

K-12 Business Officers' Guide to Facilities Asset Management

For K-12 business officers, managing school facilities is a balancing act that combines financial oversight, operational efficiency, and strategic planning.

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Facilities asset management – the process of ensuring critical systems such as your HVAC, roofing, electrical, plumbing, safety & security systems – has become essential. This process involves ensuring these systems are consistently in working order, compliant with regulatory guidelines, and aligned to your long-term strategic goals.

Successful facilities asset management does more than just maintain school infrastructure; it ensures safe, supportive learning environments that foster student success, community engagement, and fiscal responsibility.

This guide highlights the key trends and data points shaping the state of facilities asset management in education today. The findings were collected through Brightly Software’s 2025 State of U.S. Asset & Facilities Management Report. These are the five critical areas that shape effective facilities asset management strategies for business officers today:

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Each area represents a crucial need in developing comprehensive, forward-thinking facilities management strategies that support educational institutions’ broader missions.

Financial Transparency & Accountability

Financial transparency is crucial for K-12 business officers as they connect school leadership, facilities teams, and the community. Data-driven insights enable them to make strategic decisions that optimize resources and build trust. In today's complex educational environment, this role has become increasingly important as districts face mounting pressure to demonstrate fiscal responsibility.

The **"4 Sight Framework"** helps business officers integrate past lessons, current needs, and future goals for effective decision-making:

Hindsight: Evaluate past decisions and outcomes to refine practices and maintain stakeholder trust. This includes analyzing previous budget allocations and assessing the success of past initiatives.

Foresight: Anticipate district needs like enrollment growth or infrastructure upgrades. This involves demographic trend analysis and proactive budgeting for future capital improvements, including emerging technologies and evolving educational needs.

Insight: Analyze current needs through facilities assessments, performance data, and community feedback. This encompasses building condition assessments, energy efficiency metrics, and stakeholder input about immediate facility requirements.

Oversight: Work with facilities teams to track outcomes and incorporate feedback. This includes monitoring key performance indicators (KPIs) and reviewing maintenance data to ensure efficient resource allocation.

Using data to support decisions builds confidence with the Board of Education and community while ensuring facilities and financial strategies serve students and staff effectively. Regular reporting, transparent communication about financial decisions, and clear documentation help maintain trust and accountability. Business officers who successfully implement this framework can better balance competing priorities while creating sustainable long-term financial plans for their districts.

Financial Transparency & Accountability

In starting with **hindsight**, business officers first reflect on past decisions and the outcomes of their actions. This reflection can help refine practices, reinforce choices, and strengthen trust and support of stakeholders over time.

Next, using **foresight** enables business officers to anticipate district needs, such as supporting enrollment growth or upgrading aging infrastructure. This empowers leaders to preemptively make strategic decisions to avoid problems before they arise.

After considering the past and future, decision-makers can use **insight** to analyze the needs of today, accounting for current facilities assessments, performance data, community feedback, and more. This analysis helps prioritize investments and ensures resources are directed to the areas where they are most needed.

Oversight completes the framework. By working closely with facilities teams, business officers can oversee projects to track and measure outcomes and incorporate feedback for continual improvement.

Whether you choose to implement the framework or not, showing financial transparency and supporting decisions with evidence is a key foundation of effective leadership. Not only does demonstrating how decisions are informed by data build confidence with your Board of Education and community, it also ensures that facilities and financial strategies consistently support the needs of students and staff alike.



Leadership & Governance

Strong leadership in facilities management requires clear communication and effective collaboration with maintenance teams, school leadership, community stakeholders, and many others.

Among the most important, and necessary, partnerships is with your district's Board of Education. Transparent and accurate communication with your board is essential for not only securing buy-in for critical initiatives, but also strengthening your case for increased funding by demonstrating where and why additional resources are needed.

Asset & facilities management systems can be vital tools for accomplishing this. Education respondents in the 2025 State of U.S. Asset & Facilities Management report listed some of the ways they were most likely to use their systems, such as:

- **Generating reports** (99%)
- **Strategic planning** (84%)
- **Budgeting & forecasting** (83%)
- **Planning for replacements or upgrades** (72%)
- **Improving communication between departments** (58%)

Improving knowledge sharing between internal departments and centralizing facilities data into a single system can help quickly validate funding requests when they're needed and adapt financial plans quickly as new needs arise. This type of governance in decision-making ensures that decisions are consistently rooted in real-time information and that they align with both short- and long-term district priorities.



See how Waco ISD leveraged asset & facilities data to secure millions in additional funding for critical projects →

Infrastructure & Facilities Management

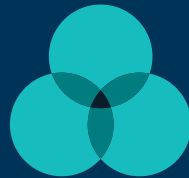
Aging infrastructure is a major challenge for K-12 districts. More than half (54%) of education respondents in the State of U.S. Asset & Facilities Management report ranked it as a top concern—above the 47% average response rate across all industries.

Asset Investment Planning (AIP) can be a powerful resource for leveraging facilities data to develop future-ready schools. With AIP, you can:



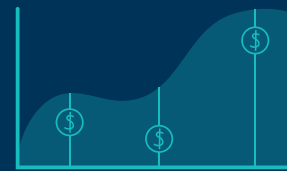
Identify your most critical assets

AIP enables facilities leaders to prioritize investments by predicting the future health of critical facilities and physical assets.



Compare various funding scenarios

Optimize investments by comparing investment scenarios based on factors like asset and facility health, regulatory requirements, budgetary constraints, and more.



Improve financial transparency

Justify your requests by creating transparent and easily digestible reports to prove the long-term outcomes of funding.

Predicting and preventing facilities failures before they occur can significantly reduce maintenance costs and prevent disruptions for students and staff. **As opposed to a “fix it when it breaks” mentality, AIP allows business officers to help their teams get ahead of potential challenges** to maximize the lifespan of their facilities and get the most out of capital planning decisions.

Community Engagement & Funding

Community support is essential for securing funding for K-12 facilities projects. Bond referendums represent a critical funding mechanism for school construction, renovations, and technological upgrades—but their success depends on building public trust through clear, objective data.

Currently, this is a difficult task as community confidence in school infrastructure is low. Findings from the [American Infrastructure and Capital Planning Study](#) found that one in five U.S. consumers only give their local public school's facilities a grade of "C," and 64% doubt the schools in their community have the data needed to justify upgrades. This perception gap poses a major challenge for education leaders tasked with gaining financial support—especially when the community is voting on capital project bond approval.

To address the challenge head-on, business officers should be able to present verifiable data on building conditions, enrollment trends, and project costs while showing the potential economic impact of these funding initiatives on the community as well.

Research by the [American Enterprise Institute](#) found that **every \$1 spent on public school facilities generates approximately \$1.50 in local economic activity**, demonstrating the broader value of these investments. But without the support and trust of key stakeholders, getting funding approved is an uphill battle.

Operational Excellence

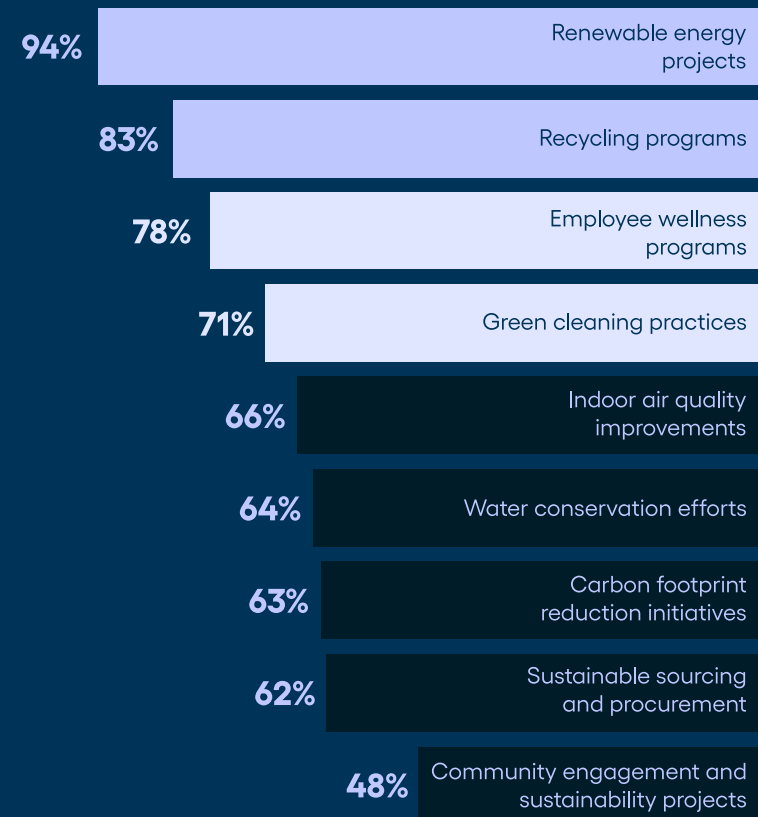
In K-12 facilities management, operational excellence means aligning strategic staffing, sustainability efforts, and efficient processes with the school's mission and long-term goals. Unlike industries driven by immediate ROI, K-12 leaders focus on long-term investments in **people and sustainability**. Critically, these efforts must also be transparent and visible to the community, demonstrating a commitment to environmental stewardship and sustainable practices.

From a sustainability standpoint, data from the 2025 State of U.S. Asset & Facilities Management report found that among educational institutions:

- **93%** have renewable energy initiatives in place.
- **83%** have recycling programs.
- **73%** are focused on indoor air quality improvements.
- **45%** focus on sustainable sourcing and procurement.

However, there are challenges to executing these plans successfully. Insufficient staff training is a significant barrier, with **63%** of the same respondents citing a lack of expertise in using asset and facilities management systems as a major hurdle. Collaboration across departments is another challenge as just **58%** of respondents said they prioritize cross-departmental communication to align sustainability efforts with broader district strategies.

By investing in staff development and fostering better collaboration, business officers can ensure their initiatives are both successful and fully aligned with long-term district objectives.



Future Outlook

For K-12 business officers, getting a handle on the bigger picture of facilities management can make a huge difference. Using facilities data to build confidence in your decisions—and trust within your community—can help you tackle big challenges like aging buildings, sustainability goals, and tight budgets.

Effective facilities asset management in education requires a balance of strategic planning, collaboration, and data-driven decision-making across key areas.

1. **Financial transparency** and **accountability** to ensure resources are allocated wisely.
2. **Strong leadership** and **governance** to create a foundation for aligning priorities with educational goals.
3. **Infrastructure management** to address aging facilities and prepare schools for future demands.
4. **Community engagement** to build the support needed to fund critical projects.
5. **And a strong focus on operational excellence, including sustainability and workforce development** to ensure schools remain efficient, adaptable, and fully equipped to support student needs.

To explore how K-12 insights align with broader trends and discover actionable strategies, [download the full 2025 State of U.S. Asset & Facilities Management report](#). These findings can help districts achieve their ultimate goal: safe, efficient, and sustainable schools that support the long-term success of students, staff, and their communities.



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About Brightly Software

Brightly Software, a Siemens company, enables organizations to manage the entire lifecycle of their assets, facilities and infrastructure. As the global leader in intelligent asset management solutions for more than 25 years, Brightly's sophisticated cloud-based platform is expertly designed to improve capital planning through smarter, data-driven decision making, empower technicians to predict, prioritize and manage preventative maintenance activities, and support organizations to achieve sustainability, compliance and efficiency goals. Combined with award-winning training, legendary support and managed services, more than 12,000 clients worldwide depend on Brightly to optimize their teams, operations and strategic planning initiatives. For more information, visit brightlysoftware.com

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