Project Prioritization and Five-year Capital Plan Development

FFOC

May 2016
Previous Process

Requests (Repairs, New work; Large, small)

- Physical Plant: Executed by shops
  - Executed by contract
- Heating Plant: Executed by contract
- A/E Services: Executed by contract
- Space Planning: Some work by-passing FM

- No centralized process for managing requests
- Few controls for type of work executed
- No formal prioritization of work
Needed Improvements

• Single system for all requests related to:
  – Facility deficiencies
  – Facility improvements
  – Facility impacts from equipment installation

• Integrated prioritization
  – Safety, mission impact, fund source, etc.

• Multi-year perspective
  – Plan, design, construct
  – Planning should drive series of investments
  – Limit surprises
Structured Process Overview

Submit Work Request*

Reviewed

Maint Issue <$7500 or Emergency

Execute

Minor Work

New Const/Renovation <$7500 and Requestor Funded

Major Work

Maint/Repair >$7500

New Construction/Renovation (discretionary) >$7500

FM/CS Draft Prioritization by:
- Life/health/safety
- Mission impact/alignment
- Property loss
- Return on Investment
- Risk mitigation
- Type of funds/budget

*Will be leveraging designated building reps to facilitate submission and tracking in the work management system.
Structured Process Overview (cont.)

FM/CS-Generated Integrated Priority List

Project Priority Review Forum
- Reps from Provost, Finance/Budget, Athletics, IT, SAEM, Outreach, RIPs

Recommendations to leadership for:
- FM/CS approval for <$25K (repair only)
- A&F approval for <$25K (all other)
- Presidential approval for >$25K
- BOT approval for >$250K
  - 5-year plan awareness

Generally, as priority dictates, larger projects (>=$100K):
- Plan in FY+0
- Design in FY+0/1
- Construction in FY+1/2

General priority examples (not absolute):

**Higher**
- Building envelope (water intrusion)
- Bldg mechanical systems (HVAC, elevator)
- Utilities (elec., steam, water)

**Lower**
- Bldg interior repairs
- Space renovations
- New construction/additions
### Example 5-year Requirements Plan

<table>
<thead>
<tr>
<th>Category</th>
<th>FY+0</th>
<th>FY+1</th>
<th>FY+2</th>
<th>FY+3</th>
<th>FY+4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projects $&gt;250K</td>
<td>Project A design</td>
<td>Project A construction</td>
<td>Project J planning</td>
<td>Project J design</td>
<td>Project J construction</td>
</tr>
<tr>
<td></td>
<td>Project D planning</td>
<td>Project D design</td>
<td>Project D construction</td>
<td>Project O planning</td>
<td>Project O design</td>
</tr>
<tr>
<td></td>
<td>Project B construction</td>
<td>Project G planning</td>
<td>Project G design</td>
<td>Project G construction</td>
<td>Project P planning</td>
</tr>
<tr>
<td>New Const/ Renov Projects $&lt;250K</td>
<td>$XXM (category focused on discretionary projects)</td>
<td>$XXM</td>
<td>$XXM</td>
<td>$XXM</td>
<td>$XXM</td>
</tr>
<tr>
<td>Major Repair Projects $&lt;250K</td>
<td>$XXM (category focused on repairs to existing buildings/infrastructure)</td>
<td>$XXM</td>
<td>$XXM</td>
<td>$XXM</td>
<td>$XXM</td>
</tr>
<tr>
<td>Facility Maint Actions $&lt;250K</td>
<td>$XXM</td>
<td>$XXM</td>
<td>$XXM</td>
<td>$XXM</td>
<td>$XXM</td>
</tr>
</tbody>
</table>

**Dynamic/Living Plan – Not static**
## Current 5-year Plan Summary

<table>
<thead>
<tr>
<th>Category</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Repair Projects &gt;$250K</td>
<td>$7M</td>
<td>$16M</td>
<td>$25M</td>
<td>$17M</td>
<td>$15M</td>
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<tr>
<td>New Const/ Renov Projects &gt;$250K</td>
<td>$0.7M</td>
<td>$2M</td>
<td>$20M</td>
<td>TBD</td>
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<tr>
<td>(category focused on discretionary projects)</td>
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</tr>
<tr>
<td>New Const/ Renov Projects &lt;$250K</td>
<td>$0.1M</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>(category focused on discretionary projects)</td>
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</tr>
<tr>
<td>Major Repair Projects &lt;$250K</td>
<td>$1.8M</td>
<td>$5.2M</td>
<td>$4.2M</td>
<td>$3.2M</td>
<td>$2M</td>
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<tr>
<td>(category focused on repairs to existing buildings/infrastructure)</td>
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</tr>
<tr>
<td>Facility Maint Actions &lt;$250K</td>
<td>$5M</td>
<td>$6M</td>
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<td>$6M</td>
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<tr>
<td>(category focused on preventative maintenance, emergency responses, and minor repairs)</td>
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<tr>
<td>Totals</td>
<td>$14.6M</td>
<td>$29.2M</td>
<td>$55.2M</td>
<td>$26.2M</td>
<td>$23M</td>
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</tbody>
</table>

Dynamic/Living Plan – Not static
Repair Functional Areas

FY16

FY17

FY18

FY19

FY20

Utilities | Buildings | Other

Parking/Streets
Utility Water
Utility Sewer
Utility Electrical
Utility Steam
Bldg Elec
Bldg Mech
Bldg Interior
Bldg Envelope

5-Yr Repair Investments

$- $5 $10 $15 $20 $25 $30 $35 $40
Take-Aways

• Deliberate process for managing work
  – Differentiating repair from new work
  – Prioritization rationale
• Five-year projection to facilitate:
  – Proper planning
  – Budget development
  – Systematic annual condition assessments
    • 20% of buildings/utilities assessed yearly