

# Critical Business Issues

## What are the most critical business issues you face (the kinds of things that keep you up on Sunday nights)?

Illustrative comments of the 688 respondents who provided an answer.

- 100% uptime
- Access to qualified technical service providers
- Accessibility
- Accounts receivable
- Accurate budgeting for modernization and construction projects
- Adequate funding for facility needs
- Adequate funding, skilled trade personnel
- Affordable and timely new classroom space
- After 30 years in the business, I've learned that you must program yourself when you're home. If an emergency arises or someone must get a hold of you, they will - don't keep yourself up on Sunday night and you'll function better on Monday morning.
- Aging facilities and diminishing resources to renovate and update
- Aging infrastructure in a critical care hospital
- Alarm systems, HVAC, plumbing
- Allocation of project funds
- Am I staying ahead of the "curve"
- Area business climate & the political effect on same
- Availability of time
- Available funds
- Balance between cost of construction vs. using the most energy
- Balancing customer and facilities needs in a way that is beneficial to both and the bottom line
- Balancing the budget versus the income stream of the property
- Balancing the budget; disasters
- Balancing the workload & getting the most important items done & don't worry about what simply isn't going to be done
- BAS systems
- Behavioral patient building issues-not quite institutional but still potential for suicide
- Being able to afford good facilities upkeep
- Being able to keep up with demands
- Being environmentally responsible
- Being in GM my problems don't really relate to most other companies
- Best practices; selling our value/service to senior management
- Best space utilization
- Best use of available space
- Board of Education decisions, future planning, lack of FTE's in maintenance
- Bottom line
- Break & enter
- Breakdowns, funding, recovery time
- Budget
- Budget & budget cuts
- Budget and finance
- Budget and labor costs rising due to health care costs
- Budget and ongoing repairs
- Budget and schedule
- Budget and spending
- Budget and tenant retaining
- Budget changes

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- Budget control
- Budget cuts
- Budget for up coming year
- Budget issues...maybe Friday night, but not on Sunday night; I tend to sleep very well
- Budget or lack thereof
- Budget reductions
- Budget restraints
- Budget versus fulfilling needs
- Budget!
- Budget, finding money for repairs
- Budget, money
- Budget, personnel, time
- Budget, staffing
- Budgeting and deadlines
- Budgeting concerns and being supported by upper management
- Budgeting time
- Budgeting, reliability
- Budgets
- Budgets and employees
- Budgets and tenants issues
- Budgets over all cost savings
- Budgets that never seem to match the needs of our customers
- Budgets, documenting needs in modernization and designs
- Budgets, nothing keeps me up Sunday nights
- Budgets, office politics
- Budgets, record keeping
- Budgets, schedules
- Building costs; rising prop taxes; flexible design to minimize tear out and remodeling for new tenants
- Building efficiency
- Building integration
- Building maintenance
- Building materials
- Building quality; cost control
- Building safety and security issues
- Building security
- Building security
- Building security, HVAC, and energy savings
- Building security, vendor management
- Business continuity, green building
- Business ethics
- Business growth; staying on the cutting edge of green developments
- Business proposals
- Capacity, schedules and controlling costs
- Career advancement for the older worker
- Careless accidents by outside contractors working in the mall causing construction damage or breaking sprinkler heads
- Cash flow
- Cash flow and customer satisfaction
- Cash flow management, skilled manpower, government taxes, new business
- Cash flow, account receivables, new work

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- Catastrophe planning, business continuity and insurance support
- Change management-responsiveness to needs and dynamics
- Changes in corporate world, not knowing the future (unknown)
- Changes in the marketplace & how quickly our firm must react
- Changing codes and regulations
- Changing telecom industry
- Choice of contractor; estimates
- Client relationships
- Clients not paying after the fact
- Code compliance, permits, evolving new products and services
- Code issues
- Codes
- Codes & codes officials, uptime in my mission critical facilities
- Collecting rent/managing expenses/growing the business
- Collection of receivables
- Commitment of vendors and expertise of all people involved, experience is disappearing
- Competent, qualified staffing
- Complete projects
- Completing projects on time
- Completing projects on time and within budget
- Completing projects on time and within budget in the current construction climate
- Compliance
- Compliance with codes and department of public health standards
- Compliance with codes and regulations
- Compressed schedules
- Concern over very old piping and outside contractors
- Concerns regarding fire or other security issues and staff/client safety; insufficient staff to get the job done & how to prioritize the multitude of needs & responsibilities
- Consensus and progress on decision-making issues with groups
- Conserving electricity and natural resources
- Consolidating space and maintaining work flow without downtime
- Construction completion dates and staffing issues
- Construction costs
- Construction costs escalation
- Construction costs, insurance increases
- Construction issues
- Construction management with fast track schedules
- Construction schedules and construction budgets
- Containing costs while keeping quality high
- Containing or reducing energy costs
- Contingency plan
- Continuing incursion by government into where, when and how we do it
- Continuity of operations, personnel performance issues, budgetary constraints

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- Continuity/contingency planning
- Contract arrangements
- Contract law
- Contracting
- Contractor selection
- Contractors doing work per specs
- Contractors keeping the schedule and budget
- Contractors performing on time
- Controlled growth
- Controlling energy costs
- Convergence of outside departmental involvement on my workload
- Cooling buildings in the summer
- Cost
- Cost adjustments in building materials
- Cost and schedule control
- Cost containment and the approval cycle through the various city bureaucracies
- Cost containment, energy consumption, and security
- Cost control
- Cost control and meeting schedules
- Cost control within construction commodities
- Cost control, especially with energy
- Cost controls
- Cost effectiveness, well organized, technically competent department
- Cost escalation management
- Cost inflation
- Cost issues
- Cost of construction
- Cost of doing business and the escalation of labor, services, materials, customer demands, etc.
- Cost of energy, cost of construction, the lack of quality craftsmen
- Cost of materials, new better materials
- Cost of operations
- Cost, down time, trained employees
- Costs
- Costs and construction schedules
- Costs, environmental regulation
- Costs, municipalities and industry changes
- Costs, quality
- Creating new business; people management issues
- Customer response time, rising costs
- Customer satisfaction
- Customer service and preventive maintenance
- Cutting costs
- Cutting costs and improving quality
- Data center uptime, backup electrical systems (generators, switches, ups), budgets
- Data center, electrical, HVAC, security
- Deadlines
- Deadlines, bad employees
- Dealing with a cheap landlord
- Declining reimbursement
- Deferred maintenance

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- Durability of products
- Economy
- Economy change , in a downward fashion
- Efficiencies of our overall organization
- Efficient ways to accomplish small capital projects
- Elections
- Electric reliability
- Elevator/escalator reliability
- Emergency HVAC/snow plow/electrical
- Emergency planning
- Emergency plans, unplanned growth or reductions, business reorganizations, timely project delivery
- Emergency preparedness, critical components
- Emergency preparedness, energy conservation, green buildings
- Emergency preparedness, system failures
- Employee relations
- Employee retention; life/safety issues; utility conservation
- Employee safety
- Energy
- Energy and building costs
- Energy conservation
- Energy cost & security
- Energy costs
- Energy costs, budgets
- Energy costs, deferred maintenance, demand for space for research
- Energy efficiency
- Energy management
- Energy purchasing, building automated controls, environmental issues: mold, asbestos.
- Ensuring our buildings are running efficiently
- Entitlement process for new construction
- Environmental & safety
- Environmental issues
- Environmental restraints
- Equipment and utility downtime
- Equipment supply
- Errors due to work overload
- Escalating construction costs
- Escalating price increases
- Events
- Everything
- Excessive workload and time demands
- Expansion to meet growth needs
- Expiration of government contracts that may eliminate facility need, creating excess capacity
- Exposure of our services, identifying with our clients needs for the new services we provide, and making sure we are making the most of our staff, time and money
- Facilities assessments and benchmarking
- Facilities organization; workload issues
- Facilities planning - 5-10 years in the future
- Failing infrastructure
- Fast growth
- Faulty infrastructure, maintenance
- File space

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- Filling our vacancies is priority #1
- Final decisions
- Finances
- Financial needs for new technology in maintenance products
- Financing & land availability
- Financing growth/renovation/redevelopment
- Financing issues, escalating construction costs
- Financing process of buyers
- Find honest personnel
- Find people with a work ethic to replace the generation that is retiring
- Find the right talent
- Finding a better way to modernize without overspending
- Finding construction contractors and cost of construction
- Finding money to preserve resources
- Finding qualified employees
- Finding qualified people to start at the government pay rate
- Finding the latest information and getting it in the project
- Finishing on time
- Finishing project on budget and on time
- Fire Safety
- Fixing problems from the past and trying to not create problems for the future
- For us, the aging of our management team who sponsor and manage our educational facility
- FTE's and cost
- Funding
- Funding and getting approval for projects
- Funding and staffing shortages in California, community college system
- Funding availability
- Funding sources
- Funding sources and rising construction costs
- Funding that matches the need
- Funding to implement projects
- Funding, gas prices
- Funding/financing
- Funding/financing projects, consultant responses to RFP's
- Future employment to retirement
- Future projects
- Future work load or lack of it
- Generating added value to increase volume
- Getting all of my work accomplished without increasing my staff expenses
- Getting clients who care about design
- Getting everything done within the budget we have
- Getting it all done in the time available
- Getting more done with less resources
- Getting more work
- Getting projects done with smaller capital budgets and increasing construction costs
- Getting sales
- Getting the best value for money spent, knowing when to invest
- Getting the work done on the time and on budget
- Getting those who spend the \$\$ to use quality vs. low bid
- Getting value for money

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- Good contractors or lack of them
- Good responsible work force
- Government intrusion/involvement in the healthcare industry
- Government regulations
- Growing energy costs
- Growth planning
- Having enough employees and getting enough upkeep of current facilities
- Having enough space for our people
- Having enough time to get things done each week
- Having enough time to manage projects
- Having the folks to keep up the buildings in good order - fully repaired and well cleaned and the budget to go with it
- Having vendors meet their schedules
- Health care options for seniors that are practical. All the baby boomers want to age in place when that will be more expensive than sharing services under one roof. Our society has not prepared to pay for health care needs after retirement.
- Heat/a/c controls. Is it working or is it on the blink again. Man hours, do I have enough man power for the next day. Having to make meetings that chew up a lot of my time.
- Heating ventilation during the winter months, and projects coordination issue, scheduling, etc.
- Helping businesspeople see the real value of energy-efficiency in their design decisions, building operations, etc.
- High cost of utilities and high cost of transporting goods
- High operating costs
- Hiring competent and professional consultants that make life easier and not harder
- Hiring good personnel
- Homeowners changing needs on products- trying to meet deadlines
- Honest contractors
- Hospital infection control & security
- How are going to do all we need to do with ever decreasing budgets
- How big will the work load be this week
- How can I reduce my costs across the board
- How do I expand my business and to buy more buildings
- How do we continue to get the work done and provide excellent service with the shortage of skilled labor, consultants, and escalating costs due to the hot economy
- How do you apply the idea of Reliability Centered Maintenance to facility engineering (HVAC, building infrastructure, electrical, etc) or is it even feasible - need a critical analysis and authoritative study published to set the record
- How this administration and its congressional supporters can justify privatization of government functions [such as design] when it frequently costs 3-5 times more to do so and this is the taxpayers' money....
- How to best secure my buildings with the little money I have available
- How to convince building owners, tenants and operators to save energy and reduce demand
- How to cope with increased demands of authorities having jurisdiction
- How to do more with less and stay within the budget

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- How to find good developers, who understand our area, financial
- How to generate more business
- How to get and maintain good customers and suppliers
- How to get more construction funding for the hospital
- How to get new architecture projects from new clients
- How to hire and keep dependable staff members
- How to hire the right help
- How to implement green building into a large organization
- How to improve centers appearance and operation to maintain or improve the property value and tenant retention
- How to keep electrical costs down
- How to keep up with all the work that needs to be done
- How to land more projects
- How to make upper management happy
- How to meet my budget
- How to pay for projects
- How to prove the value of investing in quality and sustainability
- How to retire within the next 18 months
- How to use new technology in providing services
- Hurricanes
- HVAC
- HVAC - keeping everyone happy
- HVAC & cleaning products
- HVAC breakdowns, maintenance accidents, budgeting, cost overruns
- HVAC issues
- HVAC maintenance
- HVAC performance related to building temperature
- HVAC problems, power outages
- HVAC system down times
- HVAC/janitorial
- I don't do that anymore
- I don't mean to be sarcastic but nothing keeps me up at night
- I don't worry on Sunday night, resources are always an issue for private institutions, employing quality people is a challenge
- I sleep Sunday nights
- I sleep well at nights
- I sleep well. There is not much passion associated with access control.
- I work for Dallas School District: the kids' education & safety
- I would like that the magazine would be something like the 60 minutes news
- Impact fees
- Improving financial performance of the buildings, managing to owners changing expectations, managing difficult tenant relationships
- Improving on what we do
- Improving the level of service to our customers
- Improving value to building owners
- Inadequate funding for opportunities
- Incompetent management
- Increased competition from newer buildings with improved building amenities
- Increased demand for services and limited funds
- Increased workload, conflicting institutional goals/issues

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- Increasing construction costs
- Increasing energy costs
- Increasing litigation, decreasing craft quality
- Increasingly shortened design and construction schedules that are reflected in uncoordinated documents and site problems, the think time is being eliminated
- Indoor air quality
- Indoor air quality and mold
- Indoor air quality issues with roof , window, and other leaks
- Inflation and effect of costs
- Infra structure and security
- Infrastructure failures due to age of facilities
- In-house vs. outsourcing and budgets
- Insurance, workers compensation, planning agencies, building company
- Insuring that the outsource maintenance contractor performs the proper required maintenance
- Interest rates
- Interest rates and tenants
- Interpreting building codes correctly
- Joint commission
- Just the volume of projects
- Keeping the client happy
- Keeping aging equipment and systems operational
- Keeping ahead of the competition-being the most unique design/building
- Keeping all buildings from problems that would interfere with ten
- Keeping costs low enough to keep rents reasonable
- Keeping employees working
- Keeping focused
- Keeping our facilities running on a very lean budget
- Keeping out data processing equipment online
- Keeping pace with rapidly changing standards and practices, keeping up with personnel issues
- Keeping pace with technology
- Keeping projects on schedule and within budget and retaining good employees
- Keeping projects on time
- Keeping properties leased in this economy
- Keeping sales up
- Keeping students safe
- Keeping the community safe
- Keeping the current projects on track and getting the next one started off well
- Keeping to the budget and schedule
- Keeping track of budgets and time management
- Keeping up on technology
- Keeping up to code requirements versus client's desires
- Keeping up with technology in healthcare
- Keeping up with the rapid growth in the student population of my school district
- Keeping up with work load
- Keeping-up with building codes
- Knowing the right products to use, for example what is the best roofing
- Labor

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- Labor & rising prices in materials
- Labor and building codes
- Labor dependability & availability
- Labor shortages (both in-house and contract)
- Labor/management issues
- Lack of budget, how to get everything done, getting approval for needed heating system upgrades
- Lack of capital and time
- Lack of contractors
- Lack of funding, falling behind technically, workload increasing
- Lack of funds
- Lack of help to get the jobs completed
- Lack of space for additional programs and lack of funding to generate more space
- Lack of space for additional staff; slow process to acquire new staff
- Landlords
- Last minute bids need to have ready for morning
- Lately it's been business continuity and preparedness
- Lease renewals
- Lease revenue
- Lease up
- Leasing vacancies, maintaining customer satisfaction, maintaining client satisfaction
- Legal
- Legal issues, insurance costs and coverage
- Liability
- Liability, security
- Life safety
- Life safety and operational costs
- Life safety issues in healthcare facilities and the CMS (Medicare, Medicaid Agency) enforcement
- Like many in our field, having to do more with fewer dollars/resources
- Limited funding for maintenance
- Litigation, approvals
- Long term project planning for optimum financial results including buy, sell, remodel, tenant, design, etc.
- Losing an event and much revenue due to a building related issue
- Loss coverage
- Loss of business
- Loss of power, loss of cooling and heating, sustainability issues and environmental regulations
- Lousy economy {tenants go broke} higher and higher taxes, insurance
- Low material costs (overseas sourcing)
- Lowering cost per square foot for both new construction and annual operating costs
- Maintainability of critical systems
- Maintaining a product that can withstand abuse
- Maintaining aging buildings, 50 years and older
- Maintaining an aging asset with a decreasing capital pool in a trade area of fierce/newer competition
- Maintaining cost/quality/sustainability
- Maintaining critical staff levels in difficult labor market

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- Maintaining current tenant service levels without a substantial cost increase
- Maintaining growth
- Maintaining the operations of a facility with buildings that range in age from 1942 to 2005
- Maintenance
- Maintenance repair problems
- Maintenance, personnel management
- Making our goals
- Making payroll; but I sleep well
- Making the most use of the space we have and how to create more
- Management direction; teamwork.
- Management of service providers
- Managing an ever growing portfolio of projects
- Managing construction costs to maintain feasibility of projects
- Managing growth and change in use issues. Both are equally challenging in a community college because of the need to be able to meet the training needs of the community and industry which change rapidly.
- Managing information across large diverse portfolio
- Managing overhead cost
- Managing to accomplish the work on time and within budget- what did the contractor forget or fail to include in the bid
- Manpower resources, accurate interpretation of building codes
- Market conditions
- Market dynamics
- Marketing
- Marketing issues, accuracy in my inspections
- Matching building to needs
- Material costs going up
- Material shortages
- Material, bad times
- Mechanical failures and security issues
- Medical malpractice insurance driving doctors out of our state
- Medicare/Medicaid reimbursements
- Meet the schedule and contractor knows what he's doing
- Meeting agreed to time lines by outside contractors
- Meeting budget, retaining staff
- Meeting codes
- Meeting construction schedules
- Meeting construction schedules and budget targets
- Meeting customer demands
- Meeting deadlines
- Meeting deadlines and staffing issues
- Meeting deliveries & deadlines where I have to depend on so many
- Meeting increased space demands within available budgets
- Meeting regulations
- Meeting the deadline
- Methods of construction
- Modernization
- Modernization of existing building inventory and security
- Money
- Money and how to make more money.
- Money to run the organization

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- Money, money, and lack of money, fix or replace with new
- More building responsibility and no additional help
- More work, less people & funding
- Most efficient conceptual estimating pricing
- Moving to new site
- Moving utilities for construction projects
- My list of unfunded facility needs
- My manager changing things, micro managing when things are going
- Never happens
- New business
- New projects, new renovations
- New regulations
- Next day's work
- None! After 24 years I have learned to not consider bldg issues
- None, but work with legal for items 28 above
- Not being outsourced
- Not enough cooling and power on my raised floors and single points of failure
- Not enough money - very tight time schedules
- Not enough time
- Not having enough information to do a good job
- Not letting something fall through the cracks
- Nothing
- Nothing - I sleep well
- Nothing keeps me up
- Nothing keeps me up except completing the work load, new code requirements ie International Codes, Life Safety Codes ADA Codes
- Nothing keeps me up Sunday nights, the most critical issue for me is finding good investment properties properly priced
- Nothing, I have a life after work
- Nothing, I sleep very well
- Obsolescence
- Obsolescence and modernization
- Occupancy, keeping tenants happy
- Occupant safety
- Office security
- Older facility, space issues, capital planning & execution
- On time and on budget
- On time completion, subs coming to work the next day
- On time delivery
- Operating costs
- Operating within current and future regulations
- Operation
- Operational and budget effectiveness
- Operational costs
- Opportunities to reduce operating costs
- Organization
- Organizational changes - right now. When that settles down it all come to budgets and saving energy
- Organizational efficiency and effectiveness
- Outsourcing
- Outsourcing trends and cycles
- Outstanding safety concerns
- Overall health of commercial real estate market-demand
- Passing school levies

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- Patient and visitor safety
- Paying the bills, collecting receivables
- Payments
- People development, resources available for people development. Aging facility with many areas of need and getting to a point where I can develop a strategic plan rather than "putting out fires" on a continuing basis.
- People issues
- People management
- People, staffing etc.
- Performance of others
- Permitting
- Personnel and lack of information
- Personnel issues
- Personnel issues, budgetary restraints, declining market share
- Personnel, HVAC and security systems
- Personnel/staffing, where is economy going (northeast) meeting
- Planning concerns
- Planning issues and budget matters
- Planning timing, budget
- Plant electrical maintenance shut downs
- Political aspects of funding
- Politics and misinformation
- Poor economy, energy costs, clients with little or no budget
- Power
- Power & HVAC for data center
- Power and HVAC management
- Power interruptions related to construction activities which would affect our business
- Power loss and HVAC loss
- Presenting a business case for major maintenance items - roofing refurbishment. Also learning which competing products/technologies are the best and most cost-effective solutions for our building.
- Preventative maintenance
- Prices and services
- Pricing and timing
- Prioritizing and approving the scope with limited budgets
- Prioritizing projects
- Process management--smooth flow of info and activities between various departments
- Procurement obstacles
- Producing quality work in a timely manner
- Professional employee recruitment, training and retention
- Profitability, quality
- Project deadlines
- Project management, cost and schedule
- Project schedule tracking
- Proper funding
- Prospective new projects
- Protecting the building from terrorists, managing energy costs
- Providing a cost effective and productive work environment with
- Providing best quality at an affordable price
- Providing enough heating and cooling at peak times
- Pursuing new initiatives and projects that are best for our firm, while keeping up with day-to-day requirements of everything else. Also ever changing regulatory requirements

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- Putting out "emergency fires", dealing with high-maintenance customers
- Qualified manpower
- Qualified trade contractors, reputable people
- Quality cleaning issues associated with finer finishes of granite
- Quality construction and project closeout. Contractor verifying that what was built meant the design intent.
- Quality of personnel
- Quality of subcontracted work
- Quality process translated to production
- Quality sober people
- Rapidly changing technology factors
- Raw material costs are rising
- Reducing energy costs and protecting the building and tenants
- Reduction of building design and construction costs. Improvement of building functionality and durability, with special focus on roofs and industrial floors. Reduction in energy usage/costs
- Regulatory and code issues
- Regulatory compliance and restraints
- Regulatory issues
- Regulatory issues - JCAHO, NFPA, etc.
- Reliability
- Reliability of critical systems and in a Research Facility like ours every system is critical, meeting the ever growing cooling demands and keeping up with all the remodel work and expansion work going on campus
- Reliability, reducing downtime, employee safety, environmental compliance, construction cost escalation, and Democratic Liberals
- Renovations
- Resource - expectation imbalance
- Retaining tenants, keeping operating expense low, motivating staff
- Retirement
- Rising construction costs
- Rising construction costs especially material cost and the impacts to project programming.
- Rising construction materials costs; unpredictability
- Rising cost of construction and operations and flat reimbursement
- Rising cost of land and construction materials
- Rising cost of materials
- Rising cost of materials and labor and EPA regulations
- Rising cost of materials, escalating costs
- Rising costs of construction
- Rising costs of labor, material and land; shrinking labor pool
- Rising costs, schedules, quality
- Risk management, budget proposals, finance management
- Roof leaks
- Roof leaks, snow removal, slip and falls, employee productiveness
- Roofing leaks, HVAC and any power problems
- Roofs, electric bills, vandalism/security
- Safety

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- Safety (earthquake), insufficient resources/deferred maintenance
- Safety and security, building operations and maintenance, new construction requirements and associated costs
- Safety and security, energy management
- Safety and security, retro-fitting for handicapped accessibility, dealing with planning & zoning, signage, planning for disasters & epidemic/pandemic threats to facilities and personnel
- Safety issues
- Safety on the job and contract management
- Safety, security, energy
- Safety/security
- Salaries, health insurance
- Sales
- Saving energy
- Schedules and keeping up with current technology
- Schedules and limited windows for renovations
- Schedules, not enough time to do everything
- Scheduling
- School funding/Michigan economy
- Secure buildings
- Securing funding to keep our university in a competitive position
- Security
- Security
- Security and building operations
- Security and building safety, space planning and moves
- Security and construction costs
- Security and deferred maintenance
- Security and energy management
- Security and environmental operations
- Security and fire/life safety
- Security and HVAC
- Security and physical plant
- Security and power outages
- Security and vandalism are of the greatest concern
- Security in general
- Security issues related to 9/11, issues for high rise
- Security of college students, faculty and staff and performance of key managers
- Security safety
- Security systems
- Security, energy management
- Security, HVAC
- Security, interior facility janitorial services
- Security, terrorism, access control
- Security, vandals and storm damage
- Short of funding
- Site security
- Smothering federal, state & local bureaucracies
- Space
- Space forecasting, timely response, new business expansion
- Space issues, quality, cost to operate and update
- Space management
- Space management and budget

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- Space management, growth expectation and space limitation
- Space planning
- Space planning, how to fit everyone in and provide them the space they need and who to move where to make it more efficient
- Space utilization
- Space, security, quality workers
- Specifications updates
- Spiraling energy costs
- Spiraling energy costs and ways to manage or mitigate them, liability
- Staff efficiency
- Staffing
- Staffing and managing growth into the next decade
- Staffing concerns
- Staffing for facilities work
- Staffing issues
- Staffing to keep things running smooth
- Staffing, balancing budgets and customer satisfaction levels
- Staffing, mechanical reliability
- Staffing, scheduling & internal policies
- Staffing, scheduling, deadlines
- Staffing, staffing and staffing
- Staffing, workload, accounts receivable, cash flow
- Staffing, workloads, keeping in touch with senior management
- Standardization and implementing it
- State of the art design and unique application
- Staying ahead of maintenance problems before they get out of hand
- Staying ahead of the market - lead, not follow
- Staying within budget
- Steady source of energy
- Stretching lean) O&M dollars, acquiring high caliber talent, responsible fire/life safety expertise
- Success in interpreting client requirements
- Sunday night football, I have a great staff and great problem solving support...I sleep well at night
- Supply and demand balance
- Sustainability
- Sustainability of the facilities environment
- Sustainability, energy and IAQ
- Sustainable buildings, cost control/energy management, rising cost of construction
- Sustainable design, maintenance, project management issues
- Sustainable infrastructure and building materials
- System operation and service to medical staff
- Systems reliability - life safety
- Taking advantage of technology that has advanced other industries
- Tenant relations and how best to serve our customers
- Tenant retention
- Tenant retention - leasing space
- Tenant retention and financing
- Tenant safety and keeping our edge in the market
- Tenant satisfaction
- Terrorism
- That tough customer you can't please

# Critical Business Issues

## What are the most critical business issues you face (the kinds of things that keep you up on Sunday nights)?

Illustrative comments of the 688 respondents who provided an answer.

- The best methodology to effectively run the operations of our campus. We are large and my decisions can affect many people and considerable expense.
- The bottom line
- The cost of operations versus sustainability
- The cost of power and having enough capacity for our data centers
- The cost of updating and still trying to be competitive
- The economy
- The future of manpower and skilled labor
- The higher cost of fuel
- The market and where it is going
- The migration to technology and computer-based solutions without an understanding of the actual problems
- The need for an economic base, fighting the public on needed development that is well design and minimizes destroying our horse farms
- The next forest fire
- The next job
- The next market area for new business
- The next request from a department, can never satisfy bankers
- The politics of hindering progress
- The possibility of a disaster
- The rising cost of steel and availability
- The time frame for a project some times is too short
- The uncertain economy
- The volume of work that needs to be done year after year
- There are no issues worth keeping me up, we deal with the issue
- This era of the incredible shrinking government. What if there was a disaster (like Katrina) and government had been cut and gutted so badly that no one showed up to help?
- Time - lack of
- Time and production management
- Time constraints/deadlines
- Time frame
- Time frames for completing projects
- Time management...how to get it all done effectively and productively
- Too much work, too few staffers
- Training to be the best
- Trying to anticipate changing business needs and provide funding and complete projects, soaring energy cost taking dollars from budget
- Trying to complete complex projects in a short period of time
- Trying to figure how to sell quality "service" as a consultant, that must be competitively bid on projects, usually
- Trying to keep the Governments system from destroying the customers' product
- Trying to stay ahead of the job or keep up
- Understaffing
- Understanding how new technologies and efficiencies can reduce utility and operating expenses
- Under-trained staff
- Utilities cost, staffing of developments
- Utilities prices and stability
- Utility cost reduction

# Critical Business Issues

## What are the most critical business issues you face (the kinds of things that keep you up on Sunday nights)?

Illustrative comments of the 688 respondents who provided an answer.

- Utility cost, better space planning, security
- Value-service at the best price
- Vandalism
- Water and sewer
- Water damage
- Water leaks in old buildings
- Water leaks, energy costs
- Water leaks, functionality of the critical equipment (HVAC, generators, ...), difficulties in the work place (personnel issues)
- Ways to improve the bottom line without sacrificing quality
- Well qualified and affordable labor
- What critical piece of equipment is going to fail next
- What should I be doing as a leader of a large organization with a lot of various areas of responsibilities to stay fresh and help motivate my staff
- What silly ideas my micro managing mayor might come up with
- What we don't know about our older buildings, what are our tenants are doing that they've forgotten to tell us about, is our emergency planning really adequate
- When are the subs coming
- Where my next listing is going to come from and where the next tenant is going to come from
- Where the next project is coming from
- Where to find good help
- Where to get additional funding for projects
- Whether the market will remain strong enough to sustain increasing cost of construction
- Which is out of our control, like 9/11 or gas prices going so high
- Why will the Board not accept the suggestions of the committee
- Will everyone and everything show up on time, will people meet their commitments, are there big unexpected dollar items that are out there that I don't know about?
- Will something break
- Winter time, snow related issues and heating
- Withering economy
- Work overload, business law and professional liability
- Worker safety and health issues in order to increase productivity and reduce workers comp and medical costs
- Writing policies and procedures