Comprehensive Facilities Management

“World Class” Facilities Aligned to Meet Institutional Goals

October 11, 2015
What in the World is “World Class”? 

world-class (wûrld′kläs′) adj.

1. Ranked among the world's best; of the highest caliber: a world-class orchestra, or a world-class athlete

“An organization that is outstanding in every aspect of its performance is world class. Being world class is going beyond excellence to become great!” - Christopher Ahoy
UTSA Property 1969
Office of Facilities

Campus Core 1983
Circa 2005 Facilities – The “Rattlesnake” Analogy

- Largest Construction Program in School History Underway ($700M in 10 years)
- Significant Failures in Recently Completed Capital Projects
- Primitive Facility Management Organization
Office of Facilities

Integrated Facility Strategic Plan

Master Planning

Processes & Procedures

Facility Planning & Development

Measurement & Analysis

Performance Results: Benchmarking & Key Performance Indicators

Human Resources: Hiring, Development, Compensation & Recognition

“Comprehensive” Facilities Management

Leadership

Communication

Project Execution

Automation & Information Management

Environment, Health, Safety & Risk Management

Sustainability

Space Management

Corrective Maintenance

Planned Maintenance

Financial Management

Preventive Maintenance

Material Management

Formal Work Management

Utility Management

Quality Assurance
Creating a high performance FM organization

- Fully support strategic business initiatives
- Enhance operational efficiencies and effectiveness
- Reduce costs
- Optimize process performance
- Maximize return on investment (ROI)
- Minimize total cost of ownership (TCO)
- Maximize asset value and life cycle
- Continuously monitor improved performance excellence
- Build pride – and attract and retain the best employees

From: The Best Practices in Facility Management: Creating an Environment of Operational Excellence (Tuveson & Hodges)
Same Criteria as in Facility Management – Diagnostics (FM-D) facility management assessment software developed by Facility Engineering Associates (FEA)
APPAA Award for Excellence Program Criteria

1.0 Leadership – 150 points
2.0 Strategic and Operational Planning - 150 points
3.0 Customer Focus – 150 points
4.0 Information and Analysis – 100 points
5.0 Development and Management of Human Resources – 100 points
6.0 Process Management – 100 points
7.0 Performance Results – 250 points
8.0 Other Considerations – points as appropriate

Typically 1,000 points possible for award in APPA Award for Excellence Evaluation

Note: Same criteria used in the APPA Facility Management Evaluation Program (FMEP) “Peer Review” Program
Malcolm Baldridge Criteria for Performance Excellence
“Senior Leaders in effective facilities organizations set direction and establish a customer focus, clear and visible values, and high expectations in line with the institutional mission, vision, and core values.

Effective facilities leaders facilitate the dialogue around larger issues such as total cost of ownership, sustainability, recapitalization requirements, and facilities reinvestment.

Leaders inspire the people in the organization and create an environment that stimulates personal growth. They encourage involvement, development and learning, innovation, and creativity. Leaders act as both educators and change agents.”

“Leadership is a potent combination of strategy and character. But if you must be without one, be without the strategy.”

- Gen. Norman Schwarzkopf
• Know the Business
• Get to know your employees and give them respect
• Give them the support and “tools they need to do their job”
• Cultivate diversity, including diversity of thought
• People Development
• Get out of your comfort zone

From Mari Kay Scott, Executive Director of Global Facilities, General Motors
Additional “World-Class” Leadership Ideas

- Lead ethically and communicate transparently. This leads to trust. Trust is essential!
- Establish clear direction, customer focus, and high expectations
- Develop brand, promise, purpose statement, guiding principles
- Align the organization with institution’s mission, vision, core values and get “right people in the right jobs”
- Establish dialogue around larger issues (Excellence, TCO, sustainability, ROI, Recapitalization, and Reinvestment)
- Inspire and create environment that stimulates personal growth
- Clearly and effectively communicate roles and responsibilities and expectations to staff and the greater community at large
"Give me six hours to chop down a tree, and I will spend the first four sharpening the ax."

- Abraham Lincoln
“Strategic and operational planning consists of the overall planning process, the identification of goals and actions necessary to achieve success, and the deployment of those actions to align the work of the organization. The successful facilities organization anticipates many factors in its strategic planning efforts; changing customer expectations, business and partnering opportunities, technological developments, institutional master plans, programmatic needs, evolving regulatory requirements, building organizational capacity, and societal expectations among other criteria.”

- APPA Facility Management Evaluation Program (FMEP)
Integrated Facility Strategic Plan

- Perform a *Comprehensive crosswalk* of Institutional, Divisional (Business Affairs), and Facilities Strategic Planned Goals to assure alignment between the Facilities organization and the goals of the institution.

- Develop the Facilities Strategic Plan using a *balanced scorecard approach* to focus attention on people, customers, process, and financials and to help measure success of the strategic plan.
Institutional Strategic Initiative V: Expanding Resources and Infrastructure

Goal 1: Retain and Recruit faculty and staff who are committed to our vision, mission, and values who diligently contribute to excellence.

Business Affairs Goal 2: Cultivating human capital that is aligned with our mission, vision, and values through the identification, recruitment, retention, management and development of our staff, and promoting an organizational culture of excellence wherein our employees might excel.

Facilities Strategic Goal #6
Develop internal hiring practices to attract, recruit and retain qualified staff committed to our vision, mission, and values, and who contribute to excellence. (SI I G 2, SI II G 4, SI V G 1, BA G 2, BA G 5)
Balanced Scorecard

A strategic planning and management system used extensively in business & industry, government and non-profit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals.

Development of an effective Master Plan, with a strong governance process, is essential to assure consistent implementation of the institutional strategic plan.
Master Planning

- Must be current, well developed, well accepted, and well managed
- Need mechanism to manage the master plan and assure development consistent with master plan (UTSA uses Master Plan Management Council)
- Need strong design and construction standards, uniform sign standards, integrated wayfinding signage
- Other Master Plans, including environmental, utility, infrastructure, landscaping are important for consistent, effective campus development
Facility Planning and Development

- Facility Planning and Development is an essential planning component that is often overlooked. Includes capital renewal/deferred maintenance project planning.
Facility Planning and Development

- Understand the condition and life cycle age of campus facilities and infrastructure (Condition assessments, current replacement value, deferred maintenance/capital renewal requirements)

- Long-range capital renewal plan to address aging and failing systems

- Objective and collaborative priority system to identify the higher priority/urgency work and sustainable funding provided

- Chief Facilities Officer informs senior institutional leadership of the essential requirements and funding needed to address those requirements and impact if funding is not provided
Facilities Condition Index (FCI) History

Data from UT System Facilities Resource Renewal Model – Now Sightlines
• Existing Capital Renewal Needs are $110M or 8.9% of the Current Replacement Value of the Campus.
• To maintain existing ratio of Renewal Needs to Replacement Value will require an annual expenditure of $10M
Deferred Maintenance Priority Management

Principal Objective Project Scoring Criteria

• Human Safety
• Regulatory Compliance
• Program Support
• Asset Preservation
• Community/Sustainability
Formal Work Management Planning

Formal Work Management Planning involves understanding available resources and applying them against known work requirements to develop a formal annual work plan that becomes more firm the closer you get to the date in which work is planned to be accomplished.
Ideas for “World-Class” Planning

- Facilities Strategic Plan integrated with institutional plan (best to use balanced scorecard)
- Employee and Stakeholder involvement in development of Facility Strategic Plan
- Effective master plan and governance process
- Strong design and construction, signage, & Way-finding standards
- Environmental, Utility, Infrastructure, Landscaping, and other master plans
- Condition assessments, deficiency list, current replacement value, FCI, Long range capital renewal and deferred maintenance plans
Ideas for “World-Class” Planning

• Objective and collaborative priority mechanism to allocate scarce resources

• Sustainable funding mechanism to support institutional plans

• Analysis of essential requirements, funding required and impact if not provided

• Formal annual work plan and scheduling mechanism

• Emergency Management and Business Continuity Plans

• Establish furniture, fixtures, & equipment (FF&E) standards practices/procedures
“Customer focus is a key component of effective facilities management. All Stakeholders must feel their needs are heard, understood, and acted upon. Various tools must be in place to assure customer communication, to assimilate what is said, and implement procedures to act on expressed needs. To be successful, a facility department must ensure that its customers have an understanding of standards, tasks, roles, frequencies of services, etc.”

- APPA FMEP

“Do what you do so well that they will want to see it again and bring their friends.”

- Walt Disney
Customer Focus

“The new Paradigm of world class to meet competitiveness for companies is customer focus. The three areas of customer focus are:

1. Customer Satisfaction *(Meeting customer’s expectations)*
2. Customer Delight *(Exceeding customer expectations by providing goods, products, & services beyond normal expectations, delighting the customer)*
3. Customer Success *(Going beyond exceeding expectations or delight and assuring customer success)*

- Christopher Ahoy, APPA Fellow, **Customer-Driven Operations Management**

“Most facilities organizations see themselves as facilities management organizations that serve customers, when we are really **Customer Service Organizations** that happen to provide facility management services”

Luis Borrero - former Maintenance Director,

University of Notre Dame (now w/ City of San Antonio)
August 2015 Data:
- 100 surveys mailed
- 17% response rate
- 489 work orders
Survey Comments

• “The room set up staff are awesome. I was in wrong room and they showed up immediately to assist me. They were so understanding.”

• “Mr. Menchaca worked on this project and completed his job duties in a timely manner. Repairs were completed and job was satisfactory.”

• “Everything worked out great!”

• “Art did a wonderful job!”
### Customer Project Rating Summaries

<table>
<thead>
<tr>
<th>Average</th>
<th>Expectations Met</th>
<th>Responsive Coordinator</th>
<th>Accommodating</th>
<th>Helpful</th>
<th>Work Quality</th>
<th>Project Schedules</th>
<th>Courteous</th>
<th>Coordinator Performance</th>
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Annual Project Management Survey Results

Customer Project Satisfaction Rating

- 2009: 3.79
- 2010: 3.87
- 2011: 3.94
- 2012: 4.00
- 2013: 4.12
- 2014: 3.99

Customer Project Satisfaction Rating
Ideas for “World-Class” Customer Focus

- Leadership must convey an attitude of service leadership to all
- Formal Process for Emergency and Non-Emergency Notifications
- Effective Facilities Web-Site and Facilities Web-Site Notifications
- Regular meetings with Prime Customers (Athletics, Research, Student Affairs) and service level agreements to govern working relationships
- Campus Newsletter Articles (“UTSA Today”) to tell your story
- Customer Town Hall Meetings with to get campus-wide customer input
- On-line Service Request Tool and customer satisfaction surveys
- Customer service strategy that includes communications strategy
Ideas for “World-Class” Customer Focus

- Place great value on customer service attributes in annual evaluations
- Culture of delighting the customer and helping to assure their success
- Employee Customer Service Training (ie. Dale Carnegie, HR/In-house Facilities)
- Variety of tools to capture the voice of the customer (surveys, customer advisory groups, service reviews, employee field reporting)
- Manage the total customer experience from service/project inception to close-out
- Talk with and listen to the customers and follow-up to resolve concerns
- Establish customer service guidelines (standards, roles, frequencies, etc.) and communicate to all employees
Facilities Customer Service Improvement Initiatives

Facilities Service Center
The Facilities Administration area has been renovated to create a one-stop Facilities Service Center which will integrate the various Facilities customer service functions of Work Control, Administration, Quality Assurance and Communications under the direction of new Assistant Director of Customer Services.

Dale Carnegie Training
In the spring of 2015, 60 Facilities supervisors and direct customer contact personnel attended vigorous 8-week “Customer Focused” Dale Carnegie training designed to establish a Customer Service Culture and improve our overall customer service.

I-Service Desk Training
Facilities staff have developed an IService Desk training for the University community that was rolled out in March 2015. This training serves as a direct line to our customers where we can assess their needs and adjust our processes accordingly.

Customer Concern Process
Facilities personnel have been trained on how to process customer concerns received through various avenues. Once the concerns are addressed, our Customer and Communications Representative follow-ups with customers to ensure that they are satisfied with the outcome.
More Facilities Customer Service Improvement Initiatives

**Customer Service Baseline Survey**
Facilities has finalized a simple but comprehensive survey for the entire University community and we plan to distribute this survey to all of Facilities customers to establish a baseline.

**Events Services**
We are using an Events calendar shared with necessary personnel to communicate all planned Events. We are now establishing a process to follow-up with customers to ensure that they were satisfied with the set up and services at their event.

**Customer Service Emails**
We use automatic emails to let customers know that their Work Order is complete and will soon be adding the name of the technician who they can expect to attend to any unmet needs. The email will end with a “How are we doing?” statement identifying our new Customer Service email as the location to respond to.

**Operations Review Slides**
Selected Performance metric results from our Monthly Operations Review Meetings will be posted quarterly on our website in order to communicate our services.

**Customer Care Champion Team**
We will be setting up a “Customer Care Champion Team” made up of employees from all areas of Facilities which will strengthen the idea that Customer Service is everyone’s job. This rotating team will conduct bi-annual round table meetings with various customers to discuss issues and initiatives.
More Facilities Customer Service Improvement Initiatives

**Facilities Guide**
We will disseminate a Facilities Guide, both in hard copy and also on our website, which will describe Facilities’ services.

**Annual Survey**
Facilities is planning to develop an annual survey that is not tied directly to a work order, but instead inquires how we are doing in general.

**Town Hall Meetings**
Facilities staff will conduct an annual “Facilities Partnering” Town Hall Meeting which will be used to engage our customers in conversations that will enhance our relationships. This forum will serve to ensure that our customers understand our processes and also to gather feedback to be used in making improvements.

**“Day-Two” Training**
Facilities plans to develop a “Day Two” orientation for new employees which will impress upon them the customer service vision that we have in Facilities. This time will also be used to train new employees on various Departmental policies and processes such as timekeeping, Iservice Desk, I drive, mobile devices, uniform policy, etc.
“Workforce development is a strategic approach focusing on people rather than operations. It is essentially a human resources strategy… evolved from a problem-focused approach…to a holistic approach considering participants’ many barriers and overall needs… While Facilities budgets are notoriously tight, proper investment in continuous development of FM staff is vital to achieving the mission of the organization. Effective workforce focus and development includes employee job descriptions and succession planning, training and professional development, employee recognition & rewards, and employee performance & feedback.”

- Facility Management – Diagnostics (Facility Engineering Associates)

“Having the right people on the bus with the right skills, experience, and depth is one of the critical elements.” - James Collins, Good to Great
# Employee Engagement Surveys

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<th>Survey of Organizational Excellence and Survey of Employee Engagement</th>
<th>2005 FS Composite Score</th>
<th>2007 Composite Score</th>
<th>Total Change in Score</th>
<th>2009 Composite Score</th>
<th>Total Change in Score</th>
<th>2011 Composite Score</th>
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Employee Engagement Information Systems

Average Score: 326 | 338 | 12 | 347 | 9 | 359 | 12
UTSA-Office of Facilities Supervisor Training
Goal: 100% Supervisory and Fundamental

A new Supervisor came on board in May.
Office of Facilities

Ideas for “World-Class” Workforce Development

- Comprehensive and objective Hiring Process – hire the right people first time
- Career paths/job families, job descriptions, needs assessments
- Survey of employee engagement
- Effective Staff recognition and awards program
- Supervisory Training Curriculum/Mandatory training
- Employee language training (Rosetta Stone, “Erlinda’s Wish” Computer training)
- Employee technical, compliance, ethics training
- New employee orientation for Facilities employees
- Benchmarking staffing levels
Ideas for “World-Class” Workforce Development

- Effective occupational health and life safety training program
- Opportunities for employees to share experiences at trade conferences
- Employee Progression guidelines
- Succession Plans for key positions in the organization
- Project Management Staffing Approach
- Regular “All Staff Meetings with Employees
- Employee Workload balancing (Housekeeping and Grounds)
- Consider employee progression programs for qualifying employees
“Effective process management addresses how the facilities organization manages key product and service design, delivery processes, and continuous improvement. Process management includes various systems or “core competencies” such as work management, performance standards, estimating systems, planning, design, and construction of new or renovated facilities, space management, event management, and other key processes that affect facilities functions.”

- APPA FMEP

“If you can’t describe what you are doing as a process, you don’t know what you’re doing.”

- W. Edwards Deming

“Excellent firms don’t believe in excellence, only in constant improvement and constant change.”

- Tom Peters
Ideas for “World-Class” Process Management

• Lean systems analysis to improve existing processes
• Develop new processes as necessary to assure effective service delivery
• Annual shop rate analysis and updating
• Project management fees analysis and updating
• Master Plan Management Process
• Formal Preventive Maintenance program with mechanism to update as necessary
• Service Level Agreements (SLAs) with fee funded customers
• Job Order Contracts and Job Order Design Contracts
• Formal Hiring Process
Ideas for “World-Class” Process Management

- Project management charters with Construction agents/EHS&RM
- Capital Renewal Planning process
- Construction Management training and “lessons learned” reviews
- Automation improvements (mini-iPads, wireless assignment of work)
- Funding mechanisms (“Swept” deferred maintenance funds, utility reinvestment)
- Annual Work Plan
- Condition Assessment Process
- Computer Replacement Guidelines
- Archiving and Storage Retrieval Process
Assessment and information analysis describes how your organization uses information and analyses to evaluate and drive performance improvements. Of interest are types of tools used, and how the tools are used to measure and enhance organizational performance.

- APPA FMEP

“When you can measure what you are speaking about and express it in numbers, you know something about it; but when you cannot express it in numbers, your knowledge is of a meager an unsatisfactory kind…” - Lord Kelvin
Ideas for “World-Class” Measurement & Analysis/Performance Results

• Productivity Analysis

• Third Party Analysis of Key Metrics

• Engagement of key stakeholders in what metrics they feel are important

• Emergency Response and Business Continuity metrics

• Quality Assurance Program and regular assessment process

• Standards for design, construction, maintenance, operations, other critical areas
Ideas for “World-Class”
Measurement & Analysis/Performance Results

- Key Performance Indicators and benchmarking with other institutions
- Benchmarking with professional trade organizations (APPA, IFMA)
- Focus on key business metrics (those critical to your success)
- Upgraded web-based Computerized Maintenance Management System (CMMS)
- Operations Review Meetings to discuss performance results
- Analysis of work order information to address emergent issues (elevators, fire and life safety concerns)
“The performance of a facilities organization can be assessed in a number of ways: campus appearance, customer satisfaction, employee satisfaction, effectiveness of systems operations, financial results, and supplier/business partner results. Having measurement tools in place to assess such performance is critical in an environment of continuous improvement.”

- APPA FMEP

“If you are not getting better, you are getting worse.” – Tiger Woods

“It is not necessary to change. Survival is not mandatory.” – W. Edwards Deming
Growth and Aging of Buildings

Maintenance requirements increase with building system age.
Total Operating Expenses Per GSF (excluding Purchased Utilities)

- Building Age Range: less than 20
- Carnegie Class: Doc/Research
- Funding: Public
- APPA Region: CAPP
- Enrollment Range: 20,000+

FY13 UTSA: $4.12
FY14 UTSA: $3.96
FY13 APPA Average: $5.23
FY14 APPA Average: $5.26
Maintenance Expenses per Gross Square Foot

FY14 APPA Average: $1.70
FY13 APPA Average: $1.63
UTSA FY13: $1.02
UTSA FY14: $0.77
Ratio of Total Facilities Expenditures to Gross Institutional Expenditures

- Building Age Range -- less than 20
- Carnegie Class -- Doc/Research
- Funding -- Public
- APPA Region -- CAPPA
- Enrollment Range -- 20,000+

FY13 Data
- UTSA 4.56%

FY14 Data
- UTSA 5.62%
- APPA Average 6.35%
- APPA Average 5.70%
Total Operating Cost per Student Full Time Equivalent

FY13 APPA Average $1,630K
FY13 UTSA Average $1,450K
FY14 UTSA $737.27
FY14 UTSA $710.68
Average Gross Square Feet per Student FTE
**BTU per Gross Square Foot***

*Not to be compared to the Energy Utilization Index (EUI). The BTU per GSF does not include chiller plant energy loss. UTSA FY13 EUI was 170.9 and be FY14 EUI was 171 after factoring in chiller plant energy.*

![Bar Chart](Image)
### Free Balance Forecast

**Main Campus, Downtown, & Hemisfair**

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<tr>
<th></th>
<th>Beg Bal 9/01</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
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<td><strong>Personnel</strong></td>
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<td>$528.80</td>
<td>$268.96</td>
<td>$435.17</td>
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<td>$250.30</td>
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<td><strong>Maint, Ops &amp; Other</strong></td>
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## Preventive Maintenance Schedule Compliance - Tri Campus
(Excludes Vehicle Maintenance)

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</thead>
<tbody>
<tr>
<td>% Month</td>
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<tr>
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<td>90.4%</td>
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August 2015 Data
Preventive Maintenance Backlog – Tri-Campus
(Excludes Vehicle Maintenance)

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<td>Nov-14</td>
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<td>234</td>
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<tr>
<td>Feb-15</td>
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<td>Mar-15</td>
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<tr>
<td>Apr-15</td>
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<tr>
<td>May-15</td>
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<td>Jul-15</td>
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<tr>
<td>Aug-15</td>
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Corrective Maintenance Schedule Compliance - Tri Campus
(Excludes Vehicle Maintenance)

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<th>% Average</th>
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<th>Missed</th>
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<td>251</td>
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<tr>
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<td>82.4%</td>
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<tr>
<td>Dec-14</td>
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<td>81.3%</td>
<td>883</td>
<td>696</td>
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<td>81.3%</td>
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<td>Mar-15</td>
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Zone Maintenance Work Order Compliance
Corrective Maintenance – Type 4

August 2015 Data
Work Order Aging - Tri-Campus
Corrective Maintenance & Departmental Requests

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<td>137</td>
<td>121</td>
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<td>105</td>
<td>119</td>
<td>148</td>
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<td>329</td>
<td>530</td>
<td>462</td>
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<td>394</td>
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August 2015 Data
Deferred Maintenance Remaining Balances

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Actual vs Budgeted Utility (x1000) (E&G Only)

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<th>Budgeted</th>
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<td>$873</td>
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<td>$1,723</td>
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<td>$6,817</td>
<td>$7,061</td>
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<td>May</td>
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<td>Jul</td>
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<td>Aug</td>
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MMBTUs per GSF
(Energy Use Index)

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<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
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<td>2015</td>
<td>0.0098</td>
<td>0.0090</td>
<td>0.0098</td>
<td>0.0115</td>
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<td>0.0086</td>
<td>0.0090</td>
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<td>0.0109</td>
<td>0.0091</td>
<td>0.0090</td>
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<td>0.0097</td>
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### Energy Cost Index

#### Cost per GSF

All Campuses (E&G, Non E&G)

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<th>2014 $/GSF</th>
<th>2013 $/GSF</th>
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Office of Facilities

GALs per GSF
(Water Use Index)

Gal/GSF

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<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
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Security & Life Safety
August 2015

Work Orders

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August 2015 Data

Office of Facilities
Security & Life Safety-Impairments
August 2015

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## Yellow Tag Deficiencies

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Yellow Tag Deficiencies

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State Fire Marshall

21410781 – LERR & DM FY14 MH Building Cap Renewal
21504468 – LERR FY15 Tri-Campus F & LS Compliance
21504467 – LERR FY15 JPL F & LS Compliance
21304752 – Convo Fire Life Safety Upgrades
21431459 – Campus-Wide F & LS Improvements

Aug 2015 Data

Office of Facilities
UTSA Workers' Compensation Insurance
Count of Claims with Costs (Losses)

- Facilities
- UTSA other than Facilities

August 2015 Data
Performance Results Initiatives

- Operations Review Meetings/Key Performance Indicators
- Work Order Priority Categories with Target Response times
- Effective Preventive Maintenance Program
- Retro and continuous commissioning of buildings
- Deferred Maintenance Project Priority Process
- As Built, Floor Plan, Archiving and Retrieval Process
- Zonal Maintenance Approach
- Special Interest Project list, Weekly Action List, Top 100 Priority List
Project Performance Results Initiatives

• Facilities Design and construction Guidelines
• Capital Project Development Process
• Master Plan Management Process
• Project Scoping, Cost Estimate, and Funding Process
• Job Order Construction and Design Contracts
• Project and Budget Account Reconciliation Process
• Project Management Charters with OFPC and EHS&RM
• Monthly OFPC Project Update Meetings
• “Swept” Deferred Maintenance Funding Process