

Why FCAs Are Just the Beginning

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Roth **IAMS**

Integrated Asset Management Strategies

Facilities aren't just bricks, beams, and HVAC units. They're living, breathing resources that quietly influence everything your organization does, for better or worse. And if you're serious about managing them strategically, **Facility Condition Assessments (FCAs)** are a great place to start. But they're not the finish line.

Too many leaders treat an FCA like a "check the box" project: get the report, file it away, and assume the job's done. That's the wrong mindset. An FCA is **only the baseline**. What you do *after* you have that baseline, how you integrate, prioritize, track, and act, is where the real value emerges.

1. FCAs: The Starting Point

A good FCA gives you clarity. It answers questions you might not even have asked:

- What's the true state of our assets?
- Where are the biggest risks?
- What will it cost to address them?

At Roth IAMS, we've done thousands of FCAs. We make sure the data is defensible and aligned with our client's goals. That's because the assessment is the foundation on which everything else is built.

But here's the truth: an FCA, by itself, won't improve your facilities. It's static data about a dynamic reality. Systems wear out. Priorities shift. Without a process to update, connect, and use that data, the FCA becomes a snapshot in a dusty file, not a decision-making engine.

2. Turning Assessment into Action

The leap from *information* to *results* comes when FCA data feeds into strategy, operations, and culture. Here's how:

Integrate with Maintenance & Capital Planning

Don't let your capital plan and maintenance program live in separate worlds. When FCA results sync up with your CMMS data (work orders, failure history) you can make smarter trade-offs between repairing now and replacing later. Integration reduces surprises and helps balance short-term operational needs with long-term investments.

Prioritize Based on More Than Condition

A poor condition score doesn't automatically make an asset the top priority. You have to weigh risk, criticality, lifecycle cost, and mission impact. We use multi-variable frameworks to create a ranked, defensible portfolio, one that moves beyond wish lists to actionable plans.

Monitor Over Time

Assets don't degrade on your schedule. Trend analysis (through re-assessment or

targeted monitoring) tells you if something's wearing faster than expected. It closes the loop and lets you adjust before small problems become budget busters.

Measure Outcomes

If you invest in fixing an asset, did it deliver the expected benefits? Fewer failures? Lower costs? Better uptime? Outcome tracking validates the plan and informs the next round of decisions.

3. FCA as a Culture Shift

An FCA shouldn't just live with your facilities team. It's a tool to change how the entire organization views its physical assets.

From Expense to Enabler

Facilities are not just cost centers. They're mission-critical resources. Their condition affects safety, service delivery, energy use, and reputation. Once leadership starts seeing assets in this way, funding decisions become smarter and longer-term.

Shared Language

Instead of "we think that roof might fail soon," the conversation becomes "this roof has a 35% condition rating, with a \$200K renewal need, and it serves a critical function." That level of clarity aligns stakeholders from operations to finance.

Governance

A good FCA can spark structured decision-making — capital committees, review boards, policies that trigger action when certain condition thresholds are met. That's how you institutionalize good asset management.

4. What's Next: The Road Beyond the FCA

In mature asset management environments, the FCA is the *launchpad*, not the destination.

Predictive and Condition-Based Maintenance

Layer sensors and analytics on top of FCA baselines to catch problems before failure. Real-time data turns your decision-making from reactive to proactive.

Portfolio-Level Capital Strategy

Balance investments across *all* facilities instead of reacting asset-by-asset. Condition data helps target the highest-return projects.

Lifecycle Cost Modeling

Use FCA data to project total cost of ownership. Identify which assets drive the most cost — and where extending service life delivers ROI.

Resilience Planning

Condition data is just one part of risk. Climate events, energy constraints, or regulatory changes require resilience strategies that build on the FCA foundation.

Digital Twins

We're heading toward full virtual models of facilities, fed by FCA and live performance data. That's how the next generation will test decisions before acting.

5. Real Value: From Data to Decisions

Example: A university FCA flags several aging HVAC plants. Instead of immediately planning a wholesale replacement, the facilities team integrates FCA findings with maintenance histories and installs efficiency sensors. They discover targeted improvements that delay replacement, save energy, and cut risk — all without overspending. Without the FCA as the baseline, this smarter path wouldn't have been possible.

At Roth IAMS, this is why we say “FCAs are just the beginning.” The reporting matters, but the integration, prioritization, governance, and culture change that follow are where the transformation happens.

6. The Challenges (and Why They're Worth It)

Yes, moving beyond an FCA into full Integrated Asset Management can be hard. You'll run into:

- Departmental silos
- Funding limitations
- Data quality issues
- Technology hurdles

But these are solvable problems. The bigger risk is doing nothing — letting well-documented needs sit idle until they become emergencies. Emergencies cost more, disrupt more, and undermine confidence in leadership.

Closing Thought

Think of the FCA as a map. It tells you where the terrain is rough and where danger lies. But a map is useless unless you *take the journey*. The journey is Integrated Asset Management: connecting data to strategy, tracking outcomes, and continuously improving.

An FCA is a necessary first step, but if you stop there, you've done little more than admire the scenery. The organizations that will thrive in the coming years are the ones that turn insight into action, build a culture of stewardship, and use their assets to power long-term success.

About Roth IAMS

Roth IAMS is a North American leader in integrated asset management and capital planning. With offices in Canada and the United States, the firm empowers public-and private-sector organizations to make data-driven decisions that optimize facility performance, mitigate risk, and maximize capital investments.

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