City Council Staff Report

DATE: November 2, 2016 CONSENT CALENDAR

SUBJECT: AUTHORIZE A PURCHASE ORDER IN THE AMOUNT OF $228,719.10 WITH HARRIS & ASSOCIATES TO PERFORM A COMPREHENSIVE FACILITIES CONDITION ASSESSMENT OF ALL CITY BUILDINGS, CITY PROJECT NO. 16-04

FROM: David H. Ready, City Manager

BY: Engineering Services Department

SUMMARY:

As part of the 2016/2017 Fiscal Year Measure J budget appropriations, the City Council approved an appropriation to perform a detailed facilities condition assessment of all City owned buildings. On that basis, staff has received a proposal from Harris & Associates through the city's on-call agreement to prepare an evaluation report of each facility building. Approval of this item will authorize a purchase order for $228,719.10 with Harris & Associates for an Evaluation of All City Facilities, City Project No. 16-04, (the "Project").

RECOMMENDATION:

1. Authorize a Purchase Order in the amount of $228,719.10 with the City's "on-call" agreement with Harris & Associates, pursuant to Agreement No. 6444, for an Evaluation of All City Facilities, City Project No. 16-04;

2. Authorize the City Manager to execute all necessary documents.

BACKGROUND:

On June 15, 2016, the City Council considered unfunded capital requests and staff priorities, and recommendations from the Measure J Commission, for Measure J funded capital projects for the 2016/2017 fiscal year. Identified as staff priority "A", was a capital project to complete an evaluation of all city facilities (i.e. maintenance, plumbing, electrical, structural), with an estimated cost for the evaluation of $350,000. At that time, the City Council approved appropriations for 11 capital projects from the Measure J Fund, including $350,000 recommended by staff for evaluation of City facilities.

ITEM NO. 16

In early September 2016, staff requested proposals from its on-call firms, preferring proposals from those firms that have ability to, and have a specialty for, evaluating public facilities and developing a prioritized capital improvement program for facilities maintenance. On September 19, 2016, in accordance with their on-call agreement, Harris & Associates submitted a proposal in partnership with VFA, Inc., to prepare a thorough facility condition assessment including a capital planning and management software program. Harris & Associates proposed to develop a Facilities Condition Assessment ("FCA") report that will provide the City with an accurate baseline of its current building conditions and identify areas of maintenance and/or repair needed to continue operations.

Based on their demonstrated experience in this field, staff reviewed the proposal and recommends the City Council utilize Harris & Associates through its on-call agreement, to perform the Citywide evaluation of public facilities, in partnership with VFA, Inc., a firm that specializes in performing facility condition assessments, having completed assessments of over 4 billion square feet of public facilities.

A list of City facilities and buildings included in this evaluation is included Figures 1 and 2 on the subsequent pages.

Site	Building Name	Square Footage	FCA
Airport, PS International	Restroom Building (old computer hold room)	480	X
Airport, PS International	Portable Office Building #1 (North)	480	X
Airport, PS International	Portable Office Building #2 (South)	480	X
Airport, PS International	Portable Office Building #3 (VSA Office)	960	X
Airport, PS International	Portable Office (old customs trailer)	960	X
Airport, PS International	Vehicle Inspection Plaza	2,000	X
Airport, PS International	Covered Baggage (and Maint) Shelter	2,176	X
Airport, PS International	Temporary Hold Room #1 (Gate #3)	3,471	X
Airport, PS International	Temporary Hold Room #2 (Gate #2)	3,471	X
Airport, PS International	Covered Walkway	7,348	X
Airport, PS International	Vehicle Inspection Plaza Shelter	9,000	X
Airport, PS International	East "T" Hangar	10,114	X
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Airport, PS International	Terminal Walkways #1 (Concourse Area)	10,649	X
Airport, PS International	Sonny Bono Concourse - Zones G & F (Gates 4-11)	78,722	X
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City Hall	Canopies/Covered Walkways	3,647	X
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City Yard	Welding Shop	700	X
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City Yard	Shop Repair Building	22,671	X
Cogeneration Plant	Sunrise Generator Station	1,702	X
Cogeneration Plant	Municipal Generator Station	1,914	X
County Office (Health Dept)	Communications Equipment Building	784	X
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Desert Arts Center/Palm Canyon Theatre	South Wing - Meeting Rooms	1,300	X
Desert Arts Center/Palm Canyon Theatre	North Wing - Meeting Rooms	2,079	X

Figure 1

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Desert Arts Center/Palm Canyon Theatre	Theatre Building - Historical	9,820	X
Fire Station #1	Fire Station #1	5,364	X
Fire Station #2, Airport	Boiler Room	300	X
Fire Station #2, Airport	Hose Drying Canopy	1,200	X
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Stadium Park	Practice Field/Restroom Building	480	X
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Village Green	Heminger's Fudge/Candy Shop - Historical	2,685	X
Village Green	Adobe Museum/Gallery - Historical	3,310	X
Visitor's Center	Visitor's Center	3,750	X
Waste Water Treatment Plant	Portable Office (formerly a Police Office)	200	X
Waste Water Treatment Plant	Control Building	269	X
Waste Water Treatment Plant	Administration Building	2,412	X
Waste Water Treatment Plant	Maintenance/Shop Building	3,055	X

Figure 2

The FCA report will enable the city to measure, monitor and estimate current and future conditions and funding requirements for each facility building. The FCA is a capital planning tool that can be used to determine immediate, short term, or long-term budget scenarios ranging between 0 to 2 years, 2 to 5 years, and 5 to 10 year periods. A comprehensive evaluation will allow for the City Council to effectively and efficiently

manage the city's facility capital program. The FCA report will be comprised into three phases; pre-assessment preparation, assessment, and post-assessment. An outline of each phase is below.

Pre-Assessment Preparation Phase

A pre-assessment preparation phase will involve a meeting with city staff in order to set goals and objectives for the Project. After goals and objectives have been set, the city will discuss and confirm schedules, assessment/survey criteria, data classifications, prioritizations and categorizations, and determine a method for storing each facility building data within the capital planning and management software program. The data collected for each facility building will include the following:

- a facility location
- number
- use and name
- dates of initial construction and any renovations
- number of floors
- gross area; and
- any other relevant data.

Data will be in a spreadsheet or in a compatible database format.

Assessment Phase

The assessment phase will cover on-site work involving visual inspections of all the city facility buildings to identify deficient conditions and assess the remaining lifecycle of each designated facility system. Visual inspections will include inspecting the buildings architectural, mechanical, and electrical system components. When on-site work is complete, collected data such as notes and findings will be input into the capital planning and management software program. A narrative of each facility building will be broken down into their respective systems or component in the database. The database will provide an up-to-date record of existing conditions, expected useful lifespan, replace-in-kind value and projected renewal costs. Issues regarding the systems or components that are unsafe, broken/damaged, no longer perform intended function or do not conform to current codes will be identified and assigned a priority indicating severity and ideal time frame for correction.

A Facility Condition Index ("FCI") calculated for each facility building will provide a key benchmark indicator to quantify the condition of the property. An FCI is calculated as the deferred maintenance and renewal needs (typically over a 5 year period) divided by the current replacement value of the building. The lower the FCI value, the better the condition of the building. A picture demonstrating the FCI is illustrated in Figure 3.

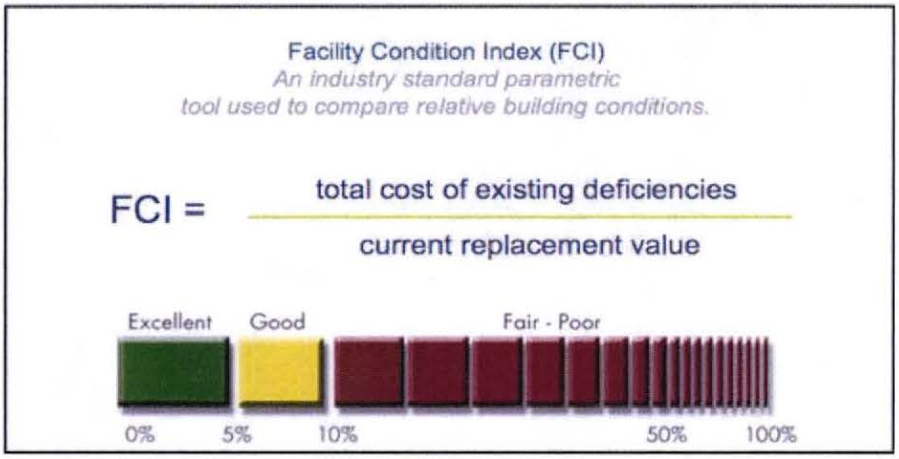


Figure 3

The capital planning and management software program will determine and calculate the long-term system renewal costs and timing, develop multiple funding options, and perform a comparative analysis of these funding options. A preliminary draft report will be submitted for city review and comment. Necessary adjustments will be incorporated and a final report documenting the findings and analyses will be resubmitted.

Post-Assessment Phase

A post-assessment phase will comprise of a formal presentation of findings to the City.

Staff is recommending the City Council authorize a purchase order to Harris & Associates in the amount of $228,719.10 to complete the comprehensive evaluation of all city facilities buildings. A copy of Harris & Associates proposal is included as **Attachment 1**.

ENVIRONMENTAL IMPACT:

Section 15061 (b)(3) of the California Environmental Quality Act ("CEQA") Guidelines exempts activities that are covered under the general rule that CEQA applies only to projects that have the potential to cause significant effects on the environment. Where it can be seen with certainty that there is no possibility the activity in question may have a significant effect upon the environment, the activity is not subject to CEQA. The requested action requests the City Council authorize the issuance of a Purchase Order to complete a physical evaluation of all city facilities, which itself will not result in any new direct physical impacts to the environment. Therefore, the requested action is considered exempt from CEQA.

FISCAL IMPACT:

An amount of $350,000 has been budgeted and appropriated in the 2016/2017 Fiscal Year Measure J Capital Project Fund (Fund 260) to complete an evaluation of all City facilities. Sufficient funds are budgeted and available to facilitate approval of a Purchase Order in the amount of $228,719.10 to Harris & Associates for the Evaluation of All City Facilities, City Project No. 16-04, in Account No. 260-4500-59487.

SUBMITTED

Marcus L. Fuller, MPA, P.E., P.L.S.
Assistant City Manager/City Engineer

David H. Ready, Esq., Ph.D.
City Manager

Attachment:

1. Harris & Associates Proposal

Attachment 1

Harris & Associates

September 19, 2016

Gianfranco Laurie, P.E., T.E.
Senior Civil Engineer, Engineering Services Department
City of Palm Springs
3200 East Tahquitz Canyon Way
Palm Springs, California 92262

Dear Franco:

Harris and Associates is pleased to submit our proposal to the City of Palm Springs for the development of a Facilities Condition Assessment of City owned buildings. The completion of this assessment will provide the City with the information needed to develop a roadmap for current and future needs, and focus resources on those facilities that are critical to the City's goals.

Our Project Manager, Joe Webber, is currently working with City staff on the completion of projects including the Swim Center Re-plaster project and multiple re-roofing projects. Joe will be responsible for the completion of all project activities, coordination with City staff and will lead our team's efforts in utilizing the information developed through the condition assessment to prioritize project needs based upon available funding. To complete the condition assessment, Harris has partnered with VFA, Inc. who have completed over 4 billion SF of facility condition assessments, including condition assessments for Sonoma County, Santa Clara County, California Department of Corrections and others.

Scope of Services

The following presents and outline of our proposed scope of services. It is our intent that this outline provides enough detail so that our approach is clearly defined. We welcome the opportunity to discuss additions, deletions or revisions.

Please do not hesitate to call me if you have any questions regarding this proposal. We look forward to working with the City's Field Division Staff and successfully completing this project.

VFA, Inc.'s team of experienced facility assessors will visit each facility included to be surveyed and conduct a visual inspection of key building systems. A detailed description of specific tasks to be completed is included as Exhibit B to our proposal.

The completion of the facilities condition assessment will provide the City with:

- Data about facility conditions based upon an assessment process which VFA has developed over more than 20 years of experience completing similar projects
- Short and long-range estimates of the amount of deferred maintenance, cost to remediate current issues identified during the survey, and forecast of future needs,

- Ability to forecast the impacts of alternative funding levels and their impact on facility conditions and future cost Impacts of facility conditions (current and future) on the City's ability to support key functions and programs which are important to your citizens.

This information will be documented in a final report that will include an executive summary comprised of a general description of the City's facilities and condition of each facility that was surveyed, corrective actions including estimated costs, and capital renewal needs.

PROJECT SCHEDULE:

Based upon the number of buildings to be surveyed, the total to time to complete the project is estimated to be approximately 155 days. We will prepare a detailed schedule for review with the City prior to the start of work, and provide monthly status reports during the project.

The Schedule of Performance for the project is as follows:

MILESTONE	**Weeks Following NTP (End Mile Stone by)**
Notice to Proceed (NTP)	0
Project Mobilization/Collect Historical Data	2
Assessment Trips 1&2	27
Report and Present Results	31
Software Training	32
Capital Budgeting	35

FEES

Our proposed Lump Sum Fee for the services described are shown in the attached Exhibit A. We understand that this work will be completed under our existing On-Call contract with the City with all the terms and conditions listed therein. Harris will invoice the City monthly based upon the percentage complete by task. We would recommend a contingency of 10% for additional services, such as special testing services or other forensic analysis based upon field conditions observed during the survey upon prior written approval of the City. Please see Exhibit A itemizing proposed rates and tasks totaling to the amount of $228,719.00.

Harris & Associates

The Harris VFA team will provide the City with a project team that has the technical skills, attention to detail and technical competence required to meet the City's needs and will allow the City to manage your facility assets to best serve the needs of your community. Please let me know if you have questions regarding our proposal or require additional information.

Sincerely

Joe Webber, MBA, CCM, DBIA, LEED AP
Director
Harris & Associates

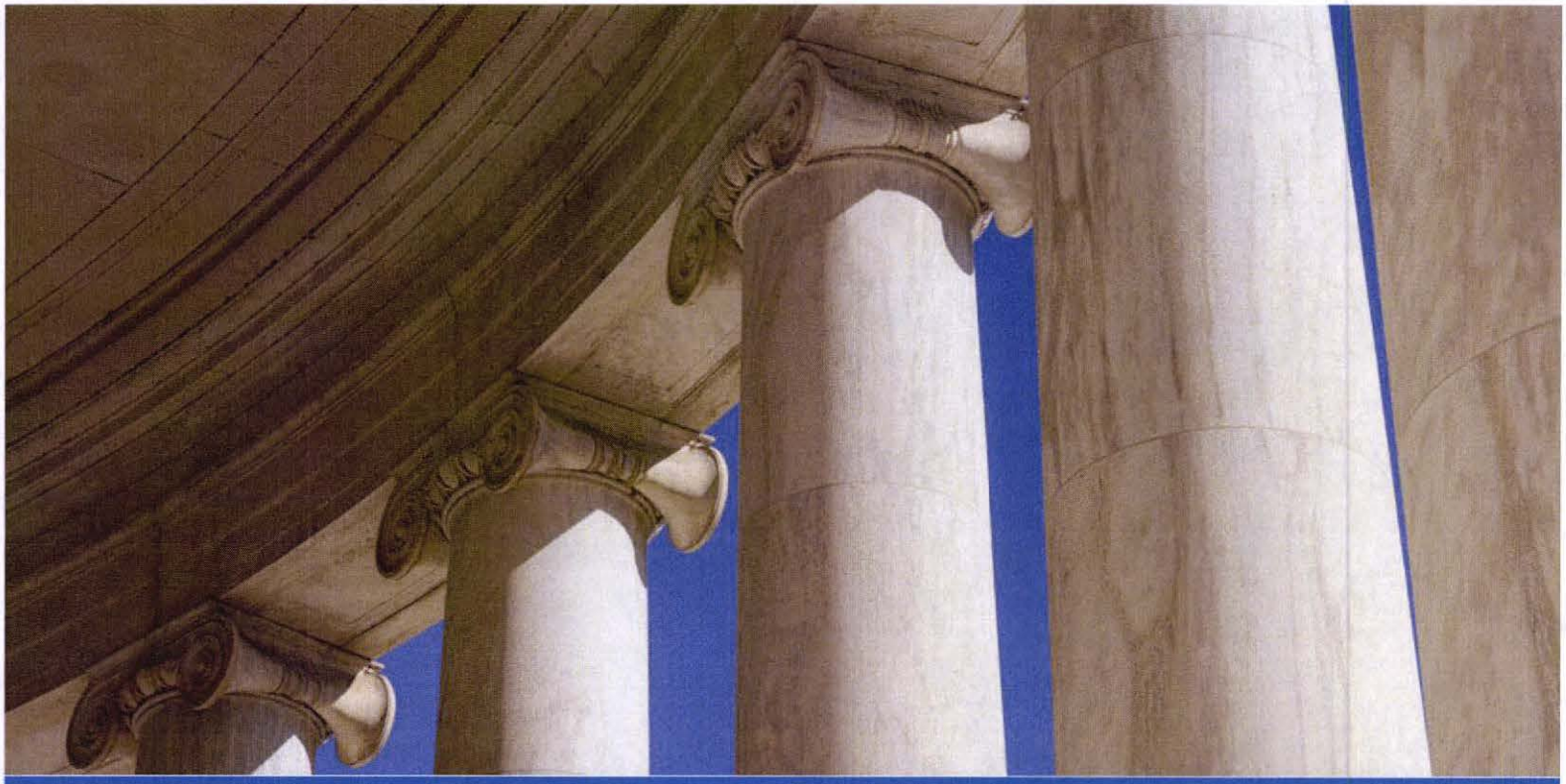
Harris & Associates

Palm Springs - Facilities Assesment

Table of tasks/Personnel/Time per task

Sept. 19,2016

Phase	Staff	Estiamted Hours	Rate	Mark Up	Total
Assessment Services	VFA				$ 128,353.00
				5%	$ 6,417.65
	Joe Webber, Project Director	242	$ 185.00		$ 44,770.00
Capital Planning and Management Software	VFA				$ 5,000.00
				5%	$ 250.00
Software Training	VFA				$ 7,858.00
				5%	$ 392.90
Capital Budget Workshop	VFA				$ 8,538.00
				5%	$ 426.90
	Joe Webber, Project Director	32	$ 185.00		$ 5,920.00
				Subtotal	$ 207,926.45
				10% Contingency	$ 20,792.65
				Total Fee	**$ 228,719.10**



Proposal for
Harris & Associates: City of Palm Springs

Date Submitted	**10/04/2016**
Account Executive	**Michael Wintz** **State/Local Gov't & Education**
Office Phone	**949.468.7179**
Email	**mwintz@accruent.com**

Submitted by **VFA, Inc. an Accruent Company**

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October 4, 2016

K. Dennis Klingelhofer, PE
Vice President
Municipal Services
Harris & Associates
22 Executive Park
Suite 200
Irvine, CA 92614

Dear Dennis

VFA is pleased to partner with Harris & Associates on the City of Palm Springs (COPS) project to perform a facilities condition assessment (FCA) of the target facilities the City has identified. For more than 18 years VFA's sole business is focused on providing facility assessments and tools which will enable COPS to take advantage of all the data collected during and after the assessment. While VFA's staff is made up mostly of Architects, Engineers and Facility Professionals we don't engage in any design/ build projects and therefore our findings will always be un-biased. We provide a clear, accurate and independent 3rd party view of your facilities with many years of experience behind us.

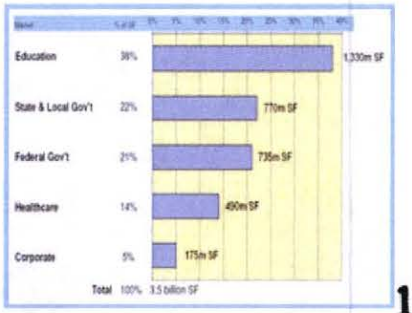
Our Client Advisory Board and end-user feedback have helped shape our assessment and software solutions to provide our clients with an excellent ROI. The VFA assessment will provide COPS with an accurate baseline of current conditions and to identify and catalog maintenance or facility requirements for facility assets to facilitate operations and capital budget planning for the Immediate, Short, and Long terms (approximately 0 to 2, 2 to 5, and 5 to 10 year periods respectively), including:

- The current replacement value (CRV) of each asset, the amount of deferred maintenance, cost to remediate and the forecast of system renewals with resultant Facility Condition Index (FCI)
- The ability to determine if your current funding levels are adequate or need to be adjusted
- The ability to forecast the impact of various funding levels and develop multiple funding strategies
- Using specific funding targets, we will be able to prioritize what should be funded first based on what is important to COPS.
- The ability to align the capital improvement plan with the Cities operational and fiscal goals.

Our track record within the municipal government market, makes us uniquely qualified to meet all of the goals for this project and successfully complete all aspects in the most cost effective and timely manner. VFA has been selected by hundreds of educational institutions, government organizations and localities as their capital planning and management solution. VFA is a proven leader in our industry. Our clients have reported the reasons we remain the solution of choice include:

Experience and Qualifications

- VFA has provided more facility condition assessment services (FCA) than any other firm in the world with over 4 billion SF world-wide.
- Largest dedicated staff, over 100 Facility Assessors with experience on avg. of over 18 years



VFA
an accruent company

10801-2 North Mopac Expressway
Suite 400
Austin, TX 78759

Tel: 512.861.0726
Web: www.vfa.com
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VFA has successfully delivered hundreds of education FCA initiatives totaling over 1.5 billion SF

Proven Methodology

Flexible approach that can adapt to a client's particular requirements

Quality control process that involves the client and the vendor team

Past Performance

Projects are delivered on time and on budget with lots of value adds to ensure 100% satisfaction

Technology

One of the most compelling reasons so many institutions have selected VFA is the VFA capital planning and management software, VFA.facility. Our capital budget planning and repair / renovation decision support tool can truly enable COPS to maximize its return on investment in an undertaking such as this facility study by empowering you to optimally reinvest in your physical assets. This innovative web-based tool allows you to measure, monitor and project current and future condition and funding needs.

Value

VFA is focused on stretching the client's dollar. For example, we have straight forward, cost effective approach in mind to make use of your prior studies and the associated asset data – i.e. validate via interviews and field work and attach the appropriate existing information with the appropriate asset location in the VFA database. Alternately, we are happy to explore other approaches that conceivably could result in actual mapping and importation of that data.

Growth Path

VFA opens up a growth path for future services. For example:

Green / Sustainability assessment services

Energy assessment services

Budget planning / Project ranking services

Software integration services

In summary, we ensure success via a mutually beneficial partnership – just like the one we have established with the University of Colorado, Boulder; Baylor University; UT Austin and many other state and municipal government institutions. Our experience combined with our client's satisfaction makes it easy for Harris & Associates to be confident in teaming with VFA on the City of Palm Springs project.

All of us at VFA look forward to teaming with Harris & Associates on the City of Palm Springs project.

Best Regards,

Michael D. Wintz
Sr. Account Executive – State/Local Government and Education
VFA Inc., an Accruent Company

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FEE SCHEDULE

Base Offering

PRODUCT/SERVICE	DESCRIPTION	FEE
Facility Condition Assessment	Comprehensive Facility Condition Assessment on buildings listed in Exhibit 1. Scope is as detailed in Exhibit 2.	$128,353

Value-Add Offerings

PRODUCT/SERVICE	DESCRIPTION	FEE

VFA.facility	VFA.facility Subscription Software / Per Square Foot Includes:
	• Square Foot Subscription
	  ○ Unlimited users
	  ○ Annually, the customer's square foot usage will be audited
	• Software Implementation
	• Software Maintenance and Upgrades
		$5,000

Software Training	VFA.facility VFA 101/201 Classes – Client Site
	• 2-day class
	  ○ VFA.facility Basic Training - Asset Data Management
	  ○ VFA.facility Basic Training - Capital Planning & Budgeting
	• Maximum 10 students per class
	• Price is per class
		$7,858

Capital Budget Workshop	Capital Budget Workshop per scope detailed in Exhibit 5 • Recommendations for the appropriate facilities capital budget team members • Agreed-upon prioritization criteria • Agreed-upon ranking of the decision criteria based on linkage to your organization's priorities	$8,538

- Draft multi-year capital budget with funding alternatives that achieve your organization's facility and business objectives

EXHIBIT 1 – BUILDING LIST

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Waste Water Treatment Plant	Maintenance/Shop Building	3,055	X

EXHIBIT 2 –ASSESSMENT SERVICES

Comprehensive Facility Condition Assessment Management and Technical Approach

VFA has no "design-build" or other construction management aspirations. Consequently, assessment data garnered by VFA is independently objective and untainted by the "stakeholder mindset."

VFA provides consistent, reliable data and transparent, easy-to-follow program management advice that will enable you to effectively and efficiently manage your facility capital program. Figure 1 shows VFA's process for conducting facility assessments and providing deliverables that enable customers to more effectively manage their asset portfolios.

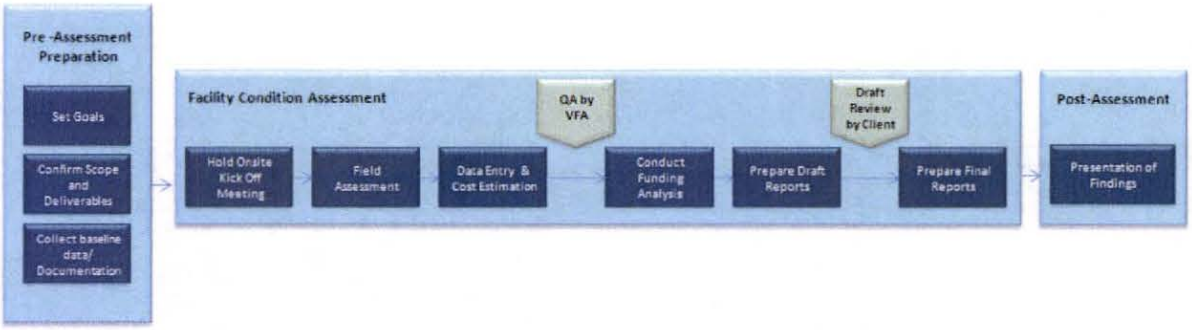


Figure 1 VFA's assessment process has been refined and proven through the assessment of more than 4 billion square feet of assets under management.

Details about each phase of this process are provided in the following sections.

Pre-Assessment Preparation Phase

Set Goals - To kick off the project, VFA will set up a meeting (either via teleconference or in person) with your key stakeholders to confirm the goals and objectives for the project. Understanding what you want to achieve with this project is the key to its success and will drive the project effort. This will ensure that the end deliverable is exactly what you are expecting and will best meet your goals.

Confirm Scope and Deliverables - During this planning phase, VFA will work with your key stakeholders to establish and document the parameters for the assessment / survey. A scoping meeting (also via teleconference or in person) will be held to discuss and confirm schedules, assessment/survey criteria, data classifications, prioritizations and categorizations, and the best method for storing asset data to support your analysis, reporting, and planning needs. Often the goal setting and confirmation of scope and deliverables can be discussed and agreed in one meeting.

Collect Baseline Data / Documentation - The VFA team will communicate with your facility managers, plant maintenance managers, and staff members (via email or teleconference) to help them gather information that the VFA assessment and survey teams will need. This data typically includes asset location, number, use and name, dates of initial construction and any renovations, number of floors, gross area, and any other relevant data. Data that will be uploaded into VFA Facility must be provided to VFA in spreadsheet or database format. Additionally, any information regarding site maps, principal asset activities, occupancy schedules, any outstanding asset code violations, recent studies such as ADA or roofing

inspections, that are provided to VFA, and that will impact how VFA conducts our assessment work, will also be reviewed.

As a result from the discussions of the scope parameters, VFA will configure our software tools to align with the level of assessments / surveys agreed to in the workshop. Data points like prioritization schemes, systems to be assessed and level of detail required will be setup and configured.

The Assessment phase is the on-site work performed by VFA's assessment team and subsequent data entry/analysis done at VFA's offices. By the end of this stage, the assessment data will be collected and populated in VFA Facility; this includes analysis of the data, such as cost estimates for corrective actions.

On the morning of the first day of the field visit, VFA will organize a meeting with the staff that will be involved with the field assessment phases of the project to kick off the on-site survey work. This meeting will enable your staff to meet the VFA assessment team and understand the project schedule. It will also include discussion of the logistics of the site visit, such as gaining access to all elements of the facility, and other practical information important to undertaking the physical assessment. VFA will ensure that all functional teams understand project objectives, conditions, and goals.

As part of the meeting the following information is typically discussed as part of our assessment needs:

- Basic Building Information
- Systems to be assessed
- Special data that needs to be tracked
- Previous assessments performed and success rates working with the results
- Current process for Capital Planning
- Assessment Logistics

VFA's team will visually inspect all of the assets included in the scope of the project to identify deficient conditions and assess the remaining lifecycle of designated asset systems. The teams will document requirements, including digital photographs of asset exteriors and any observed conditions within the assets. The survey will include a visual inspection of the building and all of the building's architectural, mechanical, and electrical systems listed in Table 1.

Table 1 VFA assesses architectural, mechanical, and electrical systems as classified by the Uniformat standards.

Substructure	Fittings	Fuel Pumps & Storage Tanks	Plumbing Fixtures
Superstructure	Stairs	Fire Suppression	Domestic Water Distribution
Exterior Walls	Wall Finishes	Electrical Service & Distribution	HVAC Systems
Exterior Windows	Floor Finishes	Lighting & Branch Wiring	Heat Generating Systems
Exterior Doors	Ceiling Finishes	Communications & Security	Cooling Generating Systems
Roofing	Conveying	Fire Service Water	Distribution Systems
Partitions	Steam	Electrical	Terminal & Package Units

Interior Doors	Chilled Water	Chillers	Controls & Distribution
Interior Walls	Compressed Air System	Boilers	Vertical Transportation
Interior Flooring	Telecommunications & Paging		

The inspection of the asset interiors will include all mechanical and electrical rooms, all public spaces as well as a representative sampling of rooms similar in use and construction (e.g. offices). Resultant requirements will be identified for the entire asset or system (not by individual room or component). The inspections of the asset exteriors will include an approximate ten-foot perimeter around the asset and the areas adjacent to and/or attached to the asset that are inherent to the asset's use, such as ramps, stairs, paving, landscaping, and exterior, wall-mounted lighting.

VFA does not include intrusive and destructive testing such as infrared, roofing core sampling, soil testing, generator testing, and hazardous material testing as part of the standard assessment methodology. If observed field conditions warrant further testing, VFA will make recommendations for such investigation as appropriate.

Data Entry & Cost Estimation

After the on-site work is complete, the survey team will review their notes and findings and begin entering all of the collected data into VFA Facility. This will include descriptive narratives, field entries, and photos as described in the following list:

- ***Asset Descriptions:*** A narrative summary of each assessed facility will be documented in the asset description. Additional details of each of the asset's systems will be recorded in system descriptions. This information is useful for having documentation regarding the basic information about an asset, such as construction information.
- ***System Models and Conditions:*** Assets (buildings) are broken down into their component systems in the database. These system models provide an up-to-date record of what exists within the building at the time of the assessment (i.e., what type of roof?), and how much of it is present (i.e., how much acoustical ceiling tile vs. gypsum wallboard ceilings). System models record the expected useful lifespan of each system (i.e., how long should this roof last?) and how much useful life remains based on the visual inspection (i.e., how long can we expect the roof will last?). A replace-in-kind replacement value is established for each system as well as a projected renewal cost (i.e., how much should we expect to pay when the system is at the end of its life?). Based on the information gathered in the inspection, you will have an understanding of the reinvestment rate required on an annual basis to replace system components that have reached or exceeded the end of their useful lives.
- ***Requirements:*** Requirements are issues such as systems or components that are unsafe, broken/damaged, can no longer perform the intended function, are approaching or have exceeded their useful life spans, do not conform to current codes, or may be an improvement to the facility, such as an energy conservation project. The survey will typically include capital needs rather than operational, such as major repair to air handling unit vs. changing a fan belt. (Capital vs. operational expenses is often set by a dollar minimum threshold, such as $5,000 and will be agreed upon at the beginning of project.) Each requirement is individually classified by priority, category (cause of issue), system, and inspector, thereby allowing for multiple queries and flexible data analysis. If required, additional classifications for specific needs can also be created by the project manager or your site administrator.
    - Each Requirement must be assigned a Priority that indicates its severity and the ideal time frame for correction. The VFA standard Priorities are described in detail below.

The chart below lists the current default Priorities along with their definitions and default years offset. These Priorities, their Descriptions and years offset may be modified based on client preference. Depending on the selected Priority's number of years offset, the Observed Years Remaining should be adjusted accordingly when following the Requirement Renewal Method. Standard definitions of priorities are provided in Table 2. VFA will work with you to determine the specific priorities to be used for this project.

Table 2 Priorities associate requirements with a timeframe; standard priorities shown here can be tailored to meet client requirements.

Priority	Definition	Years Offset
Priority 1	Due within 1 Year of Inspection	1
Priority 2	Due within 2 Years of Inspection	2
Priority 3	Due within 5 Years of Inspection	5
Priority 4	Not Time Based	null

- Each Requirement must be assigned a category that indicates the general issue or the reason for the deficiency. The standard Requirement Categories, listed below, include a broad range of topical causes for adding the Requirement to the Asset, but may be customized by the client if necessary.

  While the software allows a user to assign a parent or child category to a Requirement, the VFA standard is to use the child categories only. All types of Requirements can be categorized within the child categories, and doing so allows for a more precise classification of the issue. Standard categories are shown in *Table 3*.

Table 3 Categories group requirements by cause or reason.

Category	Sub-category
Integrity	• Lifecycle • Reliability
Regulatory	• Life Safety • Building Code • HazMat • Accessibility
Optimization	• Technological Improvements • Capacity • Mission • Maintenance • Abandoned • Energy • Sustainability

- *Corrective Actions:* VFA's assessors will recommend a corrective action for each requirement. The actions are based upon the materials and equipment required to repair or replace the identified deficiency along with necessary labor. VFA will work with your organization to identify any soft costs (e.g., permitting fees, project management fees, etc.) that should also be included.
- *Digital Photos:* VFA will import digital photos taken during the assessment to visually illustrate existing conditions. A selection of photographs of the asset exterior and the critical requirements within each asset will be stored and linked to requirements where a supporting photo is beneficial.

QA by VFA

VFA ensures a quality project through a comprehensive Quality Assurance program. Data is reviewed by team members, project managers, and the designated QA manager for the project before submission to you for review.

Conduct Funding Analysis

Data in VFA Facility will be used to determine the long-term system renewal costs and timing, develop multiple funding options, and perform a comparative analysis of these funding options; these analyses will be discussed with you. The VFA Team will equip your organization with information to make sound decisions about long-term capital reinvestment in your existing buildings. VFA understands that facility conditions are not the only factor in determining what renovations, replacements, or repairs to undertake, and are in many cases considered in support of other drivers such as impact on mission, risk, space planning needs, or changes in use.

After the facilities assessment data has been entered into the database and action methodologies and costs have been established, benchmarking the condition of the facilities can begin. VFA has automated a standard process to assess the relative condition of assets, facilitating comparison both within and among organizations and locations. A Facility Condition Index (FCI) will be calculated for each asset (building) evaluated, providing a key benchmark indicator to quantify the condition of the property (see Figure 2). It is calculated as the deferred maintenance and renewal needs (typically over a 5 year period) divided by the current replacement value of the building. The lower the FCI value, the better the condition of the building.

Your organization will be able to ascertain the impact of various funding levels on the FCI of the assets, or alternatively, the funding requirements to achieve a specific asset FCI.

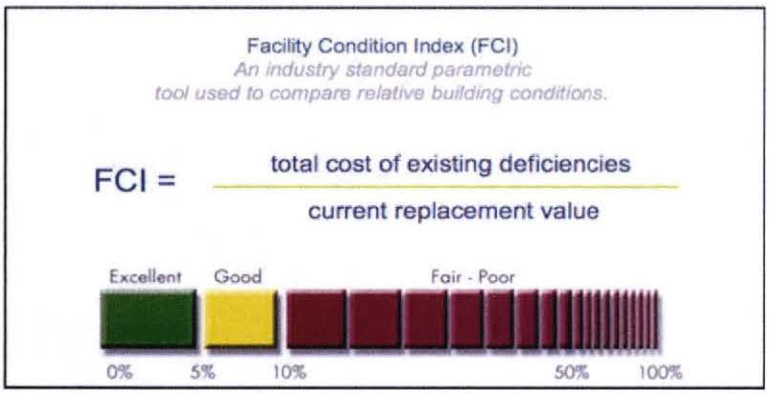


Figure 2 FCI is an extremely useful metric for assessing asset condition.

Based on the criteria selected (i.e., assets, building systems, requirement priorities and categories, number of years forecasted, etc.), VFA Facility will calculate the long-term renewals for the assets and systems included in the project utilizing the previously developed system model and systems conditions evaluation. In addition, VFA will also explore and analyze alternative funding strategies for restoring and maintaining a targeted level of asset condition. By varying levels of funding, timing and project content, the impact on facilities/infrastructure condition over time can be understood. These alternative strategies will be reviewed and discussed with your organization.

Using these analytical capabilities, competing funding requirements can be analyzed based on criteria and logic that VFA will establish with you to ensure consistent, equitable, goal-oriented, needs-based, and efficient capital planning. The resulting funding analysis can then be used by you to establish funding levels to support the development of your capital plan.

During this phase, VFA's capital planning and management software will be used by VFA's Project Manager to determine the long-term system renewal costs and timing, multiple funding options will be developed, and a comparative analysis of these funding options will be discussed with you. A preliminary draft report will be submitted to you after the data has been evaluated and entered into VFA Facility. This preliminary report will give you an opportunity to review content, including a review of data classifications (such as priorities, categories, and systems), general consistency of overall estimates, and report formats.

The draft report will contain:

- Narrative Summary: A complete description of the facility and a summary of deficiencies listed within each section of the detailed report. (Asset lists and summaries – by age, use, FCI)
- Digital Facility Photographs.
- Facility Work Type Summary: A summary breakdown of type of work and total costs for each facility. (Deferred maintenance summaries – presented by priority, system and category and cross tabular format)
- Facility System Summary: A summary breakdown of the total costs for a facility by assessed system. (System renewal forecasts and SCI reports)
- Major Deficiency Photographs: By inspection types using digital cameras
- Inspection Details: This report is divided by inspection type for each facility (Asset snapshots – asset descriptions, systems information, requirement lists)

In addition, VFA will establish a read-only user account during the course of the project which will allow your personnel to monitor progress, review data, and make comments on facility assessment data once it has been submitted for review.

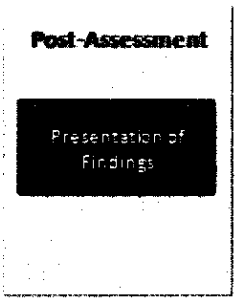
Following your review of the Draft Building Evaluation Report format, the VFA Project Manager will make any adjustments to the format of the report and will prepare The Final Building Evaluation Report for

the remainder of the assets. The Final Building Evaluation Report will document the findings and present analyses of the FCA, and will include the following sections:

- Executive Summary
- Assessment Methodology
- Funding Scenarios
- Capital Renewal Requirements
- Client Summary Data Reports (Requirement Summaries and Cross-tabular Reports)
- Detailed Requirement Reports (Including Asset Summary, Requirement Descriptions)

Post-Assessment Phase

Once the assessment and analysis is complete, VFA will present the findings.



Presentation of Findings - The final key step in the assessment process is the Presentation of Findings. This is a formal meeting, presented by the VFA Project Manager or Project Director via WebEx or at your site to present the final results of the assessment. The data will be presented logically and methodically.

EXHIBIT 3 – LEAD STAFF

Resumes

James M. Streeter, PE, LEED Green Associate

Sr. Project Director

Education

- Bachelor of Science in Architectural Engineering, Wentworth Institute of Technology, MA

License and Certification

- 2013 Certificate - Preservation Standards and Guidelines for Historic Buildings
- FE – Fundamentals of Engineering, MA
- PE – Professional Engineering License, Architectural Engineering
- LEED Green Associate

Continuing Education

Mr. Streeter brings 20 years of Architectural Engineering, Facility Engineering and Project Management experience to VFA. He has extensive knowledge related to facilities engineering and assessments, data analyses and consulting services, custom software specification, customized training, inventory bar coding, preventative maintenance and other client specific requirements. He oversees VFA's assessment projects in Education (K-12 and Higher Education) and Government (State and Local, Provincial and Federal).

Notable Experience

The following is a sample list of clients that Mr. Streeter has been responsible for:

Federal, State & Local Government:

- Californian Department of Corrections and Rehabilitation– Currently providing overall project direction for the condition assessments for CDCR at two Juvenile Centers, including building, site and detailed roofing inspections - July 2016 to Present.
- Marin County Parks – Currently providing overall project direction for the condition assessments of Marin Park assets, including buildings, piers and bridges - June 2016 to Present
- Sonoma County, CA – VFA provided facility and site condition assessments for 1.6 million gross square feet of facilities. Additionally, major equipment inventory data collection was completed as well as a review and recommendation write-up of the County's existing Preventative Maintenance processes. During the scope of this project Jim transitioned in during the review / finalization stage to ensure the County was receiving all scope deliverables to their satisfaction. Jim currently consults with Sonoma on best practices to implement a program around strategic use of the new condition assessment data and VFA.facility capital planning and asset management system and how best to maintain the data into the future. [2014 to Present]
- County of Santa Clara, CA – Jim has overall responsibility for the facility condition assessments provided to the County on an annual basis over a 10 year contract with the County. VFA is currently completing year 6 of the 10 year service contract. FCA's include new condition assessments for newly purchased or renovated County facilities as well as re-assessments to keep County condition data up to date on a 5 year cycle. [2010 to Present]
- East Bay Regional Park District, CA – Jim oversees the current 5 year building and park site asset condition assessments that include 20% of the Park Districts assets per

- Understanding Contract Basics & Beyond
- Power Systems – Basic Concepts & Applications
- P.E. Guide to Energy Star
- LEED for Existing Buildings – Technical Review Workshop
- LEED Core Concepts & Strategies
- Trane – Guide to HVAC Systems
- Bell & Gossett – Hydronic Pumping Systems
- Historic Preservation Standards & Guidelines

year. Jim presented the year 1 pilot findings to EBRPD's Board of Trustees to garner support for the 4 year extension to complete and develop a program around strategic capital planning utilizing condition assessment data gathered by VFA and stored in VFA's capital planning software, VFA.facility. [2014 to Present]

- Travis County, TX – Jim was responsible for managing the day to day activities providing detailed facility condition assessments of the County's buildings totaling 1.9 million square feet. Buildings include, court houses, office, county jail, parking garages, medical clinics and other municipal buildings. VFA is currently working with the County to provide annual re-assessments on a 5 year basis. [2007 to Present]
- Idaho Army National Guard, ID – Managed three separate phases of a detailed facility condition assessment of Readiness Centers, Maintenance Facilities and Office buildings totaling 724,684 square feet. In addition to the condition assessment, Jim co-developed and managed an earth quake risk assessment by way of a Rapid Visual Inspection (RVS) based on FEMA 154 of approximately 50% of the assessed square feet. This data was combined with the condition assessment data within VFA.facility CPMS software. [2008 – 2013]
- Virginia Department of Corrections, VA – Included multiple correctional facility locations throughout the State of Virginia. Currently proposing re-assessments for a number of the correction locations.
- Oklahoma DCS – Jim successfully managed and provided assessment reports to ODCS. The project was a Detailed Facilities Condition Assessment on 14 facilities totaling 2,078,897 square feet.
- Jamestown Yorktown Foundation, VA – Detailed facility condition assessment totaling 270,820 square feet.
- Idaho Department of Lands, ID – Detailed facility condition assessment totaling 253,140 square feet.
- County of Milwaukee State Parks, IL – Detailed facility condition assessment totaling 36,789 square feet.
- County of Milwaukee – Department of Corrections

Education

- Clark County School District, NV – Currently responsible for the overall facility condition assessment of 2.6 million gross square feet of Elementary, Middle and High Schools including school site assets to augment CCSD's staff in maintaining current condition assessment data for capital planning and budgeting of their overall 30 million gross square feet in their portfolio.
- University of Texas, at Austin, TX –Currently responsible for the direction of annual re-assessments of 20% of UT's facilities across all campuses under a 5 year contract for a total of over 14,000,000 square feet. This constitutes the 3rd cycle of assessments, moving into the 10th year of a software and service relationship between UT and VFA. Jim has maintained a strong relationship with UT, at Austin and has managed several projects in recent years, including UT Utility Tunnels and Infrastructure, UT Roadways and Sidewalk Hardscapes and the phase 2 re-assessment cycle. Jim also provides guidance to UT on best practices for developing and managing the assessment data. [2007 to Present]

- Baylor University, TX – Currently providing guidance and leadership for the 2nd cycle of facility condition assessments for Baylor University over 3 years, at 2.3 million square feet per year, from 2012 to 2014. Jim was responsible for managing all aspects of the 1st cycle of condition assessments of 6.8 million square feet of facilities and campus site infrastructure for Baylor. The project included software deployment and configuration, conducting the condition assessments, which included 4 assessment teams simultaneously over a 5 month period and presenting the results of the findings to Baylor staff. Jim consulted with Baylor to assist in the prioritization of deferred maintenance and the creation of Baylor's 5 year capital plan. [2008 to Present]
- Texas A&M – Currently working with Texas A&M, Corpus Christi, Kingsville, International and Tarleton State campuses proving a diverse level of building assessments from comprehensive to modeling. All campuses total approximately 6 million square feet and both CC and Kingsville included a condensed project schedule for completion of just 3 months to meet State mandated campus condition data and capital project requests. [2012 to Present]
- Univ. of Kansas – Currently responsible for the condition assessments of 5 million square feet of KU's E&G and Residential buildings with a defined scope including major MEP, ADA and Building Envelop. In addition, Jim is responsible for the direction for the scheduling and completion of the campus site asset assessments and software configuration. All assessment work to be completed within a condensed 3 month schedule to support the campuses Master Plan. [2013 to Present]
- DePauw University – Provided overall project direction for the assessment and software implementation for DePauw University for approximately 117 buildings totaling 2 million square feet. Presented the results of the assessment to the DePauw staff including the Univ. treasurer. [2012]
- Anchorage School District – Providing overall project direction for the Anchorage School District as part of a multi-year facility condition assessment project that will total 5.6 million square feet when complete. Currently preparing for year 3 assessments in June of 2012 for 3 million square feet of school facilities and their surrounding properties. [2010 to 2012]
- Northern Virginia Community College System, VA – Managed both detailed and life cycle assessments for eight separate Community Colleges throughout Virginia for a total of 1,471,330 square feet.
- Boise State University, ID – Responsible for managing the day to day activities of a detailed facilities condition assessment and site infrastructure assessment, totaling 1.8 million square feet. [2009]
- University of Central Oklahoma, OK –Responsible for managing the day to day activities of a detailed facilities condition assessment and parking lot assessment, totaling 474,492 square feet. [2009]
- Wake Forest University, NC – Responsible for managing the day to day activities of a detailed facilities condition assessment, energy audit, site infrastructure assessment and equipment inventory on an asset portfolio of 60 buildings totaling 2,890,752 square feet. [2009]
- Brandeis University, MA – Responsible for managing detailed and life cycle assessment of 95 assets totaling 2.5 million square feet for Brandeis University.

- Radford University, VA – Responsible for managing detailed assessment of 12 assets totaling 655,000 square feet including academic and housing.
- William and Mary College, VA – Responsible for managing detailed assessment of 27 housing assets totaling 368,697 square feet.
- University System of New Hampshire, NH - Lifecycle assessment of 282 assets and site infrastructure totaling 8,670,658 square feet across (3) campuses, University of New Hampshire, Keene State College and Plymouth State University..
- Massachusetts Institute of Technology – Re-assessment from 1998. Detailed assessment on 86 buildings totaling 7,518,863 square feet of higher education facilities. Detailed assessment of off-campus housing and other facilities.
- Lehigh University – Detailed assessment consisting of MEP analysis on 17 buildings totaling 1,361,291 square feet.
- Whitworth University
- Tarleton State University
- University of Windsor
- Butler University
- University of Colorado at Boulder
- Wicomico County Board of Education, MD – Detailed assessment of 12 assets totaling 963,460 square feet including elementary, middle and high school facilities. Jim is currently responsible for managing a phase II detailed assessment project for Wicomico including 13 assets totaling 834,176 square feet.

Andrew J. Daw

Project Manager

Education

- Masters of Architecture, 1999, Lawrence Technological University, Southfield, MI
- University of Kentucky, Study Abroad Venice Studio 1998
- Bachelor of Science in Architecture, 1997, Lawrence Technological University, Southfield, MI

Certifications and Affiliations

- Safe2Work/M.U.S.T. Safety Program Registered
- General Motors Worldwide Facilities Group, Customer Service Award
- Skidmore, Owings & Merrill Foundation, 2000 Architecture Traveling Fellowship Nominee
- AIA Michigan and Detroit Chapters

Summary

As a Project Manager, Mr. Daw is responsible for all aspects of condition assessments, including scheduling, project coordination, data analyses, and budget control. In addition to his knowledge of VFA's capital planning and management software, he is well versed in all aspects of construction technology, building systems, code compliance, accessibility, sustainability, and facilities operations.

Notable Experience

The following is a sample list of clients that Mr. Daw has been responsible for:

Local Government

- The Corporation of the City of London, London, ON
  Currently providing overall project management for the city as part of a comprehensive Facility Condition Assessment (FCA) project that encompasses 48 assets totaling over 415.000 square feet of various building usage and types
- City Calgary Corporate Properties and Building, Calgary, AB
  Project manager for the comprehensive Facility Condition Assessment (FCA) and equipment inventory 103 historical and non-historical building assets totaling over 1.3 million square feet
- London and Middlesex Housing Corporation, London, ON
  Project manager for the comprehensive Facility Condition Assessment (FCA) project on 25 public housing building assets and infrastructure totaling over 2.8 million square feet.
- City of Kirkland - Parks, Kirkland, WA
  Project manager for the comprehensive Facility Condition Assessment (FCA) project on 22 buildings and infrastructure recreational assets totaling over 25,000 square feet.
- Fulton County Department of Public Works, Atlanta, GA
  Proposal for Facilities Condition Assessment services consisting of 110 building assets totaling over 3.7 million square feet

Education

- Chemeketa Community College, Salem, OR
  Currently responsible for managing the comprehensive Facility Condition Assessment (FCA) and Lifecycle Condition Assessment (LCA) project throughout eight campuses of the college system totaling approximately 1.4 million square feet
- Texas Woman's University, Denton, TX
  Currently responsible for managing the comprehensive Facility Condition Assessment

(FCA) project all of TWU's facilities across three campuses for a total of over 2.6 million square feet.

- University of North Texas, Denton, TX
  Currently providing overall project management for the campus as part of a comprehensive Facility Condition Assessment (FCA) project that encompasses 2.3 million square feet of various building usage and types
- United World College-USA, Montezuma, NM
  Comprehensive Facility Condition Assessment (FCA) on 21 buildings totaling 300,000 square feet, including academic, administration, multi-purpose, residences, and utility assets.
- Longwood University, Farmville, VA
  Comprehensive Facility Condition Assessment (FCA) on 207 buildings and infrastructure assets totaling over 2.5 million square feet.

EXHIBIT 4 – SAMPLE PROJECT SCHEDULE

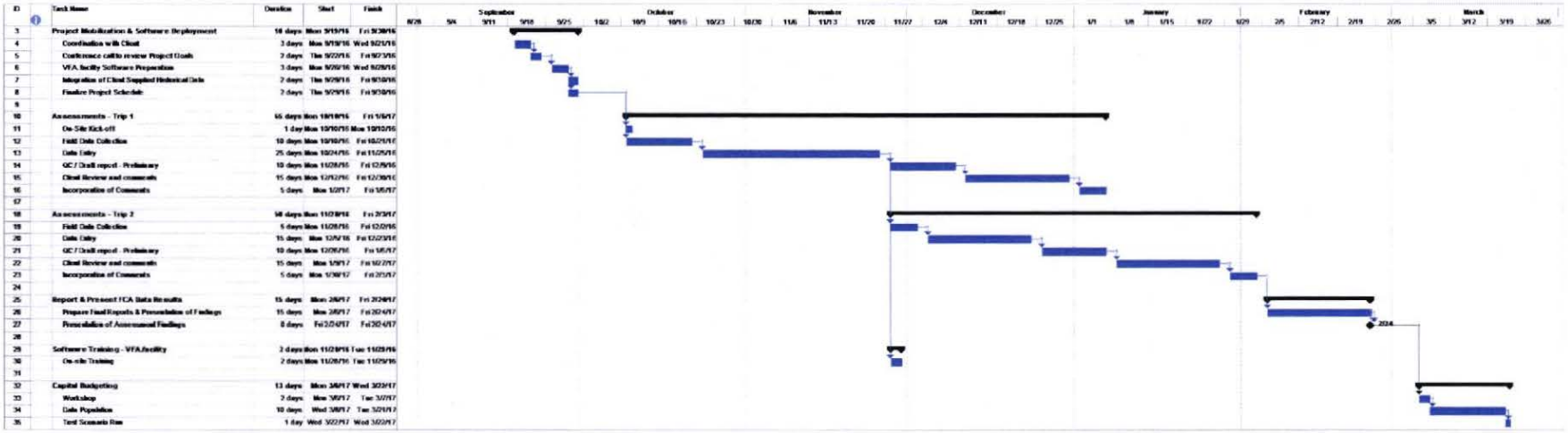


EXHIBIT 5 --VALUE-ADD OFFERINGS

Capital Planning Software – VFA.facility

An organization's facilities are one of its most significant assets. Yet managing the wealth of information related to those facilities and their various building systems is an ongoing challenge, particularly for organizations with large and geographically diverse portfolios. Data about value, condition, age, and function, as well as about maintenance and renewal needs, is often scattered across multiple locations and systems, creating islands of knowledge.

Capital planners may have limited insight into operational issues that could significantly impact planning requirements. Facility directors may be uncertain about how recently completed projects impact their annual funding requirements. Meanwhile, executives don't have a clear picture of how spending on facilities supports organizational objectives over the long term.

VFA Facility® empowers your organization with a central source of facility information, accessible across the organization. It provides facility managers, capital planners, financial analysts and executives with tools to effectively manage and maintain that data and to leverage it in making optimal decisions about facility spending and capital planning.

Centralize Information about Facility Assets

VFA Facility's powerful knowledge-base supports the collection and management of a wide range of asset information, such as location, structure, type, uses, conditions, requirements and their associated costs, and related projects and plans.

Configure data and views to your needs. Organize asset data into numerous levels and create customized fields and drop-down lists on the fly. Sort, group and filter asset information based on your specific criteria, and view your portfolio by site, building type, size, ownership and more.

Dashboards and Reports provide easy access to key indicators. Dashboards provide a graphic view of the state of your portfolio - use the dashboards provided or make your own from any available report in the VFA Facility Report Center. Dashboards can even include data from other applications, such as work order management systems.

Enhance your understanding of your portfolio with photographs and CAD drawings. Associate drawings and photos with specific building records, assets, rooms or requirements. Annotate CAD drawings with icons illustrating prioritized requirements, and link them to detailed requirements records.

Attach relevant documents and links. Documents and links to other sites and data sources can be associated site-wide, or attached to objects including regions, assets, and requirements. Some examples include policy and procedure documents, maintenance schedules, approved budgets, and facility-specific reports.

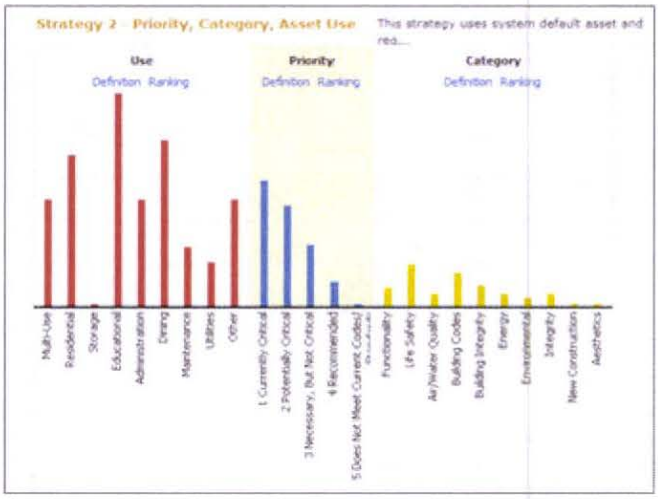
Ensure Accuracy with Built-in Industry Standards. VFA Facility integrates cost data from RSMeans and lifecycle data from the Building Owners and Managers Association (BOMA) to ensure reliable cost projections for deferred maintenance and systems renewal.

Streamline Cost Estimation. A library of building and system model templates enables you to rapidly and accurately estimate the cost of capital asset renewal and replacement. Users may adjust industry standard cost and lifecycle data in the models for precise renewal and replacement calculations.

Accurately Estimate Renewal Needs. Modeling tools in VFA Facility allow you to estimate system renewal costs and timelines based on the combination of both observed condition and asset age that you determine is most appropriate.

Determine the impact of different levels of spending. Scenario analysis tools let you project long-term costs and graphically explore the impact of different funding levels. Evaluate strategies for maintaining a targeted facility condition level, varying spending, timing and project content to see the effect on facility condition and cost of capital over time.

Prioritize Capital Needs. Create multi-year budgets based on organization-wide priorities and strategies. All capital requirements are rank-ordered according to the prioritization strategies you develop, allowing you to identify the most important capital needs. Create multiple ranking strategies for different types of assets, and compare various budget scenarios to see the impact of different investment levels.



Develop Efficient Projects. Rapidly develop cost-effective capital projects from your prioritized capital needs and evaluate different project scenarios. Grouping requirements across facilities and sites allows you to identify opportunities to bundle projects cost-effectively, and readily determine the intersections of multiple projects.

Share Data. Users of VFA Facility can easily exchange key data about projects with their current Computerized Maintenance Management System (CMMS). Through the application programming interface (API), users can extract data from VFA Facility for use in other applications or portals.

Benchmark Your Progress. Use industry-standard benchmarks, such as the Facility Condition Index (FCI), to quickly compare assets across a portfolio or against industry standards. Configure your FCI and define other measures critical to your organization, such as system condition indices and benchmarks for mission adequacy.

Evaluate green options. VFA Facility enables users to incorporate green requirements into the long-term capital planning process, evaluate the costs and benefits of sustainability improvements, and prioritize green investments relative to other capital requirements.

Create Customized Reports. Powerful reporting and query tools give you rapid access to the data you need to support capital planning decisions. The Report Center provides a variety of standard reports which you can view and output in a variety of formats, schedule to rub at specific times, and even automatically distribute to recipients you specify. With the optional Report Author tool, you can also create reports on the fly using a simple drag-and-drop interface. Use any available reports to create your own dashboards.

Support Users in Multiple Languages and Currencies. VFA Facility is localized for use in US English, UK English, French and German. Language preference is automatically enabled based on the user's web browser and PC locale settings. Multiple currencies are also supported. Local currencies may be used for regions, campuses and assets, with a standard site-wide global currency for rolled-up reporting.

Access Through a Standard Web Browser. Using VFA Facility requires only a browser and internet connection, so you can get up and running quickly and focus on your business, not on technology. Individuals from across the organization and around the world can easily and securely access facility data from any location.

VFA FacilityView™: VFA FacilityView™ unlocks the value of VFA Facility® data for the stakeholders you choose – such as executives, department heads, risk managers, environmental or energy managers, building occupants or community members – providing quick and secure access to key information about your real estate portfolio, delivered to a desktop or mobile tablet.

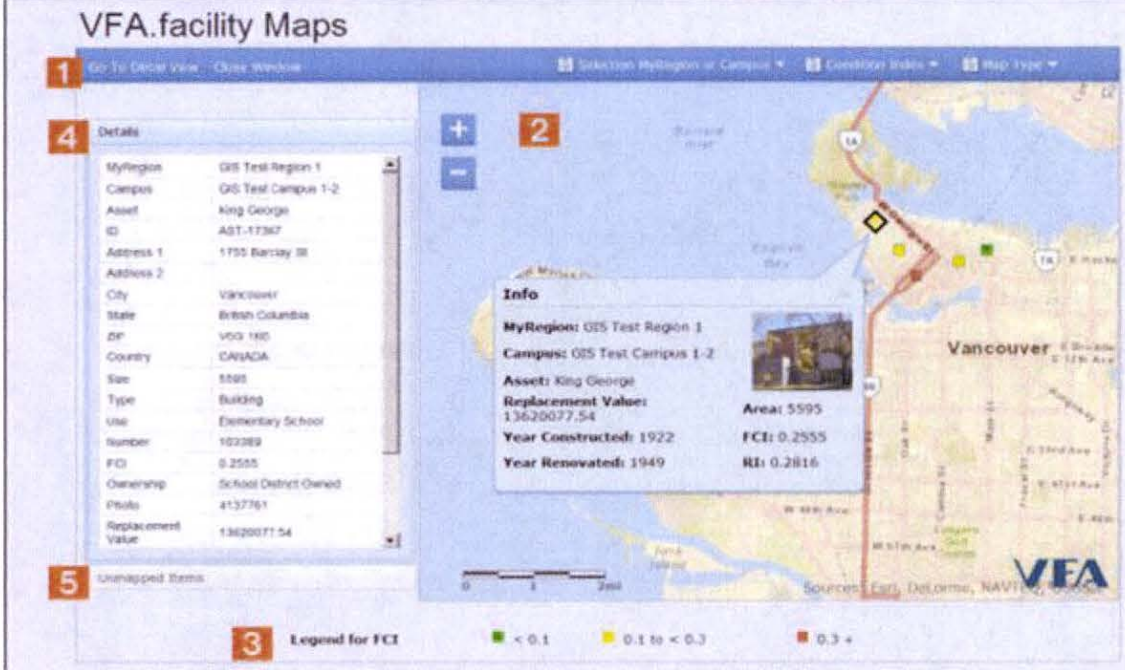
Using VFA FacilityView, anyone can easily search for assets that meet their criteria, see summary statistics about a selected group of assets, view their locations on a map, and dive into key asset details, including requirements.

- **Quickly Find Assets** Search for regions, campuses or assets by name or select groups of assets that match criteria. Save searches for easy future reference.
- **View Multiple Levels of Detail** See summary information about a group of assets, such as type, use, age, replacement value and condition, browse an asset list and map, or view details about an individual asset, including requirements by priority, category or system.
- **Configure Your Own View** Each user can choose summary content they wish to see, and configure its location on their summary view.

Designed using Web services, VFA FacilityView can integrate data from other enterprise systems, such as work order management or financial systems.

Map Views: View the location of Assets on a map, based on selected Regions, Campuses or Assets in the Assets module, or based on search results for these same record types. Get information about an Asset within a Map View, and link directly to a selected Asset's Detail View.

Elements of a Map View



1 *Menu Bar*	• Go to Asset Detail closes Map window and displays Detail View for selected Asset. • Close Window closes Map window. • Region/Campus Selection allows mapping of specific Region or Campus within your original selection. Your new selection is displayed next to "Selected". • Condition Index allows selection of either FCI or RI for color coding Asset icons. FCI is used by default. • Map Type lets you choose a street, topographical or satellite map. Street views are used by default.
2 *Map Panel*	• The map is initially sized to include all the Assets in your selection. • Click the "+" or "-" icons to zoom in or out. • Mouse over an Asset icon to display the Asset's primary photo and key information in a box on the map. • Click an Asset icon to display additional information in the Details panel.
3 *Legend*	• Displays color coding applied for FCI or RI, based on Condition Index selected.
4 *Details Panel*	• Displays information about the selected Asset (displayed by default).
5 *Unmapped Items Panel*	• Shows any Assets that could not be mapped due to incomplete addresses. (Click *Unmapped Items* to toggle from *Details* to this list.)

VFA.facility Basic Training (Client Hosted)

VFA.facility Basic Training enables customers to maximize the benefits of VFA's facility management solutions. VFA.facility training is intended to enable users to become proficient in using and manipulating the Facility Condition Assessment (FCA) data housed within the VFA.facility software. VFA will work with the client to schedule an onsite training class (or classes), to be held at a client-hosted location, for up to 10 students per session.

The VFA.facility Basic Training class consists of a two-day training session comprised of lecture, demonstrations, and hands-on student exercises. Students will be taught how they can manipulate and utilize the database information, as well as how VFA.facility may serve as a dynamic tool for planning, budgeting, and project prioritization.

The first day of class focuses on the Asset database and general navigation of the VFA.facility software. The VFA Product Trainer will demonstrate how the Asset database is structured and how the assessment data is populated and updated within the software. The second day of the class focuses on Reporting and Data Analysis, including basic and advanced Reporting options, creating and understanding Funding scenarios, a demonstration of Pairwise Ranking and Budgeting tools, as well an introduction to the Homepage Dashboards and VFA FacilityView.

All of the students in the class will be provided with a VFA.facility Basic Training Guide, which will be used during the class to guide the students through a variety of hands-on exercises. The students will also be provided with a training environment to be used during the class for hands-on activities, which will be based upon a copy of the client's VFA Facility Condition Assessment data. This training environment will also be made available to the students for 30 days after the end of the training class so that the students can practice what they have learned during the class, using both the training environment and the VFA.facility Basic Training Guide.

Topics include:

Asset Data Management

- Summary of the Facility Condition Assessment (FCA) process
- Setting up your Computer and Logging into the software
- Understanding Basic Navigation and the Database Hierarchy
- Utilizing Productivity Tools - Sorting, Filtering, Column Layouts and Favorites
- Creating, Editing and Deleting Records
- Using the built in RSMeans Estimator
- Closing Requirements and Updating System records

Capital Planning & Budgeting

- Understanding Report Options and Selection Criteria
- Analyzing the Database via Reports
- Constructing Ad-Hoc Queries
- Creating and Analyzing What-if Funding Scenarios
- Prioritizing Requirements and Developing a Capital Budget (demonstration)
- Using Dashboards and VFA FacilityView

Prerequisites:

All participants should:

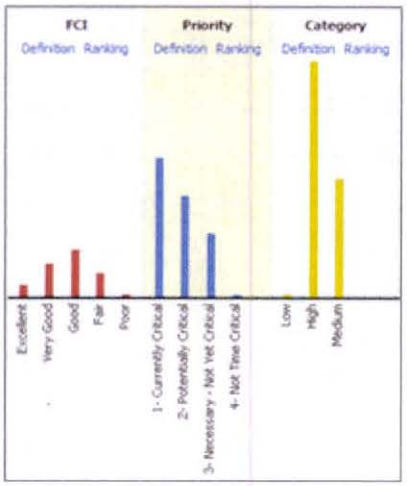
- Possess basic Internet and Microsoft Windows navigation skills
- Have previously used Microsoft Word and Excel or other similar programs
- Have an understanding of facility management concepts and topics
- Have an understanding of the subject discipline to create new Requirements and Actions
- Be familiar with cost estimating concepts. A background in cost-estimation is required for users wishing to estimate costs/values.

Client Responsibilities:

- For client-hosted training sessions, the client is responsible for providing a training room and PC's that meet the requirements outlined in VFA's IT Setup Instructions.

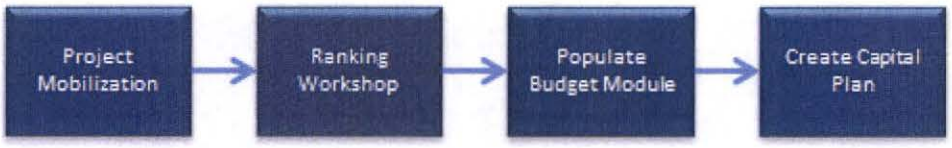
Capital Budgeting Workshop – Standard

The Budgets module in VFA.facility provides best practice approaches to creating objective and transparent Capital budgets.



Our process provides a mechanism for gathering and utilizing input from multiple stakeholders. We employ statistical ranking methods including pair-wise comparisons to simplify the ranking process. Key benefits of using the Budgets Module is that it enables clients' to rank requirements against organizational priorities, objectively rank the requirements and allow clients to holistically integrate sustainability or other initiatives into their capital plan.

VFA will implement a capital budgeting solution in VFA.facility that will create multi-year capital budgets from the assessment data based on <Client> business drivers and priorities. The solution proposed by VFA, designed with input from both facility managers and institutional planners, uses the science of hierarchical decision making to deliver a best-practice process for capital budgeting. Through facilitated workshops, VFA will execute the following steps in the process:



Project Mobilization

VFA will kick off the project with a 1 hour telephone meeting with customer to review the goals and objectives of the engagement. The team will also discuss key issues and how they will be handled. VFA will work with customer to establish a team that will be responsible for ranking the prioritization schema. Ideally, the team should include representatives from Finance, Facilities, Executive and/or Operations.

After the initial meeting with the team, the VFA consultants will review and analyze the assessment data, review system configuration and settings, look at system activity to date, become familiar with <Client> assets and review other materials in preparation for the workshop sessions.

Ranking Workshop

The Capital Budgeting workshop is a one-day session conducted on customer site with the key stakeholders taking part. The session's purpose is to assist the customer is defining a prioritization strategy. The VFA consultant will demonstrate the functional capabilities of the system using a standard prioritization strategy based on the following standard fields in the database:

- Asset Use
- Asset FCI
- Requirement Priority
- Requirement Category
- Requirement Prime System

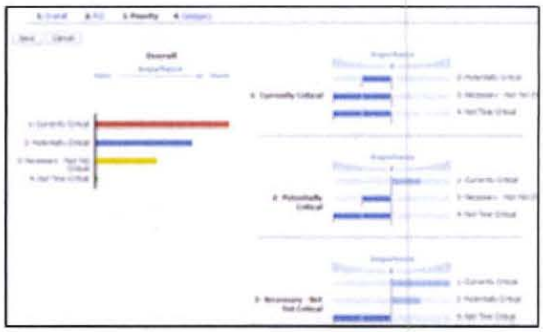
Workshop Agenda

1. Formal introductions
2. Explanation of Pair-wise decision theory
3. Introduce VFA Budget Solution and standard prioritization strategy
4. Complete Pair-wise Ranking Exercise
5. Run Budget Scenarios
6. Refine Model and Attributes
7. Wrap Up

In the course of the workshop, VFA and customer will modify the standard prioritization strategy to better reflect <Client>'s business drivers and priorities. This may involve the addition or deletion of one or more fields as dimensions in the prioritization strategy. Additional fields may include VFA standard fields.

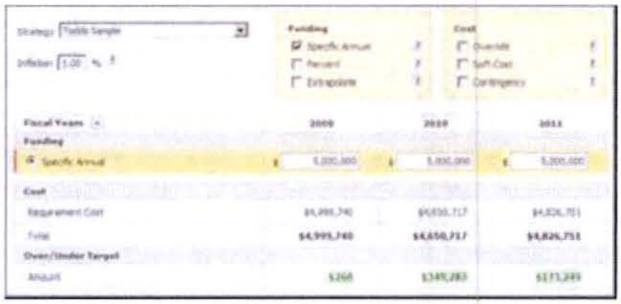
Populate Budget Module

Once the dimensions for the strategy are established, VFA will assist customer to rank the dimensions in terms of importance to the customer organization. VFA will use the pairwise ranking functionality in Budgets module to facilitate this effort. Customer will be asked first to rank the values of each dimension and then the dimensions against one another.



Create Capital Plan

In the final task of the workshop, VFA will produce a multi-year capital budget and scenario for capital funding within VFA.facility. VFA will work with customer to establish budget amounts and timeframes based on current constraints or stated goals. VFA will enter these budget amounts along with contingencies and overrides into VFA.facility, create a budget scenario and save this as a shared favorite for use by customer in VFA.facility on an ongoing basis. The budget can be easily exported to Excel as required. Customer can use the budget to create and execute projects and can modify the prioritization schema or the budget amounts as necessary to account for changing conditions.



Deliverables

1. One-day onsite workshop. Consultant delivers Capital Budgeting Ranking Strategy, workshop notes and recommendations.
2. Completed Ranking Strategy and Capital Plan
3. 8 hours of follow-up 'ask the expert' support

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