



## **Facilities & Planning Committee Meeting**

The MetroHealth System

MetroHealth Board Room K107 - 2500 MetroHealth Dr., Cleveland, OH 44109

2026-01-28 11:00 - 13:00 EST

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# The MetroHealth System Board of Trustees

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## FACILITIES & PLANNING COMMITTEE

**DATE:** Wednesday, January 28, 2025  
**TIME:** 11:00am – 1:00 pm  
**PLACE:** The MetroHealth System Board Room K-107 / via YouTube Stream:  
<https://www.youtube.com/@metrohealthCLE/streams>

## AGENDA

- I. **Approval of Minutes**  
Committee Meeting Minutes of November 12, 2025
- II. **Information Items**
  - A. RSM Report – *Campus Transformation Pay Request Reviews*
  - B. Campus Transformation Status – *J. Bicak, SVP, Facilities, Construction and Campus Transformation*
    - a. *Outpatient Health Center – Progress Report*
    - b. *Ambulatory Enabling Projects Update*
    - c. *Planning, Design & Construction Projects Update*
      - i. *Emergency Department Project*
      - ii. *Legacy Buildings Demolition*
  - C. Facilities Management Update – *K. Dethloff, VP, Facilities Management*
- III. **Executive Session**

# The MetroHealth System Board of Trustees

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## FACILITIES AND PLANNING COMMITTEE

November 12, 2025

12:00-2:00 p.m.

The MetroHealth System K-107 / via Zoom Option <https://us02web.zoom.us/j/87356432769>

### Meeting Minutes

Committee Members Present: Harry Walker, M.D.-R, Ron Dziedzicki-R, John Moss-I, Michael Summers-I,

Staff: Christine Alexander, M.D.-I, Peter Benkowski-I, James Bicak-I, Victoria Bowser-R, Robert Bruce, M.D.-I, John Chae, M.D.-R, Karen Dethloff-I, David Fiser-R, Eileen Hayes-I, Candace Mori-I, Allison Poullos-R, Brian Rentschler-I, Jeff Rooney-I, Tamiyka Rose-I, Deborah Southerington-I, David Stepnick, M.D.-I, James Wellons-I, Donald Wiper, M.D.-I, Greg Zucca-R

Guests: Devonn Marchand-R, David Luker-R

Dr. Walker called the meeting to order at 12:00 p.m., in accordance with Section 339.02(K) of the Ohio Revised Code. Dr. Walker noted that a quorum is present.

(The minutes are written in a format conforming to the printed meeting agenda for the convenience of correlation, recognizing that some of the items were discussed out of sequence.)

#### **I. Approval of Minutes**

The minutes of the August 13, 2025, Facilities and Planning Committee meeting were approved as submitted.

#### **II. Information Items**

**Review of Proposed Amendments to Committee Charter – Dr. Walker, J. Bicak, Victoria Bowser**

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Ms. Bowser discussed the proposed amendment to the Facilities and Planning Committee Charter. Minor revisions were made to the language of the charter, along with a significant clarification. While all trustees of the MetroHealth Board of Trustees are welcome to attend the Facilities and Planning Committee, only those trustees assigned to the Facilities and Planning Committee can vote on matters before the committee and on whether to go into executive session. Ms. Bowser asked if there were any questions concerning the charter updates. Dr. Walker asked the Committee to make a recommendation to send the amended charter to the Governance Committee for review and approval. Dr. Walker moved to approve revisions to the Charter, and Mr. Summers seconded the motion. The motion carried and will move forward to the Governance Committee. The proposed revisions to the Charter will be presented to the full Board for approval.

### ***Campus Transformation Pay Request Reviews – Devann Marchand, RSM***

Devonn Marchand, Supervisor, Business Risk Consulting, RSM introduced herself and David Lukar, who is the partner on the account. Ms. Marchand has been working on the MetroHealth project for about 6 years and is the current lead person and main contact for the Apex (OPHC) project.

Ms. Marchand provided a summary of the RSM activities to date for the project. RSM reviewed 202 invoices totaling \$188 million in contractor costs to date. Of that amount, \$2.3 million is related to the work of the design consultants. Approximately \$1 million was recovered due to errors in subcontractor billing. This amount has been credited back to MetroHealth. The Q2 2025 interim review for APEX has been completed. The next interim review for Q3 2025 is in progress.

Ms. Marchand explained that costs are monitored monthly, and every invoice is reviewed and analyzed line by line for contract compliance, mathematical accuracy, and for appropriate supporting documentation. A checklist is then provided to project management detailing the steps that are performed and noting any findings. A deeper dive is performed for the interim and closeout reviews. The contractor's job cost ledger is obtained, and a reconciliation of the accounting records to the amount billed is conducted. Change orders are then examined alongside applicable insurance coverage, and fees are recalibrated. A comprehensive reconciliation report is delivered to Project Management identifying adjustments arising from the RSM review.

Completion is currently scheduled for May 2026, and the closeout procedures will occur in July 2026. Approximately, \$188 million in expenses assessed, and 14 interim and change order evaluations have been conducted to date. During the most recent interim

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review, RSM discovered that the subcontractor default insurance billed to date was approximately \$17,000 more than what was calculated. RSM will continue to monitor for any further overbilling throughout the present interim, as well as future interim reviews and at project closeout. RSM recommends executing a deductive change order mid next year.

### ***Campus Transformation Status – Jim Bicak, SVP, Facilities, Construction, and Campus Transformation***

Mr. Bicak provided a status report on the Outpatient Health Center project. The exterior work is substantially complete. Exterior wall panels at the loading dock are being installed, and paving has been completed at the dock and pharmacy area. Final landscaping at the south end of the site is being installed. Interior buildout work on the 5<sup>th</sup> floor is near completion. Crews are removing protective floor covering and cleaning the area. The installation of flooring and casework continues on the 4<sup>th</sup> and 3<sup>rd</sup> floors. The ceiling grid is being installed on the 2<sup>nd</sup> floor, and drywall finishing is in progress on the 1<sup>st</sup> floor. Overhead MEP work and in-wall installation are near completion on the Ground Floor. Punch lists are expected to be performed on a floor-by-floor basis. Mr. Bicak informed the board members that the skilled crafts people are working weekends to stay current with the schedule. The planned schedule for the Time-limited Certificate of Occupancy is February 2026. To receive the certificate, a functional fire suppression and fire alarm system will need to be in place. The scheduled opening date continues to be April 20, 2026.

Ms. Hayes provided an update on Transition and Activation planning for the OPHC. This week, all seven committees are meeting with the stakeholders to finalize activities. All the operational plans should be wrapped up by the end of the year. The focus of the first quarter of 2026 will be on training and education. Every caregiver working in the new facility will receive orientation specific to their function. An activation schedule is being developed in coordination with the Turner's construction schedule which identifies delivery timeframes for equipment. Furniture orders have been placed, and a timeline for deliveries is being developed. Discussions continue with city building officials to determine when owner equipment may be moved into the building.

Ms. Hayes said "Day-in-the-Life" activities are being planned for the end of March 2026. There will be morning and afternoon sessions where individuals will have access to the clinics and the opportunity to test all the systems and devices, including printers to ensure the area is operating correctly. Any issues will be logged and tracked to ensure modifications and corrections are made before the first patient arrives. Beginning the week of November 19<sup>th</sup>, Information Services will be installing phones. Installation of call

## The MetroHealth System Board of Trustees

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the other devices will follow. As the contractors are completing floors, IS will follow with the installation of computers in exam rooms and work areas. Ms. Linda Jackson, who is leading the art program, is in the process of selecting the pieces that will be installed early next year. The wayfinding and destination package has been finalized and is ready for production. The Transition and Activation committees have been working well to manage all the details of the effort, and work continues to align with the target date of April 20<sup>th</sup>. The next phase will focus on the plan for training and orientation of staff. Mr. Summers asked if there were any supply chain issues. Mr. Bicak replied there have not been any issues with procurement. Ms. Hayes said we have a warehouse full of items that are ready to go into the building. Mr. Dziedzicki asked if there was an increased cost due to craft people working longer hours. Mr. Bicak replied that the additional work hours are the responsibility of the contractor.

Ms. Hayes provided an update on the Ambulatory Enabling projects. The Heart and Vascular Clinic at Parma opened October 20<sup>th</sup>. Construction of the Pain Management Clinic was completed October 30<sup>th</sup> and opened for the first patient on November 10<sup>th</sup>. The Parma MRI replacement project implementation was slightly delayed due to an imaging issue for the ED. The Physical Therapy Expansion at Parma is in the final phase with the expansion of the gym area to be completed by end of year. Podiatry and Orthopedic areas are currently being refreshed. Mr. Dziedzicki asked what the strength is of the current magnet being replaced at Parma, and what is the new MRI magnet strength being installed at Parma. Ms. Hayes replied that both magnets are 1.5T. Mr. Dziedzicki asked if there is a standard set for the system for ambulatory sites versus non-ambulatory sites for magnet strengths. Dr. Walker replied there has not been a set standard.

Mr. Bicak provided an update on other Campus Transformation activities. The implementation plan for the exterior signage program is currently being reviewed by Campus Transformation. Work also continues on the Emergency Department Renovation. Design development documents are being reviewed along with the cost estimate and proposed schedule. Value engineering is ongoing along with review of the construction phasing. The challenge is to identify an efficient way to execute the work while maintaining a fully operational Emergency Department.

Mr. Bicak stated that the plan for demolition of the main campus' legacy buildings is moving forward. The first phase will focus on the Core and Towers, and planning for relocation of remaining departments is in progress. Additional work will include revisions to mechanical, electrical, plumbing, and communications services and equipment to isolate these buildings from those that will remain so that abatement and demolition can occur. Demolition of Hamann, Gannon, and South will occur later. Mr. Bicak stated that an architectural and engineering consultant selection process was done to engage

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the professional services needed for the work. Four qualified firms were interviewed, and one was selected for further negotiation based on its excellent programming and planning skills for a project of this type. In addition to relocation of programs and departments, major components of the work include engineering for utility and infrastructure reconfiguration, documentation for abatement and demolition activities, and exterior wall infill and repair for the remaining building.

Dr. Wiper asked if the OB and Family Medicine patients who enter the facility to have their babies delivered must go through the unattractive ER entrance, and if there is a plan to have a more patient-friendly entry. Mr. Bicak stated that the ED entry is being rethought and redesigned.

Mr. Summers asked if he is correct in stating that while witnessing several projects going on at the same time, there are no new or big projects. Mr. Bicak replied, there are no large-scale projects following completion of the Outpatient Health Center. All current projects are aligned with the organization's strategy. The series of projects in progress will clear the campus of buildings that are no longer able to effectively contribute to the mission of the organization. This relieves the organization of the cost of maintaining the buildings, and the open space on Main Campus will provide an opportunity for development to meet future needs.

Dr. Walker stated that at the next board meeting, a good part of the meeting will discuss and provide an update to the planned strategy. Mr. Summers stated that he is being sensitive to the workload and not putting too much more on our plate. It is important that we complete this fundamental work well. Mr. Summers also stated that having an eye to the future is part of our responsibility as a board, and certainly as executive leaders. Dr. Walker stated that the Emergency Department project may be more significant than many understand.

### ***Facilities Management Update – Karen Dethloff, Vice President, Facilities Management***

Ms. Dethloff provided an update on Facilities capital projects. To date, 131 major and minor projects are in progress with a value of over \$5 million. The building automation system project is the largest, with a cost is \$3.5 million. It is now 83% complete. Other significant projects include upgrades to the CCP generators, installation of a new steam boiler at Parma, and a new chiller and cooling tower for the OPP planned for Q2 2026.

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Ms. Dethloff provided an update on the Facilities Management initiatives. Facilities leadership supported several campus transformation initiatives, including the main campus utility study and a new project to add a boiler to the OPP allowing the OPP to be heated independently of the powerhouse boilers. The facilities staff is making regular rounds in the OPHC to become familiarized with the space and equipment. In preparation for the turnover of the OPCH, a program for water quality testing and flushing is being put in place. The training schedule and building equipment list will be built into the preventative maintenance program. Facilities is also managing infrastructure upgrades to support the replacement of lab equipment at Parma, Cleveland Heights, and Brecksville. A new 5-year capital plan has been developed, and Facilities supported the off-campus clinic consolidations that occurred in October. A three-month pilot program has been initiated to incorporate 10-hour shifts and revised a weekend rotation schedule to provide adequate staffing and reduce overtime. Three skilled trades interns from Lincoln West High School are shadowing Facilities skilled trades staff for three hours a week. Preparations for winter operations are in progress to ensure boiler systems operate efficiently, and filters have been changed. Cooling systems are being winterized, cooling towers are being drained, and trucks, snowplows, and salt spreaders are being prepared for use.



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### III. Executive Session

Chairman Walker stated that the next matters are topics that are hospital trade secrets as defined by ORC 1333.61 and asked for a motion to move into Executive Session to discuss these topics. Mr. Summers made a motion to go into Executive Session, which Mr. Moss, seconded. Upon unanimous roll call vote, the Committee went into Executive Session to discuss such matters at 1:31 pm.

Following Executive Session, the meeting was reconvened in open session at 1:19 pm.

There being no further business to bring before the Committee, the meeting was adjourned at approximately 1:19 pm.

**NEXT MEETING:      Wednesday, January 28, 2026 – 11:00 am - 1:00 pm**  
**MetroHealth Board Room (K107) or via Zoom**

Respectfully submitted,

E. Harry Walker, MD, Chairperson  
Board of Trustees

# The MetroHealth System

## Construction Monitoring Update

January 2026



# Executive Summary

## Apex Outpatient Care Facility

- \$198.7m total costs, 315 invoices reviewed 2021 – present
- \$196m construction costs
- \$2.7m consultant costs (7 consultants)
- \$1m recovered
- Interim review reporting in progress (Q3 2025)

## Glick Tower and Campus Transformation

- \$590.5m total costs, 469 invoices reviewed 2018 – present
- \$535.4 construction costs
- \$55.1 consultant costs (11 consultants)
- \$980k recovered
- Construction closeout review complete

## Ambulatory Enabling Projects

- \$20.6m total costs, 41 invoices reviewed 2022 – present
- \$20.6m construction costs
- \$55k consultant costs (6 consultants)
- \$195k recovered
- Construction closeout review complete

## Behavioral Health Project

- \$38.9m total costs, 44 invoices reviewed 2021 – present
- \$37.4m construction costs
- \$1.5m consultant costs (2 consultants)
- Construction closeout review complete

- ***RSM has been providing construction risk consulting services to MHS since 2018***
- ***Current project team serving MHS since 2020***

# Executive Summary

## Apex Outpatient Care Facility

- \$198.7m total costs, 315 invoices reviewed 2021 – present
- \$196m construction costs
- \$2.7m consultant costs (7 consultants)
- \$1m recovered
- Interim review complete (Q2 2025)
- Interim review reporting in progress (Q3 2025)

- ***RSM has been providing construction risk consulting services to MHS since 2018***
- ***Current project team serving MHS since 2020***

# Construction Monitoring Summary

## Monthly Monitoring

For each construction and consultant invoice, we perform the following steps:

- ☐ Evaluate cost compliance with contract
- ☐ Analyze and recalculate for mathematical accuracy
- ☐ Evaluate for adequate supporting documentation
- ☐ Sample transactions to validate costs
- ☐ Analyze supporting schedules such as certified payrolls, contingency logs and allowance logs
- ☐ Report through Trimble/e-Builder
- ☐ Regular/ongoing communication with project team members

## Interim and Closeout Reviews

“Deep dive” into construction contractor cost records, including:

- ☐ Reconciliation of contractor accounting records to billed costs
- ☐ Change order reviews
- ☐ Insurance and overhead analysis and recalculation
- ☐ Recalculation of fee and shared savings, where applicable
- ☐ Report to MHS project management

# Apex Outpatient Care Facility

## Project Highlights

Contractor: Turner Construction Company

Contract Value: \$208,654,235

Contract Method: Design Build with GMP

Construction Timeline: Oct 2021 – May 2026 planned

New construction of an outpatient and administrative building and parking garage, renovations to existing facilities.

## Construction Monitoring Update

- Monthly monitoring of construction billings from 2021 – present (\$196m reviewed to date)
- 14 construction interim reviews & change order reviews
- Monthly monitoring of consultant invoicing from 2021 – present
  - 7 consultants (\$2.7m reviewed to date)

# Apex Outpatient Care Facility

## Monitoring Results

- \$1,025,497 recovered
  - Inappropriate subcontractor billing
- \$16,844 identified for potential recovery
  - Subcontractor default insurance
- Process improvements for increased transparency of construction and consultant billings during monthly reviews

## Next Steps

- Continued monthly construction monitoring
- Interim review complete (Q2 2025) contractor billing in compliance
- Interim review reporting in progress (Q3 2025)



## **RSM US LLP**

[rsmus.com](https://rsmus.com)

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# MetroHealth

Campus Transformation 2.0 Update

Facilities & Planning Committee January 28, 2026

James Bicak, AIA

SVP, Facilities, Construction & Campus Transformation

# Campus Transformation 2.0 - Updates

- Outpatient Health Center
  - Construction Progress
  - Transition & Activation
- Ambulatory Enabling Projects
  - Parma PT/OT
  - Project Closeout
- Emergency Department Project
- Main Campus Legacy Buildings
  - Demolition Planning



# Outpatient Health Center – Construction Update

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## Current Construction Activities

- 5<sup>th</sup> Floor Punchlist
- 4<sup>th</sup> Floor Punchlist
- 3<sup>rd</sup> Floor Cleaning
  - Preparation for Punchlist
- 2<sup>nd</sup> Floor Flooring
  - Community Lounge Framing and MEP Rough-In
- 1<sup>st</sup> Floor – Drywall Finishing, Painting and Casework
- Ground Floor MEP Rough-In, Drywall and Terrazzo Flooring
  - HDR Room Lead Shielding
  - Electrical Rough-In for the CT Equipment



4<sup>th</sup> Floor Registration



3<sup>rd</sup> Floor Final Cleaning



3<sup>rd</sup> Floor Auto Door Openers

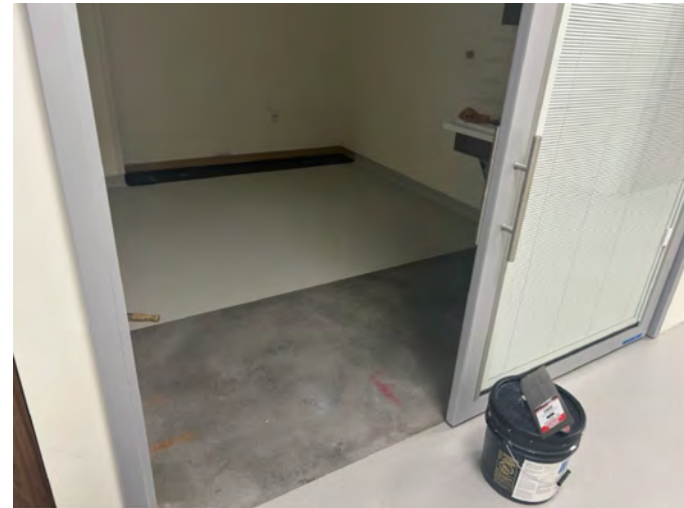


IT Device Deployment

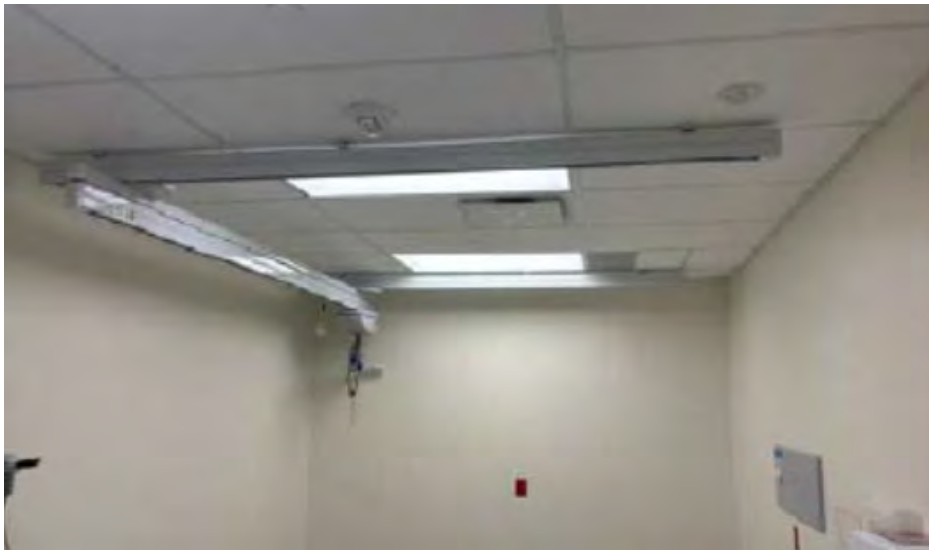




4<sup>th</sup> Floor Wood Ceiling



4<sup>th</sup> Floor Infusion Room



Patient Lift System



1<sup>st</sup> Floor Floor Prep



Terrazzo at Entry



Ground Floor Terrazzo

# Outpatient Health Center – Construction Update

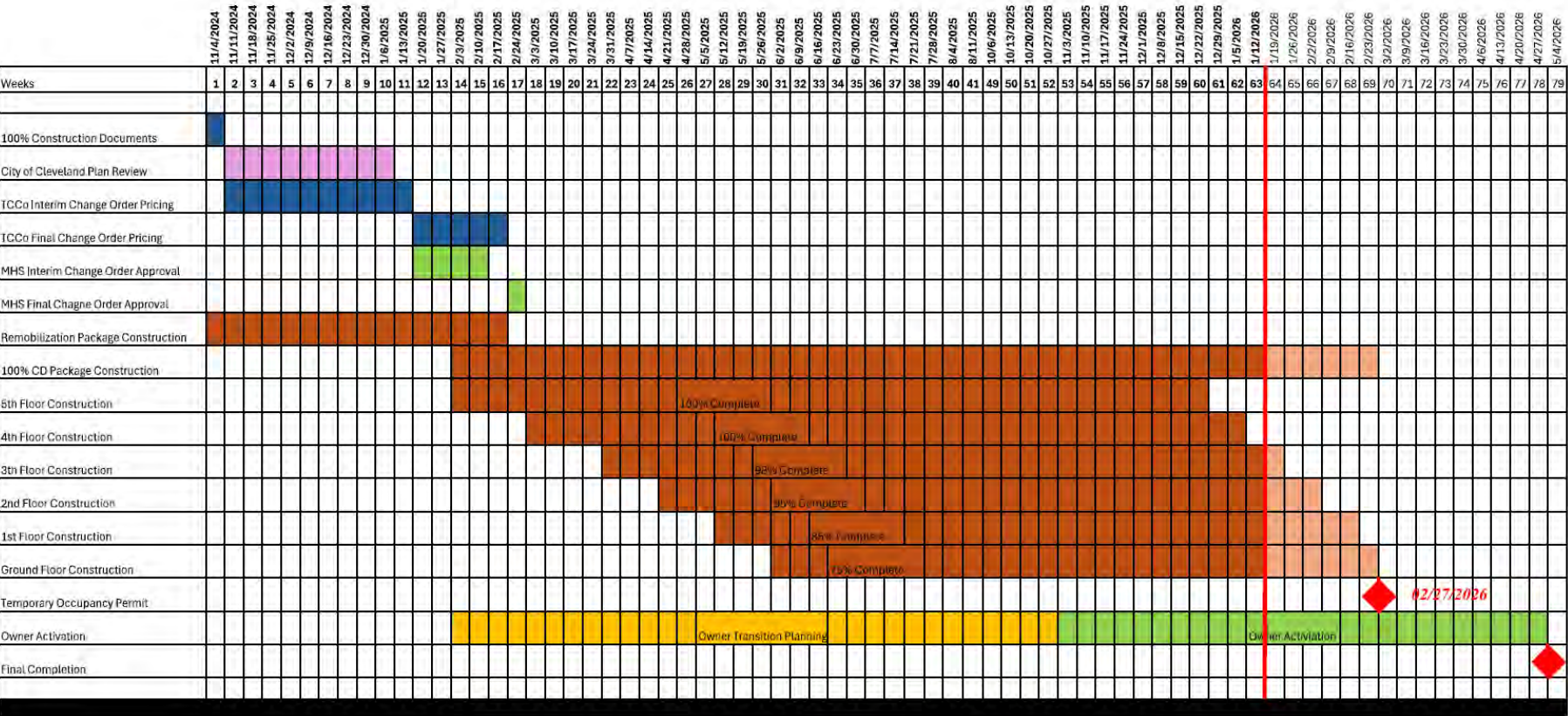
## Construction Activities over the Next Month

- 5<sup>th</sup> Floor Fire Alarm Testing
- 4<sup>th</sup> Floor Fire Alarm Testing
- 3<sup>rd</sup> Floor Punch List
- 2<sup>nd</sup> Floor Cleaning, Ceiling Tile and Cleaning
  - Preparation for Punch List
- 1<sup>st</sup> Floor – Painting, Casework, and Flooring
  - Preparation for Punch List
- Ground Floor Terrazzo Flooring, Painting, and Ceiling Grid



MHS Apex 2.0 Project Schedule

01/19/2026

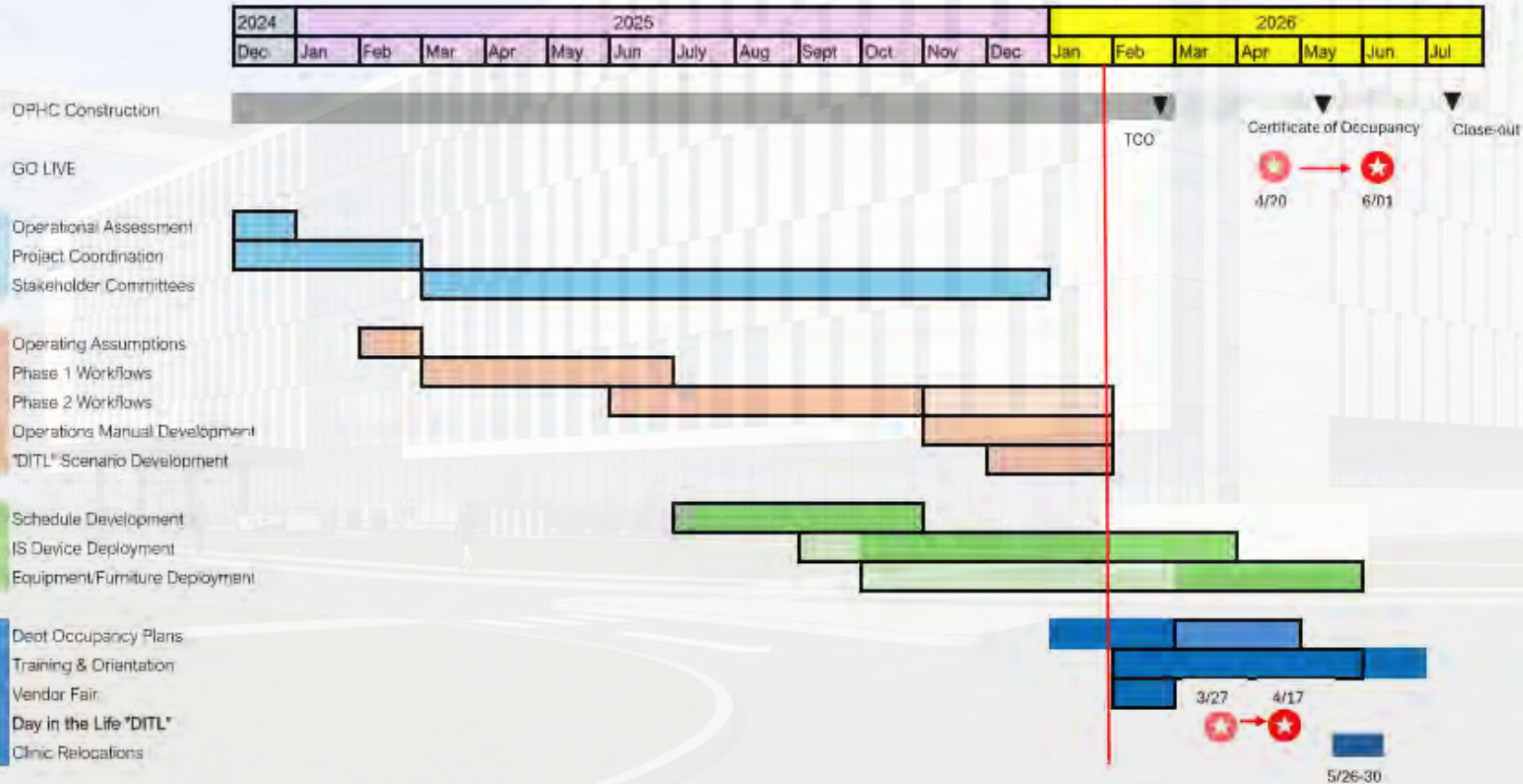


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# OPHC Transition Planning & Activation

# Outpatient Health Center

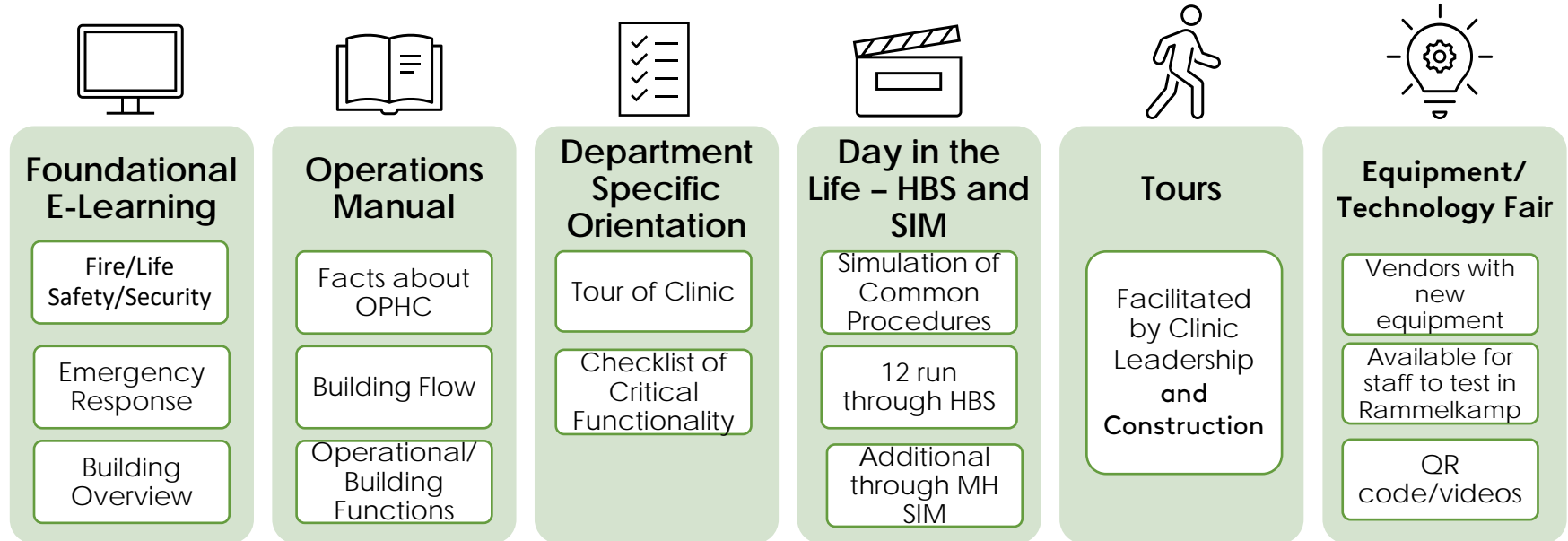
Outpatient Health Center  
Transition & Activation  
Revised 1/15/2026



# Education and Training Elements

Audience: Staff to be working in the Outpatient Health Center

Train-the-training model engaged from staff part of the original clinic design



# OPHC Education and Training Fair

Thursday, February 26<sup>th</sup>  
8:00a.m.-5:00p.m.

&

Friday, February 27<sup>th</sup>  
8:00a.m.-2:00p.m.

Rammelkamp Atrium

## Medical Equipment

- Exam Tables
- Wheelchair Scales
- Vital Signs Monitors
- Power Recliners
- Diagnostic Sets
- Mobile Lights
- Stretchers



## Furniture

- Height adjustable desks
- Task seating
- Provider Stools
- Storage



## Technology

- iPhone w/ Rover
- RTLS
- Badge tap log-in



## Facilities

- Tube System
- Nurse Call System







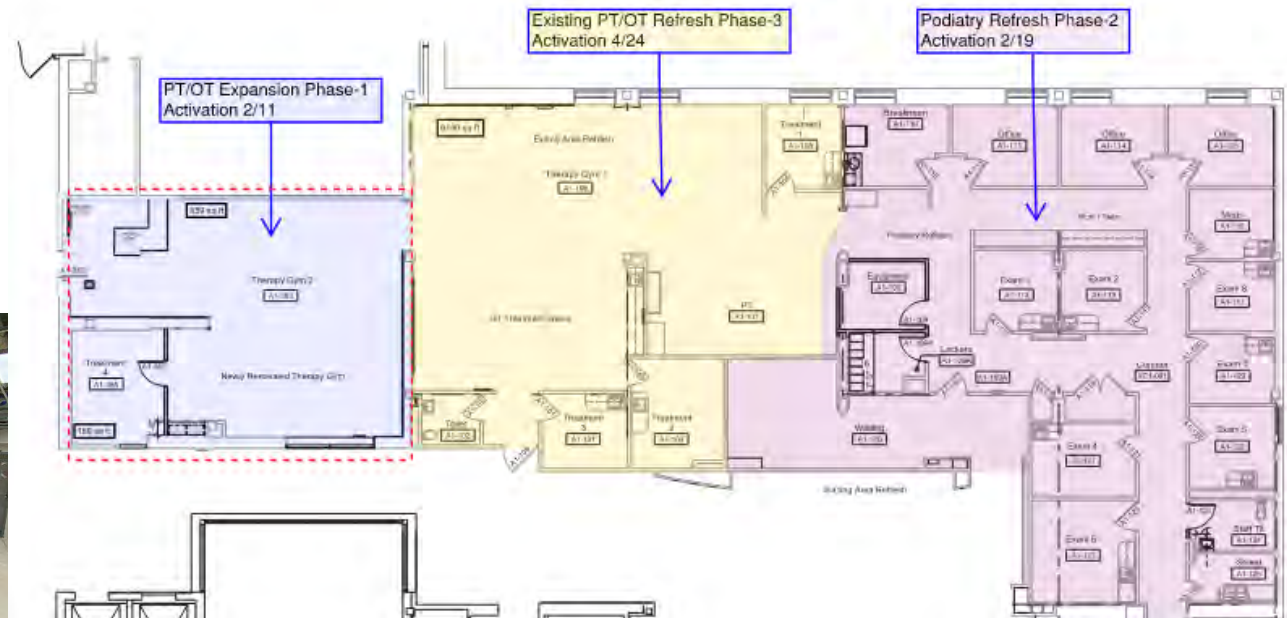
# Ambulatory Enabling Projects

# Ambulatory Enabling Projects 2.0

## Parma Physical Therapy Expansion

- Construction Completion
- Activation

## AEP Closeout





# Emergency Department Project

# Emergency Department

## Multi-phased multi-year project scope



# Emergency Department - Next Steps

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Complete Construction Documents for Areas 1- 4.

- Approximately 12 weeks from commencement

Complete Construction Documents & Bid Documents for Department Refresh Phase

- Approximately 4 weeks
- Engage Contractor Q1 to develop schedule, phasing & final cost
- Commence Refresh work Q1/Q2, 2026



# Emergency Department Refresh





# Main Campus Legacy Buildings



# Phase 1 Demolition – Core and Towers

- **Relocation of Remaining Departments**
  - MetroHealth SOUP Department Planning & Logistics
- **Architectural and Engineering Consultant Engagement**
  - Reconcile Scope, Schedule, Fees & Execute Agreement
  - MEP & Utility Systems Rerouting and Alternate Service Plans
  - Construction Documents for Demolition
    - Re-Facing Building Exteriors Exposed by Demolition
- **Hazardous Building Materials Abatement**
  - US EPA Grant Application
  - Additional On-Site Testing to Confirm Extent of Work

## **Q1 & Q2 2026 Campus Transformation Priorities**

- **Outpatient Health Center**
  - Completion of Construction
  - Commissioning and Hand-off of Operations to MetroHealth
  - Transition and Activation
  - First Patient Day
- **Ambulatory Enabling & Planning Design Construction Projects**
  - Completion and Project Closeout
- **Main Campus Legacy Buildings**
  - Complete AE Consultant Contract Award
  - Continue relocations of the remaining occupants from the Core and Towers







# MetroHealth

Facilities Management Update

Facilities & Planning Committee January 28, 2026

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Karen Dethloff, VP System Facilities Operations & Management

## FM Capital Projects Initiated in 2025

149 Major & Minor Projects were started in 2025 with a value of \$5,769,413

140	Contingency/Break-Fix	\$3,523,275
2	Facilities Strategic	\$1,944,351
7	Initiated and Planned for other Depts.	\$ 301,788

The contingency projects were primarily routine repair, or replacement, of aged or failed infrastructure components. The two strategic projects involved boiler replacements, one at MHMC and one at Parma Medical Center

Projects initiated on behalf of other Departments include elopement prevention, a dental vacuum system, and several RO/Di water upgrades

Ongoing projects include upgrades to the system's Building Automation System, CCP generators, and the installation of a new steam boiler at Parma

A new chiller, cooling tower, and controls for the OPP are being installed as part of Campus Transformation 2.0

## FM Capital Projects Initiated in 2026

To date, 14 Major & Minor Projects are in progress with a value of \$461,107

2026 Projects by Group:

14	Contingency/Break-Fix	\$461,107
0	Facilities Strategic	\$ 0
0	Initiated on behalf of other Depts.	\$ 0

Most of projects are routine repair, or replacement, of aged or failed infrastructure components, e.g., sump pumps, condensate pumps, a hot water tank, a variable frequency drive, and replacement windsocks

Two larger project include the replacement of failed chilled water valves and failed automatic transfer switch controls

## FM Planned Capital Projects for 2026

Support Campus Transformation 2.0 utilities relocation to allow legacy building demolition to commence

Commissioning the OPHC, staff training, and prepare for building hand-off to Facilities for operations

On-going assessments of facilities to maintain regulatory survey readiness

### Planned 2026 Capital Projects

- Replacements of roofs, fire alarm & suppression systems, flooring, lighting

- Electrical gear and substation upgrades or replacements

- Upgrade generator controls, paralleling gear

- Replacement of roof top HVAC unit, IS closet AC, and other aged HVAC units

- Recommissioning of older critical air handling units

- Upgrading a CSPD RO/Di System to be compliant with current codes

- Replace and upsize a water main

- Refurbish elevators, parking lots, sidewalks, and exterior lighting

