

FY 2016/2017
FACILITIES DEVELOPMENT AND MANAGEMENT
ANNUAL FACILITIES REPORT



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EXECUTIVE SUMMARY



*Mark Norita
Associate Vice President
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The Facilities Development & Management (FDM) Fiscal Year 2016-2017 Annual Facilities Report is presented to FDM's internal and external stakeholders. This report summarizes the activities of FDM Administration, Facility Services, Energy Management and Utility Services and Planning, Design & Construction.

Fiscal Year 2016 – 2017 was a good year for FDM. We experienced a lot of growth and changes: retirements, new hires, moved areas and shifted responsibilities around to different departments. We further developed our Strategic Facilities Plan (SFP) to incorporate major/minor cap projects to help address deferred maintenance projects, developed preliminary staffing plans, took steps for a classroom renewal program and documented the Capital Improvement Program cycle.

FDM Administration completed another great budget year, ending the division operating budget with a surplus of \$63,000. The Work Control team closed roughly 15,000 work orders. The technology team completed the implementation of the space module in AiM (computerized maintenance management system), moving the University towards one central repository for space on campus.

Energy Management and Utility Services (EMUS) had another productive year, completing a new waste hauling contract designed to help CSUSM achieve its Zero Waste by 2025 goal and reduce costs. The recycling & sustainability team expanded its diversion practices to include an office composting program, as well as collecting and measuring pre-consumer food waste. EMUS has grown the team to include Central Plant operations and backfilled three new staff members due to attrition to support campus utility services.

Facility Services currently maintains 864,874 square feet campus wide and is proud to provide quality facility maintenance, operations, and support services that promote a University of first choice while enhancing our learning environment. During Fiscal Year 2016-2017 Facility Services closed approximately 7,500 Preventative Maintenance work orders.

Planning, Design & Construction (PD&C) completed 132 campus moves totaling over \$170,000 and implemented a new online Small Project Approval Form (SPAF) process to eliminate paper waste and reduce project completion time. In addition, PD&C worked on a total of 21 Small Projects with a combined budget of over \$2.4 M, completed 2 Major Cap projects with a combined budget of over \$14.8M, and started 3 Major Cap projects with a combined budget of over \$81M, as identified in the PD&C section.

The annual customer satisfaction survey and employee engagement survey resulted in high marks once again for FDM.

FDM continues to provide supportive leadership to the Sustainability Advisory Committee, the Safety Committee, Disability Access & Compliance Committee and Campus Public Arts Advisory Group.

ADMINISTRATION



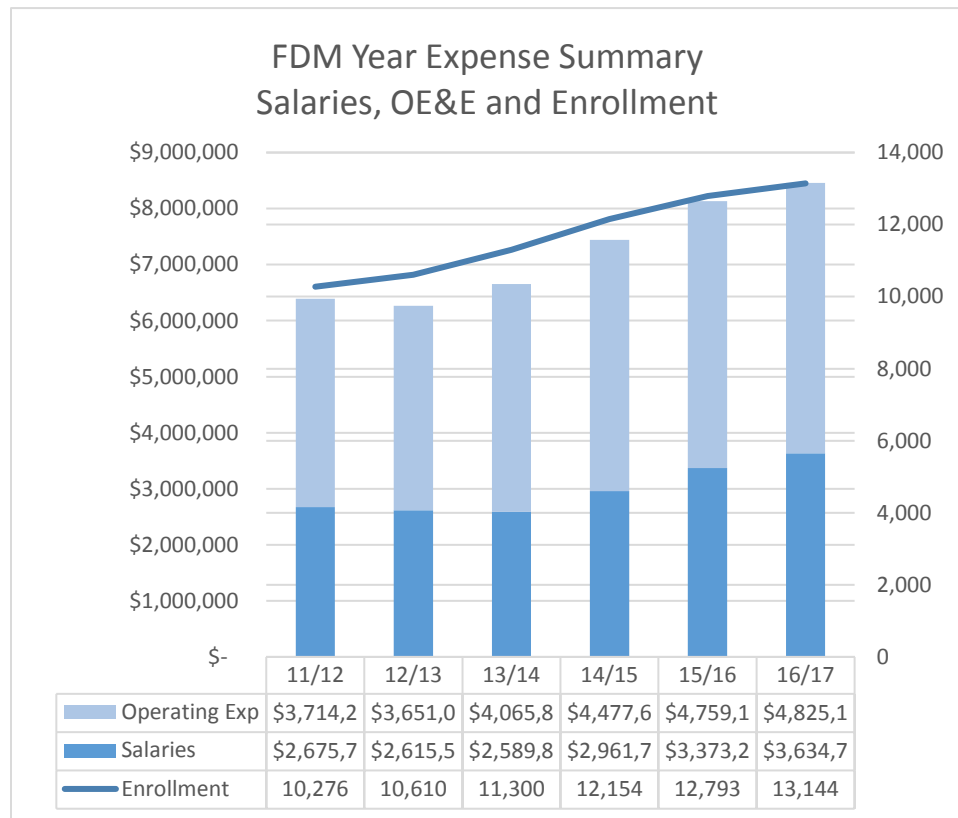
Overview

FDM Administration is the hub of FDM and consists of three functional areas: Operations, Work Control and Technology. Operations is responsible for strategic planning, employee engagement, survey management, development and management of a \$11.5 million budget and its associated procurements, human resources and accounts payable functions on behalf of FDM (less PD&C). Technology maintains and implements AiM functionality and the preventative maintenance program, iPads, data and data integrity, process improvement, the FDM website, SharePoint and OneDrive. Work Control is the customer service, communications and dispatch center for the University as it relates to facilities.

Operations

- Managed 14 operating department budgets and 3 trusts
- Processed 3,024 operational invoices
- 697 ProCard transactions totaling \$411,710
- Processed 157 requisitions and 109 purchase order amendments
- Processed 63 ePan's
- Began Strategic Staffing Plan
- Organized four quarterly FDM meetings/trainings
- Implemented multiple team building opportunities

Operating expenses have grown consistently with student enrollment growth, indicating a correlation between enrollment growth and operational needs. Expenses do not include PD&C and deferred maintenance. Although the operating budget has grown, the deferred maintenance budget has not, resulting in an increase backlog of maintenance.



Technology

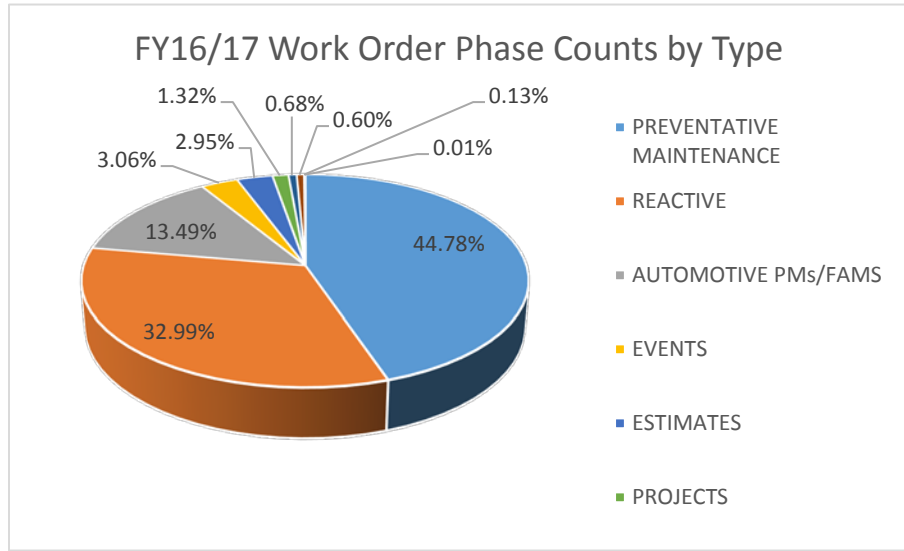
- Asset tagged and developed a preventative maintenance (PM) program for the University Student Union (USU) and Clarke Field House (CFH) buildings for the transition to state side. 120 assets were tagged in USU and 19 assets were tagged and/or updated in CFH. In addition, 40 PM Templates were created for the USU and 52 were created or reactivated for CFH.
- Completed the data mapping, Space and Facilities Database (SFDB) data upload, AiM space data upload process documentation, and are now ready to meet with PD&C to determine the best way to keep both systems up-to-date.
- Prepared in-depth reports to identify staffing levels needs. Data is based on two fiscal years prior, reactive work hours per shop plus one year preventative maintenance hours per shop retrieved out of AiM.
- Upcoming projects:
 - Partner with Instructional & Information Technology Services (IITS) to develop a process for keeping occupant data up-to-date in AiM utilizing IITS maintained data sources and working with IITS to develop an Extract Transform Load process for keeping the data up-to-date moving forward.
 - Explore developing an ETL to transfer financial data from PeopleSoft to AiM

Work Control

- Closed 14,884 work orders, totaling 16,720 work order phases and 79,490 hours
- The majority of work order phases were Preventative Maintenance, indicating a shift to a preventative maintenance approach over reactive/repair maintenance
- Upcoming projects:

- Estimating backlog through estimating time to complete
- Utilizing problem codes functionality to auto populate the most common work requests
- Utilizing AiM to track purchase orders and contracts

Note: Reactive work orders include low dollar, planned work orders



FDM Administration creates each work order phase, whether that be through generated preventative maintenance programs or through work requests received by phone, email, walk-in or web request.

ENERGY MANAGEMENT AND UTILITY SERVICES

Overview

Energy Management and Utility Services (EMUS) is charged with the oversight, operations and efficient management of the campus' utility infrastructure, energy efficiency projects and energy production and delivery. This includes the ongoing maintenance and operation of electrical and natural gas service, domestic, well and sewer water as well as campus waste, recycling and compost. The department is comprised of management, skilled trade professionals, analysts and administrative support. The team focuses on energy service and campus occupant comfort with the successful operation of the Central Plant and the delivery of reliable energy resources through a series of tunnel systems which circulate throughout campus. The EMUS team is also responsible for the implementation of energy efficient building controls strategies, projects and equipment maintenance. Additionally, EMUS is responsible for forecasting and managing budget requirements for electricity, natural gas, waste/recycling, water and sewer services. The department also works closely with Safety, Risk & Sustainability to provide sustainability program support for the campus.



Accomplishments:

1. Established a new office composting program by which departments volunteer to separate out their pre-consumer fruit and vegetable waste. Waste is collected, weighed and captured separately from our typical trash service and allows us to better understand the characteristics of our waste practices.
2. EMUS hired a new Chief Engineer, previously employed at the San Onofre Nuclear Generating Station. As a licensed Professional Engineer, Heather Burkland brings with her a wealth of experience and unique skills.
3. EMUS has hired a backfill Air Conditioning and Refrigeration mechanic with broad experience in the public school sector and two backfill Building Services Engineers. The first, with the unique background of having served as a mechanic for CSUSM's University Student Union and the second, with experience in the K-12 public school environment.
4. The department has also hired a replacement Lead BSE who brings with him a wealth of experience and more than a decade of service here at CSUSM.
5. Staff completed a total of 4,391 preventive maintenance activities.
6. EMUS initiated a collaborative of San Diego based energy professionals to maximize crowd sourcing for efficiency efforts, experiences with contractors, equipment and materials as well as the unique challenges facing our congested grid and utility providers.

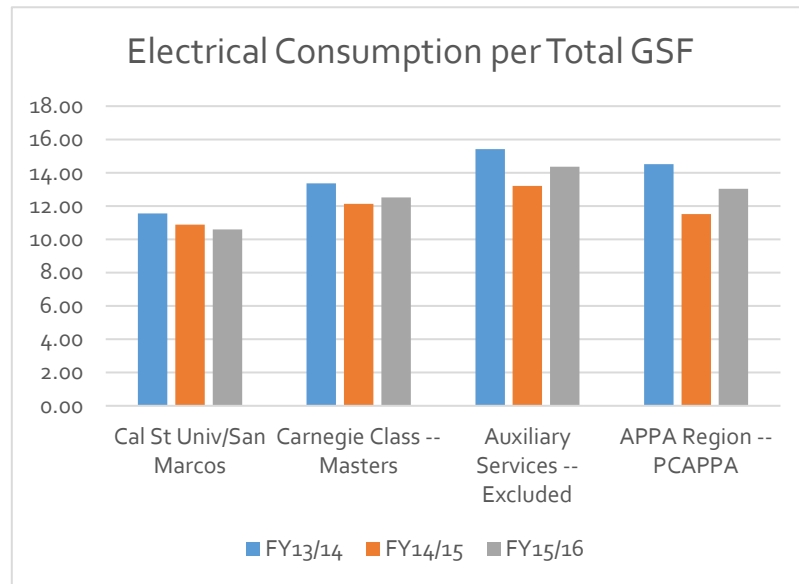
7. Submitted to the National Recycling Coalition annual award for Outstanding Higher Education Program.
8. EMUS composting program diverted an average of 700 pounds of pre-consumer food waste material from landfill, per week.
9. EMUS Recycling Coordinator improved our waste diversion rate by another 2.5%.
10. Finalized a new waste hauling contract that centers around our Zero Waste by 2025 goal through education, additional services and campus engagement. The contract solidified a partnership with a mutual goal of reaching our campus community in new ways. This vendor was selected because they do not own a landfill so, recycling and diversion is critical to their business model. They participate in our quarterly Sustainability Advisory Committee meetings and other campus events such as Thank You for Recycling Day.
11. Campus recycling team attended a meeting and tour of our waste hauler's (EDCO) new material recovery facility. This gave staff an opportunity to see how their diligent efforts help EDCO divert as much as possible from landfill.
12. Initiated a partnership with San Diego higher education energy professionals to meet and discuss energy policy, strategic and efficiency measures. The collaborative includes professionals from San Diego State, UC San Diego, University of San Diego, Point Loma Nazarene and Mesa & Palomar Community Colleges.
13. Apprentice Building Service Engineer received his EPA Universal license.
14. Team discovered and resolved an issue of over-watering that caused flooding in other areas of campus.
15. Central Plant staff spearheaded a project in partnership with Safety, Risk and Sustainability to repair insulation inside the air handling unit in Craven Hall.
16. During the year, staff responded to a series of unplanned incidents including late night failed variable frequency drive and a major hot water piping breach that took the boiler plant offline. The response and coordination was fantastic and staff were able to put temporary fixes in place to mitigate the impact to campus end users. Our professional and dedicated staff coordinated with the PD&C and Facilities Services team to complete a hot water piping replacement project that resolved the issue, increasing access to our utility infrastructure.
17. Provided recycling and sustainability training to a new Alliance group. The organization provides weekly trainings to local area middle and high school students. With approximately 400 students attending each week, the Alliance will reach approximately 4,000 students throughout the semester. The goal of the program is to prepare potential CSUSM students to bring good sustainability practices to the campus experience.

APPA NACUBO Key Facilities Metrics

This survey was initiated by NACUBO's Sustainability Advisory Panel (SAP) with the belief that all finance and facilities leaders should know "Key Facilities Metrics" by which to plan, make strategic decisions, and operate the campus more efficiently.

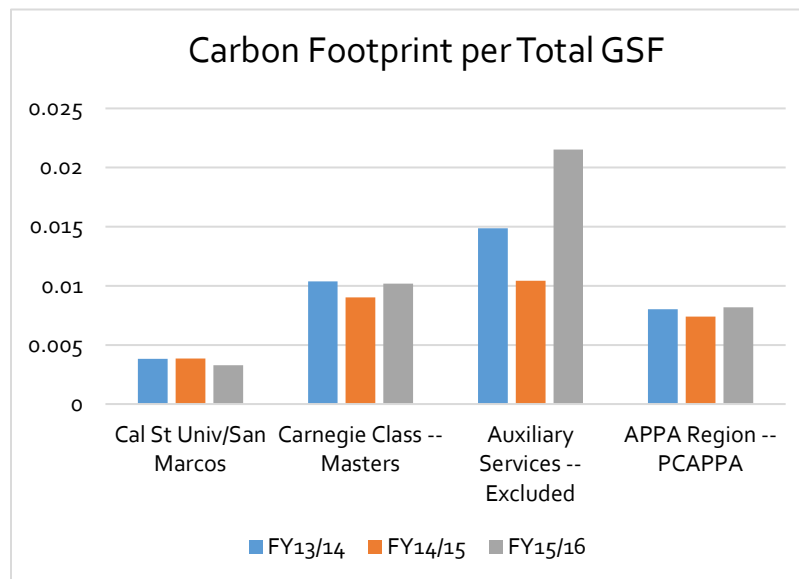
Despite growth, Cal State San Marcos has reduced its electrical consumption per gross square foot. This has been achieved through the replacement of obsolete equipment with new energy efficient models, efficient lighting technologies, and expert controls specialists ensuring that resources are not serving empty spaces as well as the efficient design of new spaces on campus. EMUS is working to craft a GreenFund program that would create a revolving fund intended to save the campus more money through avoided energy costs.

Note: Electric consumption measured in kWh per total GSF.

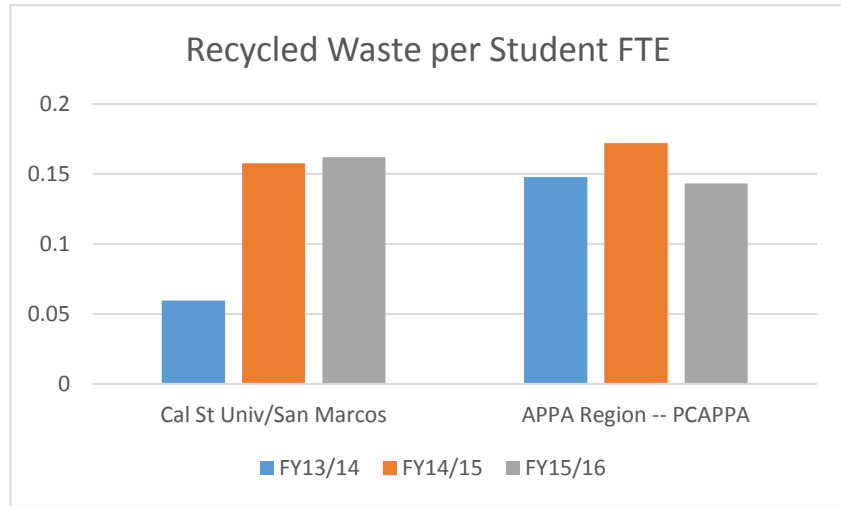


Directly related to CSUSM's reduction in total energy consumption per GSF is our reduction in GHG emissions campus wide. This metric will serve to describe the campuses progress toward carbon neutrality moving forward. Thanks to the efforts of EMUS and FDM staff, Sustainability staff as well as the support of the campus community, CSUSM is moving in the right direction toward achieving this goal even amidst unprecedented growth.

Note: Carbon footprint measured in metric tons per total GSF.

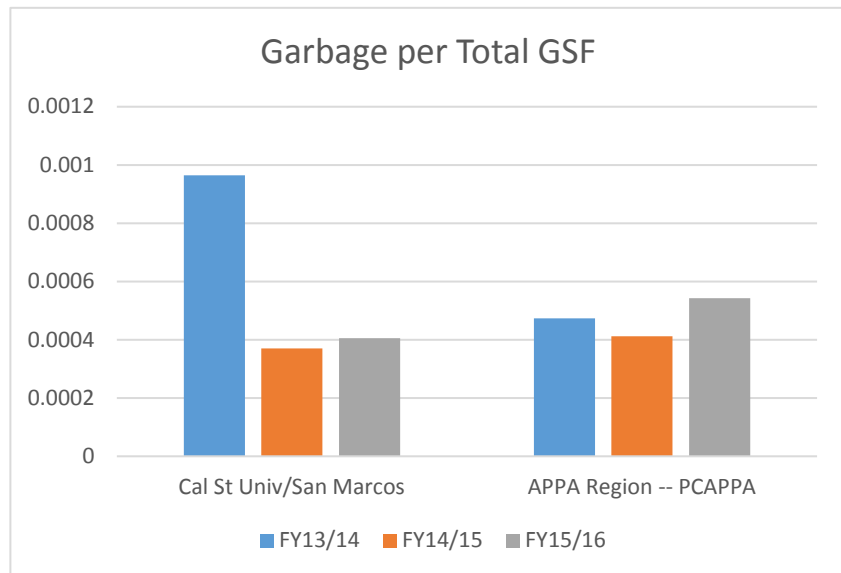


With a new Recycling & Sustainability Coordinator leading the waste diversion effort, CSUSM has managed to increase its waste diversion figures through the incorporation of an office composting program and strategic analysis of our hauling schedules and practices. CSUSM's waste diversion program has been successful in no small part to the dedicated labor staff and EMUS' student assistant whose exhaustive efforts have helped to make CSUSM a leader among the CSU's in waste diversion.



Note: Recycled waste measured in tons per student FTE

CSUSM has enjoyed a relatively low garbage rate thanks to the dedication of the campus community and recycling staff to divert as much waste from landfill as possible. It is therefore even more impressive that we have continued to reduce our landfill waste over the last 3 years. Moving forward we will continue to seek out opportunities to grow our diversion program and branch out into new strategies for limiting the waste we send to landfill as we move toward our goal of Zero Waste by 2025.



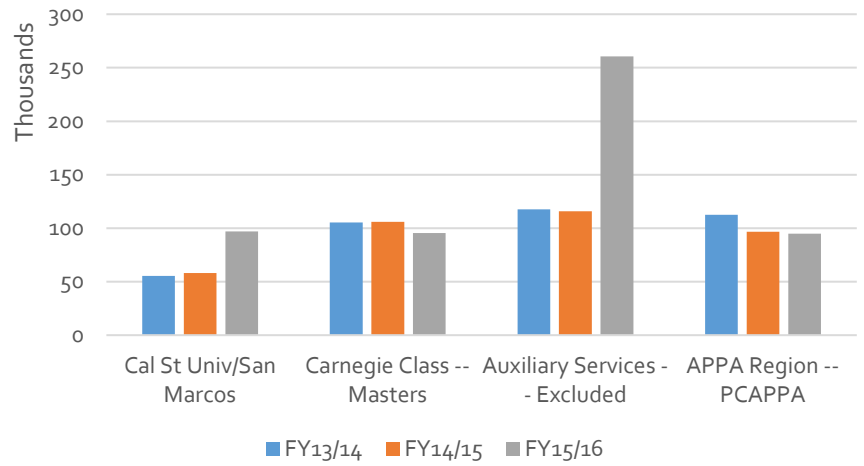
Note: Garbage waste is measured in tons per total GSF.

A slight increase to CSUSM's energy use per GSF and FTE provides an opportunity for improvement in the coming years. Due primarily to the installation of a new natural gas fueled Doosan Fuel Cell, increased natural gas requirements on campus have resulted in an increase to CSUSM's total energy use in our buildings. The good news is that the fuel cell's low nitrogen oxides (NOx) and sulfur oxides (Sox) emissions have helped us maintain our carbon footprint progress despite the increase in natural gas use on campus. The addition of more students, classes and services on campus also has an impact on building energy use as increased ventilation is required. In future years we will continue to look for ways to modernize our heating, ventilation and air conditioning systems and operation and educate students on the importance of energy use reduction.

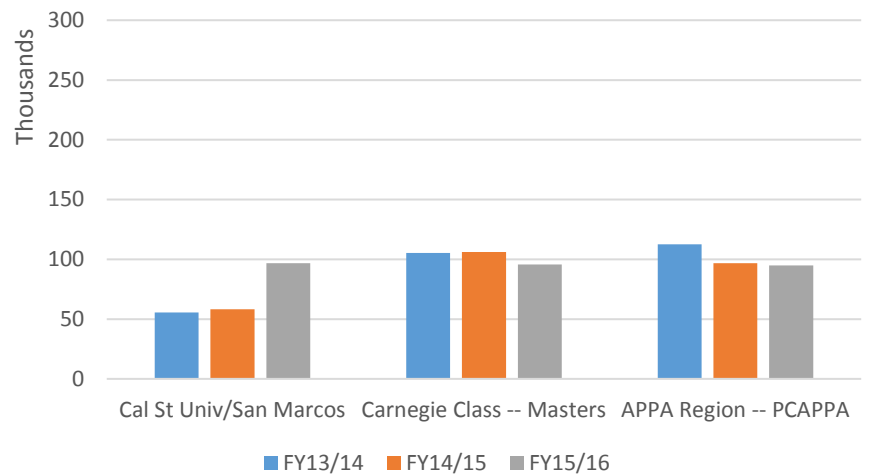
Note: Energy consumption measured in BTUs per total GSF.

Note: Energy consumption measured in MMBTUs per student FTE.

Energy BTU per Total GSF



Energy BTU per Total GSF



Twin Oaks High School Pallet Donation Projects

EMUS collaborated with local continuation high school, Twin Oaks High School, to reuse pallets and wood material to create chairs and tables. This program teaches students a vocational skill that they can use after they graduate. The products they make can be donated, used locally and even sold to support the efforts of the program. The EPA estimates that wood waste material can account for more than 30% of landfill material at construction and demolition collection sites. CSUSM is proud to support the achievements of Twin Oaks High School's young adults while advancing us to our goal of Zero Waste by 2025.



FACILITY SERVICES

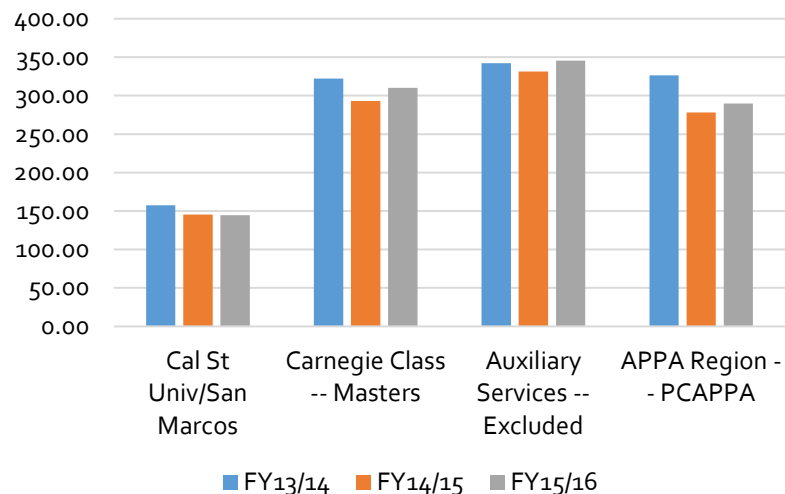
Overview

Facility Services (FS) proudly maintains a clean, sustainable learning, and working environment for our students, faculty, and staff. Facility Services is responsible for building maintenance, automotive maintenance and sourcing, custodial services, electrical, plumbing, grounds, key and lock services, and deferred maintenance and capital renewal planning.



CSUSM continues to increase operating hours and enrollment. As the campus' population grows, the square foot per student decreases. This is the density of the campus, the impact that density has on a campus facility include: Heavy use of doors, elevators, restrooms, furniture, flooring, and other related building components. The concentrated use within a compressed schedule minimizes the time that Facilities has to perform maintenance and repairs. Density also affects our landscape, athletic fields, roads, and parking lots.

GSF per Student FTE





Campus Wide Systems Deferred Renewal Costs

- A significant amount of campus roads are showing signs of pavement deterioration, which needs to be addressed within the next five years. Some areas will need only a slurry sealcoat, while other areas are recommended to have the pavement scarified or milled as necessary to improve drainage patterns. Affected areas should then receive a 1.5- to 2-inch asphalt surface course and new striping. The current project needs to address the roadway deferred renewal exceeds 1.8 million dollars.
- The Heating, Ventilation and Air Conditioning (HVAC) needs represent 36 percent of the overall facilities renewal recommendations made during the 2016 Facility Conditions Assessment, followed by replacement of building HVAC distribution networks and air handling unit (AHU) replacements.
- Interior finish needs include refinishing work that would be part of a renovation effort, as opposed to routine or customer build-out refinish work. Recurring finishes renewal (floors, walls, and ceilings) and interior door and hardware replacements are the highest share of these needs. Replacement of aging casework is also an anticipated need. This area of deferred renewal currently exceeds 19 million dollars.
- The electrical system analysis focuses on normal and emergency power systems within the facilities. The incoming service transformer for a building is the starting point of the assessment. Upgrading the distribution networks and primary electrical equipment accounts for the largest percentage of needs, followed by the interior lighting systems. While a smaller portion of the overall electrical needs, replacement of variable frequency drives and exterior lighting could provide an energy savings payback. Currently the needs for our building level electrical deferred renewal exceeds 9.5 million dollars.
- Vertical transportation system recommendations generally pertain to elevators. These are for machine modernizations and cab renovations. The current deferred renewal needs for our elevators exceeds 5.5 million dollars.

Accomplishments

Description:

Paved the concrete walkway for the Science 2 Greenhouse as well as installed interior and electrical services. This project is a part of the campus as a living lab. Facilities staff were excited to contribute to the completion of this project.



Description:

New silt stainless lettering and LED lighting. The grounds crew installed agave blue glow, senecio serpens, and California gold rock. Students and their families frequently use this area as a photo opportunity for freshman as well as graduating students during commencement.



Description:

Paved the front area outside the USU. The sections of grass outside the USU were difficult to maintain due to the high amount of foot traffic and utilized a significant amount of irrigation. The new paved area increases space for events and student activities.



Description:

Facility Services installed drought tolerant landscaping between SBSB and Arts. Reducing maintenance and watering costs.



Accomplishments (cont.):

- Completed Facilities Condition Assessment (FCA) for all campus buildings and roadways. The assessment identifies the facility renewal needs with a comprehensive list of recommendations intended to bring facilities up to like-new standards, enhancing user safety and mitigate University liability. Renewal needs replenish the lifecycle of existing assets and maximize the lifecycle of newly installed assets.
- A preventative maintenance program was developed to ensure the exterior painted structures on campus maintain their integrity.
- FS installed a store front door window in Craven 6201 and 6235. This project was completed to allow access for Facilities staff to check window glazing and parapet roof material safety.

- Renovated space at the Central Plant to add a storage room, which increased needed capacity for the Central Plant Operations.
- Replaced waterless urinals with hybrid urinals campus wide. The hybrid urinals use roughly 100 gallons of water per year, contributing to the campus wide water savings initiatives. They also virtually eliminate the root cause of most water free issues and perceptions of odor and clogs by automatically flushing a gallon of water through the urinal every 72 hours.
- Completed a LED lighting retrofit on all 5 floors of the Kellogg library. The new LED lamps are 14 watts per lamp which provide a 44% saving in wattage. There is also a reduction in the heat load for the building with the use of the new LED lamps. The ambient temperature for the fluorescent lamps is roughly 133.6 degrees F, and the new lamps operate at 120.7 degrees F for a 10% reduction in heat.
- Completed a primary and secondary wireless bridge from SBSB to UARSC and Markstein Hall to UARSC, increasing internet connectivity for associated departments.
- Replaced over 20-handicap door operators campus wide. This increases our reliability in servicing the needs of the disabled campus community.
- Laborers successfully collected approximately 700 pounds of compost per week from the University Student Union, Starbucks, Coffee Cart, and University Services Building.
- Custodial Services implemented a green cleaning process as well as a custodial training program. Custodial training focuses on green cleaning methods and safe work practices.
- Auto Shop successfully maintained the safety of over 120 fleet vehicles; these consist of trucks, vehicles, carts, heavy equipment vehicles, small engines (lawn mowers, portable generators, blowers, weed eaters) and grounds equipment. The Auto Shop also maintains the UPD fleet of over 15 University Police vehicles.
- Held an annual vendor fair with approximately 15 vendors and 15 safety training sessions, which was attended by on and off campus participants.

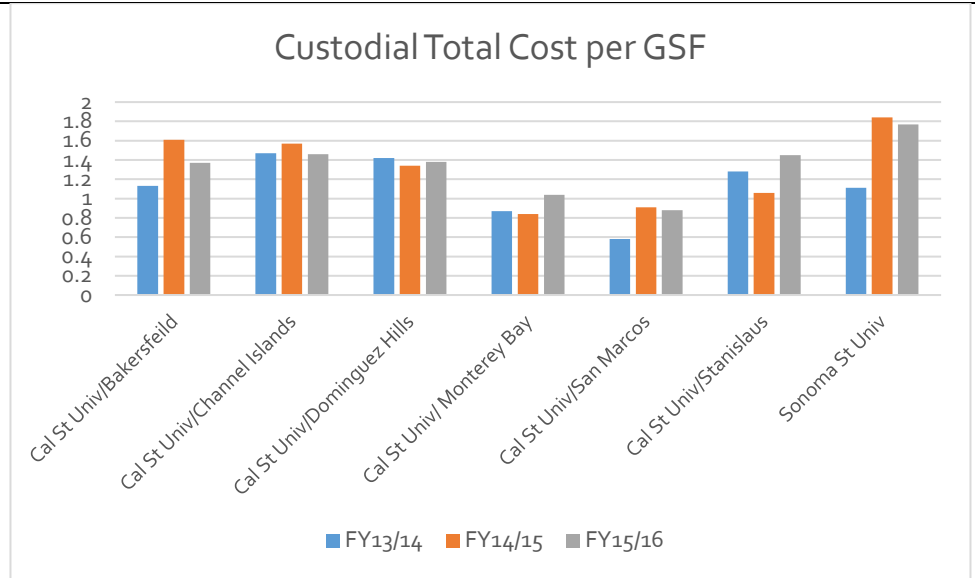
Vista Adult Transition Center

As a form of community engagement, FDM partners with The Vista Adult Transition Center (VATC). VATC is a Vista Unified School District campus for students with special needs. This high school prepares students for a future beyond public education. Students between ages 18-22 are selected for internships and given the opportunity to develop job skills. As a result of this program, Vista Adult Transition students are able to graduate with experience in a job field.

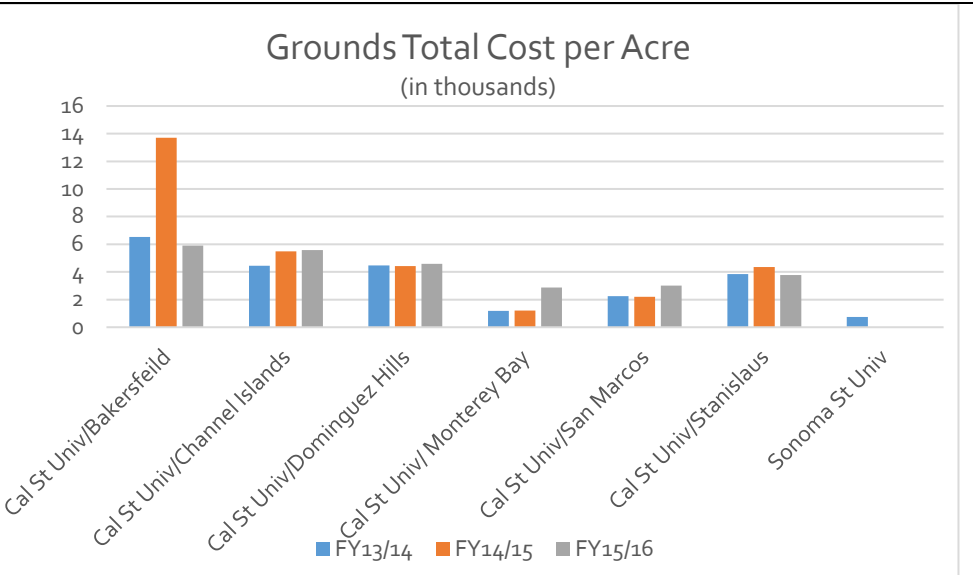
APPA Key Facilities Metrics

CSUSM is a member of PCAPPA, the Pacific Coast Region of APPA Leadership in Educational Facilities. Each year universities participate in a comparative analysis which allows universities to compare key performance metrics among its peers. Of the many metrics available for comparison, costs per gross square foot (GSF) for custodial and maintenance, cost per acre for grounds and average student per GSF are compared against other CSU's with a listed enrollment range of 5,000-11,999 at the time of the survey.

Calculation of total custodial costs per GSF that normalizes the costs among institutions of all sizes for comparison purposes. CSUSM operates at a below average cost per custodial total GSF.

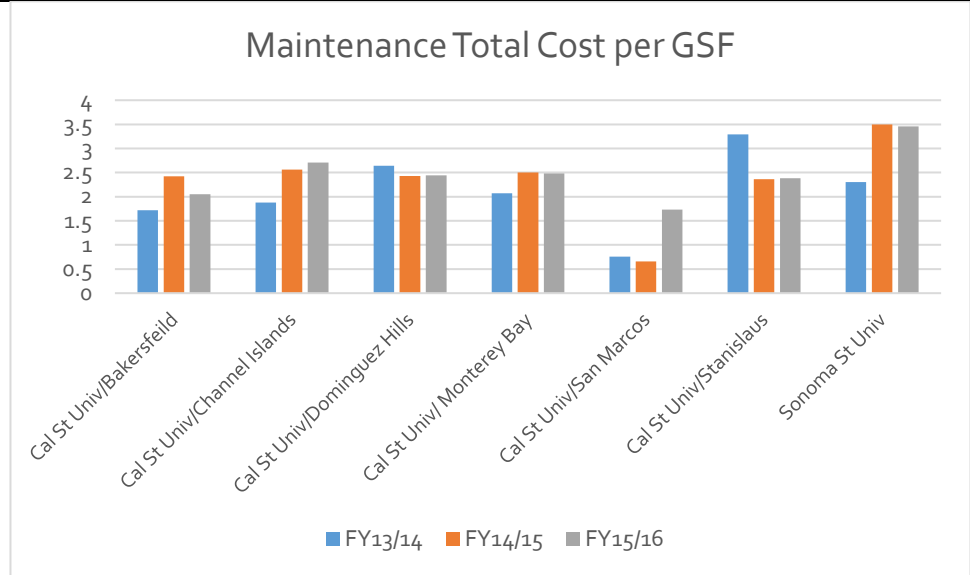


Calculation of total grounds costs per grounds total Acres/Hectares which normalizes the costs among institutions of all sizes for comparison purposes. CSUSM operates at a below average cost per grounds total acres.



Note: The material reduction by Bakersfeild and increase by Monterey Bay is being researched.

Calculation of total maintenance costs per maintenance total GSF. CSUSM operates at an average cost per maintenance total GSF. The increase between FY14/15 and FY15/16 is due to a 20% increase in salaries and wages and a newly funded budget line for repairs and maintenance.



PLANNING, DESIGN & CONSTRUCTION

Overview

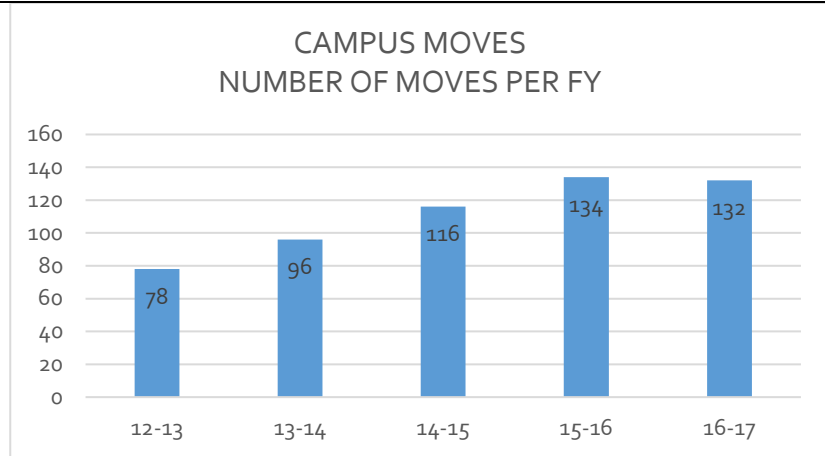
Planning, Design & Construction (PD&C) serves the campus community in the development of environments that promote learning, interacting, innovation and collaboration in support of the vision, values and goals of California State University San Marcos. PD&C is responsible for space planning, campus moves, furniture, long range capital planning, building design and construction management.



Accomplishments

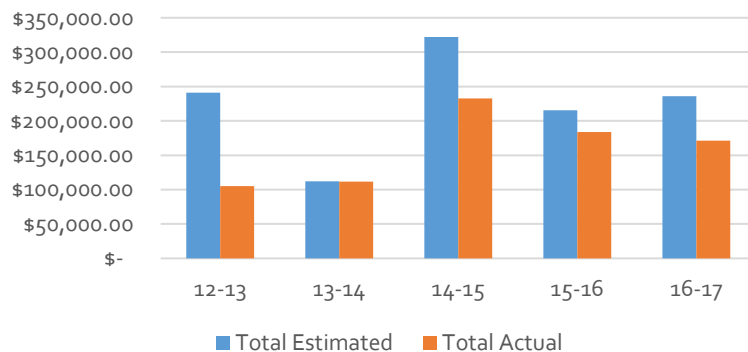
- Completed 132 campus moves totaling over \$170,000

Over the last five years, campus moves has seen an average increase in the number of moves requested of approximately 70%.



The goal of campus moves is to deliver the completed move under the estimated budget provided to customers. Over the last five years, PD&C has been able to keep the actual amount billed lower than estimated.

CAMPUS MOVES
BUDGET V. ACTUAL COMPARISON

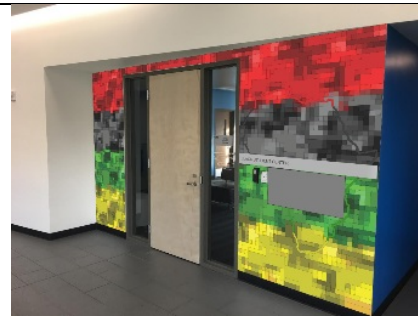


- Implemented new online Small Project Approval Form (SPAF) process to eliminate paper waste and reduce project time from estimating to approval.
- Small Projects included a total of 21 projects with a combined budget of over \$2.4 MM.
- 70% of Small Projects started were completed with an average completion time of 162 days. The following three projects were included:

Black Student Center

Project Type: Renovation
Project Status: Completed
Project Scope:
 Renovation of 861 SF of the Student Union to house the Black Student Center.

Project Budget:
 \$237,309



Kellogg 2414-2416 IITS

Project Type: Renovation
Project Status: Completed
Project Scope:
 Renovate an existing suite and conference room into a larger office suite and Technology Resource Center.

Project Budget:
 \$174,402





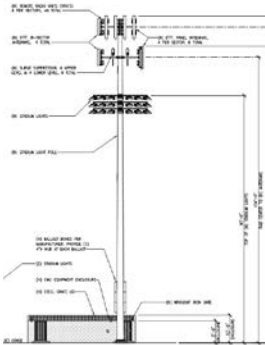

Kellogg 2017 24 Hour Study

Project Type: Renovation
Project Status: Completed
Project Scope:
 Renovation of 3,613 SF in the second floor of Kellogg Library to turn space into a 24/5 operational space for students.

Project Budget:
 \$194,666



- 5 Major Capital projects totaling over \$85 MM. The following five projects were included:

Projects - Completed		
<p>Field House Expansion-Sports Center</p>	<p>Project Type: New Construction Project Status: Completed Project Scope: New construction of a 26,000 SF building that provides a full court for basketball games, two competition size volleyball courts as well as lockers and team rooms.</p>	<p>Project Budget: \$11,923,583</p>
		
<p>Central Plant Piping Replacement</p>	<p>Project Type: New Construction Project Status: Completed Project Scope: Replacement of ~600 LF of heated hot water piping from Central Plant to tunnel entrance.</p>	<p>Project Budget: \$2,905,000</p>
		
Projects - Planning		
<p>Cell Tower / Lighting Upgrade</p>	<p>Project Type: New Construction Project Status: Construction Project Scope: AT&T is paying to install (4) LED light fixtures at Mangrum Track with cell antenna equipment on one of the fixtures. Construction of a small electrical building at the foot of McMahan House to serve lights as well as lower fields area.</p>	<p>Project Budget: \$1,080,045</p>
		
<p>Extended Learning Building</p>	<p>Project Type: New Construction Project Status: Document Development Project Scope: 135,000 GSF building to house Extended Learning, CSUSM corporation, Academic Success Centers and other state-side departments. The building will also include approx. 14k GSF of retail that will be owned/operated by UVSM and a 707 stall parking structure that will be owned/operated by the campus but will be shared use and revenue with UVSM. In addition, an access bridge will span across Barham Drive to connect the 2nd floor of the building to campus.</p>	<p>Project Budget: \$79,000,000</p>
		

Science Hall I – MEP Upgrades

Project Type: New Construction

Project Status: Bidding

Project Scope:

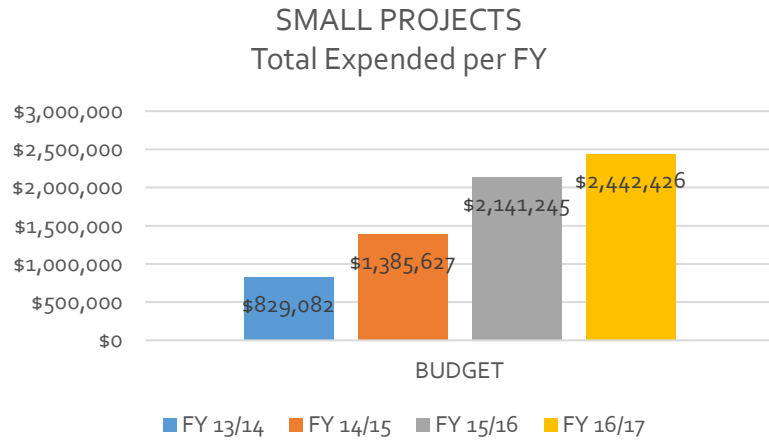
Upgrade exhaust system into a centralized system with redundancies. Replacement of (3) variable volume exhaust fan systems on the 3rd floor and complete roof replacement.

Project Budget:

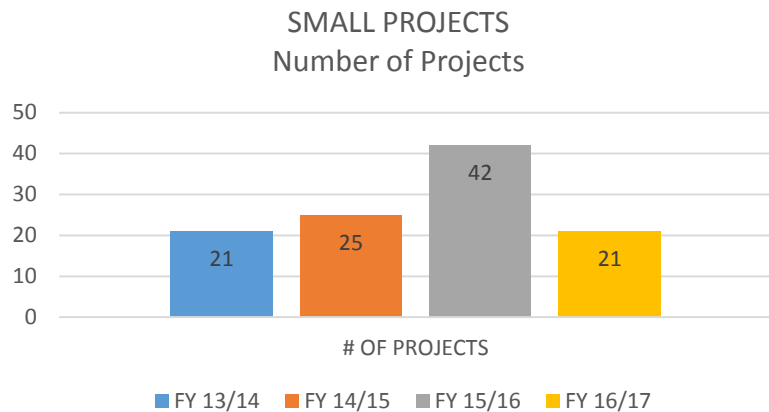
\$1,100,000



Over the last four years, PD&C has seen an increase in total dollars expended on small projects by approximately 195%



The number of small projects initiated has been maintained at an average of approximately 22 projects, with the exception of FY 15/16 where there were an unusually high number of projects requested due to the USU opening and its secondary effects.



CHALLENGES AND OPPORTUNITIES

2016 Facility Condition Assessment

FCA is an industry term that describes the process of a qualified group of trained industry professionals performing an analysis of the condition of a facility or group of facilities that may vary in terms of age, design, construction methods, and materials. The Facility Condition Needs Index (FCNI) is used in facilities management to provide a benchmark to compare the relative condition of a group of facilities. FCNI = Total 10-year Renewal Needs / Current Replacement Value.

- Campus includes 24 buildings totaling 1.8 million GSF
- Total 10-year renewal needs of \$74 MM
- Replacement value of \$587 MM
- Facility Condition Needs Index (FCNI) of 0.13
- 10 year Needs/SF of \$41.01
- To sustain a 0.13 FCNI, reinvest \$10.9 million annually (1.85% of the plant value).
- FDM is currently funded \$800k annually for deferred maintenance. FDM will need additional funding to maintain the FCNI.

Buildings with the highest FCNI

BLDG #	BLDG NAME	YEAR BUILT	GSF	CRV	TOTAL 10-YEAR NEEDS	FCNI
15	University Hall	1998	71,300	\$30.0 M	\$8.6 M	0.29
1	Craven Hall	1992	154,967	\$58.2 M	\$16.1 M	0.28
26	Arts Building	2002	58,839	\$25.1 M	\$6.2 M	0.25
43	Central Plant and Thermal Energy Tank	1991	8,267	\$3.5 M	\$827,000	0.24
3	Science Hall 1	1992	36,070	\$23.8 M	\$4.8 M	0.2
2	University Commons	1992	26,705	\$13.0 M	\$2.4 M	0.19
41	University Services Building	1991	18,000	\$7.2 M	\$1.3 M	0.18
14	Academic Hall	1992	56,000	\$22.4 M	\$3.6 M	0.16
37	Science Hall 2	2001	71,879	\$37.4 M	\$5.7 M	0.15
23	M. Gordon Clarke Field House/Student Union	2003	32,300	\$12.6 M	\$1.9 M	0.15
56	Foundation Classroom Building Temp B	1996	4,632	\$2.3 M	\$341,000	0.15

Source: 2016 FCA study, completed by ISES Corporation

APPENDIX A FY 16/17 CUSTOMER SATISFACTION SURVEY RESULTS

APPENDIX B FY 16/17 EMPLOYEE ENGAGEMENT SURVEY RESULTS

Customer Satisfaction Survey

Facility Services 2016/17



4.14 Understanding
Understands my needs and requirements

4.16 Accessible
Accessible to customers (via phone, voicemail, e-mail, etc.)

4.11 Responsiveness
Responsive to requests or problems within an acceptable time

4.20 Advice
Provides effective advice, support, and guidance

4.13 Problem Resolution
Facilitates problem resolution

4.27 Knowledgeable
Knowledgeable staff

4.32 Helpful
Staff is helpful

4.12 Website
Effectively uses websites to provide access to information and services

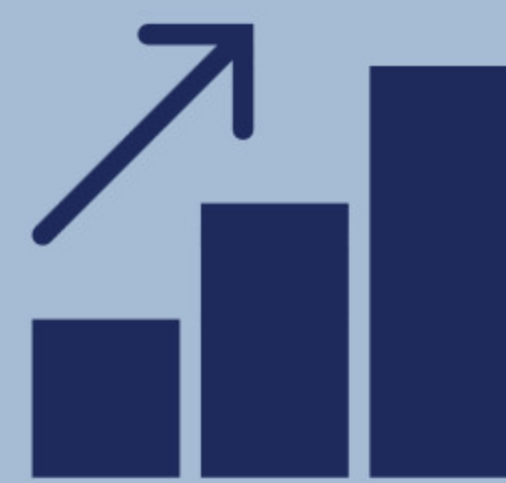
Provides quality facility maintenance, operations, and support services that foster a university of first choice while enhancing our learning environment. Facility Services proudly maintains a clean, sustainable learning environment for our students, faculty, and staff.



723
Respondents



4.16
Moving in a positive direction to meet customer needs



Opportunities for Improvement

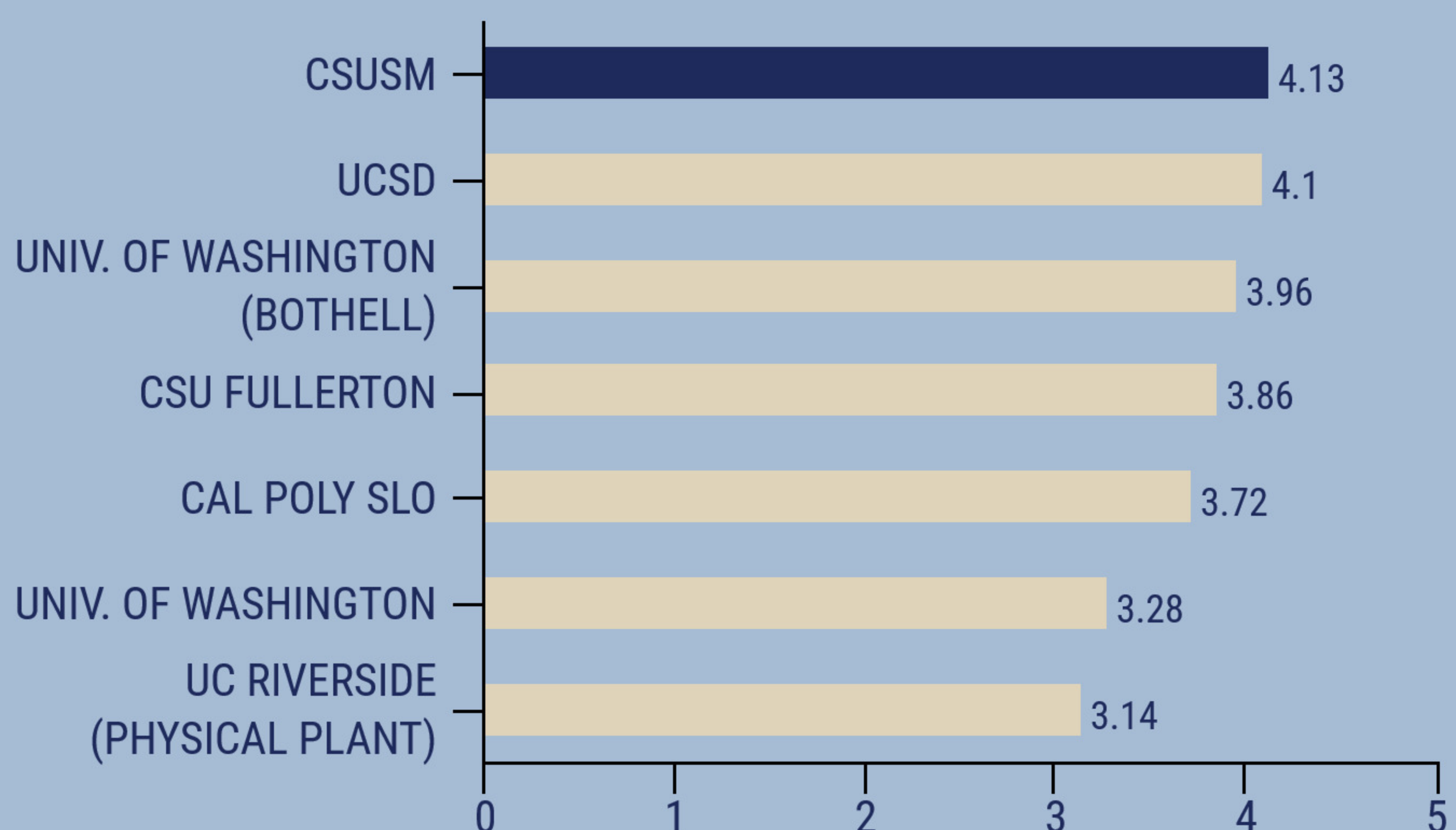
- Understands My Needs and Requirements
- Moving in a Positive Direction
- Facilitates Problem Resolution



Strengths

- Provides Effective Advice

Overall Satisfaction with Facility Services





2017 - FAS Employee Engagement Survey Facilities Development & Management

2017 46 respondents
78% of 59 invited

4.06 mean score for 52 questions (scale 1-5)
13 questions in the excellent range (4.3 or greater)

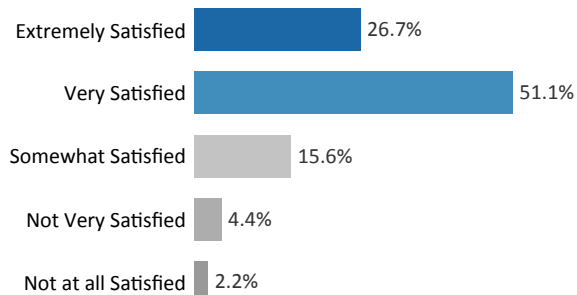
Influential Strengths

14	Improve Services Products
52	Enjoy working with coworkers
48	Good Use Of Skills
35	Communicates Essential Info
28	Sexual Orientation - Fair

Primary Opportunities

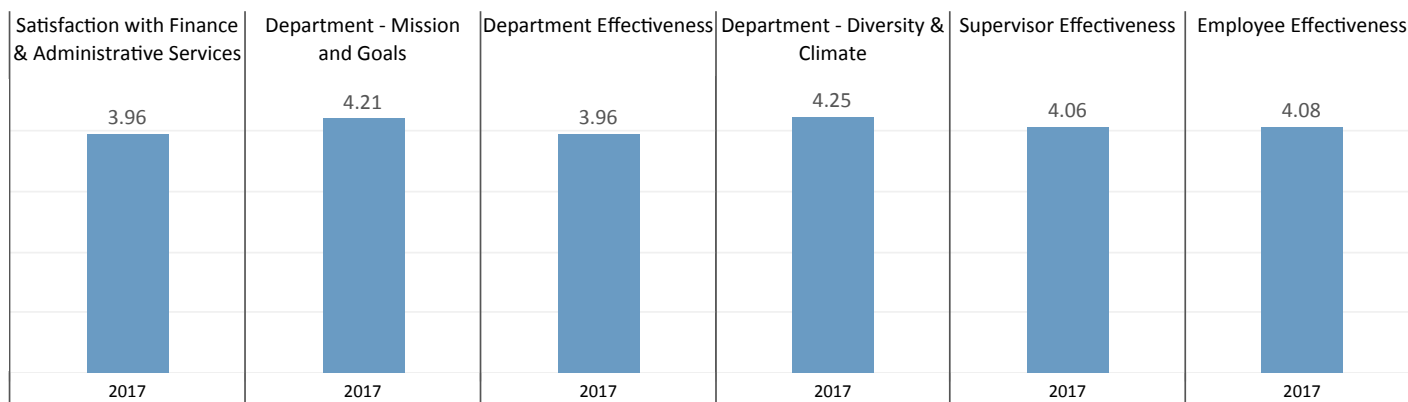
8	Career Advancement
46	Salary and Benefits
2	Valued Member of FAS
15	Adequate Staffing
7	Have a Voice

Overall, I am a satisfied FAS employee.



Mean = 3.96, Std Dev = 0.90

Dimension Mean Score 3 Year Trending **Below 3.00 - Low** | **3.00 to 3.59 - Marginal** | **3.60 to 4.29 - Good** | **4.30 & above - Excellent**



Employee Net Promoter Score (eNPS)

"Overall, I am a satisfied employee...." by "How likely is it that you would recommend..."

63 eNPS*
65.6% - 3.1%

		Likelihood to Recommend										Total
		1	2	3	4	5	6	7	8	9	10	
Satisfied Employee	5							2	1	5	8	
	4		1				4	5	2	2	4	18
	3			1		1			1			3
	2				1	1						2
	1							1				1
Total			1	1	1	2	4	6	5	3	9	32

*How eNPS Works ▶

Satisfied Promoters score 4-5 on the "Satisfied" item and 7-10 on the "Recommend" item. **Dissatisfied Non-Promoters** score 1-2 on the "Satisfied" item and 0-4 on the "Recommend" item. Subtract the percentage of Dissatisfied Non-Promoters from the percentage of Satisfied Promoters to calculate eNPS.

Below 40 - Low | 40 to 59 - Marginal | 60 to 79 - Good | 80 & above - Excellent

Background

- 2017 is the first year CSU San Marcos FAS participated in the annual survey
- Survey period: 7/31 to 8/18/2017
- Survey consists of 53 satisfaction questions
- 193 individuals were invited to take the survey; 154 (80%) responded
- One verbatim comment box that enables participants to provide feedback regarding their work environment
- One positive work environment question to highlight colleagues who have made an impact on creating a positive work environment





2017 - FAS Employee Engagement Survey Facilities Development & Management

Below 3.00 - Low | 3.00 to 3.59 - Marginal | 3.60 to 4.29 - Good | 4.30 & above - Excellent

Dimension	#	Question Text	2017
Satisfaction with Finance & Administrative Services	1	Overall, I am a satisfied FAS employee.	3.96
	2	I feel valued as a member of FAS.	3.80
	3	Faculty members at CSUSM value my contributions.	3.85
	4	Staff members at CSUSM value my contributions.	4.04
	5	I understand the FAS mission.	4.29
	6	I understand how my job performance positively contributes to the FAS mission.	4.33
	7	I feel I have a voice to provide ideas and suggestions on how to improve FAS.	3.87
	8	I am satisfied with my opportunities for career advancement at CSUSM.	3.51
Department - Mission and Goals	9	I understand my department's mission.	4.42
	10	I understand how my job performance positively contributes to my department's mission.	4.47
	11	My department establishes annual departmental performance goals.	4.25
	12	My department routinely measures departmental performance goal achievements.	3.95
	13	My department routinely measures customer satisfaction with services and products delivered.	4.05
	14	My department routinely takes action to improve services and products based on customer feedback.	4.11
Department Effectiveness	15	My department has adequate staffing to handle our workload.	2.56
	16	I have the tools (i.e., equipment and technology) needed to perform my work.	3.93
	17	My physical work environment (e.g., office, cubicle) is adequate for the job that I do.	4.13
	18	I feel physically safe in my work environment.	4.49
	19	There is a spirit of cooperation within my department.	3.98
	20	Most people in my department conduct themselves in an ethical manner.	4.22
	21	People in my department are encouraged to work collaboratively with departments outside of my immediate area.	4.29
	22	Most people in my department perform their responsibilities.	4.22
	23	I have the opportunity to participate in making decisions that affect my work.	3.82
	24	My department creates a flexible environment that allows me to balance my work and personal life.	4.37
	25	My department effectively resolves staff-related issues (i.e., staff work interactions).	3.78
Department - Diversity & Climate	26	People in my department are recognized for finding better ways of doing things.	3.78
	27	People of all ethnic groups, cultures, and backgrounds are treated fairly in my department.	4.32
	28	People of all sexual orientations are treated fairly in my department.	4.41
	29	FAS promotes a work environment where all people are welcomed.	4.23
	30	My department actively supports a diverse work environment.	4.34
	31	My department provides an environment where everyone is treated in a professional manner.	4.14
Supervisor Effectiveness	32	I feel valued by my department.	4.04
	33	I can make recommendations to my supervisor without fear of negative consequences.	4.20
	34	I have sufficient freedom to decide how to best perform my work.	4.27
	35	My supervisor communicates essential information on a timely basis.	4.16
	36	Work is assigned equitably in my department.	3.89
	37	My supervisor gives me praise for my work.	3.87
	38	My supervisor gives me useful suggestions for improvement.	3.81
	39	My performance is evaluated fairly.	3.91
	40	My last performance evaluation provided me with information I could use to improve my performance.	3.81
	41	My supervisor gives me opportunities that support my career advancement.	3.93
	42	My supervisor actively supports my participation in training and education programs related to my job responsibilities.	4.23
	43	My supervisor treats me with respect.	4.24
	44	My supervisor is supportive when personal issues arise.	4.33
Employee Effectiveness	45	I feel that the amount of stress associated with my job is appropriate for my position.	3.80
	46	I am satisfied with my total compensation, including salary and benefits.	3.07
	47	I know how to get the information I need to be effective in my job.	4.31
	48	My job makes good use of my skills and abilities.	4.11
	49	I know how to use the tools that I have (i.e., equipment and technology) to do my work.	4.53
	50	I am able to manage my work load effectively.	4.31
	51	The training that I receive at CSUSM is valuable for improving my job performance.	3.98
	52	I enjoy working with my coworkers.	4.51



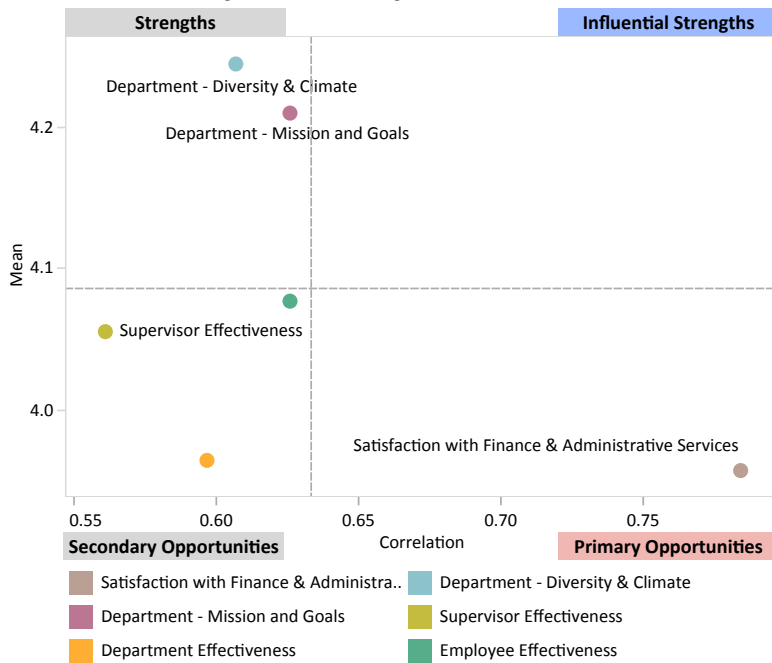


2017 - FAS Employee Engagement Survey Facilities Development & Management

ST - Strength | IS - Influential Strength | PO - Primary Opportunity | SO - Secondary Opportunity

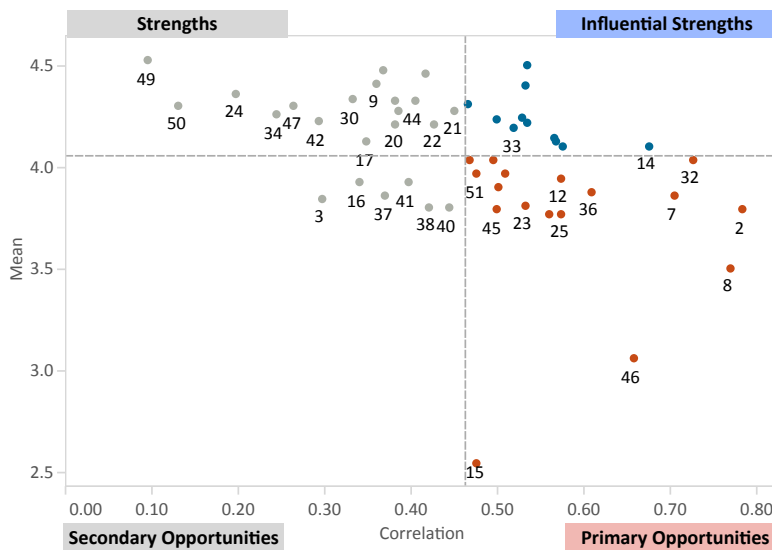
Strengths & Opportunities Scatterplot by Dimension
Correlation Coefficient Average = 0.63, Mean Average = 4.09

n/N = 46/59



Strengths & Opportunities Scatterplot by Question
Correlation Coefficient Average = 0.46, Mean Average = 4.06

n/N = 46/59



Strengths (High mean score, low correlation) - These are not areas for attention this year. They are your high marks, and don't have a strong relationship with increased satisfaction. Put your focus elsewhere.

Secondary Opps (Low mean score, low correlation) - These areas are not strongly related to increased satisfaction now, but they are still scoring relatively low; keep an eye on these areas for the future.

Influential Strengths (High mean score, high correlation) - These are areas where you score relatively well and they drive current satisfaction. Work to maintain these strengths and keep your eyes open to maintain high satisfaction.

Primary Opps (Low mean score, high correlation) - These are areas where you scored relatively low and are strongly related to employee satisfaction. Focus your attention here. Make your action plans with improvements to these areas in mind.

List of Strengths & Opportunities by Dimension

Dim	Question	Mean	Corr	Str/Opps
SAT	Satisfaction with Finance & Administrativ..	3.96	0.78	PO
MIS	Department - Mission and Goals	4.21	0.63	ST
DEP	Department Effectiveness	3.96	0.60	SO
DIV	Department - Diversity & Climate	4.25	0.61	ST
SUP	Supervisor Effectiveness	4.06	0.56	SO
EMP	Employee Effectiveness	4.08	0.63	SO

List of Strengths & Opportunities by Question

Dim	Question	Mean	Corr	Str/Opps
EMP	48. Good Use of Skills	4.11	0.57	IS
MIS	14. Improve Services Products	4.11	0.67	IS
DIV	31. Community- Excellence-Profession..	4.14	0.57	IS
SUP	35. Communicates Essential Info	4.16	0.57	IS
SUP	33. Recommends without Fear	4.20	0.52	IS
DIV	29. All Welcomed	4.23	0.53	IS
SUP	43. Treats with Respect	4.24	0.50	IS
MIS	11. Annual Dept Goals	4.25	0.53	IS
DIV	27. All Cultures - Fair	4.32	0.47	IS
DIV	28. Sexual Orientation - Fair	4.41	0.53	IS
EMP	52. Enjoy Working with Coworkers	4.51	0.53	IS
DEP	15. Adequate Staffing	2.56	0.47	PO
EMP	46. Salary and Benefits	3.07	0.66	PO
SAT	8. Career Advancement	3.51	0.77	PO
DEP	25. Resolves Staff Issues	3.78	0.57	PO
DEP	26. Better Ways Recognized	3.78	0.56	PO
SAT	2. Valued Member of FAS	3.80	0.78	PO
EMP	45. Appropriate Stress	3.80	0.50	PO
DEP	23. Participate In Decisions	3.82	0.53	PO
SAT	7. Have a Voice	3.87	0.70	PO
SUP	36. Work Assigned Equitably	3.89	0.61	PO
SUP	39. Evaluated Fairly	3.91	0.50	PO
MIS	12. Measures Dept Goals	3.95	0.57	PO
EMP	51. Valuable Training	3.98	0.47	PO
DEP	19. Spirit Of Cooperation	3.98	0.51	PO
SAT	4. Staff Value Contributions	4.04	0.47	PO
DIV	32. Feel Valued	4.04	0.73	PO
MIS	13. Measures Customer Satisfaction	4.05	0.49	PO
SUP	40. Performance Evaluation	3.81	0.44	SO
SUP	38. Suggestions for Improvement	3.81	0.42	SO
SAT	3. Faculty Value Contributions	3.85	0.30	SO
SUP	37. Gives Praise for Work	3.87	0.37	SO
DEP	16. Have Tools	3.93	0.34	SO
SUP	41. Advancement Opportunities	3.93	0.40	SO
DEP	17. Physical Work Environment	4.13	0.35	ST
DEP	20. Ethical Conduct	4.22	0.38	ST
DEP	22. Perform Responsibilities	4.22	0.43	ST
SUP	42. Supports Training	4.23	0.29	ST
SUP	34. Sufficient Freedom	4.27	0.24	ST
SAT	5. Understand FAS Mission	4.29	0.38	ST
DEP	21. Collaborate with Units Outside	4.29	0.45	ST
EMP	47. Get Information	4.31	0.26	ST
EMP	50. Manage Workload	4.31	0.13	ST
SAT	6. Contribute to FAS Mission	4.33	0.38	ST
SUP	44. Supportive of Personal Issues	4.33	0.40	ST
DIV	30. Support Diversity	4.34	0.33	ST
DEP	24. Balance Work Life	4.37	0.20	ST
MIS	9. Understand Dept's Mission	4.42	0.36	ST
MIS	10. Contribute to Dept's Mission	4.47	0.42	ST
DEP	18. Safe Environment	4.49	0.37	ST
EMP	49. Know How to Use Tools	4.53	0.09	ST



2017 - FAS Employee Engagement Survey Facilities Development & Management

Please indicate to what extent you agree or disagree with the following statements. Results will be summarized to ensure anonymity. Please select 'N/A' if it is not applicable or you don't know.

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

N/A

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A
Satisfaction with Finance & Administrative Services	1	Overall, I am a satisfied FAS employee.					
	2	I feel valued as a member of FAS.					
	3	Faculty members at CSUSM value my contributions.					
	4	Staff members at CSUSM value my contributions.					
	5	I understand the FAS mission.					
	6	I understand how my job performance positively contributes to the FAS mission.					
	7	I feel I have a voice to provide ideas and suggestions on how to improve FAS.					
	8	I am satisfied with my opportunities for career advancement at CSUSM.					
Department - Mission and Goals	9	I understand my department's mission.					
	10	I understand how my job performance positively contributes to my department's mission.					
	11	My department establishes annual departmental performance goals.					
	12	My department routinely measures departmental performance goal achievements.					
	13	My department routinely measures customer satisfaction with services and products delivered.					
	14	My department routinely takes action to improve services and products based on customer feedback.					
Department Effectiveness	15	My department has adequate staffing to handle our workload.					
	16	I have the tools (i.e., equipment and technology) needed to perform my work.					
	17	My physical work environment (e.g., office, cubicle) is adequate for the job that I do.					
	18	I feel physically safe in my work environment.					
	19	There is a spirit of cooperation within my department.					
	20	Most people in my department conduct themselves in an ethical manner.					
	21	People in my department are encouraged to work collaboratively with departments outside of my immediate area.					
	22	Most people in my department perform their responsibilities.					
	23	I have the opportunity to participate in making decisions that affect my work.					
	24	My department creates a flexible environment that allows me to balance my work and personal life.					
	25	My department effectively resolves staff-related issues (i.e., staff work interactions).					
	26	People in my department are recognized for finding better ways of doing things.					
Department - Diversity & Climate	27	People of all ethnic groups, cultures, and backgrounds are treated fairly in my department.					
	28	People of all sexual orientations are treated fairly in my department.					
	29	FAS promotes a work environment where all people are welcomed.					
	30	My department actively supports a diverse work environment.					
	31	My department provides an environment where everyone is treated in a professional manner.					
	32	I feel valued by my department.					
Supervisor Effectiveness	33	I can make recommendations to my supervisor without fear of negative consequences.					
	34	I have sufficient freedom to decide how to best perform my work.					
	35	My supervisor communicates essential information on a timely basis.					
	36	Work is assigned equitably in my department.					
	37	My supervisor gives me praise for my work.					
	38	My supervisor gives me useful suggestions for improvement.					
	39	My performance is evaluated fairly.					
	40	My last performance evaluation provided me with information I could use to improve my performance.					
	41	My supervisor gives me opportunities that support my career advancement.					
	42	My supervisor actively supports my participation in training and education programs related to my job responsibilities.					
	43	My supervisor treats me with respect.					
	44	My supervisor is supportive when personal issues arise.					
Employee Effectiveness	45	I feel that the amount of stress associated with my job is appropriate for my position.					
	46	I am satisfied with my total compensation, including salary and benefits.					
	47	I know how to get the information I need to be effective in my job.					
	48	My job makes good use of my skills and abilities.					
	49	I know how to use the tools that I have (i.e., equipment and technology) to do my work.					
	50	I am able to manage my work load effectively.					
	51	The training that I receive at CSUSM is valuable for improving my job performance.					
	52	I enjoy working with my coworkers.					
	53	How likely is it that you would recommend FAS to a friend or colleague?					

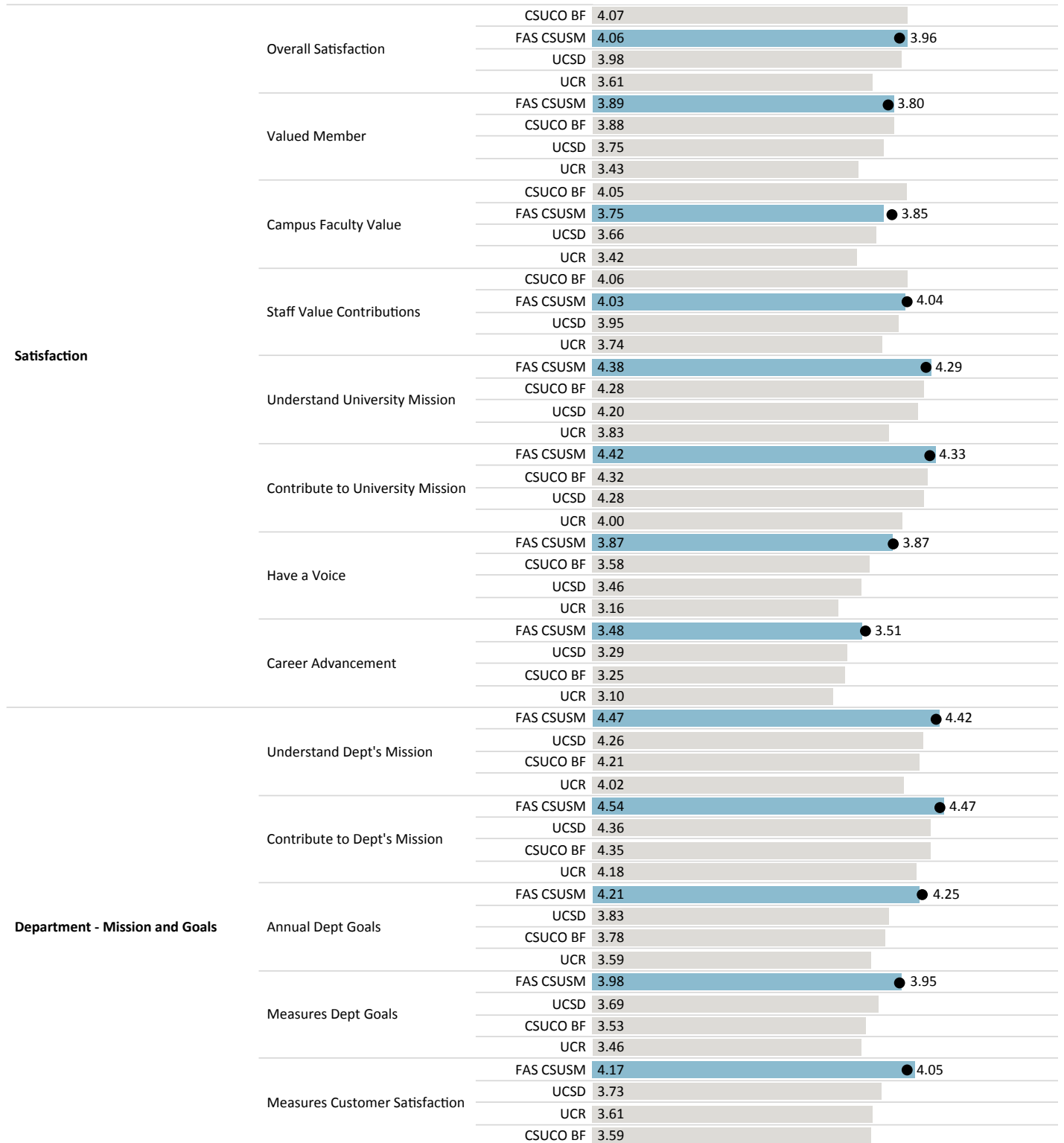




2017 - FAS Employee Engagement Survey Benchmark Comparison for Facilities Development & Management

● Facilities Development & Management

Benchmark cohort includes UC San Diego, UC Riverside, CSU Chancellor's Office, and CSU San Marcos

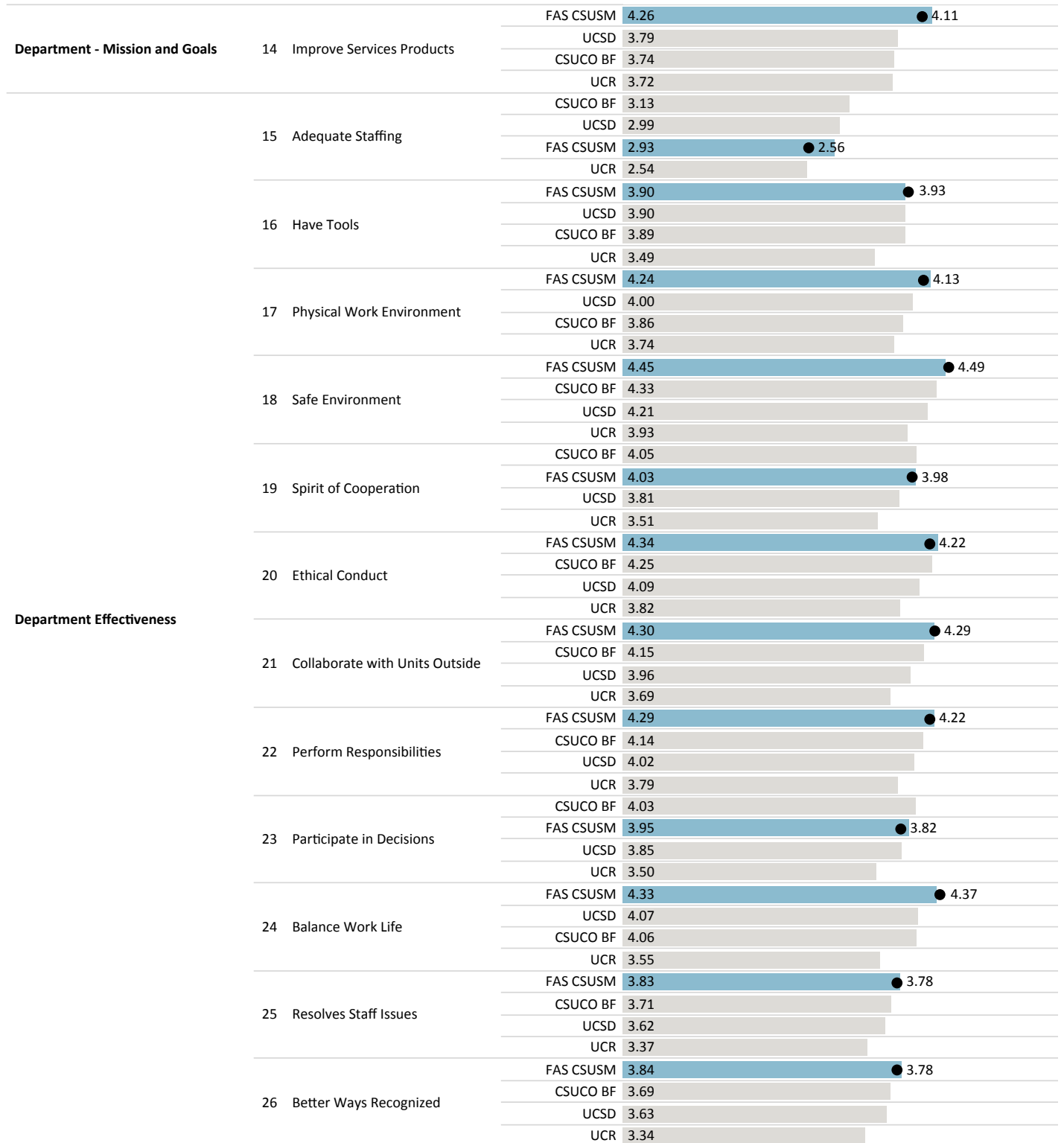




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Benchmark cohort includes UC San Diego, UC Riverside, CSU Chancellor's Office, and CSU San Marcos

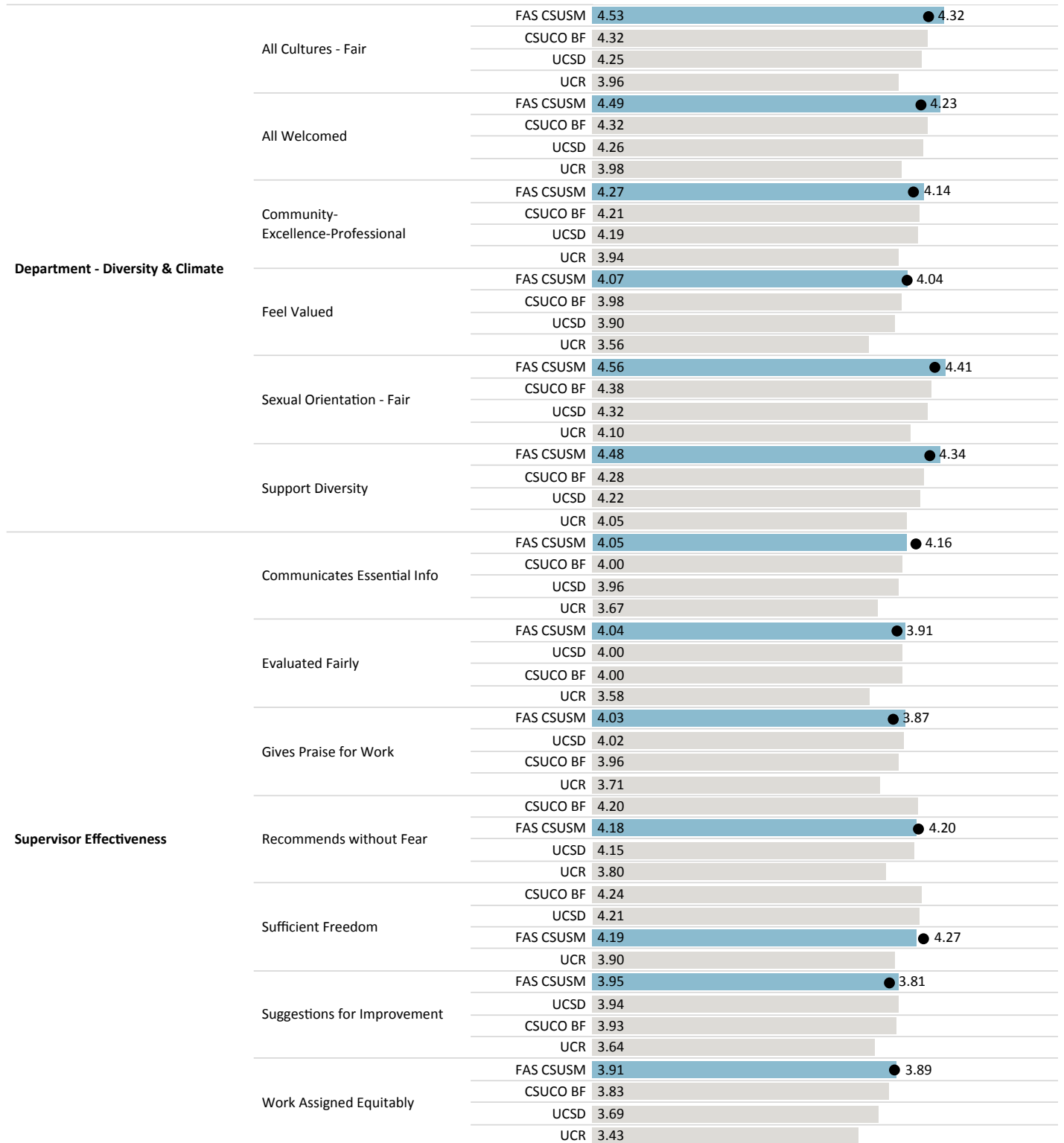




2017 - FAS Employee Engagement Survey Benchmark Comparison for Facilities Development & Management

● Facilities Development & Management

Benchmark cohort includes UC San Diego, UC Riverside, CSU Chancellor's Office, and CSU San Marcos





2017 - FAS Employee Engagement Survey Benchmark Comparison for Facilities Development & Management

● Facilities Development & Management

Benchmark cohort includes UC San Diego, UC Riverside, CSU Chancellor's Office, and CSU San Marcos

