BIG XII & Friends Facility Conference

“Telling our Story”

Facilitator: Dave Riker
Associate Vice President for Facilities
The University of Texas at San Antonio

June 2, 2014
Session II – Telling Our Story
(90 Minutes)

• Metrics and Key Performance Indicators
• Scheduling and Productivity
• Deferred Maintenance Backlog/Funding/Management
• Communicating with Campus/Clients
Value to Facilities

- Measures with high value to the Facilities organization?
  - “Course Correction” – Adjusting operations to improve schedule performance and quality of results
  - Budget Allocation – Communicating budget requirements and demonstrating good stewardship of resources
  - Energy Efficiency – Identifying potential energy savings and demonstrating efficiency
  - Other?
Preventive Maintenance Schedule Compliance - Tri Campus
(Excludes Vehicle Maintenance)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>% Month</td>
<td>98.8%</td>
<td>90.3%</td>
<td>90.5%</td>
<td>93.7%</td>
<td>93.7%</td>
<td>97.5%</td>
<td>94.8%</td>
<td>93.4%</td>
<td>85.1%</td>
<td>80.1%</td>
<td>94.8%</td>
<td>96.8%</td>
<td>93.4%</td>
</tr>
<tr>
<td>% Average</td>
<td>95.7%</td>
<td>95.3%</td>
<td>95.3%</td>
<td>95.1%</td>
<td>95.0%</td>
<td>95.3%</td>
<td>95.6%</td>
<td>95.5%</td>
<td>94.6%</td>
<td>93.2%</td>
<td>92.9%</td>
<td>92.9%</td>
<td>92.5%</td>
</tr>
<tr>
<td>Scheduled</td>
<td>1,581</td>
<td>1,788</td>
<td>1,756</td>
<td>1,711</td>
<td>1,557</td>
<td>1,556</td>
<td>1,484</td>
<td>1,646</td>
<td>1,673</td>
<td>1,600</td>
<td>1,718</td>
<td>1,883</td>
<td>1,726</td>
</tr>
<tr>
<td>On-Time</td>
<td>1,562</td>
<td>1,615</td>
<td>1,590</td>
<td>1,604</td>
<td>1,459</td>
<td>1,517</td>
<td>1,407</td>
<td>1,537</td>
<td>1,423</td>
<td>1,282</td>
<td>1,629</td>
<td>1,823</td>
<td>1,612</td>
</tr>
<tr>
<td>Missed</td>
<td>19</td>
<td>173</td>
<td>166</td>
<td>107</td>
<td>98</td>
<td>39</td>
<td>77</td>
<td>109</td>
<td>250</td>
<td>318</td>
<td>89</td>
<td>60</td>
<td>114</td>
</tr>
</tbody>
</table>
Preventive Maintenance Backlog – Tri-Campus
(Excludes Vehicle Maintenance)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Backlog</td>
<td>94</td>
<td>258</td>
<td>374</td>
<td>435</td>
<td>410</td>
<td>417</td>
<td>463</td>
<td>340</td>
<td>346</td>
<td>323</td>
<td>105</td>
<td>92</td>
<td>107</td>
</tr>
<tr>
<td>Ave Backlog</td>
<td>120</td>
<td>123</td>
<td>134</td>
<td>150</td>
<td>174</td>
<td>199</td>
<td>226</td>
<td>244</td>
<td>266</td>
<td>287</td>
<td>290</td>
<td>288</td>
<td>290</td>
</tr>
</tbody>
</table>
Corrective Maintenance Schedule Compliance - Tri Campus
(Excludes Vehicle Maintenance)

<table>
<thead>
<tr>
<th>Month</th>
<th>% Month</th>
<th>% Average</th>
<th>Completed</th>
<th>On-Time</th>
<th>Missed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar-13</td>
<td>91.2%</td>
<td>89.6%</td>
<td>1,211</td>
<td>1,104</td>
<td>107</td>
</tr>
<tr>
<td>Apr-13</td>
<td>90.7%</td>
<td>89.8%</td>
<td>1,286</td>
<td>1,167</td>
<td>119</td>
</tr>
<tr>
<td>May-13</td>
<td>88.4%</td>
<td>89.6%</td>
<td>1,289</td>
<td>1,139</td>
<td>150</td>
</tr>
<tr>
<td>Jun-13</td>
<td>92.3%</td>
<td>89.7%</td>
<td>1,238</td>
<td>1,143</td>
<td>95</td>
</tr>
<tr>
<td>Jul-13</td>
<td>84.7%</td>
<td>89.3%</td>
<td>1,172</td>
<td>993</td>
<td>179</td>
</tr>
<tr>
<td>Aug-13</td>
<td>85.5%</td>
<td>89.0%</td>
<td>1,244</td>
<td>1,064</td>
<td>180</td>
</tr>
<tr>
<td>Sep-13</td>
<td>84.2%</td>
<td>88.5%</td>
<td>1,245</td>
<td>1,048</td>
<td>197</td>
</tr>
<tr>
<td>Oct-13</td>
<td>81.7%</td>
<td>87.7%</td>
<td>1,407</td>
<td>1,150</td>
<td>257</td>
</tr>
<tr>
<td>Nov-13</td>
<td>82.2%</td>
<td>87.1%</td>
<td>1,345</td>
<td>1,106</td>
<td>239</td>
</tr>
<tr>
<td>Dec-13</td>
<td>82.7%</td>
<td>86.8%</td>
<td>992</td>
<td>820</td>
<td>172</td>
</tr>
<tr>
<td>Jan-14</td>
<td>82.5%</td>
<td>86.1%</td>
<td>1,209</td>
<td>997</td>
<td>212</td>
</tr>
<tr>
<td>Feb-14</td>
<td>85.4%</td>
<td>86.2%</td>
<td>1,165</td>
<td>995</td>
<td>170</td>
</tr>
<tr>
<td>Mar-14</td>
<td>81.4%</td>
<td>85.6%</td>
<td>1,037</td>
<td>844</td>
<td>193</td>
</tr>
</tbody>
</table>
# Yellow Tag Deficiencies

<table>
<thead>
<tr>
<th></th>
<th>Sep-13</th>
<th>Oct-13</th>
<th>Nov-13</th>
<th>Dec-13</th>
<th>Jan-14</th>
<th>Feb-14</th>
<th>Mar-14</th>
<th>Apr-14</th>
<th>May-14</th>
<th>Jun-14</th>
<th>Jul-14</th>
<th>Aug-14</th>
<th>Sep-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Tasks</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Transferred Tasks</td>
<td>465</td>
<td>350</td>
<td>350</td>
<td>321</td>
<td>270</td>
<td>257</td>
<td>165</td>
<td>115</td>
<td>75</td>
<td>45</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Yellow Tags</td>
<td>31</td>
<td>29</td>
<td>29</td>
<td>22</td>
<td>20</td>
<td>18</td>
<td>11</td>
<td>9</td>
<td>7</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
STRATEGIC KPI EXAMPLES

(IFMA and APPA Suggested Metrics)
Facilities Condition Index (FCI) History

Data from UT System Facilities Resource Renewal Model
Total Operating Cost Per GSF (excluding Purchased Utilities)

UTSA = $21,657,141 / 5,252,876 GSF

APPA Average = $5.23

UTSA = $4.12
Office of Facilities

Maintenance Cost per Gross Square Foot

UTSA = $5,349,630 \text{ Maintenance Operating Cost} \over 5,252,876 \text{ GSF}

UTSA = $1.02

APPA Average = $1.63

- Building Age Range - less than 20
- Carnegie Class -- Research High
- Funding -- Public
- APPA Region -- CAPPA
- Enrollment Range -- 20,000+
Ratio of Total Facilities Expenditures to Gross Institutional Expenditures

UTSA = \frac{21,657,141}{475,029,268} Facilities Operating Cost

APPA Average 5.7%

UTSA 4.56%
Office of Facilities

Total Operating Cost per Student Full Time Equivalent

UTSA = $21,657,141 / Facilities Operating Cost
30,474 Student FTE

UTSA = $710.68

APPA Average

$1,450.00
Average Gross Square Feet per Student FTE

UTSA = \frac{5,252,876 \text{ GSF}}{30,474 \text{ Student FTE}}

APPA Average 299.9 SF

UTSA 172.4 SF
BTU per Gross Square Foot

Note: This is total BTU/GSF and not the same as the Energy Utilization Index (EUI). UTSA FY13 EUI is 170.9 considering chiller plant inefficiency factored in.
Our Goal: To Optimize our ability to support (and delight) our customers

Implementation: Establish an effective Annual Work Plan (AWP)
UTSA Annual Work Plan Deliverables

- Create a master schedule for aligning Facilities resources
- Create new or refine existing processes
- Maximize use of CMMS and mobile technology
Example Annual Plan

Office of Facilities

Technician Hours Available

- Construction Support
- Planned Maintenance
- Unplanned Corrective
- PM Program
Deferred Maintenance Backlog/Funding/Management

• Existing Capital Renewal Needs are $110M or 8.9% of the Current Replacement Value of the Campus.

• Without expenditures the Capital Renewal Needs will double over the next 10 years

• To maintain existing ratio of Renewal Needs to Replacement Value will require an annual expenditure of $10M
Funding

• Annual $3M Allotment of Deferred Maintenance Funding insufficient
• Able to “Sweep” residual DM funds for reuse
• Capital Construction, PUF Funding, LERR
• Service Level Agreements with Auxiliaries
• Auxiliaries pay for proportional share of infrastructure
• Annually Updated Shop Rates
• Project Fee of 4% of TPC
Communicating with Campus/Clients

• Formal Process for Emergency and Non-Emergency Notifications
• Facilities Web-Site Notifications
• Regular meetings with Prime Customers
• “UTSA Today” (Campus Newsletter) Articles
• Surveys (Work Orders, Projects, Overall)
• Others?
March-2014 Data:
- 95 surveys mailed
- 23% response rate
- 1,187 work orders