

Strategic Stewardship

Managing Facilities for Safety, Efficiency, and Resilience



Moving from Reactive to Proactive



Safety & Compliance



Energy Efficiency



Long-Term Resilience

ROOM CODE: 4008

Today's road map

Designed for a 90-minute interactive conversation, not just a data readout.

- 1 Why stewardship matters now
- 2 Reactive vs. proactive operating models
- 3 What does your current workbook tell you
- 4 How to build a 10-year capital replacement plan
- 5 Governance, funding, and annual refresh
- 6 Discussion and board-level decisions

Outcome: align leadership on priorities, risk, timing, and the discipline needed to replace infrastructure before failure.

Why strategic stewardship matters

Safety

Protect people, maintain compliance, and reduce mission-disrupting failures.

Efficiency

Reduce emergency work, downtime, and avoidable cost escalation.

Resilience

Prepare the campus and fleet to absorb storms, aging, and funding volatility.

When organizations stay reactive, they pay three times: first in risk, then in disruption, and finally in rushed replacement cost.

Why strategic stewardship matters

Strategic Stewardship

Managing Facilities for Safety, Efficiency & Resilience

From Reactive to Proactive

REACTIVE

- Emergency Repairs
- Costly Breakdowns
- Short-Term Fixes

PROACTIVE

- Planned Maintenance
- Risk Mitigation
- Long-Term Strategy

10-Year Capital Infrastructure Plan



Assess
Current
Conditions



Prioritize
Needs



Forecast
& Plan



Key Focus Areas



Safety & Compliance



Energy Efficiency

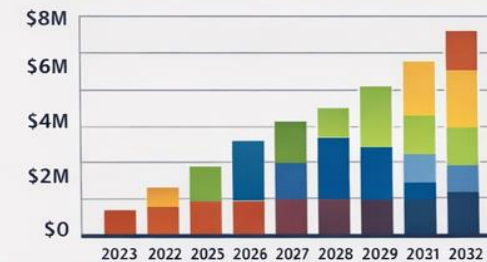


Resilience & Sustainability

Capital Replacement Forecast

Year	Roofs	HVAC	Electrical	Plumbing	Interiors	Site
2023						
2024						
2025						
2026						
2027						
2029						
2030						

10-Year Investment Projection



Moving from reactive to proactive

Reactive posture

- Work is triggered by failure
- Budgeting is surprise-driven
- Leadership sees symptoms, not trends
- Deferred replacement compounds risk
- Staff time gets consumed by emergencies



Proactive posture

- Work is triggered by condition and lifecycle
- Capital needs are forecasted years ahead
- Leadership can sequence and fund priorities
- Replacement happens before catastrophic failure
- Maintenance teams protect value, not just respond

The shift is not just cultural — it requires shared data, explicit standards, and an annual capital discipline.

How to build the 10-year capital infrastructure

- 1. Inventory assets by building, system, and fleet class
- 2. Standardize useful life assumptions
- 3. Estimate replacement cost in current dollars
- 4. Apply inflation only in the forecast layer
- 5. Classify items: critical, near term, planned
- 6. Sequence work by year and by funding capacity
- 7. Review annually and reset the horizon

What your workbook already does well

- ✓ Inventory
- ✓ Useful life
- ✓ Replace year
- ✓ Cost field
- ✓ Annual forecast
- ✓ Executive summary

The Capital Compass

Turning asset data into clear priorities and a 10-year plan

The Capital Compass is the planning model that organizes our assets, clarifies risk, and forecasts replacement needs so we can act before failure.



FROM DATA TO DECISIONS



Inventory Assets



Assess Life & Condition



Evaluate Risk & Criticality



Forecast Cost & Timing



Set Priorities & Fund Plan



The workbook is not the strategy — it is the decision framework that makes long-range stewardship visible.

- ✓ Shared data
- ✓ Clear priorities
- ✓ Managed risk

- ✓ Disciplined funding
- ✓ Stronger outcomes

With this planning structure in place, we can step back and look at where risk and replacement pressure begin to build across the portfolio.

Asset portfolio baseline

26

Buildings in tracker

113

Building asset register items

103

Vehicles in tracker

\$5.02M

Combined 10-year need

As-of Date:	2026-02-27	Current FY:	2026			
Portfolio Snapshot						
Buildings in Tracker	26	CRITICAL (<=1 yr)	13			
Items in Asset Register	113	NEAR TERM (2-3 yrs)	7			
Total 10-Year Building Forecast (from Register)	\$1,970,623	PLANNED (4+ yrs)	92			
Vehicles in Tracker	103					
Total 10-Year Vehicle Forecast	\$3,050,000					
Combined 10-Year Forecast (Buildings + Vehicles)	\$5,020,623					
10-Year Building Capital Totals (Summary of Rows Below)						
10-Year Totals (Buildings)	946,472	654,016	20,914	135,890	0	1,757,292
10-Year Capital Forecast (Auto)						
FY	HVAC	Roof	Electrical	Plumbing	Other	Total
2026	\$632,000	\$350,000	\$5,000	\$1,500	\$0	\$988,500
2027	\$92,700	\$0	\$0	\$26,780	\$0	\$119,480
2028	\$37,132	\$106,090	\$15,914	\$2,652	\$0	\$161,787
2029	\$21,855	\$0	\$0	\$0	\$0	\$21,855
2030	\$0	\$106,923	\$0	\$67,531	\$0	\$174,454
2031	\$0	\$31,300	\$0	\$11,013	\$0	\$42,314
2032	\$0	\$59,703	\$0	\$23,881	\$0	\$83,584
2033	\$147,585	\$0	\$0	\$0	\$0	\$147,585
2034	\$15,201	\$0	\$0	\$2,534	\$0	\$17,735
2035	\$0	\$195,716	\$9,786	\$7,829	\$0	\$213,330

The workbook already functions as a simple capital planning engine:

1. Asset inventory
2. Remaining life
3. Priority flags
4. Forecast by fiscal year
5. Executive summary rollup

That is the foundation of stewardship.

What the risk profile suggests

Buildings

11

CRITICAL

7

NEAR TERM

92

PLANNED

Vehicles

13

CRITICAL

13

NEAR TERM

70

PLANNED

Leadership talking path

1. Start with immediate exposure

Red = assets already demanding action

2. Explain the next decision window

Yellow = near-term funding choices

3. Show confidence in the plan

Green = assets already sequenced

4. Move to leadership action

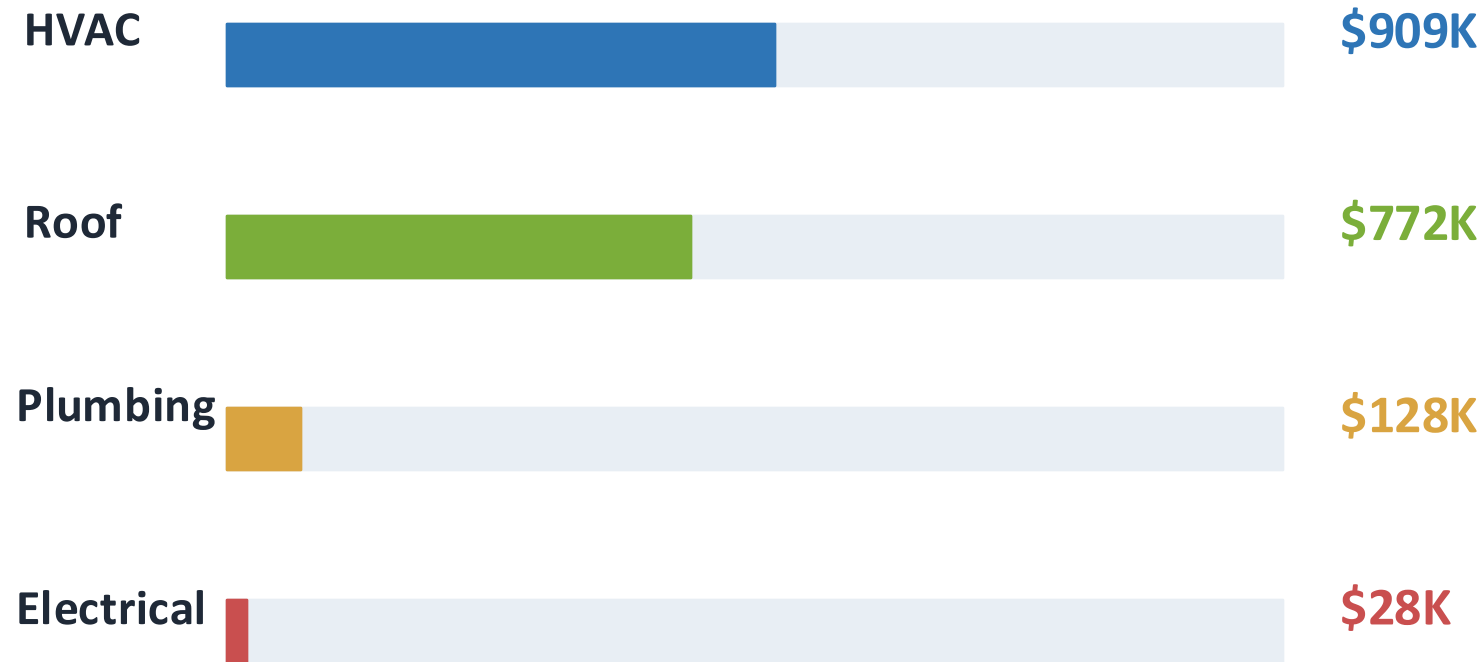
What needs funding first? What can be deferred? What impacts operations?

Leadership question:

Where do we need to act now to prevent disruption later?

10-year building forecast: where the money sits

Building capital forecast totals by system (2026–2035)



Interpretation

- HVAC and roofs dominate the replacement burden.
- Plumbing has fewer dollars but can create immediate operational disruption.
- Electrical exposure is smaller in this dataset, but failures can be high consequence.
- This mix supports a “protect the envelope + maintain comfort systems” strategy.

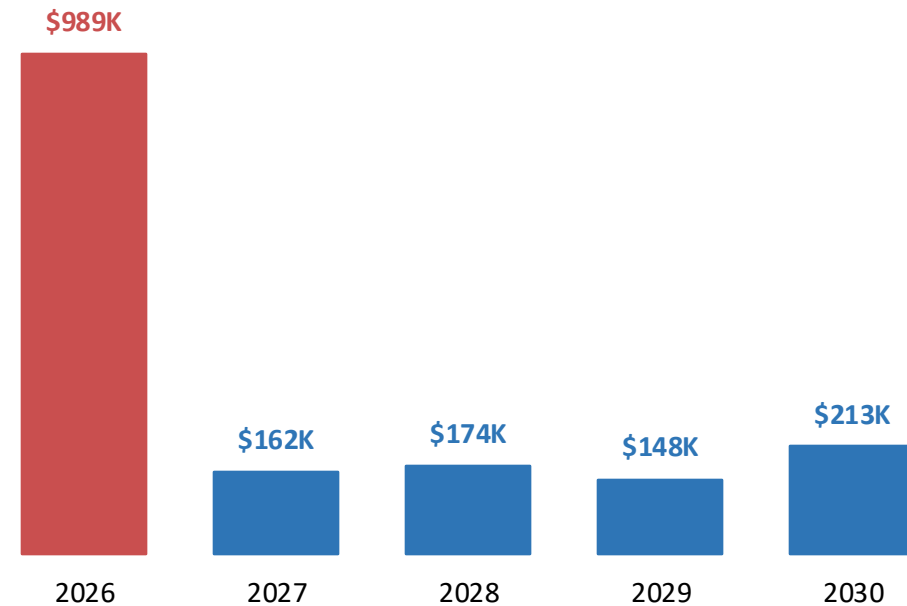
Strategic implication: spend planning energy where the risk-weighted dollars are highest.

Timing matters: the first-year spike is your warning

FY2026 building need = \$988.5K, by far the largest single-year requirement in the model.

That concentration says two things: some assets are already due, and delay will likely convert planned work into emergency work.

Which FY2026 items must be funded now for safety, continuity, or compliance — and which can be intentionally phased?



A practical stewardship decision framework

Safety / compliance

Will failure create
harm, code exposure,
or service
interruption?

Operational criticality

Would failure stop
key programs or
reduce client access?

Lifecycle timing

Is the asset already
due or approaching
end of useful life?

Financial leverage

Can earlier action
avoid higher
replacement or
repair cost?

Replacement priority should be based on more than age. Stewardship means combining condition, consequence, timing, and funding strategy.

Governance turns a model into a management system

Board

Sets risk appetite, capital guardrails, and approves major replacements

Executive leadership

Balances mission priorities, cash flow, and sequencing

Facilities / fleet

Own asset condition, estimates, and timing recommendations

Finance

Models funding strategy, reserves, debt, grants, and inflation assumptions

Stewardship works when ownership is clear and the annual refresh is non-negotiable.

Funding strategy: match dollars to risk and timing

Operate

Minor replacements, preventive work, and urgent repairs under threshold

Capital reserve

Known lifecycle replacements that should be funded before failure

Grants / special sources

Eligible resilience, energy, fleet, or infrastructure projects

Debt / financing

Major bundled projects with long-lived benefit and clear repayment capacity

The objective is not to fund everything immediately. It is to deliberately fund the right things at the right time.

The annual stewardship cycle

Q1

Update asset
condition and
completed work

Q2

Refresh useful life,
costs, and risk
ratings

Q3

Build 10-year
forecast and draft
capital requests

Q4

Approve next-year
plan and roll the
horizon forward

A 10-year plan is not static. It is a living decision system that gets better as projects are completed and data quality improves.

What a board-ready dashboard should answer

What is our total 10-year exposure?

What did we complete this year vs. defer?

How much is critical in the next 12–36 months?

How much is funded vs. unfunded?

Which systems dominate the risk-weighted spend?

Where are safety and continuity risks concentrated?

Good stewardship reporting creates confidence: leadership can see the size of the problem, the logic of the sequence, and the consequences of delay.

**Reactive maintenance preserves symptoms.
Strategic stewardship preserves mission.**

If the organization can commit to annual asset review, disciplined prioritization, and a funded 10-year replacement horizon, it will steadily trade surprises for control.

Next step: convert your workbook into the organization's annual capital planning ritual.

Questions

