

Evidence-based, mission-oriented Corporate Real Estate Management.

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The Dutch Government Buildings Agency (Rgd) is one of the largest real estate managers in The Netherlands being responsible for approximately 2000 objects; from 350 monuments to buildings of various types like palaces, offices, penitentiary institutions and museums, in total some 7 million gross square meter floor space. The annual maintenance budget is in the order of some 100 million €. Daily maintenance is managed via 5-7 year service level agreements; investments and refurbishments are planned over a five year interval. Every five years the condition of building elements are established by a team of inspectors, using the Dutch NEN2767 classification. A building advisor then has to integrate this information in a budget proposal in order to cost effectively maintain the overall real estate condition in line with the mission of the Rgd.

To this end we developed a prioritization decision support tool in which the Rgd management experts link the building elements to one or more of the mission categories (safety, health, usability, energy, environment and societal benefit). The inspection results are registered under these headings and are weighted via the Analytical Hierarchy Process with respect to the Rgd mission. The advisor, in this way, easily obtains a ranked list of potential refurbishment candidates. He / she then will allocate budget, first for obligatory, then for the most critical actions in descending order on single building elements until the budget limit is reached. In a second round a cost-optimal combination of activities on the top-ranked total set of building elements will be sought and offered as an advice to the building owner. The latter may extend the analysis over the portfolio of similar buildings to achieve a company-wide optimal 5-year budget plan.

The technique has been successfully field-tested, is regarded as an efficient decision support tool both by the Rgd and by building maintenance companies facing the introduction of long-term service level agreements (main-contracting) and is taught in certification courses for building advisors. This year it will be implemented in CONDOR, a commercial building management system, and thus will also become available to parties outside the Rgd.