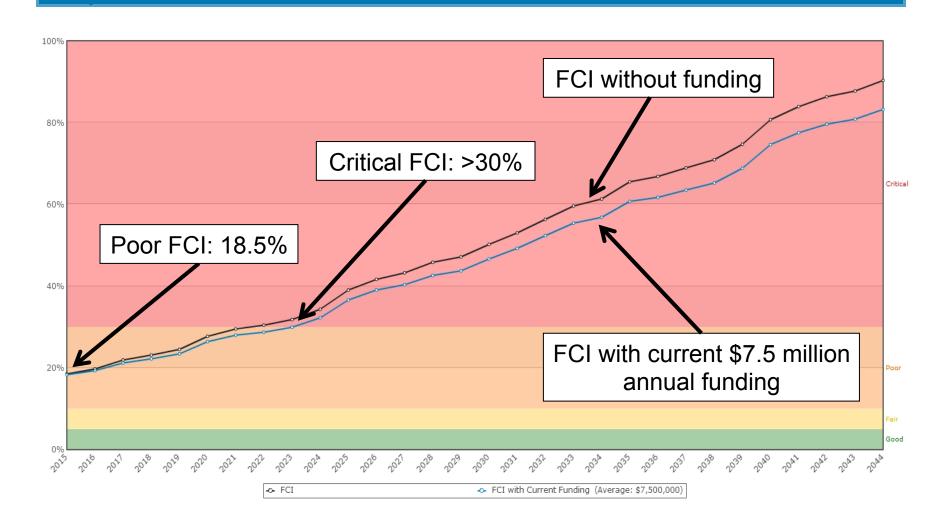
FCI Target

POOR Range: FCI (10%-30%)

CRITICAL Range: FCI (> 30%)

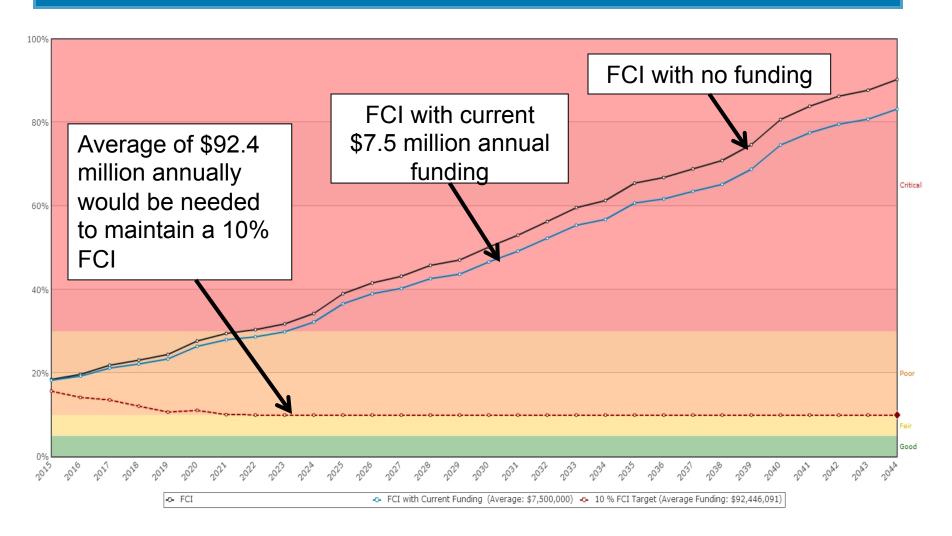


Facility Condition Index Profile

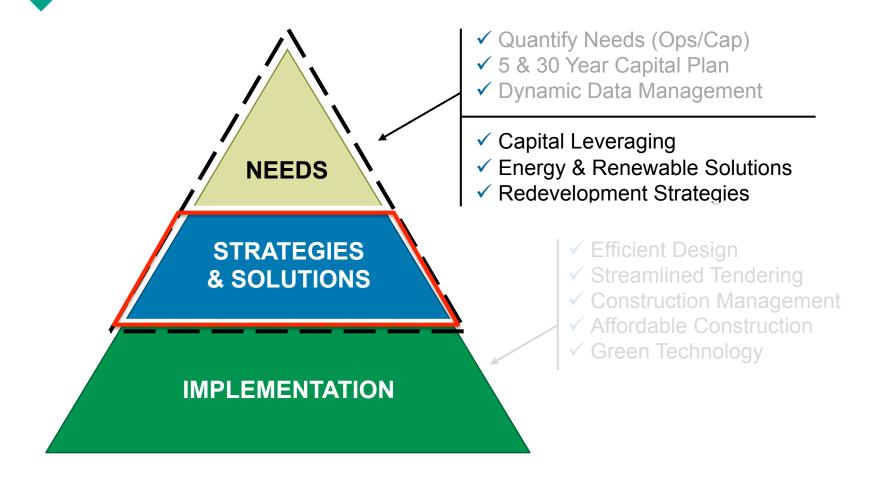




Funding Levels to Reach FCI Targets



Asset Optimization





Strategies / Solutions

Establish Renewal "Reduction" Strategies to Reduce Risk and Capital Renewal Liabilities

- Establish strategies that <u>reduce renewal liability</u>
- Present full range of <u>fully leveraged & bundled solutions</u>
 combining capital creation strategies with operational savings
- Create effective <u>business plan</u>
- Develop <u>communication plan</u>



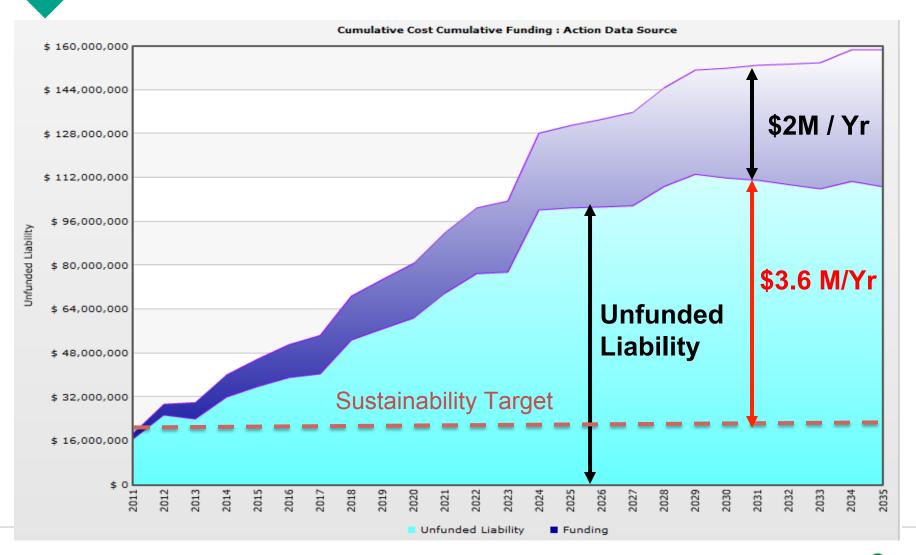
Leveraged and Bundled Capital Creation StrategiesTM:

- ✓ Energy Conservation
- Deep Retrofits
- Renewable Solutions
- Maintenance Optimization
- Consolidation Strategies
- ✓ Redevelopment Strategies:
 - New Infrastructure
 - Existing Infrastructure

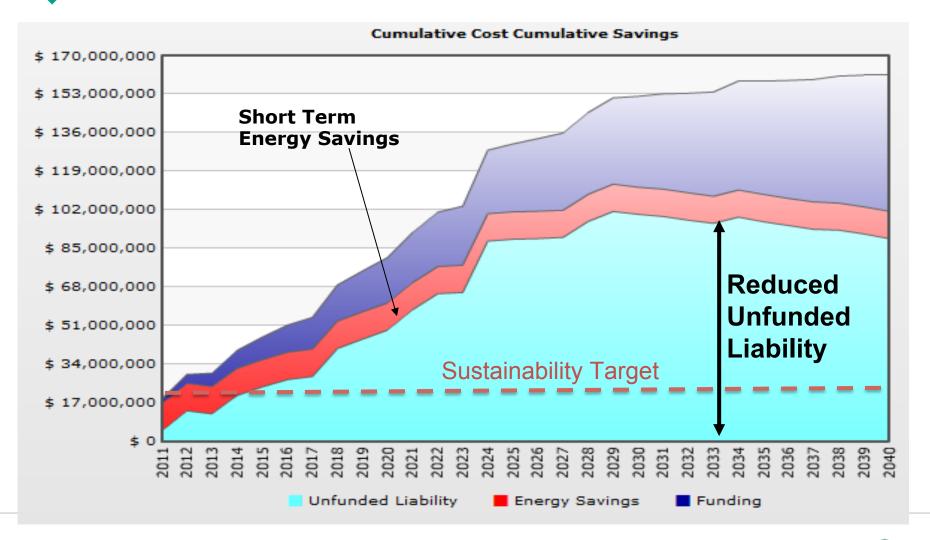




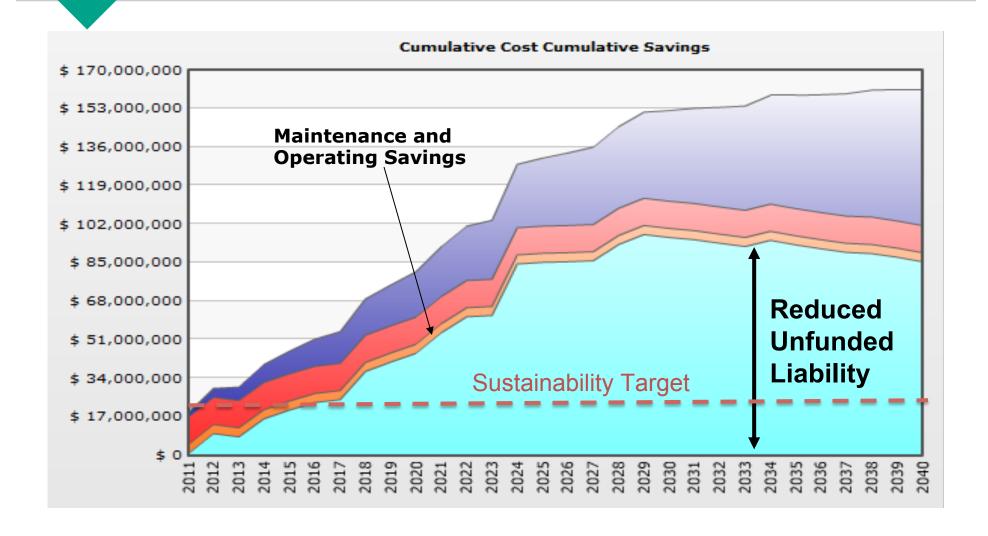
Projected Unfunded Liability



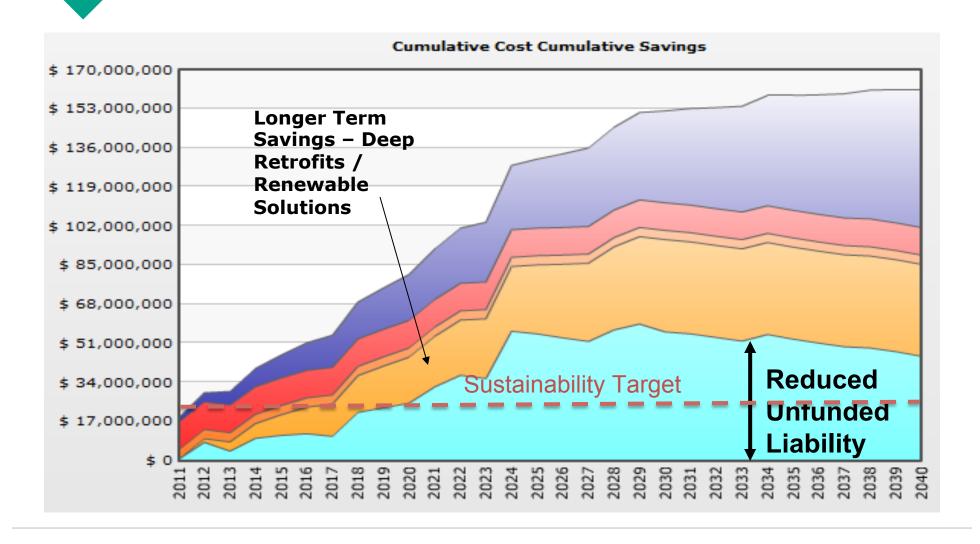




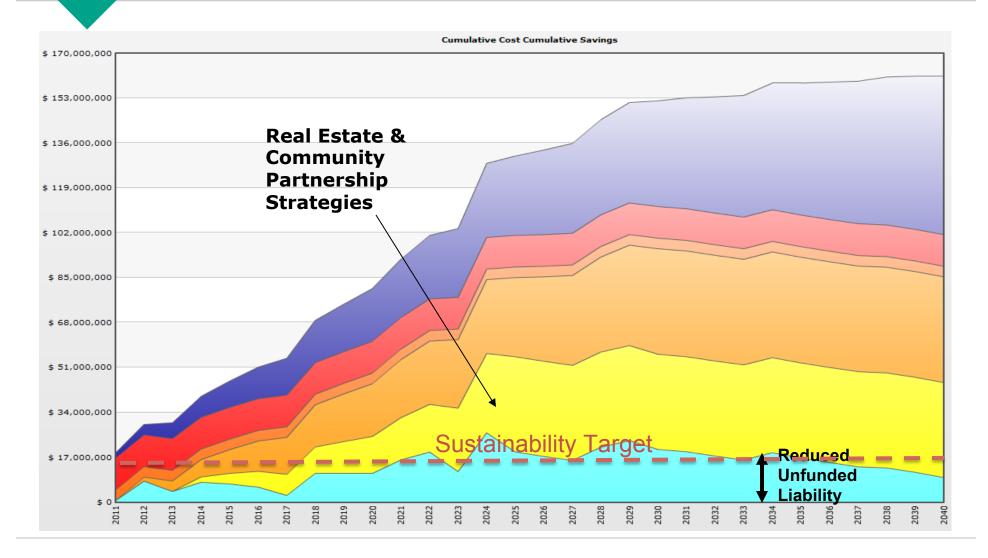






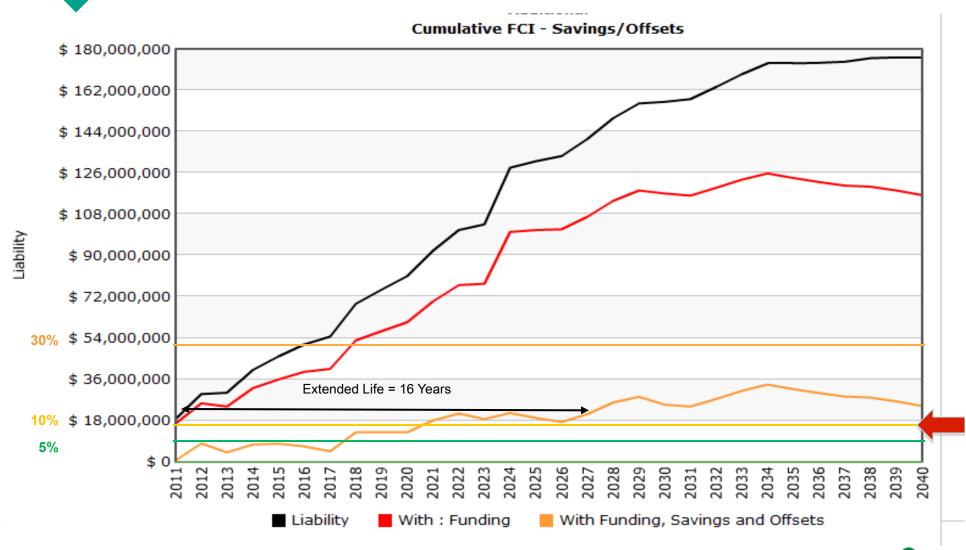








FCI Reduction Strategy





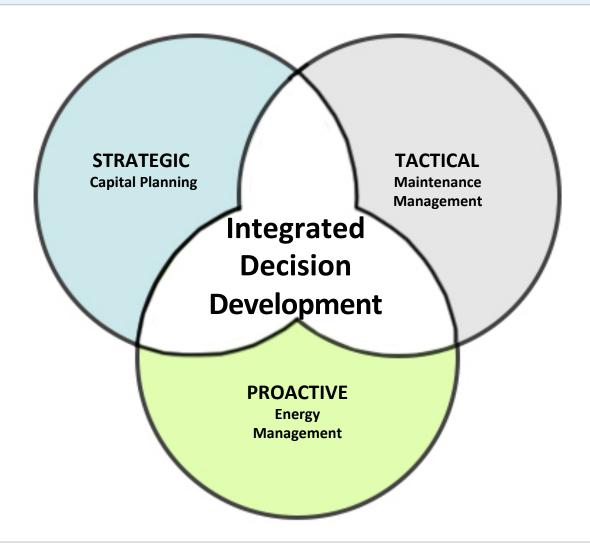
Strategic Outcomes

Outcomes Enhancing "Quality of Community and Living"

- 1. Understanding and **quantifying** capital replacement needs
- 2. Holistic Asset Class Prioritization
- 3. Establish Strategies to Create Capital
- 4. Enhanced decision making framework utilizing best practices
- Enhanced asset value and level of service
- **6.** Asset sustainability targets
- 7. On-going measurement continuous and dynamic



Holistic Portfolio Planning









Asset Sustainability Capital Creation Strategies

Tim Dettlaff
Senior Vice President & General Manager
(855) 788-6068

March 10, 2015