

Department of Energy

Three Year Rolling Timeline; Implementing the Goals and Objectives of Asset Management Plan



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Office of Engineering and Construction Management**

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SECTION 1 – Three Year Rolling Timeline Overview

1.1 INTRODUCTION

The Three Year Rolling Timeline (TYRT) defines actions the Department will take over the next three years to implement the Department's Asset Management Plan (AMP). It is updated yearly, adjusting targets based on yearly performance and adding the next year's actions. The Department of Energy's TYRT is designed as a 'living-document' providing the strategies for implementing the Department's Real Property Asset Management Plan developed originally by Executive Order (EO) 13327 Federal Real Property Asset Management. It now includes High Performance Sustainable Building targets in EO 13423 Strengthening Federal Environmental, Energy, and Transportation Management and EO 13514, Federal Leadership in Environmental, Energy, and Economic Performance. The TYRT establishes specific real property management improvement activities and outcomes as well as goals and targets aligned with the four key performance metrics defined by the Federal Real Property Council.

1.2 SUMMARY OF ACCOMPLISHMENTS

The Department of Energy has made significant progress in improvement of real property asset management. In FY 2003, the Department published its Real Property Asset Management Order (RPAM) which directed a holistic, life-cycle approach to real property management. To date, over 300 DOE facility professionals have received formal training in RPAM, effectively internalizing its cradle-to-grave approach to real property management.

A key element of RPAM is the requirement for forward-looking, Ten Year Site Plans (TYSPs); the site and mission-specific blue-print for life-cycle management of site real property assets. All major DOE sites have an accepted or approved TYSP and because TYSPs are "living documents," they are updated annually within the overall planning budget process.

In FY 2005, the Department published its Asset Management Plan under the signature of the Deputy Secretary. This plan has been promulgated throughout the Department as the overall framework for the strategic management of the Department's Real Property Assets.

The Facilities Information Management System (FIMS), the Department's repository of real property information continues to improve. It now contains over 20,000 real property records each containing up to 200 discrete data fields. By the end of FY 2005, all FIMS records were populated with the 23 Federal Real Property Council data elements and metrics. In FY 2006, the 24th data field addressing disposition was added. FIMS usage has reached a new high with an active user's group exceeding 350 real property professionals. Realizing the importance of maintaining the accuracy of the FIMS data, in FY 2005 the Department developed a standard, statistical validation process that can be applied at all sites. A formal training class was developed and is offered two times each year available to anyone in the Department. In FY 2007, the Department successfully implemented the FIMS data validation process and all sites

have performed a validation. Sites and Programs now perform annual, self-directed FIMS data validation assessments.

Finally, in FY 2007, the General Accountability Office (GAO) report updating the high risk status of Federal Real Property contained no negative findings or recommendations to the Secretary of Energy. The report noted the Department of Energy:

- Established budget targets for real property management that align with industry standards
- Establishes funding lines to reduce Program maintenance backlogs.
- Stabilized deferred maintenance growth and has indications overall maintenance backlog is going down.

In FY 2008, data elements were added to FIMS to track the Departments progress towards sustainability goals. Meeting DOE Order 430.2b and Executive Order 13423 Strengthening Federal Environmental, Energy, and Transportation Management requires that by FY 2015 15 percent of the Department's buildings are sustainable.

In FY 2009 the Department:

- Prepared the Federal Real Property Council definition of sustainability and adding sustainability reporting elements within the Facilities Information Management System (FIMS).
- The Office of Science implemented its Mission Readiness Assessment Process and started conducting peer reviews of their laboratories in FY 2009.
- Achieved 100% population of the sustainment data by the FIMS community.
- Partnered with the Federal Accounting Standards Advisory Board (FASAB) and joined FASAB's team tasked within improving the calculation of maintenance cost and deferred maintenance cost.
- Initiated a newsletter "Facilities and Infrastructure Connections" to improve real property management communications within the Department and to publish "Best Practices".
- Drafted an update to the Real Property Management Order to reflect recent guidance and new Executive Orders.
- Continued to improve FIMS data validations and conducted validations at each of the Departments Sites.
- Achieved 2 Million Gross Square Feet (GSF) of disposition; exceeding our target by 100%. (Since FY02, the Department has disposed of 17M GSF).
- Stabilized real deferred maintenance growth and reached a level of maintenance of 2.1% of plant replacement value – up from 2.0%.

In FY 2010 the Department:

- Secretary directed all new and replacement roofs to be cool roofs where economically feasible.
- DOE established data elements in FIMS to track and measure progress in meeting sustainability targets and to track cool roof installation..
- Began reporting asset management related sustainability data for 100% of its owned, contractor and DOE Leased buildings.

- Served as a liaison between the FRPC and the Interagency Sustainability Working Group (ISWG) and keeps the FRPC advised of ISWG activities.
- Offered first of LEED for New Construction and Existing Buildings class.
- As of March 2010, over 300 facilities professionals trained in Real Property Asset Management, DOE O 430.1B
- Developed validation procedures and processes for FIMS sustainability data fields.
- Enhanced IFI Cross Cut Template to include sustainability-related budget requests.
- The Department's Strategic Sustainability Performance Plan (SSPP) approved by OMB and CEQ.
- Conducted FIMS Workshop with first ever "Green Day" with several expert speakers from outside of DOE.
- Real Property Cost Savings and Innovation Plan compiled with projected savings of over \$900M.
- Established green house gas (GHG) baseline and targets.
- Disposed of 258 real property assets, with RPV of \$529 M, reducing DOE's footprint by 1.6 M square feet as of September 23, 2010.

This update of the Three-Year Rolling Timeline builds on our success in real property management by identifying activities that encourage timely and accurate reporting of real property data, targeting the continued disposition of unneeded assets, looking for efficiencies in operating costs, focusing on long-term improvement to real property utilization and condition, and promoting sustainability in new construction and major renovations of existing buildings.

1.3 FACILITIES PLANNING PROCESS

The management of real property assets must take a corporate, holistic, and performance-based approach to real property life-cycle asset management that links real property asset planning, programming, budgeting, and evaluation to program mission projections and performance outcomes. Acquisitions, sustainment, recapitalization, and disposal should be balanced to ensure real property assets are available, utilized, and in a suitable condition to accomplish DOE's mission.

Figure (1) is the DOE facilities planning process. It begins with the DOE Strategic Plan and Asset Management Plan that establish the Secretary's long range vision for the Department. The near-term direction is contained in the Secretary's Strategic Resources Review (SRR) and Program Resources Memorandums (PRM) which covers a five-year time horizon and communicates specific requirements and expectations to the Programs. The Programs issue Program Guidance to sites containing specific site requirements and expectations based upon guidance from the Secretary and other sources. The site-wide Ten Year Site Plan (TYSP) is prepared based on program guidance and locally identified requirements, including tenant requirements. The TYSPs are reviewed and approved by the responsible Lead Program Secretarial Office (LPSO). The LPSOs ensure that the TYSPs are consistent with the Integrated Facilities Infrastructure (IFI) Crosscut budget. The TYSP process serves as the communication vehicle to ensure that expectations and accountabilities are clearly delineated and

1.4 PERFORMANCE MEASUREMENT FRAMEWORK

DOE has established a performance measurement framework in alignment with the Federal Real Property Council Guidelines that includes management information systems to collect and report on facilities data and numerical indicators to reflect portfolio-wide facilities status. Included in these measures are asset condition, asset utilization, and maintenance expenditures against quarterly budget targets. Lower tier measures are used by Programs to support assessment of mission specific requirements. Analysis of this data is used to assess outcomes against objectives and based on the results of this analysis, course corrections are made when warranted through input into the Secretary's planning guidance. Each Program is assessed quarterly to determine how they are meeting the goals of the Three Year Rolling Timeline. This assessment is done using the MA F&I Quarterly Performance Rating Evaluation Worksheet. This process forms a continuous cycle of measurement, evaluation, and feedback.

1.5 DESIRED MANAGEMENT OUTCOMES AND ASSOCIATED MEASUREMENTS

Figure 2 identifies specific real property performance targets and desired outcomes. These targets are consistent with the Department of Energy Asset Management Plan as well as the Federal Real Property Council Guidance.

DOE Performance Measures Matrix FY 2010 TYRT Update										
Performance Measures		Baseline	Actual	Target				Achieve Target	Comments	
		FY 2008	FY 2009	FY 2009	FY 2010	FY 2011	FY 2012			Long Term
Asset Utilization Index <small> $AIU = (\text{Sum of Utilized GSF for Asset Group} / \text{Sum of Total GSF for Asset Group}) \times 100$ / Utilized GSF = Utilization (% x GSF of asset) </small>	Office (10)	90%	89%	90%	89%	89%	89%	95%	2015	Excludes Closure Sites. Closure sites Include: Mound, Fernald, Rocky Flats, Ashtabula, and Weldon Springs. Criteria: All owned buildings and Trailers. Excludes outgranted assets.
	Warehouse (41)	91%	92%	85%	85%	85%	85%	85%	2007	
	Laboratory (74)	89%	87%	85%	85%	85%	85%	85%	2006	
	Hospital (21)	98%	96%	90%	90%	90%	90%	90%	2007	
	Housing (30,31)	92%	99%	95%	95%	95%	95%	95%	2006	
Disposition - Excess Elimination (\$RPV)		\$1,026M	\$630M	\$251M	\$300M	\$450M	\$500M	-	-	Criteria: FIMS archive. Buildings, trailers, and OSFs.
Asset Condition Index ¹ <small> $ACI = 1 - (\text{Deferred Maintenance} / \text{Replacement Plant Value})$ </small>	Mission Critical	0.969	0.968	0.970	0.970	0.971	0.972	0.980	2015	Criteria: All operating assets (FIMS status codes 1, 2, and 6). Includes owned buildings, trailers and OSFs. Excludes outgranted assets.
	Mission Dependent	0.920	0.931	0.923	0.924	0.925	0.925	0.930	2015	
	Not-Mission Dependent	0.911	0.920	0.920	0.920	0.920	0.920	0.920	2008	
Asset Condition Index Department (ACI) - Wide ¹		.946	0.950	0.950	0.950	0.950	0.950	0.950	2010	Criteria: Same as above. Assumes Maintenance at Industry Standard Levels of 2-4% of Replacement Plant Value and continued funding of Deferred Maintenance Reduction Program.
Operating Costs - Energy Consumption (BTU/SF). EISA of 2007 Sec 431 and EO 13423 3% annual reduction or 30% reduction by 2015		FY 2003 Baseline 225,483	194,176	198,425	191,661	184,896	178,132	157,838	2015	Criteria: Energy use subject to EO 13423 minus offset allowed for renewable energy purchases. Baseline and targets provided by the Federal Energy Management Program (FEMP).
Operating Costs - Operations (\$/SF) ² FY 2008 Constant Dollars		\$1.51	\$1.53	\$1.55	\$1.59	\$1.63	\$1.67	-	2007	Criteria: Includes grounds, janitorial, pest control, refuse, recycling, and snow removal. Owned buildings and Trailers.
Sustainability Assessed - Includes buildings with FIMS assessment status as: Assessed or Not Worth Assessing	Number of Buildings	53%	53%	53%	70%	85%	100%	100%	2012	Criteria: All DOE owned or leased buildings and trailers. Excluded are buildings and trailers 5,000 SF or less or Estimated Disposition Year must be less than 2016.
	Square Footage of Buildings	42%	42%	42%	70%	85%	100%	100%	2012	
Sustainability - High Performance Sustainable Building (HPSB) - Achieved 100% of Guiding Principle Points	Number of Buildings	0.5%	0.80%	3%	5%	7%	9%	15%	2015	
	Square Footage of Buildings	1.60%	1.66%	3%	5%	7%	9%	15%	2015	
¹ Program specific mission dependency ACI targets and ACI targets are tailored to the individual program's mission needs and may differ from the overarching DOE corporate targets .										
² Increases due only to inflation.										

Figure 2: Summary of Targets

SECTION 2: Performance Measures

Actions taken in the Three-Year Timeline lead to meeting the goals and objectives of the Department’s Asset Management Plan (AMP) to improve the Department’s real property portfolio by aggressively pursuing activities that will lead to improved facility condition, disposal of excess and under utilized property, improve asset utilization and maintain the inventory at the right cost to ensure the department’s multi-faceted mission is accomplished effectively and efficiently.

2.1 Asset Utilization

2.1.1 Improve Asset Utilization Index (AUI) – AUI is the Department’s corporate measure of facilities and land holdings against requirements. AUI is the Department’s equivalent to the FRPC “Utilization” measure. The index reflects the outcome from real property acquisition and disposal policy, planning, and resource decisions. The goal is for the AUI to approach 1. The index utilizes gross square feet (GSF) and is the ratio of utilized GSF of an asset group (numerator) to the sum of total GSF for a Group of facilities, including shutdown assets (denominator). The AUI is derived from data in FIMS obtained from annual utilization surveys. The AUI improves as excess facilities are eliminated and consolidation increases the space utilization rate of the remaining facilities. See figure 3.

DOE Goals for Asset Utilization

DOE Performance Measures Matrix FY 2010 TYRT Update										
Performance Measures		Baseline	Actual	Target					Achieve Target	Comments
		FY 2008	FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	Long Term		
Asset Utilization Index <small>AUI = (Sum of Utilized GSF for Asset Group/Sum of Total GSF for Asset Group)(100 - Utilized GSF = Utilization (%) x GSF of asset</small>	Office (10)	90%	89%	90%	89%	89%	89%	95%	2015	Excludes Closure Sites. Closure sites Include: Mound, Fernald, Rocky Flats, Ashtabula, and Weldon Springs. Criteria: All owned buildings and Trailers. Excludes outgranted assets.
	Warehouse (41)	91%	92%	85%	85%	85%	85%	85%	2007	
	Laboratory (74)	89%	87%	85%	85%	85%	85%	85%	2006	
	Hospital (21)	98%	96%	90%	90%	90%	90%	90%	2007	
	Housing (30,31)	92%	99%	95%	95%	95%	95%	95%	2006	

Figure 3: AUI Targets

The FRPC has assigned utilization guidelines for five categories of facilities. The Department has set AUI goals as shown in the table above. These targets were set based on FRPC guidelines and what is estimated to be fully utilized in each of the five categories based on DOE’s space utilization experience. The Department will use the data validation program discussed under **Action item 3.3 Update and Validate FIMS Data** to continue the analysis and validation of the reported utilization data. The Department has an extensive Deactivation and Decommissioning (D&D) program which is expected to dispose of about 4 million Square feet over the next three years which is expected to help maintain and possibly improve our current AUI.

2.1.2 Eliminate Excess and Underutilized Assets – Each year the Department reports to management square footage of facilities eliminated by sale, transfer, or demolition. The Department has eliminated over 19M SF from FY 2002 to FY 2010 and has targeted elimination of additional excess as shown in the table below. See figure 4.

Summary of Excess Elimination

DOE Disposition Plan FY 2010 to FY 2012						
	RPV (\$M)			GSF (M SF)		
	2010	2011	2012	2010	2011	2012
Total	\$300	\$450	\$500	1.2	1.3	1.7
Total FY 09 to FY 11	\$1,250			4.2		
¹ This excess disposition plan is within current budget projections.						

Figure 4: DOE’s Disposition Plan

Attachment 1 provides a list of individual assets by Program and Site that are planned to be disposed of to meet the Department’s objectives from FY 2010 – FY 2012.

Measure – Reduction of Non – Mission Dependent Assets

Targets have been established for the next two years to continue an aggressive program for disposing of excess property. Excess elimination is a major element of the Programs’ TYSPs. The ultimate goal is to move the Department to the point where less than five percent of real property assets are under-utilized or excess. See figure 5.

FY 2010 Department of Energy Disposition Summary - Buildings, Trailers and OSFs - FY 2010 Status as of September 23, 2010									
FY	Target			Actual Eliminated			% of Target Eliminated (RPV)	Cost Avoidance/Yr Based on \$1.90/SF	Cumulative RPV of Assets Eliminated
	RPV	# Of Assets	GSF	RPV	# Of Assets	Gross Sq Feet			
FY 02	N/A	N/A	N/A	\$322,545,118	379	1,537,809	-	\$2,921,837	\$322,545,118
FY 03	N/A	N/A	N/A	\$313,800,817	420	1,140,524	-	\$2,166,996	\$636,345,935
FY 04	N/A	N/A	N/A	\$678,724,838	536	2,878,328	-	\$5,468,823	\$1,315,070,773
FY 05	\$1,029,311,442	473	4,111,764	\$1,047,538,247	488	4,101,396	102%	\$7,792,652	\$2,362,609,020
FY 06	\$788,456,532	270	1,773,232	\$1,352,580,138	625	2,802,315	172%	\$5,324,399	\$3,715,189,158
FY 07	\$550,347,778	208	1,414,961	\$595,332,143	243	1,568,137	108%	\$2,979,460	\$4,310,521,301
FY 08	\$312,272,791	114	782,388	\$1,029,579,616	219	1,418,007	330%	\$2,694,213	\$5,340,100,917
FY 09	\$251,405,535	174	898,302	\$630,413,419	342	2,135,240	251%	\$4,056,956	\$5,970,514,336
FY 10	\$300,000,000	125	1,200,000	\$528,473,378	258	1,581,346	176%	\$3,004,557	\$6,498,987,714
FY 11	\$450,000,000	172	1,300,000						
FY 12	\$500,000,000	135	1,700,000						
TOTAL FY02 - FY12	-	-	-	\$6,498,987,714	3,510	19,163,102		\$36,409,894	\$6,498,987,714
TOTAL FY05 - FY12	\$4,181,794,078	1,671	13,180,647	\$5,183,916,941	2,175	13,606,441		\$25,852,238	\$4,655,443,563

Figure 5: Summary of DOE's Dispositions

Real property inventory is managed to ensure that inventory which is not fully utilized or excess to identified needs is minimized through either reuse or disposal. The Department employs the following policies to identify, reuse, or dispose of under-utilized real property assets.

- Programs annually identify project/program/mission terminations.
- Programs and Sites identify under-utilized property in TYSP and FIMS.
- Programs include site specific disposal plans in their TYSP.
- The Department screens declared excess real property with other Programs to determine if property is needed.
- The responsible Program plans and programs the elimination of excess real property through reuse, demolition, disposal, transfer, or sale based on reducing risks and minimizing life-cycle costs.
- The Department offsets replacement and new construction square footage with elimination of excess square footage on a one-for-one basis.

Milestones

- **2Q FY10:** Sites conduct annual utilization analysis for their site.
- **2Q FY10:** Sites Update the Estimated Disposition Year in FIMS.
- **2Q FY11:** Sites conduct annual utilization analysis for their site.
- **2Q FY11:** Sites Update the Estimated Disposition Year in FIMS.
- **2Q FY12:** Sites conduct annual utilization analysis for their site.
- **2Q FY12:** Sites Update the Estimated Disposition Year in FIMS.

Update Dispositions Quarterly

- **1Q FY 10:** OECM will provide OMB disposition update.
- **2Q FY 10:** OECM will provide OMB disposition update.
- **3Q FY 10:** OECM will provide OMB disposition update.
- **4Q FY 10:** OECM will provide OMB disposition update.
- **1Q FY 11:** OECM will provide OMB disposition update.
- **2Q FY 11:** OECM will provide OMB disposition update.
- **3Q FY 11:** OECM will provide OMB disposition update.
- **4Q FY 11:** OECM will provide OMB disposition update.
- **1Q FY 12:** OECM will provide OMB disposition update.
- **2Q FY 12:** OECM will provide OMB disposition update.
- **3Q FY 12:** OECM will provide OMB disposition update.
- **4Q FY 12:** OECM will provide OMB disposition update.

Results

- Disposal of excess and under-utilized assets.
- Improvement in AUI.

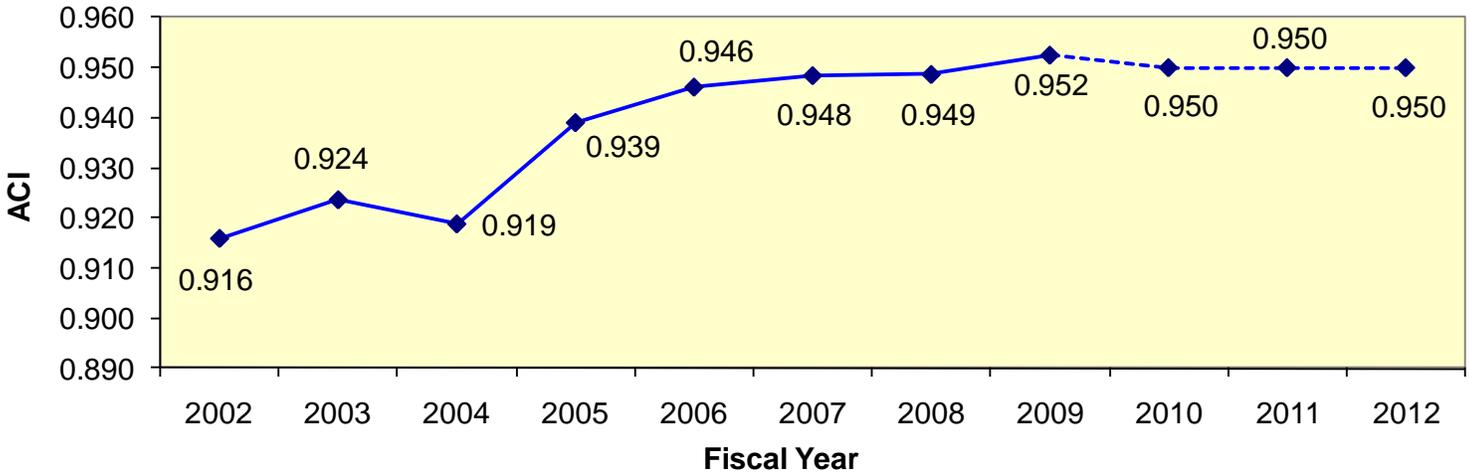
2.2 Asset Condition Index

The Department's real property assets are vital to the accomplishment of its mission. Real property assets are an enabler that cuts across all of DOE's activities. The index is calculated using the following formula: $1 - (\text{Deferred Maintenance} / \text{Replacement Plant Value})$. Quality facilities are required to provide a safe workplace that support mission requirements. The Department will request adequate infrastructure funding. There are two components of infrastructure funding: sustainment - to maintain real property inventory from deteriorating and recapitalization - to address deferred maintenance backlog and improve asset condition.

- Sustainment consists of maintenance and repair activities necessary to keep the inventory of facilities in good working order. Sustainment includes regularly scheduled maintenance and anticipated major repairs or replacement of components that occur periodically over the expected service life of the facilities. Lack of sufficient levels of sustainment can result in a reduction in service life, increasing deferred maintenance and declining ACI.
- Facilities eventually wear out or become outdated and incapable of supporting mission needs. These facilities will be replaced, recapitalized, or disposed of if excess to needs. Recapitalization extends the service life of facilities or restores lost service life and consists of alterations and betterments needed to keep existing facilities modern and relevant in an environment of changing standards and missions. Recapitalization investments do not sustain facilities and will, therefore, be complemented by an effective sustainment program to protect the facility.
- Increasing sustainment funding began improving the Department's ACI in FY05. By continuing adequate sustainment funding, reducing deferred maintenance through

recapitalization programs and improving the quality of facilities data, it is expected that ACI will stabilize or improve over time. See figure 6.

Asset Condition Index (ACI) Buildings, RP Trailers and OSFs



ACI represents operating DOE owned buildings, real property trailers and OSF's (excluding 3000 series OSF's). USEC and SRS excluded FY 2002 to FY 2007, USEC did not populate DM and SRS utilized CPV vice RPV.

Figure 6: ACI Graph

Attachment 2 provides a list of major maintenance, repair, and deferred maintenance reduction projects estimated to cost \$5M and over by Program and Site planned to be funded from FY 10 – FY12 to stabilize or improve the Department’s ACI. It is likely that some of these projects will change based on FY 2012 budget decisions. This attachment will be updated each year based on revisions to TYSPs and budget decisions.

2.2.1 Improve Asset Condition – The Department has implemented a funding/budgeting strategy to provide a funding profile to improve the Asset Condition Index (ACI) of DOE mission critical facilities from 0.959 to 0.98.

- The Department’s goal is to link mission dependency with the asset condition index to ensure those real property assets that are most closely related to mission accomplishment are properly maintained. The Department has set the following goals for ACI as related to mission dependency.
 - Mission critical assets greater than .98
 - Mission dependent not Critical greater than .93
 - Not mission dependent greater than .92.

- Program specific mission dependency targets are tailored to the individual program’s mission needs and may differ from the overarching DOE corporate mission dependency targets shown above.

Milestones

- **2Q FY10** – Update major maintenance and repair projects list. Projects over \$5M.
- **4Q FY10**– Use the ACI prediction model to evaluate FY12 – FY16 Program budget submissions. Estimate ACI in out years based on sustainment funding and deferred maintenance reduction program. Establish ACI targets in conjunction with the Programs. **See Action item 2.2.1.2 Utilize a Facilities Recapitalization/Renewal Strategy.**
- **4Q FY10** – Establish ACI targets in conjunction with the Programs.
- **2Q FY11** – Update major maintenance and repair projects list. Projects over \$5M.
- **4Q FY11**– Use the ACI prediction model to evaluate FY13 – FY17 Program budget submissions. Estimate ACI in out years based on sustainment funding and deferred maintenance reduction program. Establish ACI targets in conjunction with the Programs. **See Action item 2.2.1.2 Utilize a Facilities Recapitalization/Renewal Strategy.**
- **4Q FY11** – Establish ACI targets in conjunction with the Programs.
- **2Q FY12** – Update major maintenance and repair projects list. Projects over \$5M.
- **4Q FY12** – Use the ACI prediction model to evaluate FY14 – FY18 Program budget submissions. Estimate ACI in out years based on sustainment funding and deferred maintenance reduction program. Establish ACI targets in conjunction with the Programs. **See Action item 2.2.1.2 Utilize a Facilities Recapitalization/Renewal Strategy.**
 - **4Q FY12** – Establish ACI targets in conjunction with the Programs.

Results

- Targeted ACI based on Mission Dependency. See figure 7. Targets scarce budget dollars on those real property assets that are most critical to mission accomplishment.

Measure – ACI Targets Based on Mission Dependency

DOE Performance Measures Matrix FY 2010 TYRT Update										
Performance Measures		Baseline	Actual	Target				Achieve Target	Comments	
		FY 2008	FY 2009	FY 2009	FY 2010	FY 2011	FY 2012			Long Term
Asset Condition Index ¹ ACI = 1 - (Deferred Maintenance / Replacement Plant Value)	Mission Critical	0.969	0.968	0.970	0.970	0.971	0.972	0.980	2015	Criteria: All operating assets (FIMS status codes 1, 2, and 6). Includes owned buildings, trailers and OSFs. Excludes outgranted assets.
	Mission Dependent	0.920	0.931	0.923	0.924	0.925	0.925	0.930	2015	
	Not-Mission Dependent	0.911	0.920	0.920	0.920	0.920	0.920	0.920	2008	
Asset Condition Index Department (ACI) - Wide ¹		.946	0.950	0.950	0.950	0.950	0.950	0.950	2010	Criteria: Same as above. Assumes Maintenance at Industry Standard Levels of 2-4% of Replacement Plant Value and continued funding of Deferred Maintenance Reduction Program.

¹Program specific mission dependency ACI targets and ACI targets are tailored to the individual program's mission needs and may differ from the overarching DOE corporate targets .

Figure 7: ACI Targets

Benchmarking with NACUBO, the Department has established ACI targets based on mission dependency. For mission critical assets the target exceeds NACUBO's recommendation of a .95 ACI for a facility to be in "good" condition. Mission dependent facilities will be targeted for an ACI of .93 which corresponds to a NACUBO rating of "fair", not mission dependent assets will be targeted for an ACI of greater than .92 which corresponds to a NACUBO rating of "fair". Not mission dependent will be essentially funded for environmental, safety and security requirements until they can be disposed of. Using this funding strategy it is believed the Department can improve the condition of those assets most important to mission accomplishment without a budget increase. It is expected these targets can be arrived at by redirecting sustainment funds, disposing of excess assets, consolidating under-utilized facilities and improving the accuracy of the Department's facility data.

2.2.1.1 Budget Adequate Sustainment Funding - The Department realizes one of the key elements of maintaining a good quality facility portfolio is proper sustainment funding. The Department's goal is to budget sustainment of operating real property assets at the National Research Council recommended level of two to four percent of Replacement Plant Value (RPV). The 2-4% RPV sustainment funding is an overarching Departmental corporate goal and that sustainment funding may vary by program depending upon the program's mission needs. Where a substantial deferred maintenance backlog exists, a recapitalization program will be developed as described in **Action Item 2.2.1.2 Utilize a Facilities Recapitalization/Renewal Strategy**.

- Since FY 2002 the department has increased sustainment funding from 1.34 to 1.95 percent. The near term goal is to increase sustainment to two percent of RPV and avoid deferred maintenance growth. Benchmarking with the National Research Council (NRC) led to adapting their recommendation of two to four percent of RPV. DOE has determined that targeting sustainment funding on mission dependency to ensure scarce sustainment dollars are spent on those assets most important to mission accomplishment will have the least impact on resources. Non-operating facilities will be sustained to ensure compliance with environmental, safety, health, and security standards.
- Since 2002, increased sustainment funding has stabilized deferred maintenance and ACI as shown in the **ACI graph on page 12**.
- Achieving sustainment of two percent of RPV does not necessarily require a budget increase. It is expected that this target can be arrived at by redirecting funds into sustainment, disposing of excess facilities and consolidating under-utilized facilities.
- Asset Condition Targets have been set based on benchmarking with the National Association of College and University Business Officers (NACUBO). NACUBO has identified an ACI of .95 as Good, an ACI of .90 as fair, and an ACI below .90 as poor. DOE has established a target of .97 for mission critical assets, .925 for mission dependent assets, and .85 for not mission dependent assets.

Milestones

- **2Q FY10** – Analyze results of the FY09 Federal Real Property Profile data reporting to include progress made under performance measures and achievement of interim

targets. As appropriate, prepare a plan of actions and milestones based on the outcome of the analysis.

- **2Q FY10** – Submit FY 2011 Congressional IFI Crosscut Budget.
- **2Q FY10** – Incorporate real property requirements and issues into the Departmental Planning Guidance for FY 2012-2016 budget development. Planning and budget guidance will be developed yearly to ensure Program IFI crosscut budget submissions provide all required information necessary to allow Facility and Infrastructure to analyze the Program's budget submissions to ensure adequate levels of funding have been identified to sustain DOE's real property assets.
- **2Q FY10** – Analyze Program RPV and DM. Come to an agreement with OECM on the Program's RPV and DM based on FY 2009 snapshot. The agreed upon values for RPV and DM will be used in the FY 2012 budget cycle to calculate required sustainment and ACI respectfully.
- **3Q FY10** – Programs submit FY 2012 IFI Crosscut Budget PRM Submission - approved at Program's headquarters level, and in accordance with budget guidance.
- **3Q FY10** – Review and analyze Integrated Facilities and Infrastructure (IFI) crosscut budget against sustainment targets to ensure adequate funding is budgeted to support the Department's plan to improve overall facility condition. Utilize the Facilities Information Management System (FIMS) data and proposed maintenance funding to determine if maintenance funding as a percent of RPV is between the DOE target of two to four percent. Contact Programs who have not adequately funded maintenance in their budget submissions and request that they increase maintenance funding.
- **2Q FY11** – Analyze results of the FY10 Federal Real Property Profile data reporting to include progress made under performance measures and achievement of interim targets. As appropriate, prepare a plan of actions and milestones based on the outcome of the analysis
- **2Q FY11** – Submit FY 2012 Congressional IFI Crosscut Budget.
- **2Q FY11** – Incorporate real property requirements and issues into the Departmental Planning Guidance for FY 2013-2017 budget development. Planning and budget guidance will be developed yearly to ensure Program IFI crosscut budget submissions provide all required information necessary to allow Facility and Infrastructure to analyze the Program's budget submissions to ensure adequate levels of funding have been identified to sustain DOE's real property assets.
- **2Q FY11** – Analyze Program RPV and DM. Come to an agreement with OECM on the Program's RPV and DM based on FY 2010 snapshot. The agreed upon values for RPV and DM will be used in the FY 2013 budget cycle to calculate required sustainment and ACI respectfully.
- **3Q FY11** – Programs submit FY 2013 IFI Crosscut Budget PRM Submission - approved at Program's headquarters level, and in accordance with budget guidance.
- **3Q FY11** – Review and analyze Integrated Facilities and Infrastructure (IFI) crosscut budget against sustainment targets to ensure adequate funding is budgeted to support the Department's plan to improve overall facility condition. Utilize the Facilities Information Management System (FIMS) data and proposed maintenance funding to determine if maintenance funding as a percent of RPV is between the DOE target of two to four percent. Contact Programs who have not adequately

funded maintenance in their budget submissions and request that they increase maintenance funding.

- **2Q FY12** – Analyze results of the FY11 Federal Real Property Profile data reporting to include progress made under performance measures and achievement of interim targets. As appropriate, prepare a plan of actions and milestones based on the outcome of the analysis
- **2Q FY12** – Submit FY 2013 Congressional IFI Crosscut Budget.
- **2Q FY12** – Incorporate real property requirements and issues into the Departmental Planning Guidance for FY 2014-2018 budget development. Planning and budget guidance will be developed yearly to ensure Program IFI crosscut budget submissions provide all required information necessary to allow Facility and Infrastructure to analyze the Program’s budget submissions to ensure adequate levels of funding have been identified to sustain DOE’s real property assets.
- **2Q FY12** – Analyze Program RPV and DM. Come to an agreement with OEMC on the Program’s RPV and DM based on FY 2011 snapshot. The agreed upon values for RPV and DM will be used in the FY 2013 budget cycle to calculate required sustainment and ACI respectfully.
- **3Q FY12** – Programs submit FY 2014 IFI Crosscut Budget PRM Submission - approved at Program's headquarters level, and in accordance with budget guidance.
- **3Q FY12** – Review and analyze Integrated Facilities and Infrastructure (IFI) crosscut budget against sustainment targets to ensure adequate funding is budgeted to support the Department’s plan to improve overall facility condition. Utilize the Facilities Information Management System (FIMS) data and proposed maintenance funding to determine if maintenance funding as a percent of RPV is between the DOE target of two to four percent. Contact Programs who have not adequately funded maintenance in their budget submissions and request that they increase maintenance funding.

Results

- Ensures resources are aligned with the Department’s real property plan and the plan is aligned with available resources.
- Encourages more consistent and uniform sustainment funding. Stabilize the overall condition of the Department’s real property portfolio as indicated by ACI.

2.2.1.2 Utilize a Facilities Recapitalization/Renewal Strategy – If a Program’s ACI is below the Department’s target ACI, the Program will develop a recapitalization strategy to improve the condition of their facilities and apply principles of sustainability in major renovations. This will keep DOE facilities modern and relevant in an environment of changing standards and missions.

- Recapitalization requirements are in addition to sustainment activities (i.e., maintenance and repair) and consist of alterations and betterments to replace or modernize existing facilities.
- Recapitalization activities are traditionally funded by General Plant Projects (GPPs), Institutional General Plant Projects (IGPPs), or line item projects.

- Programs will evaluate the relative importance and contributions of all real property assets to mission accomplishment. A holistic systems approach will be used to identify those facilities and infrastructure assets that directly contribute to the accomplishment of the assigned mission or mitigation of environment, safety, and health issues. The mission dependency determination will be based upon program assigned mission requirements.
- The Department has developed a recapitalization model to help assess resource requirements to meet the Department's goals for ACI.

Milestones

- **2Q FY10** – Use ACI prediction model generated during 4Q FY09 to assist programs in budget preparation. Modify program specific ACI targets, if necessary.
- **3Q FY10** – IFI cross cut budgets. Include Deferred Maintenance Reduction Program in IFI cross cut budgets at 1% of RPV if overall ACI < .95.
- **2Q FY11** – Use ACI prediction model generated during 4Q FY10 to assist programs in budget preparation. Modify program specific ACI targets, if necessary.
- **3Q FY11** – IFI cross cut budgets. Include Deferred Maintenance Reduction Program in IFI cross cut budgets at 1% of RPV if overall ACI < .95.
- **2Q FY12** – Use ACI prediction model generated during 4Q FY11 to assist programs in budget preparation. Modify program specific ACI targets, if necessary.
- **3Q FY12** – IFI cross cut budgets. Include Deferred Maintenance Reduction Program in IFI cross cut budgets at 1% of RPV if overall ACI < .95.

Results

- Provides DOE senior leadership objective visibility of facilities and infrastructure condition targets. ACI is calculated yearly.
- Provides leadership information to make informed management decisions.
- Aligns Asset Management Plan, five year budget and Ten Year Site Plans.
- Improves resources available to execute the Department's Strategic Plan and Asset Management Plan.
- Allows tracking of progress towards condition targets.

2.3 Manage Operating Costs

2.3.1 Actions To Manage Operating Costs - Annual operating and maintenance cost as defined by the FRPC consists of recurring maintenance and repair costs, utilities, cleaning and janitorial costs, and roads and grounds maintenance costs. Recurring maintenance and repair cost is reported in the Facilities Information Management System at the constructed asset level for buildings, trailers, and other structures and facilities. Energy consumption data is collected at the site level. Facilities services cost is collected at the site level but is not currently segregated from other operating costs. The Department will report actual costs at the constructed asset level where available and allocate site level costs to the constructed asset level where actual asset-level costs are not available. Collection of this data will enable DOE to look across its

portfolio to assess the efficiency and effectiveness of facilities operations and identify opportunities to reduce operating costs. See figure 8.

Energy represents approximately one fourth of the Departments operating costs. Reducing energy costs will have the greatest impact on reducing overall operating costs. The Department has established an implementation plan for energy conservation and realization of the goals contained in EO 13123, Greening the Government Through Efficient Energy Management and EO13423, Strengthening Federal Environmental, Energy, and Transportation Management. DOE Order 430.2b implements these EO's and mandates that all sites work towards meeting energy intensity goals. The Department is in the process of revising/developing Orders to implement EO 13514, Federal Leadership in Environmental, Energy, and Economic Performance. The Department collects and monitors annual energy usage data on all facilities to track progress against energy reduction goals. The Department has exceeded the goal of a 35 percent reduction in building energy consumption per square foot from the 1985 baseline, achieving a 51 percent reduction through FY 2004. The Department established a new annual goal of an additional three percent year-to-year reduction over the FY 2003 baseline starting in FY 2006 as required in E.O.13423 and implemented in DOE Order 430.2b.

It is expected that maintenance and repair will remain constant over the next several years due to budget constraints however, it is expected the Department will be able to make modest improvements in ACI and arrest the growth of deferred maintenance.

Measure – Management of Operating Costs

DOE Performance Measures Matrix FY 2010 TYRT Update									
Performance Measures	Baseline	Actual	Target					Achieve Target	Comments
	FY 2008	FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	Long Term		
Operating Costs - Energy Consumption (BTU/SF). EISA of 2007 Sec 431 and EO 13423 3% annual reduction or 30% reduction by 2015	FY 2003 Baseline 225,483	194,176	198,425	191,661	184,896	178,132	157,838	2015	Criteria: Energy use subject to EO 13423 minus offset allowed for renewable energy purchases. Baseline and targets provided by the Federal Energy Management Program (FEMP).
Operating Costs - Operations (\$/SF) ² FY 2008 Constant Dollars	\$1.51	\$1.53	\$1.55	\$1.59	\$1.63	\$1.67	-	2007	Criteria: Includes grounds, janitorial, pest control, refuse, recycling, and snow removal. Owned buildings and Trailers.

²Increases due only to inflation.

Figure 8: Operating Cost Targets

2.4 High Performance Sustainable Buildings (HPSB)

2.4.1 Improve Sustainability - New Federal drivers in the area of high performance sustainable buildings (HPSB) directly impact DOE. Executive Order (EO) 13423, *Strengthening Federal Environmental, Energy, and Transportation Management*, EO 13514, *Federal Leadership in Environmental, Energy, and Economic Performance*, and DOE Order 430.2b requires:

- New construction and major renovations of agency buildings will comply with the Guiding Principles set forth in the Memorandum of Understanding on Federal Leadership in HPSB
- Fifteen percent of the agency's existing building inventory at the end of fiscal year 2015 will incorporate the Guiding Principles.

The Department has stood up a High Performance Sustainable Building Working Group (HPSBWG) led by OECM.

The Department has identified the Deputy Secretary as the Senior Sustainability Officer. A Strategic Sustainability Performance Plan has been drafted and approved by the Office of Management and Budget and the Council for Environmental Quality.

The Guiding Principles (GP) set specific goals for integrated design usage, energy performance optimization, water protection and conservation, enhanced indoor environmental quality, and reduced environmental impact of materials. The goal of these EO's is to implement these principles not only in new construction, but also in major renovations and existing buildings, resulting in numerous mission, energy security and environmental benefits, such as:

- reducing the total (life-cycle) ownership cost of facilities;
- improving energy efficiency and water conservation;
- providing safe, healthy, and productive built environments; and
- Enhancing sustainable environmental stewardship at DOE sites.

HPSB Compliance: The methodology assesses compliance with the GPs by identifying the buildings and trailers in the candidate pool that have met 100% of the GPs through either a new construction / major renovations (NC) path or an existing buildings (EB) path as recorded in the Facility Information Management System (FIMS).

The methodology produces two compliance ratios, one based on building count and the second on building area. The OMB Sustainability Scorecard identifies an interim target (proportionally less than the 2015 15% target by the number of years away from the target) and when meeting or surpassing it, awards a green when by building count and a yellow when by building area only.

DOE O 430.2B offers equivalence to meeting the GPs through some levels of LEED certification. The FY 2010 Site Sustainability Plan guidance August 2010 provides some clarification, paraphrased below to indicate accomplishment (see section 2.4.2.2). For equivalence,

1. Buildings at CD-2 or higher on or before October 1, 2008 may achieve any level of LEED certification by FY 2015;
2. Buildings at CD-1 or lower on or before October 1, 2008, must achieve LEED-NC Gold certification or higher by FY 2015; or,
3. Buildings may achieve LEED-Existing Buildings Operation & Maintenance (EBOM) Silver or higher by FY 2015.

For leases, DOE O 430.2B requires that as of FY 2008 all procurement specification and selection criteria for acquiring new leased space, including built-to-suit lease solicitations, include a preference for buildings that have achieved LEED Gold certification. This implies that DOE or contractor leased buildings with LEED Gold certification or higher have achieved the equivalent of the GPs.

The following table indicates DOE planned targets as mandated in DOE Order 430.2b and EO requirements for sustainability. See figure 9.

Measure – Percent of High Performance and Sustainable Buildings

DOE Performance Measures Matrix FY 2010 TYRT Update										
Performance Measures		Baseline	Actual	Target				Achieve Target	Comments	
		FY 2008	FY 2009	FY 2009	FY 2010	FY 2011	FY 2012			Long Term
Sustainability Assessed - Includes buildings with FIMS assessment status as Assessed or Not Worth Assessing	Number of Buildings	53%	53%	53%	70%	85%	100%	100%	2012	Criteria: All DOE owned or leased buildings and trailers. Excluded are buildings and trailers 5,000 SF or less or Estimated Disposition Year must be less than 2016.
	Square Footage of Buildings	42%	42%	42%	70%	85%	100%	100%	2012	
Sustainability - High Performance Sustainable Building (HPSB) - Achieved 100% of Guiding Principle Points	Number of Buildings	0.5%	0.80%	3%	5%	7%	9%	15%	2015	
	Square Footage of Buildings	1.60%	1.66%	3%	5%	7%	9%	15%	2015	

Figure 9: Sustainability Targets

Attachment 3 provides a listing of DOE Green Buildings, buildings that have achieved 100% of the Guiding Principle Points.

Milestones

- 1Q FY10 - Report sustainability data to FRPP.
- 4Q FY10 - Sites update their Site Sustainability Plans.
- 1Q FY11 - Report sustainability data to FRPP.
- 1Q FY11 - Update HPSB Scorecard.

- **2Q FY11** - Update HPSB Scorecard.
- **3Q FY11** - Update HPSB Scorecard.
- **4Q FY11** - Update HPSB Scorecard.
- **4Q FY11** - Sites update their Site Sustainability Plans.
- **1Q FY12** - Report sustainability data to FRPP.
- **1Q FY12** - Update HPSB Scorecard.
- **2Q FY12** - Update HPSB Scorecard.
- **3Q FY12** - Update HPSB Scorecard.
- **4Q FY12** - Update HPSB Scorecard.
- **4Q FY12** - Sites update their Site Sustainability Plans.

Results

- Provides DOE senior leadership objective visibility of the Department's progress in facility sustainability.
- Provides management information to make informed decisions.
- Incorporates sustainability into Departmental Orders.
- Tracks progress towards sustainability targets.

SECTION 3: Other Initiatives to improve Real Property Asset Management

- **3.1 Update Ten Year Site Plans (TYSP)** – The management of real property assets must take a corporate, holistic, and performance-based approach to real property life-cycle asset management that links real property asset planning, programming, budgeting, and evaluation to program mission projections and performance outcomes. Acquisitions, sustainment, recapitalization, and disposal must be balanced to ensure real property assets are available, utilized, and in a suitable condition to accomplish DOE missions. The TYSPs are the foundation for the integration of all aspects of real property asset management. TYSPs will be utilized to assess real property assets against delineated program requirements at each site. The plans will identify and prioritize real property asset projects and activities required to meet program mission requirements. TYSPs have been developed for each site which address how the site's real property assets will support the Department's Strategic Plan, the Secretary's 5-year planning guidance, and appropriate program guidance. It must be a comprehensive site wide plan encompassing the needs of tenant activities and kept current to reflect current mission requirements and budget realities. Site plans will include a prioritized list of real property investments used by program offices to support resource allocation decisions. TYSPs will be updated annually no later than the third quarter of each fiscal year to reflect updated data submitted to the Federal Real Property Profile (FRPP) as well as the results of the latest budget, including the President's budget, current budget as enacted and the prior year budget.

Milestones

- **1Q FY10** - TYSP guidance issued by OECM.

- **3Q FY10** - Ten Year Site Plans updated to include data reported to the Federal Real Property Profile (FRPP) in Q1 FY2009.
- **1Q FY11** - TYSP guidance issued by OECM.
- **3Q FY11** - Ten Year Site Plans will be updated to include data reported to the Federal Real Property Profile (FRPP) in Q1 FY2010.
- **1Q FY12** - TYSP guidance issued by OECM.
- **3Q FY12** - Ten Year Site Plans will be updated to include data reported to the Federal Real Property Profile (FRPP) in Q1 FY2010.

Results

- Assures integration of current facilities inventory data and strategic mission requirements into the life cycle planning process.
- Allows program budget decisions based on analysis of TYSPs and IFI Crosscut data.
- Increases reliability of facility data through use of data to support management decisions.
- Identifies underutilized and excess property and provides plan for disposal.

3.2 Generate Quarterly Performance Rating – Generate a quarterly performance rating at the program level. Report will evaluate and assess relevant facilities and infrastructure measures, metrics and initiatives.

Milestones

- **1Q FY10** – Update program quarterly performance rating.
- **2Q FY10** – Update program quarterly performance rating.
- **3Q FY10** – Update program quarterly performance rating.
- **4Q FY10** – Update program quarterly performance rating.
- **1Q FY11** – Update program quarterly performance rating.
- **2Q FY11** – Update program quarterly performance rating.
- **3Q FY11** – Update program quarterly performance rating.
- **4Q FY11** – Update program quarterly performance rating.
- **1Q FY12** – Update program quarterly performance rating.
- **2Q FY12** – Update program quarterly performance rating.
- **3Q FY12** – Update program quarterly performance rating.
- **4Q FY12** – Update program quarterly performance rating.

Results

- Provides DOE senior leadership objective visibility of facilities and infrastructure measures, metrics and initiatives.
- Promotes real property accountability at all levels of facility-ownership hierarchy.
- Provides visibility that resources targeted for real property maintenance are being spent on maintenance.
- Allows tracking of progress towards condition and utilization goals.
- Encourages timely and efficient expenditure of maintenance funds.
- Underscores corporate facilities and infrastructure goals and objectives.

3.3 Update and Validate FIMS Data – Validate FIMS data by site on a yearly basis. FIMS supports DOE’s planning and budgeting process, provides accurate facilities data to support budget formulation and execution, provides data used for computation and analysis of DOE’s facilities performance measures: Asset Condition Index, Asset Utilization Index, Mission Dependency, and Operating Cost. FIMS data must be maintained as complete and current throughout the life cycle of real property assets, including real property related institutional controls. FIMS data is archived after disposal of real property assets to retain information on disposed assets. To verify accuracy of FIMS data a corporate data validation model is being used to allow both Site/field managers and Headquarters personnel to validate FIMS data and make improvements as necessary to ensure data is accurate.

Milestones

- **1Q FY10** – Programs provide OECM the scheduled FY 2010 dates for FIMS data validations for their sites.
- **1Q FY10** – Update FIMS data base.
- **2Q FY10** – Sites complete scheduled 2nd quarter FIMS data validations.
- **3Q FY10** – Sites complete scheduled 3rd quarter FIMS data validations.
- **4Q FY10** – Sites complete scheduled 4th quarter FIMS Data validations.
- **4Q FY10** – Sites update deferred maintenance in FIMS data base.
- **1Q FY11** – Programs provide OECM the scheduled FY 2010 dates for FIMS data validations for their sites.
- **1Q FY11** – Update FIMS data base.
- **2Q FY11** – Sites complete scheduled 2nd quarter FIMS data validations.
- **3Q FY11** – Sites complete scheduled 3rd quarter FIMS data validations.
- **4Q FY11** – Sites complete scheduled 4th quarter FIMS Data validations.
- **4Q FY11** – Sites update deferred maintenance in FIMS data base.
- **1Q FY12** – Programs provide OECM the scheduled FY 2010 dates for FIMS data validations for their sites.
- **1Q FY12** – Update FIMS data base.
- **2Q FY12** – Sites complete scheduled 2nd quarter FIMS data validations.
- **3Q FY12** – Sites complete scheduled 3rd quarter FIMS data validations.
- **4Q FY12** – Sites complete scheduled 4th quarter FIMS Data validations.
- **4Q FY12** – Sites update deferred maintenance in FIMS data base.

Results

- Establish a consistent, repeatable, bottoms-up approach to quality assurance of facilities data used in day-to-day decision making.
- Encourage a culture of data accuracy and data-driven management decision-making throughout the real property value chain.
- Provide more accurate facilities data from which to establish benchmarks and trends thereby improving resource allocation and management decisions.
- Perform better risk analysis of management decisions through an understanding of data quality.
- Identify and target areas for improvement.

Target

- All major sites validated annually with OECM performing quality assurance validations at up to eight sites per year.

3.4 Space Utilization – Determine space utilization at the building level. Benchmark against private and public sector data.

Milestones

- **1Q FY10** Populate occupancy data in FIMS.
- **1Q FY11** Update occupancy data in FIMS.
- **1Q FY12** Update occupancy data in FIMS.

Results

- Identify opportunities for disposition and consolidation.
- Improved occupancy on a square foot basis.

SECTION 4: Mission Readiness Assessment Process

The Office of Science is implementing a Mission Readiness Assessment Process to determine whether the facilities and infrastructure at the ten DOE-SC national laboratories have the necessary capabilities required for the scientific missions assigned to them. This process provides the facility and infrastructure strategic planners with key information focused on capability and reliability requirements for current and anticipated research missions. This Mission Readiness Assessment Process, in concert with the Annual Lab Plans, provide SC management with a clear picture of the mission readiness of each laboratory business line, capability gaps, and the action plan to fill those gaps in the form of needed investments.

Implementation of the Mission Readiness Assessment Process does not diminish the need for maintaining accurate data within FIMS, but shifts the SC focus from maintenance metrics to a system that aligns asset capabilities with the requirements necessary to support cutting-edge research. In the Quarterly Assessments, the Office of Science's management of facilities and infrastructure will now also be judged by how well our infrastructure is able to keep pace with changing research mission needs

Milestones

- **4Q FY10** – Three labs underwent peer reviews of their mission readiness during FY 2010.
- **4Q FY11** – Three labs will undergo peer reviews of their mission readiness during FY 2011 completing reviews of all SC Sites.
- **4Q FY12** – Peer Review Process to be updated and new review schedule developed.

Results

- Mission Readiness gap analysis included in 2010 Annual Lab Plans