

Strategic Plan for the Vertical Infrastructure Advisory Committee

This Strategic Plan has been developed by the Iowa Vertical Infrastructure Advisory Committee to guide their work in preserving Iowa's Buildings and Monuments.

List of Topics

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Vision Statement

Iowa's Vertical Infrastructure Advisory Committee has the following vision for Iowa's buildings and monuments:

Iowa's state-owned buildings, monuments and sites are safe, functional, well maintained and aesthetically pleasing, meeting the needs of their users while reflecting the state's strength, beauty and heritage.

- The state's facilities are enabling state government to provide information and services when and where they are convenient to Iowans.
 - All programs offered by the state are fully accessible to persons with disabilities.
 - State facilities meet, and in many cases exceed, the requirements of the Americans with Disabilities Act.
- New construction, renovation and major maintenance projects are designed with thoughtful consideration of maintainability, energy efficiency and other life-cycle cost factors.
 - Facilities adequately and appropriately meet the

Vision Statement (Continued)

space needs of the agencies and clients they are intended to serve.

- Facility improvement decisions have been guided by a comprehensive, on-going statewide planning process.
 - Major and routine maintenance work is completed based upon predictive maintenance schedules that have been completed for each building.
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Mission Statement

To achieve this vision, the committee has established the following mission statement:

Iowa's Vertical Infrastructure Program is a cooperative effort between the Department of Administrative Services, the Governor's Vertical Infrastructure Advisory Committee, and the agencies and institutions housed in facilities for which Administrative Services provides vertical infrastructure support (one-fifth of the state's buildings). The program provides the framework for an enterprise-wide approach to funding and planning for the preservation, repair, maintenance and modernization of the state's investment in its vertical infrastructure.

Situation Analysis

Strengths

- An outstanding and impressive collection of state buildings, institutions and sites throughout the state ranging from historic and monumental structures to state-of-the-art facilities
 - Support and guidance from the Governor, Lt. Governor and Vertical Infrastructure Advisory Committee
 - Cooperation between participating agencies
 - Support from the institutions—there is an important base of knowledge about building conditions at each institution
 - Increasing commitment from the state legislature
 - Dedicated staff of business managers, plant managers and other maintenance workers committed to maintaining and improving their facilities
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Weaknesses

- Serious backlog of major maintenance needs
- Limited funding for major and routine maintenance
- New buildings are being constructed without a commitment to on-going maintenance funding
- High ratio of aging, deteriorating and underutilized facilities
 - Underutilized facilities located in smaller communities, where identification of new uses is difficult
 - No clear direction on underutilized buildings
 - How to use them
 - What to do with them
 - How to fund the work
- Incomplete documentation of work completed
 - Documentation is incomplete, not easily accessible
 - Not all projects are processed through Administrative Services
 - Incomplete knowledge about dollars spent on maintenance, repairs, etc.
 - Lack of complete standards for construction and maintenance projects
- Knowledge gap with policy makers (lack of emotional commitment)
- Assessments not complete for all state facilities (DOT, DNR, Public Defense, Blind); all state facilities except Regents Institutions should be included in the process

Situation Analysis (continued)

Opportunities

- Continued support from the Governor and legislature for routine and major maintenance
- At the institutions, “campus” infrastructure in place and operational
- Underutilized buildings
 - Potential for new uses
 - Opportunities for partnering with other governmental and private agencies
 - Renovation/remodeling for new uses may help

offset repair costs

- Development of improvement plans for sites
 - Utilization of staff at sites to identify options and alternatives for improvements
 - Databases and integrated technology should enable better record-keeping of improvements
- Make facilities more attractive for Iowans
 - Improve the economic viability of sites
 - Recognize the historic aspects of the sites and facilities
 - Invite tourism as appropriate
 - Ecotourism
- Develop physical connections to other facilities or features (e.g., trail extensions)
- Identify and promote the economic effects of state institutions and facilities to surrounding communities
 - Develop a profile of the impact of institutions on communities
 - Recognize the importance of enlightened and informed citizens in the communities

Threats

Situation Analysis (continued)

- Statewide funding shortfall
- Serious backlog of major maintenance work
 - Deteriorated conditions could result in injuries or even loss of life
 - Issues include asbestos, structural deterioration, failing piping systems, failing electrical systems, etc.
- Continuing deterioration of some structures
- Lack of advocacy or constituency to embrace the importance of the state's buildings and monuments

Key Success Factors

The committee understands the success of their vision is dependent upon the following variables:

- Continuing commitment for dedicated funding, at an increasing level, to eliminate the backlog of deficiencies and maintain our assets
 - Increased funding from current sources as well as funding from new sources
 - Continuing cooperative effort between participating
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agencies

- A comprehensive planning approach to accomplish the following:
 - Elimination of hazardous conditions, code violations and ADA deficiencies, including demolition of failing structures
 - Commitment to completion of multi-year funded projects once they are undertaken
 - Elimination of deficiencies resulting in exponential damage to buildings
 - Fiscally responsible, well planned and appropriate renovation and modernization of existing facilities to meet changing needs
 - Fiscally responsible, well planned and appropriate replacement of failing facilities with new structures when necessary to meet changing needs
- A change from a reactive to a proactive approach to eliminating hazards
- Increased utilization of supported buildings
- Underutilized buildings are put back to work or phased out
- Trend toward more large-scale renovation projects
- Trend away from piece-meal repair projects

Key Success Factors (continued)

The committee also understands that success in the following areas will differentiate Iowa from many other states:

- Ongoing commitment to short and long-term planning
- Enterprise wide approach to planning
- Public participation in the planning process
 - Vertical Infrastructure Advisory Committee
 - Capitol Planning Commission
- Commitment to dedicated funding for maintenance and repair
- Steady reduction in the maintenance backlog

Performance Measures

The committee has established, and has begun tracking, the following performance measures to evaluate the success of the Vertical Infrastructure Program:

- Iowa’s “Governing Magazine” grade for Capital Management (B- in 1999, B+ in 2001, updated every 2 to 3 years)
 - Historic funding levels for major and routine maintenance (updated annually)
 - Ratio of Major Maintenance Projects Completed and Not Completed (Budgeted, encumbered, expended, updated monthly)
 - Industry Guidelines for Routine Maintenance vs. the Amount of Funds Expended (Budgeted, encumbered, expended, updated quarterly)
 - Changes in Rated Condition of State Owned Buildings (updated annually)—Facility Condition Index
 - Cost of ‘D’ and ‘F’ rated repair needs compared to the replacement value of facilities
 - Percentage of Buildings Owned by the State that provide full-, partial- or no-access to programs for persons with disabilities, according to the requirements of the Americans with Disabilities Act, based on interior and exterior assessments of the facilities
 - Documentation of the benefits of routine maintenance
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Short-Term Targets and Goals

In the next one to two years:

Enhance effectiveness of planning tools, procedures and resources for identifying, prioritizing, monitoring and completing projects

- Five-Year planning process
 - Assist with incorporation of new language into project requests
 - Develop, for consideration by agencies, recommendations for Five-Year Plan project requests
 - Review, prioritize and recommend Five-Year plan requests to Governor as appropriate
 - Track yearly Five-Year plan with final appropriations
 - Track and report progress of capital projects
 - Building evaluations
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**Short-Term Targets and Goals
(continued)**

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- Target 2 to 3 sites for complete updating with Vertical Infrastructure staff
 - With the agencies, develop preliminary timetable for demolition of selected buildings
 - Refine the definitions of overall condition ratings
 - Develop “Facility Condition Index”
 - Reassess and report on overall condition ratings of all buildings
 - Assist agencies in development of facility improvement plans for selected sites
 - Identify targeted improvements
 - Identify costs and schedules
 - Database enhancements
 - Complete development of building replacement costs for all sites
 - Enhance usability of database in the field and distribute updated system to all sites
 - Explore alternatives for web-based distribution of database
 - Accessibility of buildings and sites
 - Rate all buildings as providing full, partial or no accessibility for persons with disabilities
 - Work with institutions and sites to update ADA transition plans and incorporate transition plans into database system
 - Complete prioritized ADA projects
 - Identify and prioritize additional ADA projects
 - Monuments
 - Conduct preliminary assessment of monuments using outside consultants
 - Identify and prioritize maintenance needs for monuments
 - Major Maintenance
 - Track and report progress of major maintenance projects
 - Link major maintenance projects to database
 - Refine priority definitions used in evaluating project requests, for example:
 - Emergencies—change to “Threat to life, health”
 - On-going projects—evaluate each
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- project against on-going status
- Projects causing damage to buildings—changes may not be needed
- Remodeling projects—define appropriateness for major maintenance
- Replacement/New construction—define appropriateness for major maintenance
- Routine Maintenance
 - Track and report progress of routine maintenance expenditures
 - Develop recommendations for areas to be targeted

Increase dedicated funding and identify additional sources

- For Routine Maintenance 50¢ per square foot (\$20+ million annually)
- For Major Maintenance \$15+ million annually
- Encourage and leverage SIFIC funding for energy related projects
- Review other energy related funding options
- Leverage federal funding
- Other funding sources to be determined

Mid-Term Targets and Goals

Three to five years into the future:

Complete updating of Inventory and Assessment Database

- Update all sites during 2008
 - Vertical Infrastructure staff
 - Outside consultants as funds become available

Increase dedicated funding

- For Routine Maintenance 1% of Replacement Cost (\$20+ million annually)
- For Major Maintenance \$40+ million annually

Substantially reduce “F” rated buildings, either through demolition or building improvements

- Follow through on facility improvement plans
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- Follow through on demolition plans

Discuss options for incorporating other agencies (except Regents) into the process

Encourage and cooperate with comprehensive, statewide planning process

Long Term Targets and Goals

Five to ten years into the future:

Increase dedicated funding

- For Routine Maintenance 1% of replacement value (\$20+ million annually)
- For Major Maintenance Reduced as Appropriate to Building Conditions

Substantially reduce “D” rated buildings, either through demolition or building improvements

Eliminate all “F” rated buildings, either through demolition or building improvements

Plan of Action for FY2008

During FY2008 the Vertical Infrastructure Advisory Committee and the Vertical Infrastructure Program staff are focusing on the following issues:

Enhance effectiveness of planning tools, procedures and resources for identifying, prioritizing, monitoring and completing projects

- Distribute \$40 Million Major Maintenance appropriation on an enterprise-wide basis to prioritized projects and programs
 - \$36.05 million for prioritized major maintenance projects
 - \$1.6 million for prioritized ADA projects
 - \$100,000 for monument improvements
 - \$250,000 for Vertical Infrastructure Program support
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- \$2 million for an update of the 1999 Statewide Inventory and Condition Assessment
- Distribute \$5 Million Routine Maintenance appropriation on a square foot basis to participating agencies
- Maintain, Update and Enhance the Inventory and Assessment Database
 - Complete development of building replacement costs
 - Begin update work using in-house staff (selected sites, one-fifth per year)
 - Continue refinement of Inventory and Assessment Database as a tool for use by institutions and agencies
- In cooperation with agencies and institutions, begin/continue development of facility improvement plans for selected sites
 - Rank order of importance for all buildings
 - Prioritized repair needs and building replacement needs
 - Buildings to be demolished, including timetable and costs
- With ADA Advisory Committee, continue to address ADA improvement needs
 - Refine and update ADA Transition Plans
 - Continue to prioritize ADA improvement needs
- Establish enterprise wide monuments committee
 - Establish committee
 - Develop definitions and priorities for evaluating monuments
 - Conduct assessment of repair needs for capitol complex monuments using consultant
 - Identify funding priorities and needs

Plan of Action for FY2008
(continued)

Increase dedicated funding and identify additional sources

- Complete Strategic Communications Plan
 - Publish and distribute plan to targeted audiences
 - Update annually
 - Provide access to Vertical Infrastructure Program information on Administrative Services web site to increase visibility of the program and needs
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- Promote funding needs
 - Legislators
 - Governor and staff
 - Agencies
 - Community groups
 - Agencies—identify federal and other funding sources
 - In cooperation with agencies, institutions and the Department of Administrative Services, identify new uses for underutilized facilities
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Supporting Documents

The following supporting documents are available upon request from the Vertical Infrastructure Program staff in the Department of Administrative Services (515 725-2073).

Strategic Plan Background Documents

- Background of the Vertical Infrastructure Program
- Leadership Agenda of the Governor and Lt. Governor
- Iowa Vertical Infrastructure Advisory Committee
- Routine Maintenance Definitions
- Routine Maintenance Procedures
- Major Maintenance Definitions
- Major Maintenance Procedures
 - General
 - ADA
 - Monuments

Reporting Documentation

- Annual Summary of Prioritized Major Maintenance Projects
 - Annual Committee Recommendations on Five Year Capital Project Requests
 - Annual Reports to the Governor and Lt. Governor
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