

Project Identification

Capital project identification is an on-going, year-round process which ultimately leads to the update of UNH's 5-year capital plan (see link below). There are two primary methods for identifying capital projects for inclusion into the capital plan: a Facilities Assessment and a Unit Request.

[UNH Capital Plan](#)

1. Facilities Assessment:

The Capital Planning and Management team conducts an annual facilities assessment to identify systems in need of replacement and the level of urgency. Projects are developed into a list with pre-concept level cost estimates and evaluated for priority based on the Renewal, Repair and Renovation Strategy Guidelines. The Capital Planning team does this work for the education and general (E&G) and auxiliary assets in partnership with unit stakeholders. The majority of projects on the capital plan come from this effort.

2. Unit Requests:

Campus units often identify needs for capital projects related to normal operations, a strategic direction identified at the unit level, or from a variety of other changes in their environment. Campus units will identify these projects throughout the year. As part of that initial process, units must coordinate with their respective Finance partner regarding funding, the Facilities team (both the Capital Planning team and project managers) for initial cost estimates, and their department head and Dean for ensuring alignment with the unit's priorities. Units should also review the existing 5-year capital plan to understand which projects are currently included and avoid submitting a duplicate project request.

Once that coordination has occurred, units can submit these projects to their respective Dean or VP for inclusion into the Capital Planning Process at any time throughout the year, however, only projects submitted by December 1 will be evaluated for the following fiscal year capital plan update (projects submitted after that would be for the subsequent fiscal year update process). "Inclusion" in the capital plan means the project will be listed and designated for funding within the plan's 5-year window. Typically, new projects are inserted into the later years of the plan where funding capacity is available.

Units identify their requests online using the Facilities Project Request Form, have those requests justified by their unit head, and then submit them to the respective Dean or VP. Below is a link to the Facilities Project Request Form.

The Dean or VP is responsible for evaluating and prioritizing all requests submitted to them and providing statements of justification and alignment with their unit's goals and the University's guiding principles and guidelines. Deans (and units within Academic Affairs) then submit their prioritized list to the Provost/Executive Vice President for review and evaluation and the VPs do the same to the Executive Vice President for Finance & Administration (EVPFA).

UNH Capital Projects Evaluation and Planning Process

Facilities Project Request Form

[Facilities Project Request Form](#)

Process Cycle

Each year, all projects submitted by the Deans and VPs by December 1st will be included in the evaluation and planning process for the following fiscal year. Projects that were placed on the Strategic Capital Projects Backlog from the prior year will also be evaluated in conjunction with the new projects.

Facilities and Academic Evaluation

The list of proposed projects is provided to a committee of representatives from Facilities and the Provost's Office for additional evaluation. Data Sets and Business Analysis Reviews listed below are referenced as needed in the Facilities evaluation process:

- Strategic Plan
- Campus Master Plan
- Campus Master Utility Plan
- Space Utilization Studies
- College and Department Educational Initiatives
- Information Related to Donors or Other External Funding
- Campus Stewardship - Space improvements/Consolidations
- Facilities Operations and Maintenance Staff/Management
- Computerized maintenance management system (CMMS) trending data
- Recommissioning Reports – building specific, major deficiency listings

Once the project's scope & planning level cost estimate is generally understood, the evaluation process can start. Projects that address the listed criteria are assigned 1 point, the sum of the points assigned for each project equals the project's "impact score." The Facilities and Provost's Office team provides an initial score for each project based on the criteria listed below, but then reviews the projects and scoring, as a team, to develop a consensus scoring and prioritization which is included in the information provided to the Executive Leadership Group (ELG) as part of their review.

Priority Criteria Definitions:

1. **Renewal investment:**

Major repairs or replacements of systems and components to extend life and/or restore systems to their intended function.

2. **Adaptation:**

Adaptation of buildings and infrastructure to meet the institution's evolving needs and standards, including changes that incorporate new technology or support for new faculty/staff, classroom improvements or changes to support disciplines or curricula, and requirements such as building codes updates, ADA, and environmental improvements.

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3. **Space Consolidation Opportunity:**

A point is provided (+1) for projects that reduce space, improve existing space efficiency, or eliminate the need for external leased space. A point is deducted (-1) for projects that increase the amount of space on campus.

4. **Life Safety Risk:**

Failure of systems or components that result in potential loss of life and/or significant injury to human occupants of facilities/campus.

5. **Operational/Reputational Risk:**

Failure of systems or components that result in widespread catastrophic impact to the campus community and in turn significantly impact campus reputation.

6. **Programmatic Need**

Investment that supports and enhances student academic and or athletic programs across campus.

7. **Positive Return on Investment**

Investment that results in “material” ROI within the short term and continues into the foreseeable future.

8. **State/FED/Gift/Bond funded**

Projects that include external funding which totals >50% of the project’s total cost. These funding sources do not count toward our depreciation target.

[Capital Plan Impact Scoring Exhibit](#)

Targeted levels of investment into the UNH campus are determined based on assumed depreciation that occurs to physical assets. When consistent capital investment is made, it will offset depreciation over time. UNH’s capital plan identifies funding availability based on funding type, i.e., UNH funds, grants, gifts, state, and federal. Funding is allocated based on impact score and priority with final review and prioritization by the ELG.

Lower priority projects and those with no identified funding available are placed on the “strategic capital projects backlog” and re-evaluated by the Facilities and Provost’s Office committee at the beginning of each academic year (prior to the beginning of the new year’s process), for both continued need, and potential funding in future prioritization rounds when funding may become available. The backlog is also reviewed for continued need of those projects.

Once the Facilities and the Provost’s Office committee have completed their evaluation, the projects are reviewed with ELG in February for initial prioritization.

Initial ELG Review

In February, the Executive Leadership Group (“ELG”- President, Chief of Staff, Provost/Executive Vice President, and Executive Vice President for F&A) will review all submitted projects against the institutional priorities as established by the Strategic Plan and the President.

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President's Strategic Priorities. <https://www.unh.edu/leadership/unh-2030>

- a. First destination
- b. Interdisciplinary
- c. Well-being
- d. State impact

Campus Input

Once prioritized, these projects are incorporated into the “draft” 5yr Capital Plan. Compiled by Facilities, this “draft” 5-year capital plan is shared with the campus for review and comment.

This process would occur with a public meeting in the March timeframe wherein the draft 5-year plan is provided along with high-level project descriptions. Input will be received and incorporated into the draft plan.

Final ELG Review

In the April/May timeframe, the Facilities and Provost's Office committee will share the input received from campus community meetings and discuss any necessary alternations to the draft.

ELG will determine final adjustments to the plan prioritization and determine what messaging to the campus community on priority shifts or project delays may or may not be necessary. ELG feedback will be incorporated into the “final draft” of 5-year plan which will be presented to the Board of Trustees (BOT).

Board of Trustees

The finalized Capital Plan is then presented to the BOT at the June BOT meeting. This completes the annual cycle for update of the 5-year Capital Plan for projects with a value greater than \$2M.

Specific Project BOT Approval Thresholds

Projects under \$5M (“Minor Capital Investments”) do not require Investment and Capital Planning Committee, (ICPC) or BOT approval and can be executed by the UNH President at any time given funding is available. Projects above \$5M (“Major Capital Investments”) require two meetings with ICPC or BOT for approval. The first meeting is to share the initial details of the project and receive feedback that can be addressed prior to returning for approval at the following meeting. Projects above \$5M but below \$10M can be approved by the ICPC. Projects above \$10M require approval of both the ICPC and the full BOT.

Campus	Project Value	First Look	ICPC	Full BOT
UNH	>\$5M	Yes	Yes	No
UNH	>\$10M	Yes	Yes	Yes

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Adaptation/Renewal Reinvestment Strategy for projects below \$2M

Smaller capital projects with value under \$2M are prioritized through a separate process from that described above. This process is managed by the Capital Planning team and involves unit representatives for each of the programs listed below. These programs are reviewed annually and prioritized based on critical need and funding available. The one connection to the overall process is that all projects including those under \$2M are rolled up into the 5yr capital plan and included in capital funding metrics. This provides one comprehensive location where all planned capital projects are listed and tracked.

As with larger projects there is always more need than funding available. This requires close collaboration with representatives from each of the program categories to annually meet and review campus needs and select the projects that provide the most overall benefit given the limited funds available. Given the number of projects and lower overall cost, campus feedback for these projects is limited to unit stakeholders and the Facilities team. The goal at the end of the process is to achieve consensus regarding project selection, priority and schedule, and may take multiple meetings to achieve. These meetings provide an opportunity for program leaders to be heard and to learn more about individual project details.

Based on funding available, the goal is to provide a balanced approach to prioritizing reinvestment and enhancement of programmatic space, critical facility operating systems, and infrastructure to maintain and support the overall mission of the University.

Program Categories	Target Program Value
Renewal	\$6M
Adaptation	\$3M
Energy Infrastructure	\$3M
Residential Life Housing	*
Dining	*
Memorial Union Building	*
Parking & Transportation	*
Athletics	*
Campus Recreation	*
Research	*
Health & Wellness	*
College – Dept. Projects	*
Capital Emergency	\$3M

**Program funding is provided by each unit and varies year-to-year based on availability.*

The Renewal Reinvestment Guide, and Adaptation Investment Guide are used as a reference in the overall prioritization process to help refine the importance of a particular project to the student experience, operational continuity, and mission criticality.

[Guideline Adaptation Reinvestment Strategy](#)

[Guideline Renewal, Repair and Renovation Strategy](#)