



**Two-Year Program**  
Facilities Management  
Capital Renewal & Deferred Maintenance

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## **I. Program Mission Statement**

To support annual and five year capital and renewal through the utilization and management of the Campus Renewal and Deferred Maintenance Program Committee through collaborative planning processes.

<http://www.uh.edu/plantops/about-us/committees/crdm/index.php>

### Facilities Management Vision Statement

Ensure a quality environment for students, faculty, staff and visitors in support of the University's mission of teaching, research and community service.

### Facilities Management Mission Statement

Provide responsible and quality stewardship for the long term preservation and growth of the university's physical assets through the unified delivery of planned work, while remaining cost effective and competitive.

### **CORE VALUES**

**P**rofessionalism

**R**espect

**I**ntegrity

**T**eamwork

**A**ccountability

**S**ervice

## **II. Program Executive Summary**

From 2010 to 2013, Facilities Management (FM), in partnership with Academic Affairs and Administration and Finance has made great strides in quantifying and preparing for the University of Houston capital renewal and repair backlog as well as the ongoing care of the physical facilities utilizing an integrated facilities management strategy (IFMS). IFMS is a strategy unique to UH, developed by our FM team, and is comprised of striving to achieve quality service stewardship in support of academic priorities, master planning, new construction, renewal capital and maintenance programs with the goal of future effective space planning and utilization, all while balancing finite financial resources. While in its infancy stages due to limited capital IFMS guides the decision making and works to ensure each dollar spent advances the University Mission. Successful organizations are built upon a clear established vision and sound planning, and are dependent upon having quality people, quality process and sound performance metrics. Utilizing IFMS will allow the Facilities Management team to establish,

empower and engage the workforce and partner with the campus community in a way that allows the service strategy to be embraced, visible, transparent, measureable and sustainable.

The purpose of this initial program is to provide a baseline plan as well as a two year future outlook for CRDM. We will utilize this plan as a means to support, partner with and educate our customers.

Each year, the University of Houston receives approximately \$14 million from the Higher Education Assistance Fund to finance capital renewal & deferred maintenance projects. CRDM funds are used for maintenance and repairs of buildings and grounds, including HVAC systems, plumbing systems, electrical systems, elevators, fire alarms, roofs, window replacements, masonry work, painting, plazas, road/sidewalk repair, and etc.

CRDM funds cannot be used for non-University properties, maintenance or custodial contracts, equipment purchase or rental, software, auxiliaries, travel, or training. Typically, CRDM projects have a budget between \$10,000 and \$500,000, with individual items of work being less than \$50,000. Priority will be given to projects that address CRDM as well as help support energy/sustainability, safety and academic goals of the university. These funds are managed by the University CRDM Committee.

The CRDM Program will work to ensure that the Committee is supported and that all program elements are managed as well as reviewed monthly in support of the University Mission.

### III. Primary Customers/Stakeholders

Stakeholder	Department
Campus Community	
State of Texas	

### IV. Year One Plan Goals – FY 13

- 1) Facilitate and manage the CRDM Committee, including management of bi-monthly committee meetings, including setting agendas, developing presentations and maintaining committee website, financial reports, support documents and communications
- 2) Review annually guidelines, committee membership and support process documentation, update and modify as needed, post and communicate updates
- 3) Report monthly on expenditures and post monthly reports
- 4) Keep critical backlog inventory of needs for funding prioritization by committee
- 5) Report annually on progress and expenditures in written report format as well as manage the CB report submission with the office of Facilities Information (FPC)
- 6) Prioritize project close-out activities on CRDM funding projects in order to ensure release and reuse of residual funds for renewal or emergent needs.

- 7) Build temporary database to house FCA data components and work to ensure project work completed by CRDM is updated and reflected in the FCA database
- 8) Develop and monitor the FCA condition audit master project list and ensure the effective auditing and upkeep of baseline data (rolling 3-5 year plan), including publishing an annual FCA schedule
- 9) Hire Facilities Services Coordinator to support renewal and FCA Program
- 10) Work with CRDM Program team for Infrastructure, Parking, Fire/Life Safety and Classroom projects to ensure proper strategic development, funding, support and reporting goals are achieved (two year rolling plans)
- 11) Support the Classroom Operations Program activities for renewal and deferred maintenance and include them in the annual budget and reporting processes
  - A. Complete program outline for FCA Auditing Program, including implementation of the auditing schedule – see schedule addendum. Program components should include: Facilities Condition Audit: A process which assesses a building’s structural and systems condition and assigns a condition baseline. The Facilities Condition Audit (FCA) will also be used to catalogue ~~any~~ outstanding warranty items to be addressed prior to the one year anniversary of a new building. The most recent campus-wide FCA was completed in 2011/2012. The University (*Facilities Management Department*) will resurvey and update the FCA for one-third of the campus on a rolling basis beginning in 2015.
  - B. Facility Condition Index: The sum of the identified deficiencies (in dollars) divided by the estimated Current Replacement Value of the building. The Facility Condition Index (FCI) is used to establish priorities for project funding based on relative index value between facilities and to project the amount of reinvestment that will be required to maintain a building’s FCI at its baseline level or to reach a target index value over a prescribed investment period. It may also be used to determine if reinvestment should occur at all. FM will recalculate the FCI every three years as the cycle of updates occurs for a particular set of assigned buildings.

A. FACILITIES CONDITION AUDIT NEW UH POLICY 2013/14

All new facilities will be required, in the ninth month post substantial completion, to undergo an independent, third-party Facilities Condition Audit (FCA) in order to identify any warranty issues that may exist prior to the expiration of the warranty period as well as to establish a baseline capital plan in order to effectively plan for annual and ongoing needs. This FCA process will be conducted by Facilities Management (FM) in partnership with the initial Facilities Planning and Construction (FPC) project manager. The initial FCA will be included in the Total Project Cost and funded by the project. Any issues found during the FCA process will be communicated by Facilities Management to FPC project manager. Resolution of the new construction which will be resolved as

warranty issues will remain the responsibility of Facilities Planning and Construction.

The 2011/2012 FCA baseline data will be updated on existing facilities on a rolling basis every 3 years with the entire campus being updated every 9 years. Updates made to existing FCA datasets from all funded renewal and capital projects (as reported to the Texas Higher Education Coordinating Board - THECB) will be entered into the current database annually. In FY 2015, contents of the database will be migrated to FAMIS, the University's workplace management software.

## B. RENEWAL PROGRAM MANAGEMENT

Renewal is a core component of a strategic facilities plan. Given the finite amount of life cycle renewal funds available, these funds are directed only to projects of highest priority ~~and will be used solely for life cycle renewal~~. Using the most current FCA baseline data, FM will prioritize the renewal needs utilizing the following categories of needs:

1. Critical Life Safety – Current Year
2. Almost Critical – 1-2 Years
3. Necessary 2-5 Years
4. Planned Maintenance – 5-30 years

- 12) Support A&F in the development of a capital renewal funding policy for the University (currently in draft form)

## V. FY 14 & Reoccurring

- 1) Facilitate and manage the CRDM Committee, including management of bi-monthly committee meetings, including setting agendas, developing presentations and maintaining committee website, documents and communications
- 2) Review annually guidelines, committee members and support process documentation, update and modify as needed, post and communicate updates
- 3) Report monthly on expenditures and post monthly reports
- 4) Keep critical backlog inventory of needs for funding prioritization by committee
- 5) Report annually on progress and expenditures in written report
- 6) Manage temporary database to house FCA data components and work to ensure project work completed by CRDM is updated and reflected in the FCA database
- 7) Develop and monitor the FCA condition audit master project list and ensure the effective auditing and upkeep of baseline data (rolling 3-5 year plan)
- 8) Standardize renewal projects and annual renewal program development for Standard Facilities Renewal, painting, plumbing, carpentry and roofing in collaboration with the

Facilities Services Coordinator for capital renewal and operations scheduled maintenance team

- 9) Initiate and complete FY13 & 14 FCA audits according to schedule and incorporate into the required datasets for program development
- 10) Work with CRDM program team for Infrastructure, Parking, Fire/Life Safety and Classroom projects to ensure funding, support and reporting goals are achieved (Two Year Program)

## VI. Communications & Marketing Plan

1. Bi-monthly CRDM Committee Meetings
2. Emergency Notification and voting communications
3. Website Management
4. Program press releases for key projects
5. Annual Reports
6. Key Projects and Renewal updates in Quarterly Newsletters
7. Program Highlights in Quarterly Newsletters
8. Summer/Winter Releases focused on Renewal Planning & FM Projects
9. Meeting communications and minutes
10. Annual Faculty/Staff Presentation
11. Annual CB Reports on Expenditures
12. Integrate CRDM Program Training into Project Delivery Annual Training

## VII. Two Year Budget Plan

<b>Projected CRDM Allocations</b>	
<b>FY13</b>	
FY13 CRDM	\$ 14,300,000.00
FY13 CRDM Central Plant Expansion	\$ 7,325,297.00
Cost centers Set up using FY13	\$ 5,094,043.63
Reserve for known needs	\$ 1,350,000.00
<b>Projected Balance</b>	<b>\$ 530,659.37</b>
<b>FY14</b>	
FY14 CRDM	\$ 14,300,000.00
FY14 CRDM Central Plant Expansion	\$ 5,378,122.00
Emergency Contingency Reserve	\$ 2,230,469.50
FY14 Fire Life Safety Reserve	\$ 5,000,000.00
FY14 Science Life Safety Critical Reserve	\$ 720,000.00
Patio Infrastructure - Park	\$ 350,000.00
Campus Signage Renewal	\$ 150,000.00
Classroom Renewal	\$ 471,408.50

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<b>Projected Balance</b>	<b>\$</b>	<b>-</b>
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### FY 2014 Needs - Current Critical Backlog Priorities

There are a number of potential projects that are currently unfunded that have been noted as critical because they impact life/safety or the university’s ability to meet the institutional priorities, such as research. These are presented in Table 2. These needs, as well as other considerations will be reviewed by the CRDM Committee and prioritized for recommended funding in preparation for FY 2014 and beyond; Funds are limited and priorities for funding will be prioritized as in past years in the following order (1) Immediate life safety and (3) Science, Teaching and Research.

<b>Engineering HVAC Project (Oliver)</b>	<b>\$ 1,440,000.00</b>
<b>Cameron HVAC</b>	\$ 500,000.00
<b>Additional Fire Life Safety</b>	\$ 10,000,000.00
<b>Hilton Roof</b>	\$ 1,200,000.00
<b>Total</b>	<b>\$ 13,140,000.00</b>

The current university backlog exceeds \$100M and is not reflected in the emergent backlog listed above.

### VIII. Meeting Schedule & Implementation

- Committee Meetings are held the fourth Thursday of every other month or as needed.
- Information is published on the website monthly
- Website and meeting support is provided by Facilities Service Coordinator, Program Administration
- Financial Support provided by FM Business Services, Assistant Director
- Financials and program development are based on the University fiscal year and updated annually
- Minor and Planned Projects will proactively manage funding requests and funded projects to ensure best use of funds and proactive scheduled maintenance projects prioritized by critical need

### IX. Metrics Reporting

An annual report is published by the 1<sup>st</sup> of November following the fiscal year and will be published on the CRDM and program website. We currently manage the amount of funding dedicated to renewal for all projects and report that amount and associated projects to the Texas Controlling Board. Our metrics are also published annually on the A&F Administration and Facilities Management performance scorecards.

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