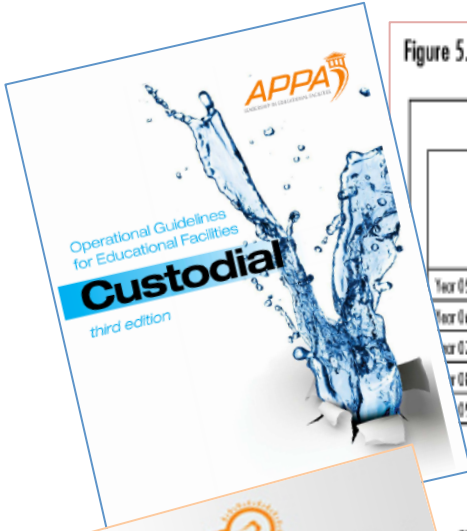
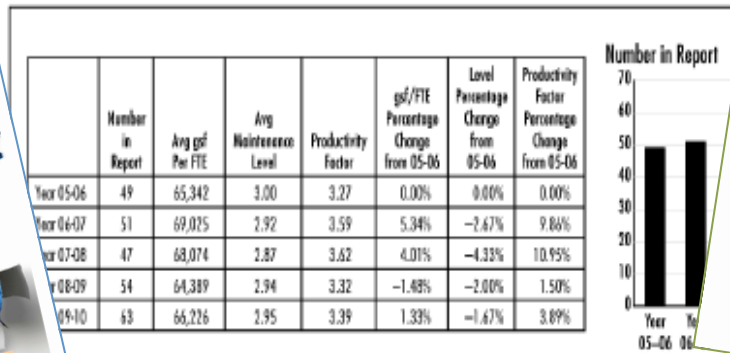
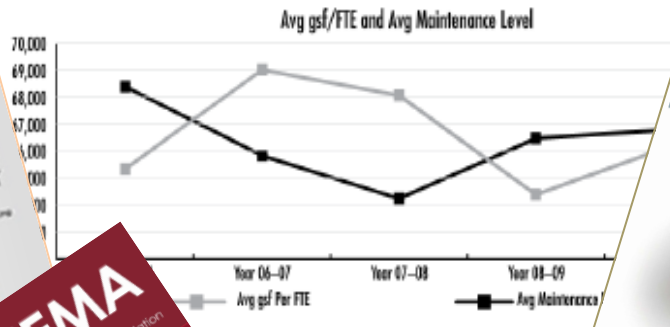


FACILITIES AND SERVICES PRESIDENTIAL BUDGET PRESENTATION

Figure 5.4: Public Institutions with 12,000+ FTE Students



National Fire Protection Association
The authority on fire, electrical, and building safety



NMSU is all about Discovery!





Facilities and Services

MSC 3545

New Mexico State University

Box 30001

Las Cruces, NM 88003-8001

Phone: (575) 646-2101 Fax: (575) 646-1460

MEMORANDUM OCTOBER 18, 2014

TO: Angela Throneberry
Senior Vice President, Administration and Finance

FROM: Glen Haubold *Glen*
Associate Vice President, Facilities and Services

SUBJECT: Presidential Budget Presentation

Funding for Facilities Services funding is provided through a complex budget, and we wanted to focus on stewardship and organizational management as well as total dollars. Facilities has a significant budget because of the size of the organization, although there is a substantial amount of evidence indicating that central services are better able to take advantage of efficiencies and synergies when leadership is accountable for results, and we take this approach very seriously. For example, Environmental Health and Safety (EHS) overlaps with the Fire Department on building inspections, and FS was able to save .5 FTE this past year by combining the EHS OSHA emergency safety shower testing with building life safety inspections conducted by the Fire Department.

The pertinent information that I would like to point out for this presentation is:

1. The organization of higher education facilities officers, APPA, publishes guides for calculating institutional staffing levels. NMSU Facilities uses these publications and benchmarks and, in addition, employs a 3rd party firm to monitor and adjust for institution specific differences and to normalize our "recovery". NMSU compares favorably at every level. As you will see in our summary, we continually adjust staffing with our Position Management Plan; we were slightly above our target for Administrative FTE for 2012-2013 and used our data to make adjustments.
2. Our higher than average "recovery" or "recharge" burden impacts our organization in many ways: maintenance suffers while FS performs minor construction although this mechanism helps researchers adapt quickly; focusing on billable work gives the wrong impression to our customers; and the fact that we "earn" so much of our budget skews our benchmark data and consequently we employ a 3rd party to provide credibility as the data is normalized.

As you will see in our "**BULLETS**", we have been able to lower this overall recovery burden although it has to be done slowly to avoid a spike in labor rates. In any event, the high percentage of recovery work does lower the overhead cost of the organization to the I&G budget. My counterpart at the University of Texas at Austin and I have commenced work on a research project to study "recovery" and "recharge" in institutions across the US.

3. We strongly believe that there is no such thing as "more with less", there is only "less with less", and consequently reductions must be done strategically. We staff for specific service levels and tasks, and can make adjustments in any area easily; we are probably the only NMSU department that can directly match costs to specific functions. We ask only to be allowed to do this holistically; holding or eliminating specific positions play havocs with our planning. If we need to cut, tell us what it is and we will provide options as to what we give up. In fact, we did do that as part of the recent exercise and these are included in the financial tab.

With our continual organizational refinements, reorganizations, and with the 2010 and 2012 recombination of Environmental Health and Safety (EHS), Capital Projects (Project Development), and the Fire Department, staffing is challenging to track from year to year. We did tie this tracking sheet below out to Banner, and I think it speaks for itself as to our stewardship. Benchmark data is provided in this presentation, and FS will be more than glad to furnish more at any time.

FACILITIES AND SERVICES POSITION HISTORY

HED Budget Documents Exh 14 Original Budget FTE
FTE - Includes Supervisors

Shop	FY08	FY09	FY10	FY11	FY12	FY13	FY14		
Access Control		6	5	5	5	4	4	5	Added alarm services
Alarm Svcs		0	0	0	0	0	2	0	
Custodial	106.75	92	103	97.5	96.5	96.5	99.5		Moved some HVAC FTE to utilities
Electric	16	16	16	17	15	15	17.5		
Grounds	25	22	26	26	26	23	23		Increased paint cycle
Mech/HVAC/Refrigeration	12	12	16	17	16	15	13		
Central Heating	5	5	0	0	0	0	0		Movers transferred from warehouse
Mechanics	7	7	7	7	8	6	6		
Paint/Movers (fy12)	13	13	12	12	15	18	18		Consolidated carpenters and structural
Plumbing	17	17	17	17	16	17	16		
Sign Shop	2	2	1	1	1	1	1		Rebalanced administrative support
Solid Waste	1	1	6	8	8	8	7		
Structural Maint/(Construction)	24	24	28	23	28	24	24	24	Put on recharge per state mandate
Carpentry	12	12	12	16	0	0	0	0	
Admin	6	7	6	8	9	12.5	9		Added staff at Fire Department and EHS for compliance and for safety
Accounting	10	10	7.5	7.5	10.3	12.3	12.3		
Computer Support	4	4	1	0	0	0	0		
FPC	16	18	17	17	0	0	0		
Projects (I&G)	4	4	5	5	1	1	1.5		
CUP (I&G)	9	9	0	0	0	0	0		
Engineering/Utilities	9	9	3.2	2.2	1.2	1.2	1.3		
EH&S	0	0	7.5	11.25	10.75	11.75	15.75		
Material Services (not under FS)	10	10	10	5	4	4	4		
Fire	4.5	4.5	4.5	4.5	4.5	5	7		
Total	319.25	303.5	310.7	306.95	274.25	277.25	280.85		
GSF (from Plant O&M alloc)	5,298,450	5,298,450	5,298,450	5,504,447	5,525,135	5,507,753	5,756,642		

Administration and Finance Facilities and Services Budget Bullets

FACILITIES AND SERVICES

- ✚ The Facilities and Services (FS) Instructional and General (I&G) budget consists of Facility Operations, Facility Business Administration, Environmental Health and Safety, University Architect and Space Planning, and the Fire Department.
- ✚ Project Development and Engineering has a very small I&G component for campus related requests and the Office of Sustainability operates from small portions of the administrative and utility budget.
- ✚ The Utility Department is financed as an Internal Service Center, and the Fire Department receives a portion of their budget through the County Fire Fund.
- ✚ Facilities just assumed responsibility for Athletics maintenance, and this will further reduce administrative and supervisory expenses as a percent of the total. We believe that there is additional opportunity for institutional savings by having FS perform maintenance for Corbett, Housing, and / or the Burrell College of Osteopathic Medicine.

RECOVERY AND RECHARGE COMPONENT

- ✚ The Facilities and Services budget has components of both I&G and Auxiliary budgets; by that we mean that that \$8,405,217 is provided through the I&G budgetary process and Facilities and Services must generate another \$3,496,043 through what is known as “budget recharge” or “recovery” for non-maintenance work performed.
- ✚ These “recovery” or “recharge” dollars are departmental charges for non-maintenance work such as installing an outlet or running TV cable, and they also include charges against BRR capital renewal for major equipment such as replacing a failed pump or aged air-conditioner.
- ✚ Thus, “recovery” allows for an elevated staffing level that supports minor construction and capital renewal. This has an impact in that some BRR is used to supplement the operating budget as occurs in the instance mentioned above when equipment is replaced using BRR.
- ✚ This methodology also has the advantage of allowing the in-house staff to perform minor construction and capital renewal, and this means that the work can be accomplished more quickly and usually less expensively; however, excessive amounts of such recharge work detract from maintenance and operations, which is the core activity of the department. This observation was mentioned in the 2007 Audit but is one that we wholeheartedly agree is valid. We have reduced the actual “recovery” burden from \$4,368,478.11 in 2008 to \$3,496,043 in 2015 and this has allowed for corresponding staffing reductions and /or reallocations.
- ✚ When BRR is involved, “recovery” and “recharge” may create an illusion that the Physical Plant is funded at a higher level than it truly is.

ANNUAL BUDGET

- ✚ Facilities and Services has an internal annual budget process where each department presents a reduction and if desired, a reallocation request. This leads to an annual Position Management Plan.
- ✚ The process allows us to adapt to the changing face of facilities management; over the past few years this process has been used to move towards the more efficient zone maintenance, create a team of Facility Technicians to perform the less technical preventative maintenance, re-orient Grounds towards more water efficient landscape, adapt technicians to support ever more sophisticated electronic locks and alarms, and to reallocate positions from where staffing was on the high side to those areas with greater needs.
- ✚ EHS and the Fire Department are two areas where our analysis indicated that staffing was insufficient to meet regulatory and safety requirements, therefore, resources were reallocated.
- ✚ Facilities and Services participates in the APPA Facilities Performance Indicator survey annually; in addition Sightlines, a 3rd party benchmarking firm, is used to help us monitor our staffing levels and costs. Sightlines consistently makes note that the NMSU Facilities operating costs are the lowest among their database of almost 400 institutions.

Facilities and Services FY15 Budget Overview

Facilities and Services FY15 Budget Overview -
Exhibit 14, Exhibit 18, Exhibit 20
As of August 30, 2014

	Shop Employee FTE	Temp/Stud FTE	ORIGINAL HED BUDGET				Revised Budget FY15 (BANNER)				
			Recovery	Salary	Other	Total	Recovery	Salary	Fringe	Other	Total
EXHIBIT 14 - PLANT O&M (Program 14xx)											
Accounting (500450)	9.85	1.20	\$ -	\$ 477,658.00	\$ 23,204.00	\$ 500,862.00	\$ -	\$ 420,565.00	\$ 2,828.87	\$ 23,204.00	\$ 446,597.87
Computer Support (500500)		1.20	-	20,000.00	120,308.00	140,308.00	-	20,000.00	13.48	120,308.00	140,321.48
Acct Clearing (500002)			-	-	-	-	-	-	-	-	-
FS Admin/Supervision (500651)	5.50	1.20	-	650,941.00	148,440.00	799,381.00	-	438,905.00	5,452.63	128,440.00	572,797.63
Univ Architect & Space Mgt (500765)	5.30		-	-	-	-	-	309,221.00	4,498.07	50,000.00	363,719.07
Salary Open Pool (500669)			-	12,242.00	-	12,242.00	-	2,439.00	-	-	2,439.00
Engineering (500654)	1.50	1.20	-	119,353.00	1,944.00	121,297.00	-	263,040.00	1,181.26	1,944.00	266,165.26
Vehicle Mechanics (500580/581)	5.00	1.20	(259,538.00)	192,321.00	51,569.00	(15,648.00)	(168,439.59)	194,061.00	591.88	51,569.00	77,782.29
Custodial (500695/696)	100.00		(247,426.00)	2,233,054.00	434,918.00	2,420,546.00	(204,749.33)	2,237,413.00	3.85	434,918.00	2,467,585.52
Electricians (500700/701)	14.50		(758,576.00)	683,826.00	347,828.00	273,078.00	(432,292.46)	621,475.00	838.75	347,828.00	537,849.29
Grounds (500720/721)	23.50	7.03	(238,668.00)	723,286.00	474,105.00	958,723.00	(217,949.77)	727,133.00	923.15	474,105.00	984,211.38
Access Control (500730/731)	5.00		(155,731.00)	164,199.00	40,956.00	49,424.00	(130,991.89)	164,150.00	553.10	40,956.00	74,667.21
Sign Shop/Operations (500740/741)	1.00	0.60	(30,667.00)	40,161.00	20,786.00	30,280.00	(36,271.18)	40,274.00	464.87	20,786.00	25,253.69
Painters (500745/746)	18.00		(299,536.00)	435,946.00	53,447.00	189,857.00	(250,387.21)	423,231.00	476.05	53,447.00	226,766.84
Plumbers (500750/751)			(517,933.00)	589,637.00	224,512.00	296,216.00	-	58,005.00	896.31	-	58,901.31
Project Management (500760)			-	90,096.00	3,560.00	93,656.00	-	90,120.00	359.00	3,560.00	94,039.00
Mechanical (500770/771)	20.00	0.60	(411,031.00)	429,000.00	279,169.00	297,138.00	(467,105.79)	722,147.00	796.57	433,681.00	689,518.78
Facilities Maintenance/Carpentry (500656/657)	14.00		-	-	-	-	(388,187.92)	252,220.00	-	70,000.00	(65,967.92)
Alarm Services (500755)			-	-	-	-	-	-	-	-	-
Structural Maintenance (500775/776)	18.00		(538,124.00)	740,185.00	187,192.00	389,253.00	(316,170.95)	603,616.00	796.57	157,192.00	445,433.62
Solid Waste/Recycling (500780/781)	6.50		(28,813.00)	177,094.00	26,192.00	174,473.00	(22,803.58)	177,895.00	743.96	26,192.00	182,027.38
Fuel											
EH&S (500200)	16.50		-	999,321.00	44,072.00	1,043,393.00	-	999,407.00	11,784.20	44,072.00	1,055,263.20
Haz Waste (500201) fund 110006			-	-	27,003.00	27,003.00	-	-	10.59	(56,197.00)	(56,186.41)
Has Waste Disposal (500201) fund 120001			-	-	85,000.00	85,000.00	-	-	-	168,200.00	168,200.00
Fire Protections Svcs (500425/426)	7.00	8.40	(10,000.00)	478,084.00	50,651.00	518,735.00	(10,000.00)	476,322.00	3,187.90	43,251.00	512,760.90
TOTAL FS	271.15	22.63	\$ (3,496,043.00)	\$ 9,256,404.00	\$ 2,644,856.00	\$ 8,405,217.00	\$ (2,645,349.67)	\$ 9,241,639.00	\$ 36,401.06	\$ 2,637,456.00	\$ 9,270,146.39
Fringes				3,183,030.00		3,183,030.00			3,146,628.94		3,146,628.94
Plant O&M/Applied Charges (500005)			(826,733.00)			(826,733.00)	(826,733.00)				(826,733.00)
Property Insurance (500003) Index 100868					500,000.00	500,000.00				500,000.00	500,000.00
TOTAL OTHER FS	-	-	\$ (826,733.00)	\$ 3,183,030.00	\$ 500,000.00	\$ 2,856,297.00	\$ (826,733.00)	\$ -	\$ 3,146,628.94	\$ 500,000.00	\$ 2,819,895.94
Electricity (500662) 100860					\$ 3,343,420.00	\$ 3,343,420.00			\$ 3,343,420.00		\$ 3,343,420.00
Geothermal (500661) 100859						-					\$ -
Chilled Water (500667) 100883					3,500,000.00	3,500,000.00			3,500,000.00		3,500,000.00
Natural Gas (500663) 100861					220,000.00	220,000.00			220,000.00		220,000.00
Garbage Disposal (500653) 100866					130,000.00	130,000.00			130,000.00		130,000.00
Sewer (500664) 100862					300,000.00	300,000.00			300,000.00		300,000.00
Steam (500666) 100882					870,000.00	870,000.00			870,000.00		870,000.00
Water (500665) 100863					205,000.00	205,000.00			205,000.00		205,000.00
TOTAL I&G UTILITIES	-	-	\$ -	\$ -	\$ 8,568,420.00	\$ 8,568,420.00	\$ -	\$ -	\$ -	\$ 8,568,420.00	\$ 8,568,420.00
GRAND TOTAL EXHIBIT 14 - PLANT O&M	271.15	22.63	\$ (4,322,776.00)	\$ 12,439,434.00	\$ 11,713,276.00	\$ 19,829,934.00	\$ (3,472,082.67)	\$ 9,241,639.00	\$ 3,183,030.00	\$ 11,705,876.00	\$ 20,658,462.33
EXHIBIT 18 - INTERNAL SERVICE (Prog 1800)											
PD&E Internal Service	21.45		(1,847,840.00)	1,693,951.00	153,889.00	-	(1,847,840.00)	1,259,443.00	434,508.00	153,889.00	\$ -
Utilities Internal Service	25.50		(20,248,014.00)	1,215,644.00	19,032,370.00	-	(20,248,014.00)	906,249.00	309,395.00	19,032,370.00	\$ -
Surplus Property Acquisition			(10,000.00)		20,000.00	10,000.00	(10,000.00)			20,000.00	\$ 10,000
Heavy Equipment					58,214.00	58,214.00				58,214.00	\$ 58,214
EH&S - AHS, USDA Internal Service			(17,910.00)		20,910.00	3,000.00	(17,910.00)			20,910.00	\$ 3,000
Fire Protection Svcs EMT Internal Service			(30,000.00)		37,973.00	7,973.00	(30,000.00)			37,973.00	\$ 7,973
TOTAL EXHIBIT 18 - INTERNAL SERVICE	46.95	-	\$ (22,153,764.00)	\$ 2,909,595.00	\$ 19,323,356.00	\$ 79,187.00	\$ (22,153,764.00)	\$ 2,165,692.00	\$ 743,903.00	\$ 19,323,356.00	\$ 79,187.00
EXHIBIT 20 - AUXILIARY (Prog 2000)											
EH&S (Def Driving) 500200 102287	1.00		(40,000.00)	31,297.00	8,703.00	-	(40,000.00)	23,269.00	8,028.00	8,703.00	\$ -
TOTAL EXHIBIT 20 - AUXILIARY	1.00	-	\$ (40,000.00)	\$ 31,297.00	\$ 8,703.00	\$ -	\$ (40,000.00)	\$ 23,269.00	\$ 8,028.00	\$ 8,703.00	\$ -
GRAND TOTAL	319.10	22.63	\$ (26,516,540.00)	\$ 15,380,326.00	\$ 31,045,335.00	\$ 19,909,121.00	\$ (25,665,846.67)	\$ 11,430,600.00	\$ 3,934,961.00	\$ 31,037,935.00	\$ 20,737,649.33

Note: The difference between Original bgt and Revised bgt is FY13 over-recovery and net change in non-exempt salary adjustments.
Note: Plumber and Proj Mgmt shops currently show budgeted amounts; however, pending PMP changes will zero out these figures.

Facilities and Services FY14 vs FY09 Actuals Comparison

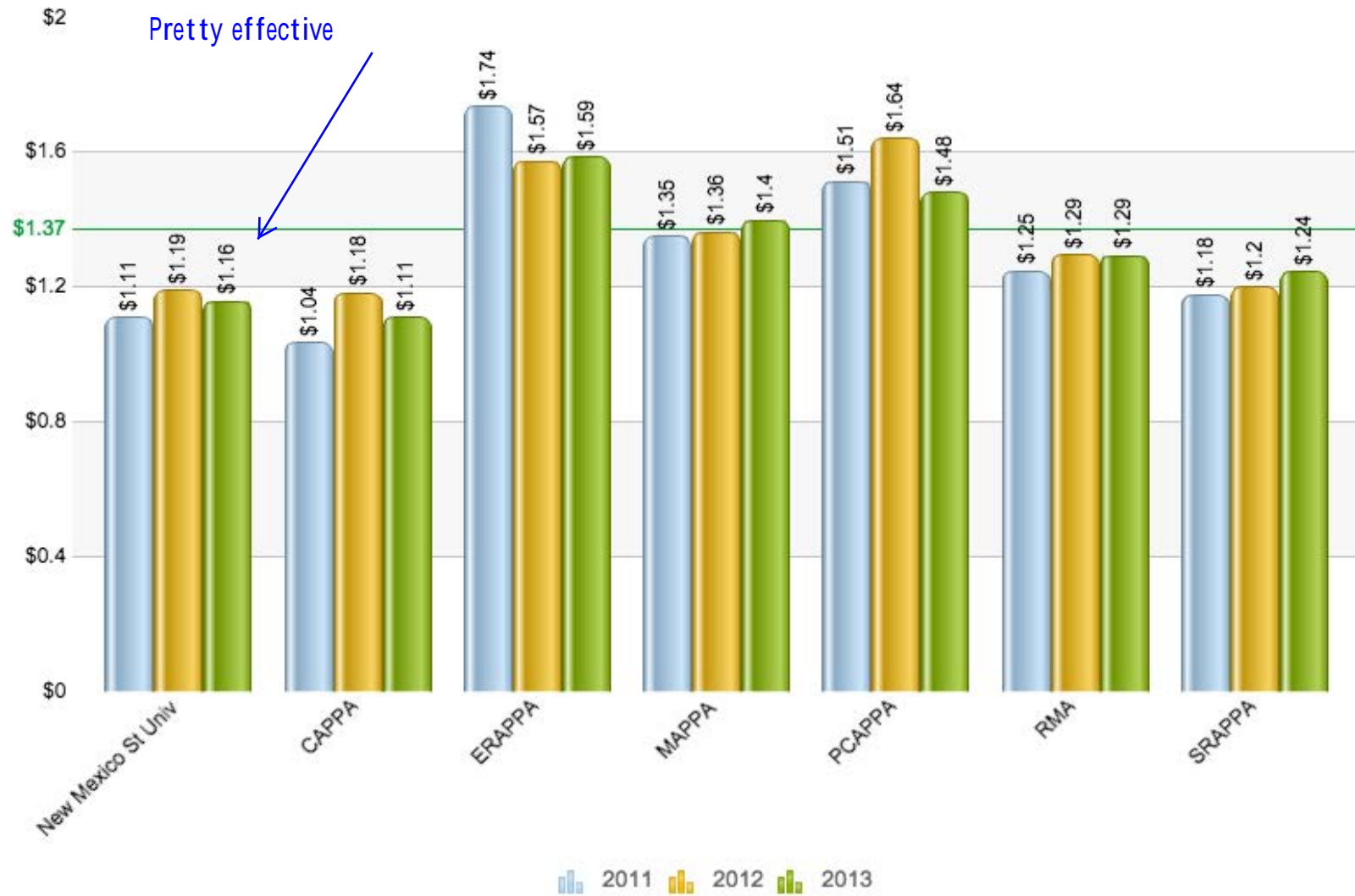
Facilities and Services 2014 vs 2009 Comparison - Exhibit 14	FY14 Actual Expenses				FY09 EMP FTE	FY09 Actual Expenses				Differences		
	FY14 EMP FTE	Salary	Fringe (1)	Other		Total	Salary	Fringe	Other	Total	FTE	Amount
EXHIBIT 14 - PLANT O&M (Program 14xx)												
Accounting (500450)	12.30	\$ 395,083.03		\$ 32,610.18	\$ 427,693.21	10.00	\$ 264,390.85		\$ 467,163.85	\$ 731,554.70	(2.30)	\$ 303,861.49
Computer Support (500500)		30,478.61		109,353.87	139,832.48	4.00	2,354.24		134,347.56	136,701.80	4.00	(3,130.68)
Acct Clearing (500002)		-		2,278.75	2,278.75				17,010.05	17,010.05	-	14,731.30
FS Admin/Supervision (500651)	9.00	614,353.18		175,342.17	789,695.35	7.00	416,240.32		65,496.26	481,736.58	(2.00)	(307,958.77)
Univ Architect & Space Mgt (500765)		-		-	-				-	-	-	-
Salary Open Pool (500669)		-		-	-				17,248.62	17,248.62	-	17,248.62
Engineering (500654)	1.30	117,709.51		983.05	118,692.56	9.00	116,732.46		28,716.46	145,448.92	7.70	26,756.36
Vehicle Mechanics (500580/581)	6.00	164,338.31		26,420.61	190,758.92	7.00	275,657.30		195,664.82	471,322.12	1.00	280,563.20
Custodial (500695/696)	99.50	2,235,492.53		481,867.63	2,717,360.16	92.00	2,192,964.97		692,629.33	2,885,594.30	(7.50)	168,234.14
Electricians (500700/701)	17.50	519,792.01		419,266.61	939,058.62	16.00	605,791.87		146,015.51	751,807.38	(1.50)	(187,251.24)
Grounds (500720/721)	23.00	716,838.45		425,705.53	1,142,543.98	22.00	863,186.25		1,249,062.86	2,112,249.11	(1.00)	969,705.13
Access Control (500730/731)	5.00	145,866.68		48,497.17	194,363.85	5.00	185,329.62		69,563.58	254,893.20	-	60,529.35
Sign Shop/Operations (500740/741)	1.00	41,574.76		21,178.06	62,752.82	2.00	51,850.55		13,308.11	65,158.66	1.00	2,405.84
Painters (500745/746)	18.00	390,315.65		60,901.27	451,216.92	13.00	322,250.44		68,695.49	390,945.93	(5.00)	(60,270.99)
Plumbers (500750/751)	16.00	567,025.13		212,223.96	779,249.09	17.00	590,858.98		119,732.02	710,591.00	1.00	(68,658.09)
Project Management (500760)	1.50	24,724.80		4,610.68	29,335.48	22.00	262,227.28		24,292.05	286,519.33	20.50	257,183.85
Mechanical (500770/771)	13.00	383,071.50		202,153.24	585,224.74	12.00	542,224.79		181,335.33	723,560.12	(1.00)	138,335.38
Facilities Maintenance/Carpentry (500656/657)		-		-	-	12.00	362,972.78		106,496.37	469,469.15	12.00	469,469.15
Alarm Services (500755)		-		-	-				25,434.84	25,434.84	-	25,434.84
Structural Maintenance (500775/776)	24.00	624,647.40		150,370.67	775,018.07	24.00	676,453.63		159,879.65	836,333.28	-	61,315.21
Solid Waste/Recycling (500780/781)	7.00	169,759.60		4,394.07	174,153.67	1.00	50,562.20		430,178.52	480,740.72	(6.00)	306,587.05
Fuel				43,888.07	43,888.07				292,219.79	292,219.79	-	248,331.72
Central Heating/CUP						14.00					14.00	-
EH&S (500200)	15.75	939,037.95		56,399.53	995,437.48	-	262,602.85		22,946.61	285,549.46	(15.75)	(709,888.02)
Haz Waste (500201) fund 110006		17,034.00		177,558.85	194,592.85				121,142.49	121,142.49	-	(73,450.36)
Has Waste Disposal (500201) fund 120001		-		64,307.41	64,307.41				-	-	-	(64,307.41)
Fire Protections Svcs (500425/426)	7.00	391,689.40			391,689.40	4.50	362,908.31		81,704.88	444,613.19	(2.50)	52,923.79
TOTAL FS	276.85	\$ 8,488,832.50	\$ -	\$ 2,720,311.38	\$ 11,209,143.88	293.50	\$ 8,407,559.69	\$ -	\$ 4,730,285.05	\$ 13,137,844.74	16.65	\$ 1,928,700.86
Fringes			2,552,866.66		2,552,866.66			2,946,017.00		2,946,017.00		393,150.34
Pecan Operations				2,075.67	2,075.67							(2,075.67)
Plant O&M/Applied Charges (500005)		-	-	(859,532.00)	(859,532.00)				(659,800.00)	(659,800.00)		199,732.00
Property Insurance (500003) Index 100868		-	-	609,794.42	609,794.42				484,349.45	484,349.45		(125,444.97)
TOTAL OTHER FS		\$ -	\$ 2,552,866.66	\$ (247,661.91)	\$ 2,305,204.75		\$ -	\$ 2,946,017.00	\$ (175,450.55)	\$ 2,770,566.45	-	\$ 465,361.70
Electricity (500662) 100860			\$ 3,832,612.21		\$ 3,832,612.21			\$ 4,592,351.57		\$ 4,592,351.57		759,739.36
Geothermal (500661) 100859			\$ -		\$ -			\$ -		\$ -		-
Chilled Water (500667) 100883			\$ 3,516,925.52		\$ 3,516,925.52			1,953,120.95		\$ 1,953,120.95		(1,563,804.57)
Natural Gas (500663) 100861			\$ 198,106.16		\$ 198,106.16			168,600.07		\$ 168,600.07		(29,506.09)
Garbage Disposal (500653) 100866			\$ 118,898.25		\$ 118,898.25			148,928.82		\$ 148,928.82		30,030.57
Sewer (500664) 100862			\$ 277,954.69		\$ 277,954.69			(9,617.76)		\$ (9,617.76)		(287,572.45)
Steam (500666) 100882			\$ 1,058,546.32		\$ 1,058,546.32			1,045,038.54		\$ 1,045,038.54		(13,507.78)
Water (500665) 100863			\$ 130,169.17		\$ 130,169.17			271,611.03		\$ 271,611.03		141,441.86
TOTAL I&G UTILITIES		\$ -	\$ -	\$ 9,133,212.32	\$ 9,133,212.32		\$ -	\$ -	\$ 8,170,033.22	\$ 8,170,033.22	-	\$ (963,179.10)
GRAND TOTAL EXHIBIT 14 - PLANT O&M		\$ 8,488,832.50	\$ 2,552,866.66	\$ 11,605,861.79	\$ 22,647,560.95		\$ 8,407,559.69	\$ 2,946,017.00	\$ 12,724,867.72	\$ 24,078,444.41	16.65	\$ 1,430,883.46

Note: Recovery amounts not included.
Central Heating/CUP: FTEs transferred to Utilities ISC

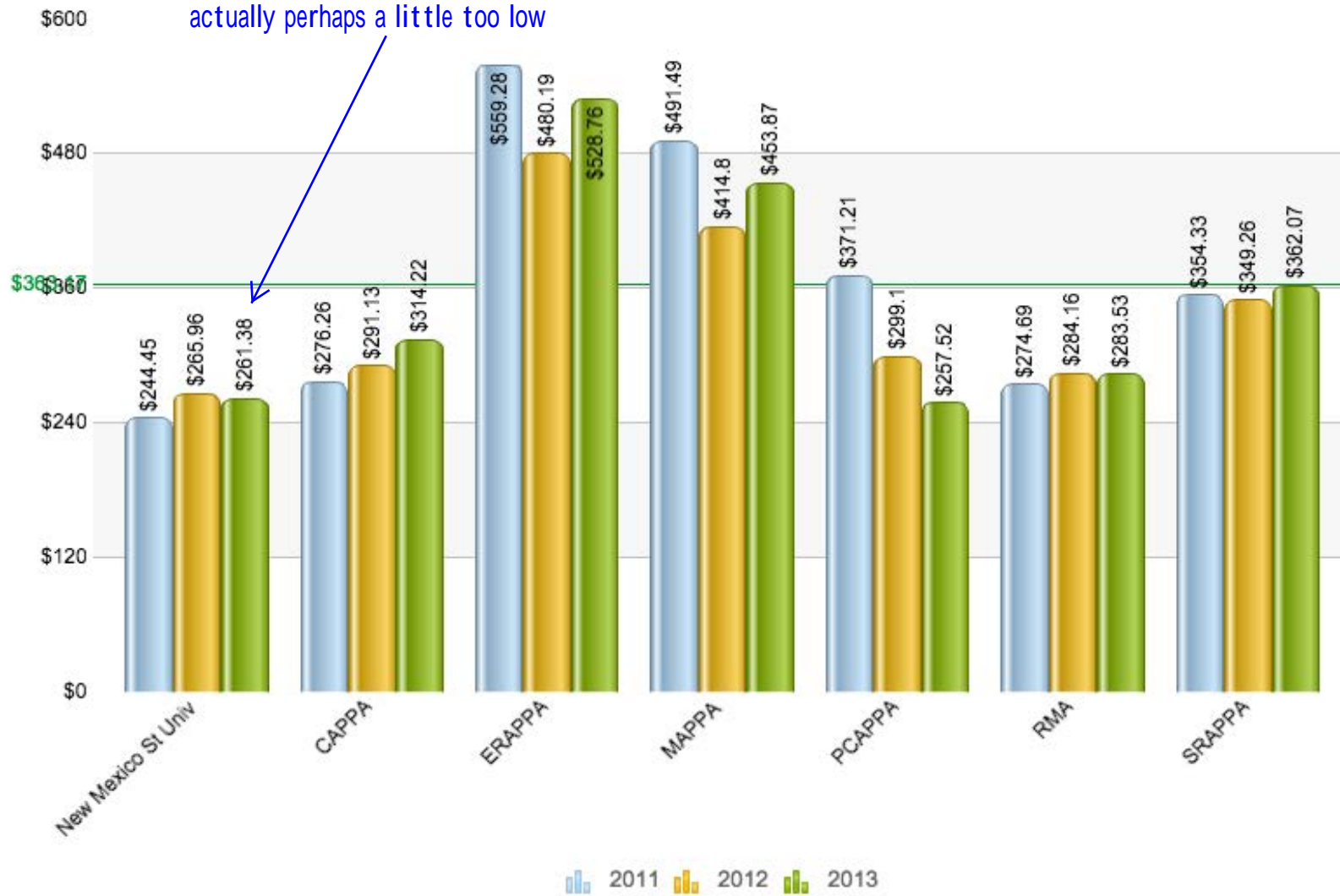
Potential Opportunities
to fund continuing organizational improvements

Ref #	College/Unit	Sub-Unit	Proposed Cut Description	Proposed Cut Amount	Subtotal	Cumulative %	Tier (1, 2, or 3)	Proposed Cut Description	Glen's notes
1	SVPAF	Facilities	Facilities and Services	17,854.15	17,854.15	0.16%	3	Identified Position Management Plan	We do this every year
2	SVPAF	Facilities	FS Accounting	56,489.25	74,343.40	0.67%	3	Identified Position Management Plan	and set the standard
3	SVPAF	Facilities	FS Environmental Health Safety Office	(37,489.24)	36,854.16	0.33%	3	Identified Position Management Plan	
4	SVPAF	Facilities	FS Grounds	(7,383.71)	29,470.44	0.27%	3	Identified Position Management Plan	
5	SVPAF	Facilities	FS Mechanical	(1,909.93)	27,560.52	0.25%	3	Identified Position Management Plan	
6	SVPAF	Facilities	FS Project Development-Engineer	67,411.27	94,971.78	0.86%	3	Identified Position Management Plan	
7	SVPAF	Facilities	FS Utilities	232,011.49	326,983.27	2.97%	3	Identified Position Management Plan	
8	SVPAF	Facilities	FS Vehicle Mechanics	36,314.25	363,297.52	3.30%	3	Identified Position Management Plan	
9	SVPAF	Facilities	Savings from holding positions (from tab)	254,422.78	617,720.30	5.61%	2	variable	longer service times
10	SVPAF	Facilities	Defer maintenance painting	33,390.00	651,110.30	5.91%	2	maybe use BRR	appearances suffer
11	SVPAF	Facilities	Big Belly solar compactors	10,310.00	661,420.30	6.00%	2	Divert \$40k BRR from infrastructure to trash cans	Saves tipping fees
12	SVPAF	Facilities	Custodial weekend shift	47,835.00	709,255.30	6.44%	2	reduces OT	reduces OT
13	SVPAF	Facilities	Reduce fertilizing from 3 to 1 (\$14,000 each)	28,000.00	737,255.30	6.69%	2	pray for rain	pray for rain
14	SVPAF	Facilities	1% Operating Budget reduction		737,255.30	6.69%	2	1% operating	less services
15	SVPAF	Facilities	FS Accounting	5,850.69	743,105.99	6.75%	2	1% operating	less services
16	SVPAF	Facilities	FS Architect & Space Management	4,359.02	747,465.01	6.79%	2	1% operating	less services
17	SVPAF	Facilities	FS Computer Support	1,403.08	748,868.09	6.80%	2	1% operating	less services
18	SVPAF	Facilities	FS Custodial Services	31,895.21	780,763.30	7.09%	2	1% operating	less services
19	SVPAF	Facilities	FS Electricians	4,015.16	784,778.46	7.12%	2	1% operating	less services
20	SVPAF	Facilities	FS Environmental Health Safety Office	15,002.77	799,781.23	7.26%	2	1% operating	less services
21	SVPAF	Facilities	FS Facilities Maintenance	3,392.36	803,173.59	7.29%	2	1% operating	less services
22	SVPAF	Facilities	FS Fire Protection Services	6,274.15	809,447.74	7.35%	2	1% operating	less services
23	SVPAF	Facilities	FS Grounds	11,675.46	821,123.20	7.45%	2	1% operating	less services
24	SVPAF	Facilities	FS Mechanical	7,979.44	829,102.64	7.53%	2	1% operating	less services
25	SVPAF	Facilities	FS Painters	3,231.57	832,334.21	7.56%	2	1% operating	less services
26	SVPAF	Facilities	FS Sign Shop	416.15	832,750.36	7.56%	2	1% operating	less services
27	SVPAF	Facilities	FS Solid Waste and Recycling	2,356.13	835,106.49	7.58%	2	1% operating	less services
28	SVPAF	Facilities	FS Structural Maintenance	4,598.97	839,705.46	7.62%	2	1% operating	less services
29	SVPAF	Facilities	FS Vehicle Mechanics	530.43	840,235.89	7.63%	2	1% operating	less services
30	SVPAF	Facilities	reduce 4 custodians (26,070.75) from attrition (1 each zone)	104,283.00	944,518.89	8.57%	2	pick up trash and clean offices bi-weekly	share the pain
31	SVPAF	Facilities	Consolidate 5 to 4 zones custodial (don't fill spv)	38,514.09	983,032.98	8.92%	2	counts on opening	counts on opening
32	SVPAF	Facilities	Release charges for Athletics servces	88,000.00	1,071,032.98	9.72%	2	absorbs new positions and supplies	impact to custodial budget
33	SVPAF	Facilities	Contract out asbestos management support for one year	53,130.00	1,124,162.98	10.21%	2	reduces in house response / moves off I and G	delays projects
34	SVPAF	Facilities	Skip one cycle Ag Science Center safety inspections	5,000.00	1,129,162.98	10.25%	2	combine travel with projects	increases risk

Custod Total Cost/ GSF-GSM -- Averages Summarized By: APPA Region -- Fiscal Year 2012-13 APPA

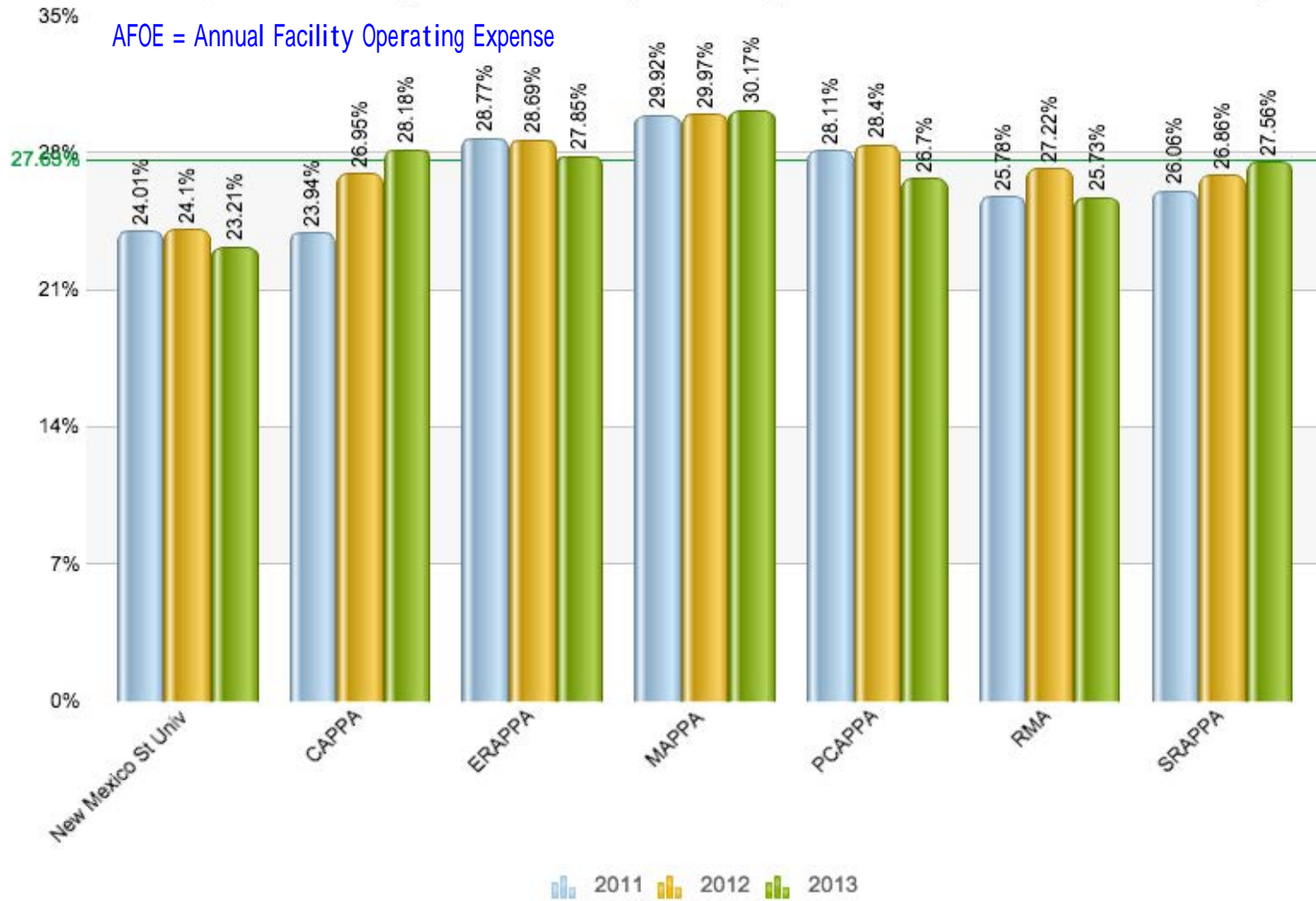


Custod Cost/ Student FTE -- Averages Summarized By: APPA Region -- Fiscal Year 2012-13 APPA

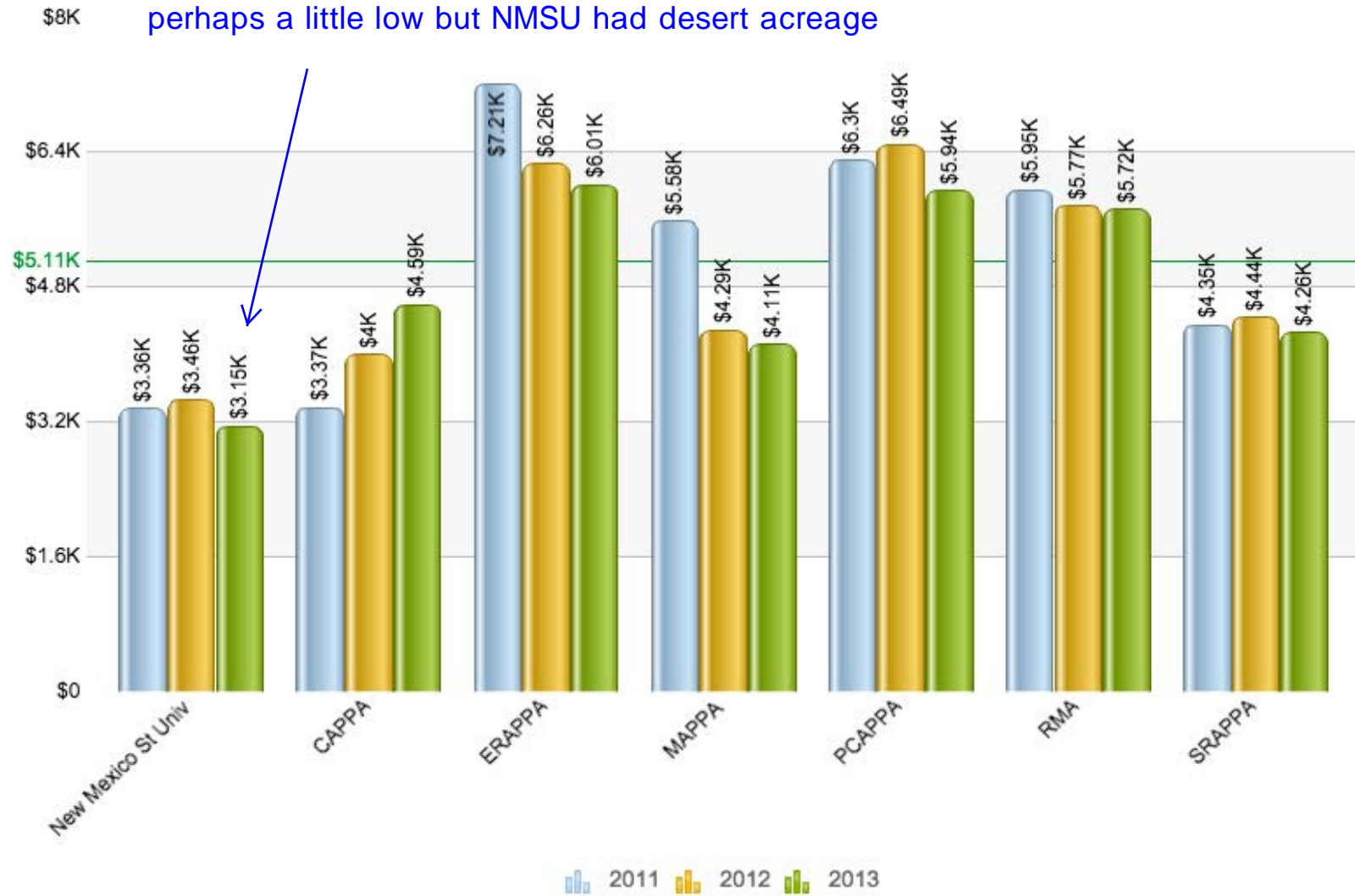


Custod \$/AFOE -- Averages Summarized By: APPA Region -- Fiscal Year 2012-13 APPA FPI Report

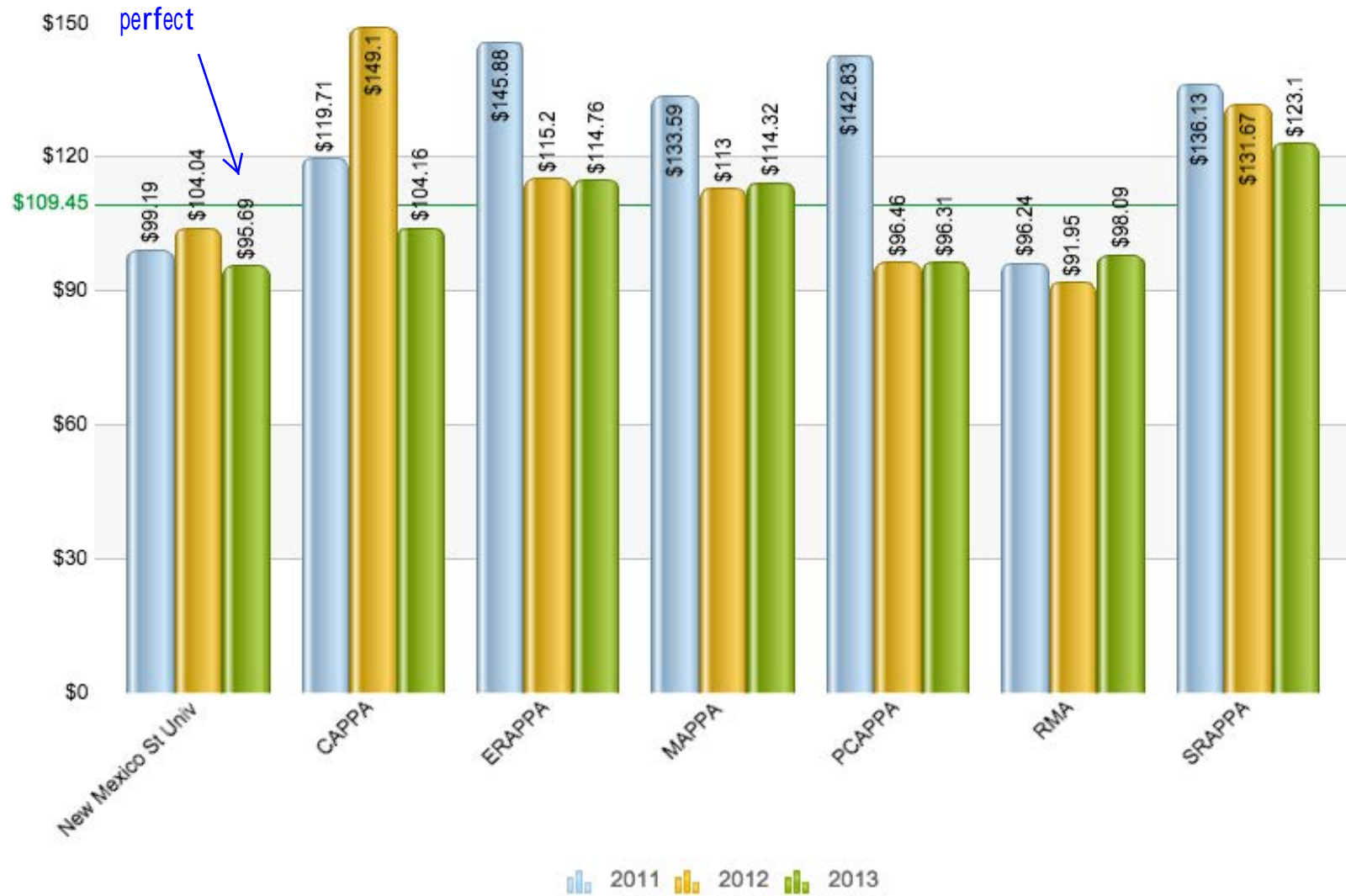
AFOE = Annual Facility Operating Expense



Grnds Total Cost/ Acre/ Hectare -- Averages Summarized By: APPA Region -- Fiscal Year 2012-13

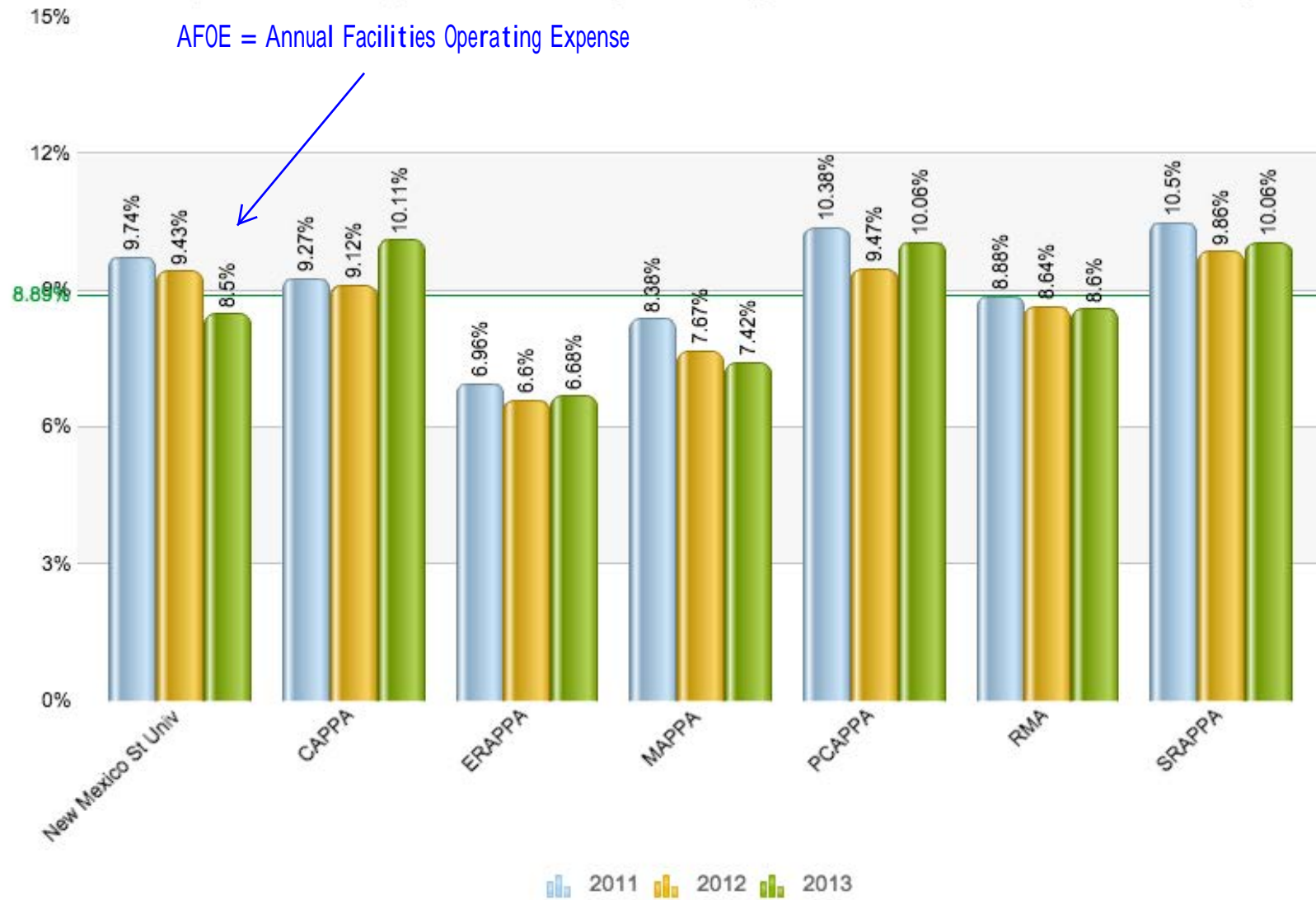


Grnds Cost/ Student FTE – Averages Summarized By: APPA Region -- Fiscal Year 2012-13 APPA FPI



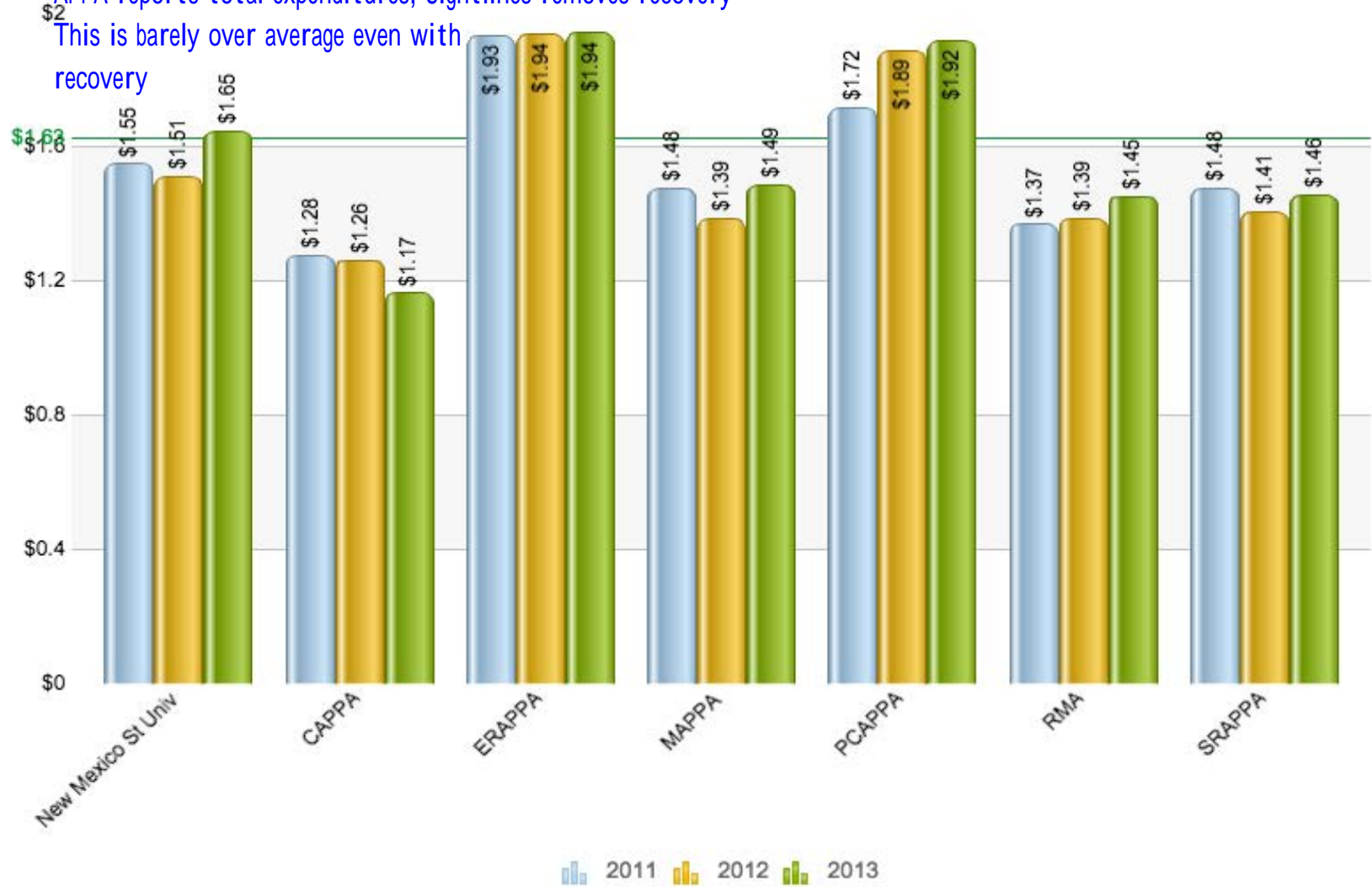
Grnds \$/AFOE -- Averages Summarized By: APPA Region -- Fiscal Year 2012-13 APPA FPI Report

AFOE = Annual Facilities Operating Expense

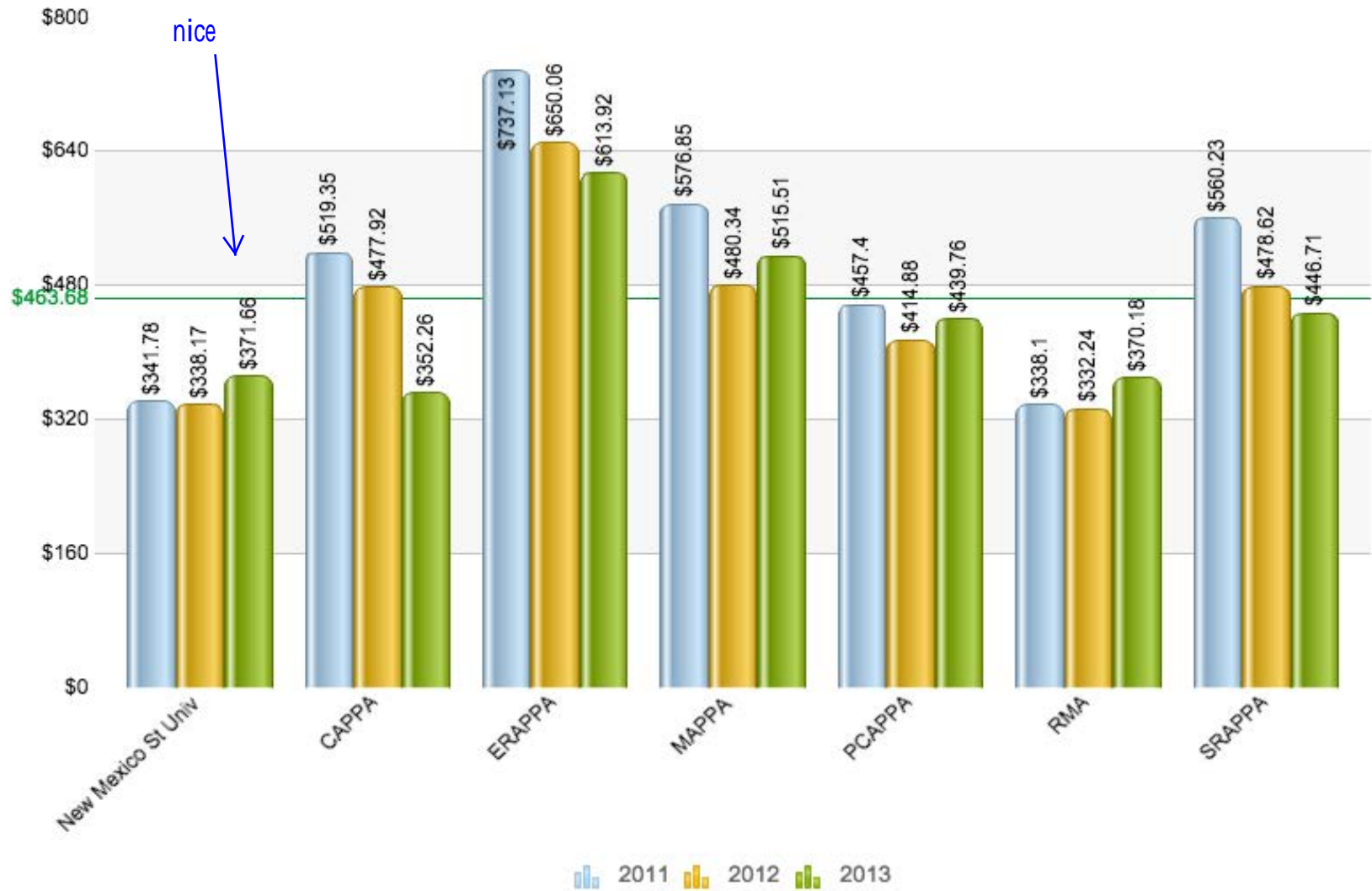


Maint Total Cost/ GSF-GSM -- Averages Summarized By: APPA Region -- Fiscal Year 2012-13 APPA

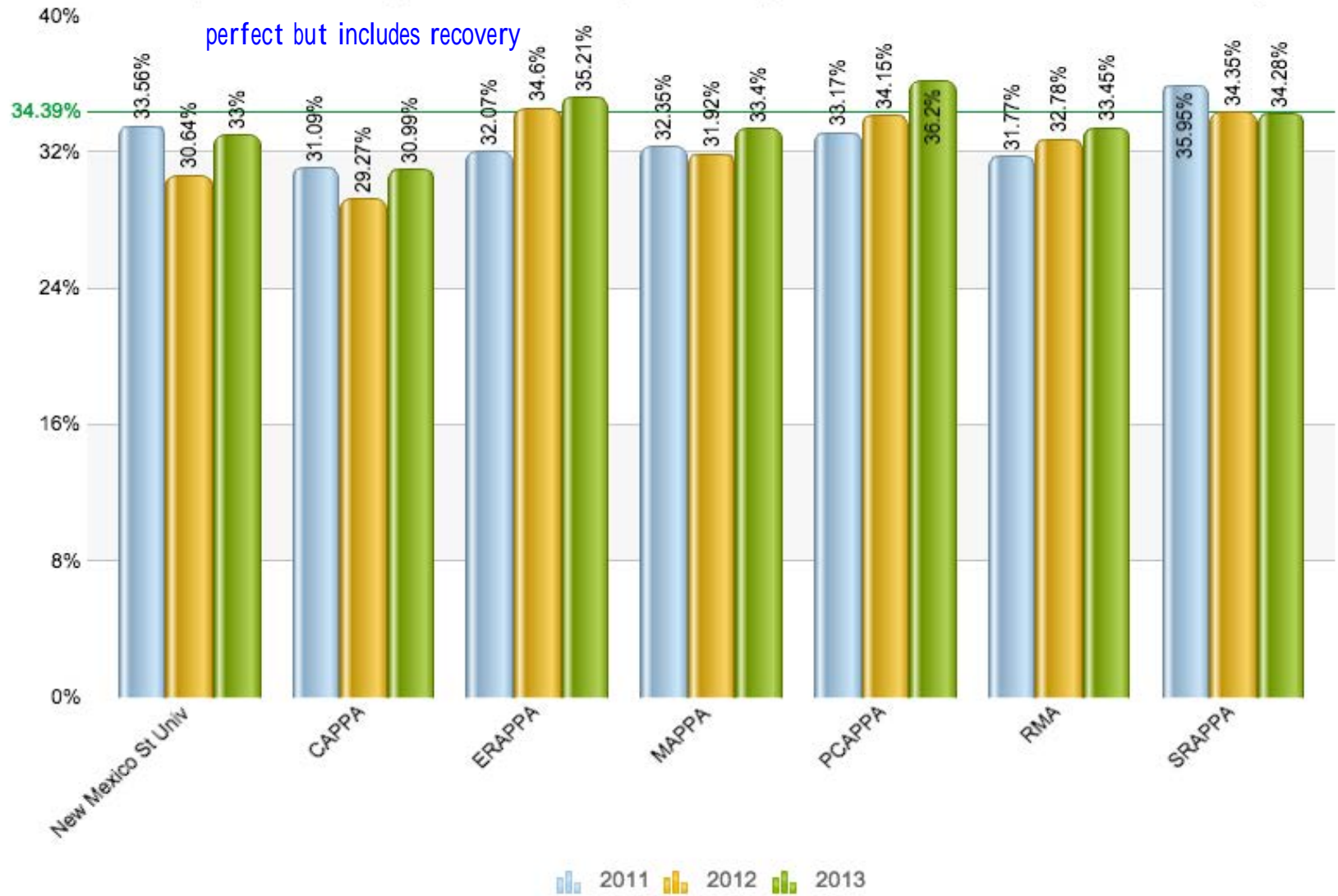
APPA reports total expenditures, Sightlines removes recovery
 This is barely over average even with recovery



Maint Cost / Student FTE -- Averages Summarized By: APPA Region -- Fiscal Year 2012-13 APPA FPI



Maint \$/AFOE -- Averages Summarized By: APPA Region -- Fiscal Year 2012-13 APPA FPI Report



Sightlines maintenance staffing slide shown to illustrate that FS is decreasing "sold service" (recovery) to become more efficient

Maintenance Staffing

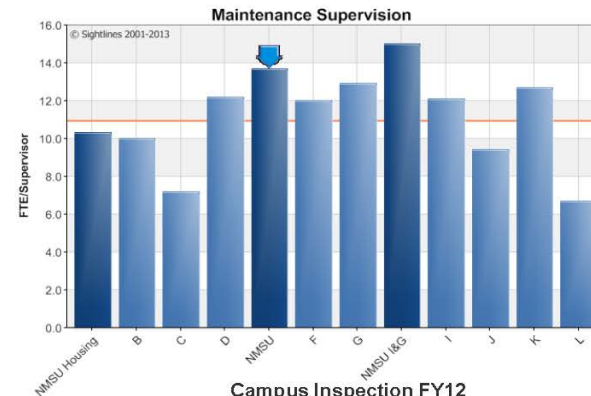
Decrease in sold service = more FTE for I&G in FY13



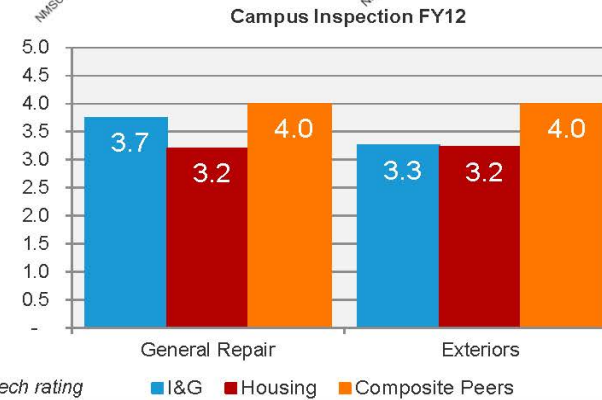
more efficient than average



average staffing



opportunity = materials too high

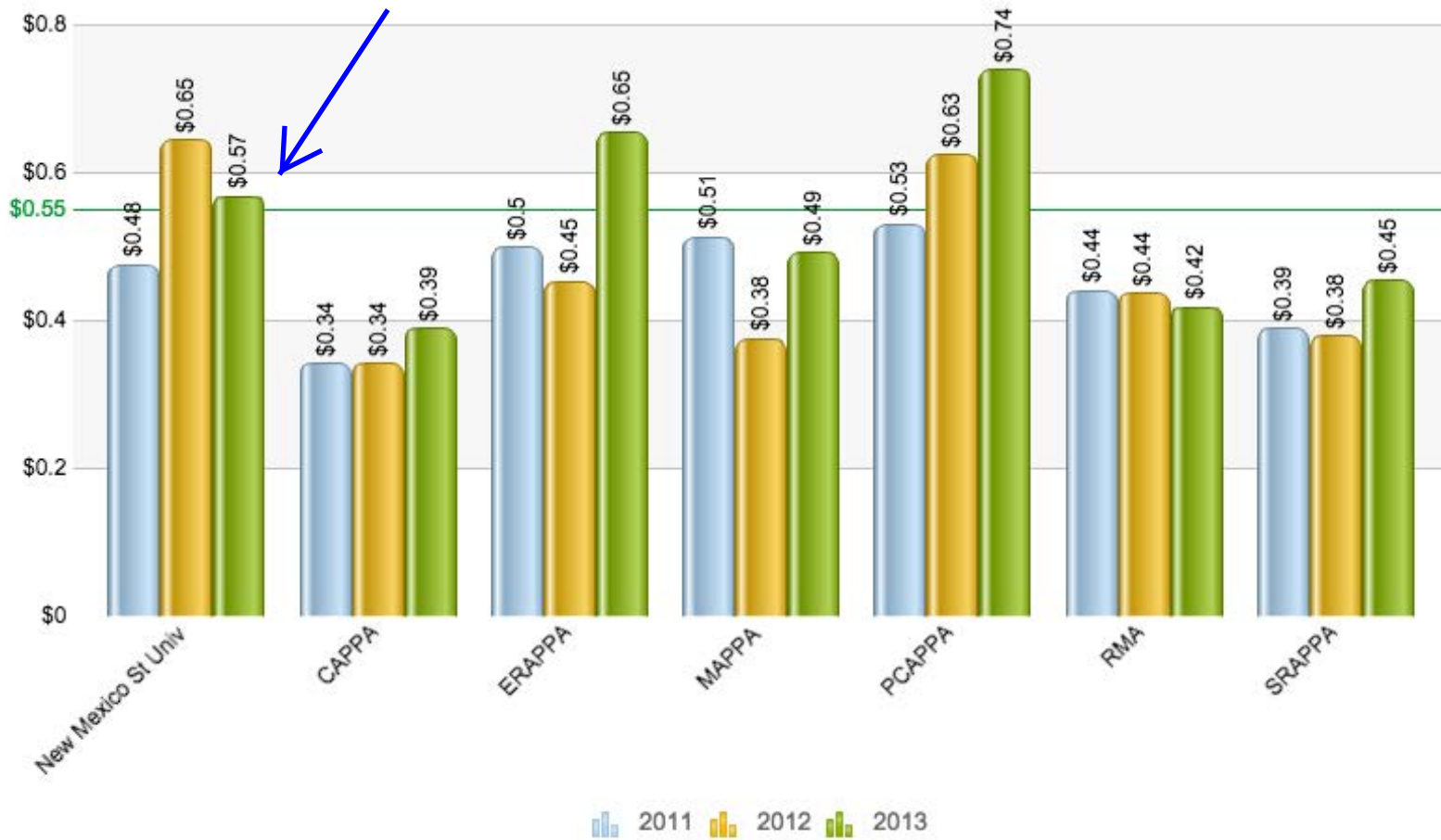


Ordered by tech rating

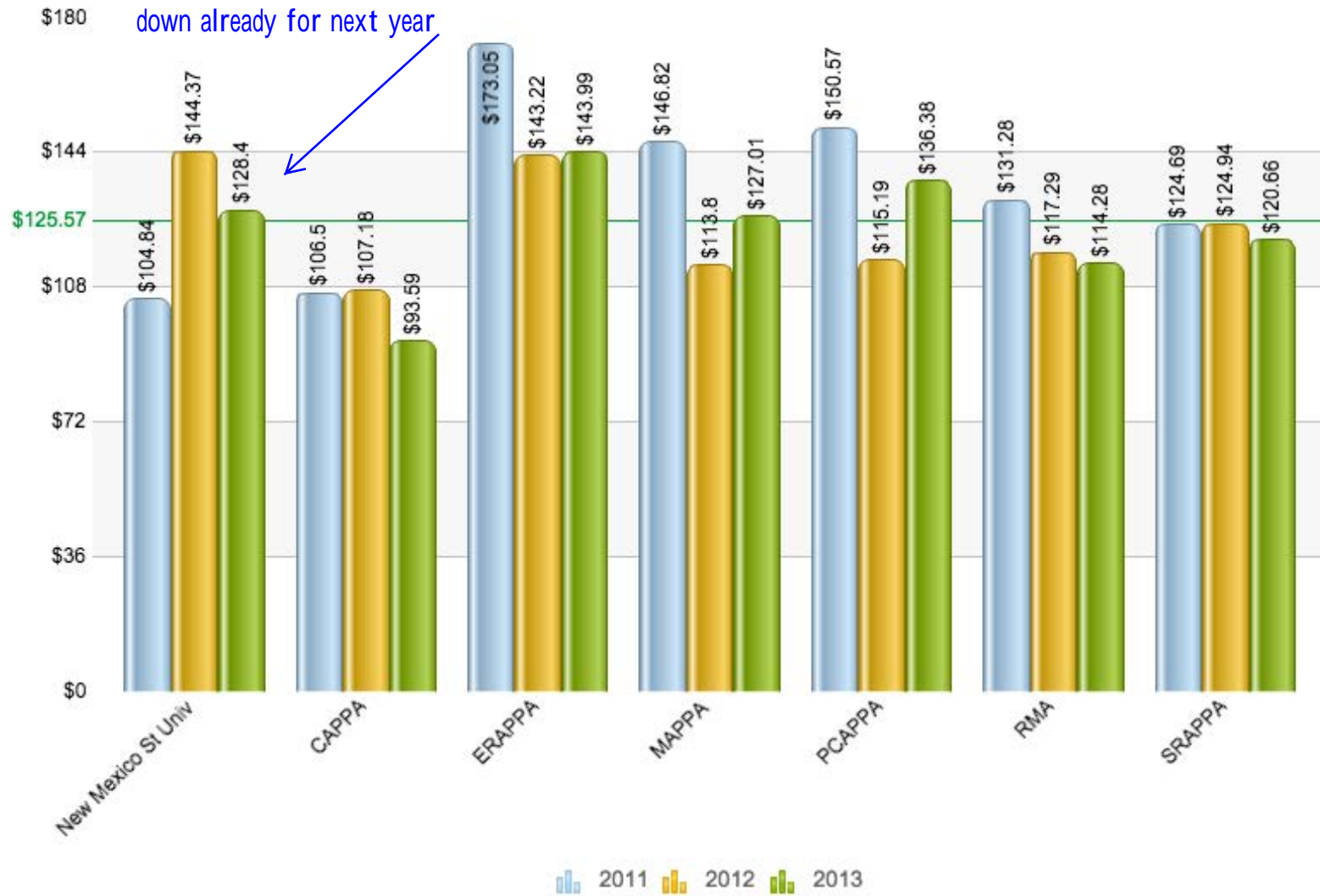


Fac Admn Total Cost/ GSF-GSM – Averages Summarized By: APPA Region – Fiscal Year 2012-13

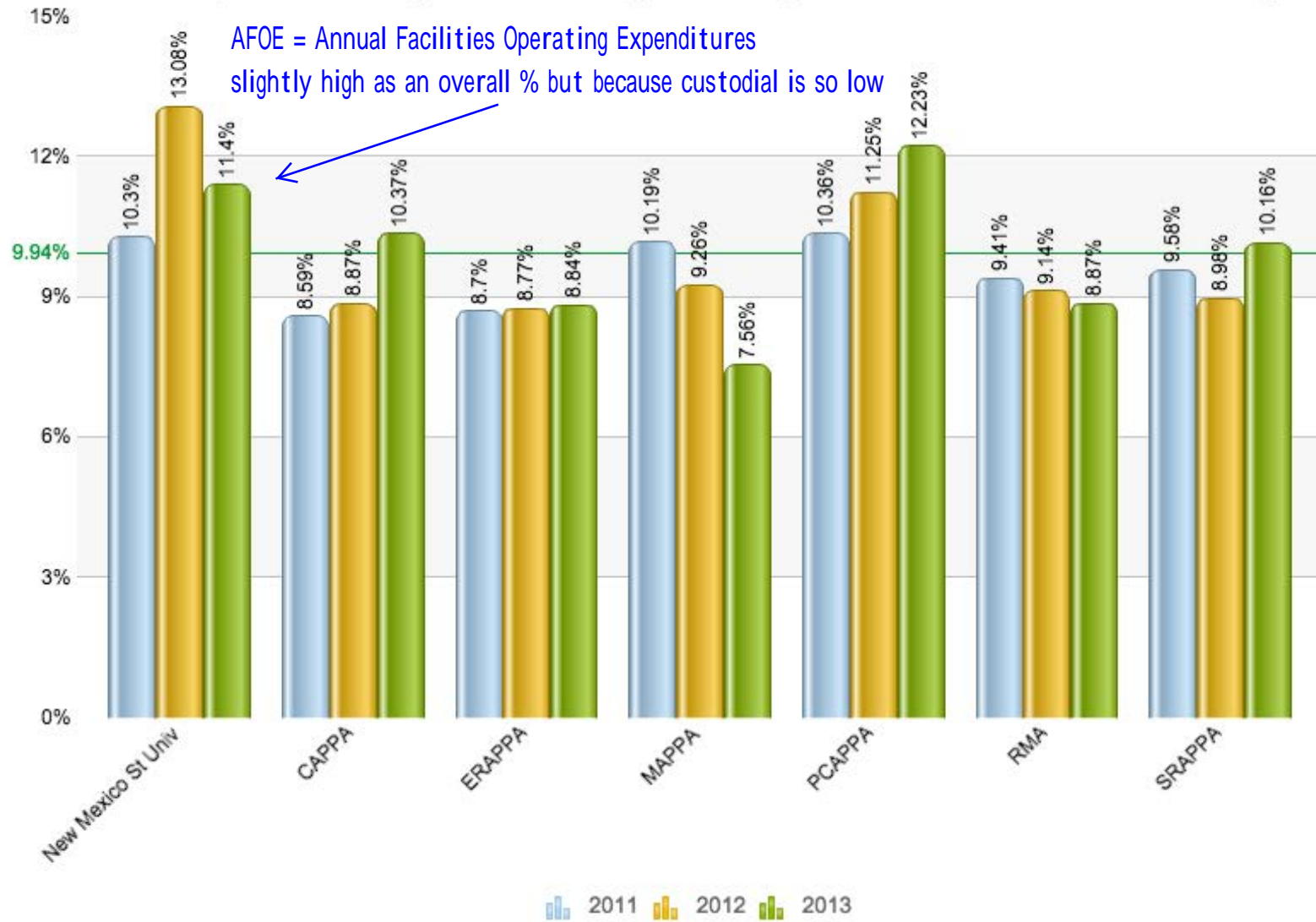
\$1
A little high but is already lower
for next year as FS is using a business center model for
EHS, Fire, Projects, and Operations



Fac Admn Total Cost/ Student FTE -- Averages Summarized By: APPA Region -- Fiscal Year 2012-13



Fac Admn \$/AFOE -- Averages Summarized By: APPA Region -- Fiscal Year 2012-13 APPA FPI Repo...



AFOE / Student – Averages Summarized By: APPA Region – Fiscal Year 2012-13 APPA FPI Report

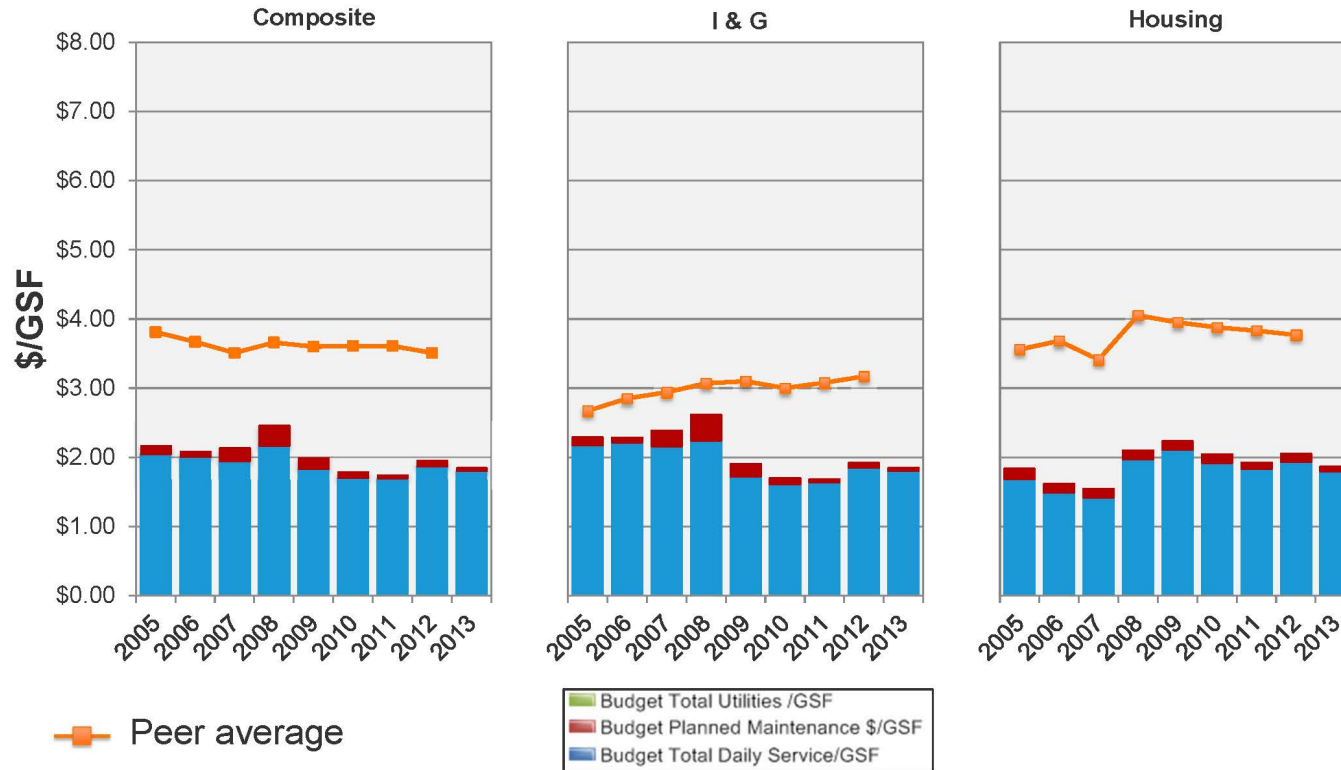


Just wanted to show Sightlines after they adjust for / remove recovery -
 note that this is just the I&G operating (Grounds, Custodial, and Maintenance)



Facilities Operating Budget

Daily service driving lower resource levels





Facilities and Services

APRIL 30, 2014

POSITION APPROVAL REQUEST:

Annual Position Management Plan (PMP) Submission

To:

Garrey Carruthers, Ph.D., NMSU President

THROUGH:

Angela Throneberry, Sr. Vice President for Administration and Finance

Facilities and Services sincerely appreciates the blanket approval for custodial positions, although it did arrive with a note to “keep the numbers where they are”.

Since 2010, we have done exactly that.

Facilities and Services has reviewed positions holistically on an annual basis since the reorganization and budget reductions in 2010. Our approach has been “*STRATEGY-DRIVEN RATHER THAN ACCOUNTANT-DRIVEN*”, and by that we mean that positions are realigned around the organizational plan as opposed to doing so on a “piecemeal” basis.

For example, we use a 3rd party benchmarking firm to insure our position data is valid across institutions who may be organized differently or who may assign differing titles. We also benchmark annually through APPA, the facilities professional association.


With this package we are submitting our holistic, annual Position Management Plan (PMP) based on “*NO NET NEW POSITIONS*” and the success of this effort is dependent upon being able to fill existing positions that we have held over for this annual initiative. In some cases, we combined open positions to create a different level position, and in others, we forfeited a position to fund a reclassification.

Shortly after our new team arrived in 2009, what was then “OFS” began extensively comparing staffing levels through the APPA Facilities Performance Indicators and by using the 3rd party benchmarking firm of Sightlines. Where data did not exist, we developed our own KPIs for Project Management and for “*vehicles per FTE*” through our contacts in the profession.

The 2010 budget reduction gave us an opportunity to implement what we had learned, and we did so. According to Sightlines, the Facilities and Services maintenance dollars-per-square foot cost at NMSU is one of the lowest in their database of over 400 institutions.

OUR MISSION IS TO EFFICIENTLY PROVIDE A SAFE, WELL MAINTAINED, AND ENVIRONMENTALLY SUSTAINABLE UNIVERSITY COMMUNITY.

NMSU is all about Discovery!



In addition, instead of requesting additional positions for unmet needs, Facilities and Services adopted an organizational philosophy of **“NO NET NEW POSITIONS” AND “NO NEW MONEY”**. Other than requesting two new Facilities Maintenance Technicians and two new Custodians when our benchmarks indicated that the additional square footage added by the American Indian Student Center and the Center for the Arts justified this request, we have funded all of our new positions through the reallocation of existing positions and / or dollars. As to that request, we only received one new Facilities Maintenance Technician and one new Custodian from the University Budget Committee and funded the second positions through existing maintenance dollars.

In 2013, we began holding our own internal “Budget Hearings” where each work group is requested to submit a 3% budget return so that new initiatives could be funded internally. This process has been extremely successful and effective, and that first year we surrendered maintenance and administrative positions to fund firefighter and laboratory safety inspector positions that were sorely needed for compliance and risk management efforts. We conducted similar efforts again this year.

NMSU is currently considering outsourcing its fleet of rental vehicles, and we are in the process of removing the gasoline tank and fueling station. Housing occupancy is down, as is our billable service work. Facilities Services must continually adapt to these and other changes in order to be competitive, and we believe that we **“LEAD THE WAY”** through our benchmarking and annual position reallocation process.

In each of these three areas, we use the APPA Staffing Guidelines and strive to fall between the APPA Service Levels 2 and 3. With the staffing guide we use, we know pretty closely what the cost, staff, and frequency of tasks are for each service level in each area. I have attached the full listing of service level descriptions as appendices.

Facilities and Services reviews staffing on an annual basis through internal budget hearings, and thus considering each individual position individually is somewhat detrimental to our holistic approach.

We request approval of our annual Position Management Plan. As usual, it is made with **“NO NET NEW POSITIONS” AND “NO NEW MONEY”**.

Thank you for your consideration; we support efficiency measures and have led the way in this effort for a while now.

Glen Haubold

ASSOCIATE VICE PRESIDENT FOR FACILITIES
FACILITIES AND SERVICES



FACILITIES AND SERVICES POSITION JUSTIFICATIONS POSITION SUMMARY

Row Labels	Sum of I&G Sal Impact	Sum of I&G Other exp impact	Sum of Utility Non I&G Sal Impact	Sum of Utilities Other exp impact	Sum of Project Non I&G Salary Impact
Add .50 FTE (EHS Lab)	36,988.00	0.00	0.00	0.00	0.00
Approval to Fill vacancy (7 positions)	0.00	0.00	0.00	0.00	0.00
Approval to Fill Vacancy & Move to New shop (4 positions held back for efficiency moves)	0.00	0.00	0.00	0.00	0.00
Approval to Fill Vacancy & Reclass (5 positions, upgrades or consolidations)	-10,091.04	0.00	-32,105.43	0.00	0.00
Approval to Fill Vacancy & Reclass & Move to New Shop (1 position efficiency move)	0.00	0.00	0.00	0.00	0.00
Approval to Fill Vacancy and Reclass (1 position change in trade)	0.00	0.00	0.00	0.00	0.00
Eliminate Position (3 positions)	-53,998.88	34,120.00	-47,400.00	0.00	-31,600.00
Move Plumbing to Mech (8 positions efficiency move)	0.00	0.00	0.00	0.00	0.00
Move Plumbing to Util (4 position efficiency move)	-169,587.18	99,438.00	169,587.18	-99,438.00	0.00
Move to New Shop (7 positions move to preventative maintenance)	0.00	0.00	0.00	0.00	0.00
Reallocation to other position (balance internal service and I&G effort)	-26,041.00	9,301.00	0.00	0.00	-36,260.00
Reclass (3 positions upgrades to support moves)	15,113.51	0.00	0.00	0.00	0.00
Reclass & Move to New Shop (1 positon upgrade in support of moves)	3,000.00	0.00	0.00	0.00	0.00
Reclass/Range Adj (bring Grounds Manager to CUPA standard)	10,000.00	0.00	0.00	0.00	0.00
Title Change	0.00	0.00	0.00	0.00	0.00
Grand Total	-194,616.59	142,859.00	90,081.75	-99,438.00	-67,860.00

- ✚ This approval request is limited to approval of these moves.
- ✚ The expanded position listing is in the appendix.
- ✚ This is a total I&G salary reduction of \$194,916 but comes with a corresponding decrease of \$142,859 in revenue / recharge dollars.
- ✚ This \$52,000 savings will be used to offset the decrease in funding for hazardous waste disposal that was used to help reduce research overhead (EHS)
- ✚ The non-I&G utility position increase of \$90,081 offset by a savings of \$99,438 in cost reduction by direct charging of utility expenses for a net savings of \$9,438.
- ✚ There is a \$67,860 savings in Project Development that will ultimately be passed on to customers through rate development.

- ✚ These efficiency moves are **“NO NET NEW POSITIONS” AND “NO NEW MONEY”!**



FACILITIES AND SERVICES POSITION JUSTIFICATIONS CONSOLIDATED REQUEST

SERVICES IMPACTED BY VACANCY

THE IMPLICATIONS OF NOT FILLING THE VACANCY AS IT RELATES TO:

SERVICES PROVIDED TO UNIVERSITY CUSTOMERS (INTERNAL/EXTERNAL)

Some reductions in service would need to be made from the attached list of tasks and frequencies, but the real implication is that Facilities and Services has been working towards establishing a preventative maintenance crew for a while and held back positions in order to achieve this goal.

LEGAL OR REGULATORY COMPLIANCE

This package adds .5 FTE to Environmental Health and Safety to further strengthen laboratory inspections.

HEALTH OR SAFETY CONCERNS

This package adds .5 FTE to Environmental Health and Safety to further strengthen laboratory inspections.

OTHER LIABILITY

There are none besides those mentioned.

POSITION DUTIES

IF REFILLING THE VACANCY, WILL THE CURRENT POSITION DESCRIPTION BE MODIFIED IN ANY WAY? IF SO, DESCRIBE THE CHANGES.

This package modifies several position descriptions and requests reclassifications for others; please see above for a summary.

ARE THERE OPPORTUNITIES FOR COLLABORATION WITH OTHER AREAS (EITHER ON OR OFF CAMPUS)? HAVE THESE BEEN EXPLORED? IF SO, IN WHAT WAYS?

This PMP package essentially outsources utility locating by promoting the incumbent into a more responsible and higher paid position; we can outsource this service more efficiently while concentrating on other preventative maintenance priorities.

PROVIDE A COPY OF CURRENT POSITION CLASSIFICATION

Our PMP package includes organizational charts.



UNIVERSITY GOALS

DESCRIBE HOW THE RESPONSIBILITIES ASSOCIATED WITH THIS POSITION SUPPORT YOUR DEPARTMENTAL GOALS?

Our mission is to efficiently provide a safe, well maintained, and environmentally sustainable university community; Facilities and Services concentrates on “efficient” and also strives to be effective. This plan increases Environmental Health and Safety even while the budget was reduced to lower research overhead; adds a preventative maintenance crew; and takes us on the first step to the more efficient Zone Maintenance even as we follow our doctrine of **“NO NET NEW POSITIONS” AND “NO NEW MONEY” !**

THE UNIVERSITY’S STRATEGIC PLAN (VISION 2020)?

2A.2 Colleges and Divisions will develop recruitment and retention efforts as appropriate

3B.2 Provost, Deans, and VP Research will evaluate and strategically enhance research facilities, resources, and instrumentation

3C.2 VP Research and Deans will engage students through access to research faculty, equipment, and facilities

5B.1 President, Provost, SVP Admin and Finance, VP Research, and Deans will assess the distribution of resources across academic and administrative functions, and prioritize and transition resources as appropriate

5B.3 Provost, VP Student Affairs, SVP Admin & Finance, VP Research, VP Economic Development, and Deans will assess and effectively administer classroom, research, and administrative space and facilities

We believe that attractive buildings and grounds at NMSU plays a part in retention and recruitment. We can demonstrate through 3rd party benchmarking and industry comparisons that we are efficient and competitive. We have several initiatives in progress to improve research facilities, and our PMP supports all of these.

SERVICES IMPACTED BY VACANCY

NUMBER OF OTHER VACANT POSITIONS WITHIN THE HIRING DEPARTMENT:

It goes without saying that this Position Management Plan is part of our strategic planning process and so also includes every position that has come open recently.

DESCRIBE ANY OTHER DEPARTMENTAL STAFFING CONCERNS.

If you get right down to it, Facilities and Services suffers more from deficiencies in skill level than we do in headcount. Technical and Leadership Training is our biggest area for improvement, and to that end we need to continue to be able to use the reclassification process as an incentive to improve skills.

OTHER JUSTIFICATIONS FOR THE POSITION

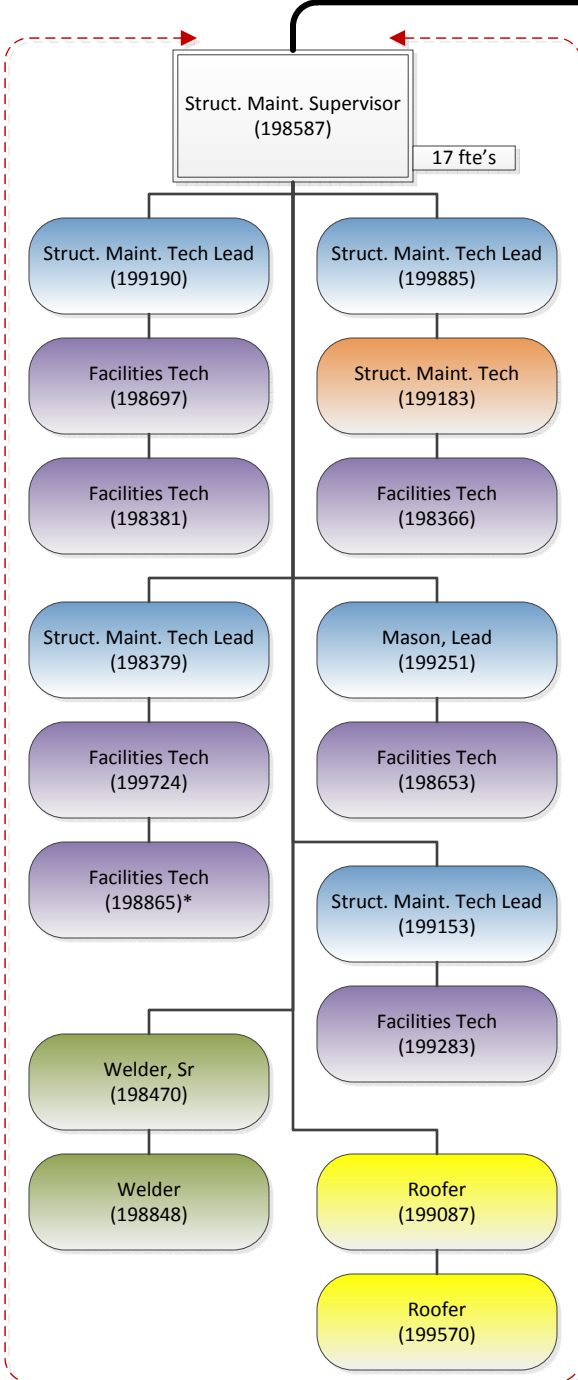
We have included the APPA Service Levels as appendices as an illustration of how we establish staffing levels targets.



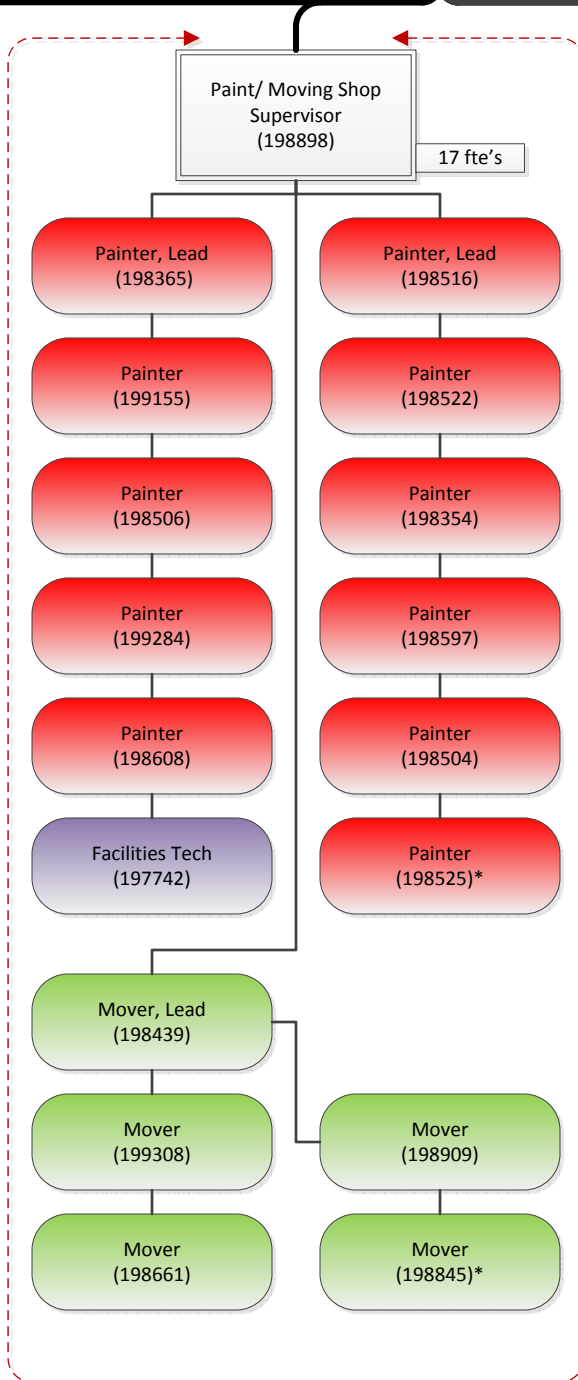
HED Budget Documents Exh 14 Original Budget FTE
 FTE - Includes Supervisors

Shop	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Access Control	6	5	5	5	4	4	5
Alarm Svcs	0	0	0	0	0	2	0
Custodial	106.75	92	103	97.5	96.5	96.5	99.5
Electric	16	16	16	17	15	15	17.5
Grounds	25	22	26	26	26	23	23
Mech/HVAC/Refrigeration	12	12	16	17	16	15	13
Central Heating	5	5	0	0	0	0	0
Mechanics	7	7	7	7	8	6	6
Paint/Movers (fy12)	13	13	12	12	15	18	18
Plumbing	17	17	17	17	16	17	16
Sign Shop	2	2	1	1	1	1	1
Solid Waste	1	1	6	8	8	8	7
Structural Maint/(Construction)	24	24	28	23	28	24	24
Carpentry	12	12	12	16	0	0	0
Admin	6	7	6	8	9	12.5	9
Accounting	10	10	7.5	7.5	10.3	12.3	12.3
Computer Support	4	4	1	0	0	0	0
FPC	16	18	17	17	0	0	0
Projects (I&G)	4	4	5	5	1	1	1.5
CUP (I&G)	9	9	0	0	0	0	0
Engineering/Utilities	9	9	3.2	2.2	1.2	1.2	1.3
EH&S	0	0	7.5	11.25	10.75	11.75	15.75
Material Services (not under FS)	10	10	10	5	4	4	4
Fire	4.5	4.5	4.5	4.5	4.5	5	7
Total	319.25	303.5	310.7	306.95	274.25	277.25	280.85
GSF (from Plant O&M alloc)	5,298,450	5,298,450	5,298,450	5,504,447	5,525,135	5,507,753	5,756,642

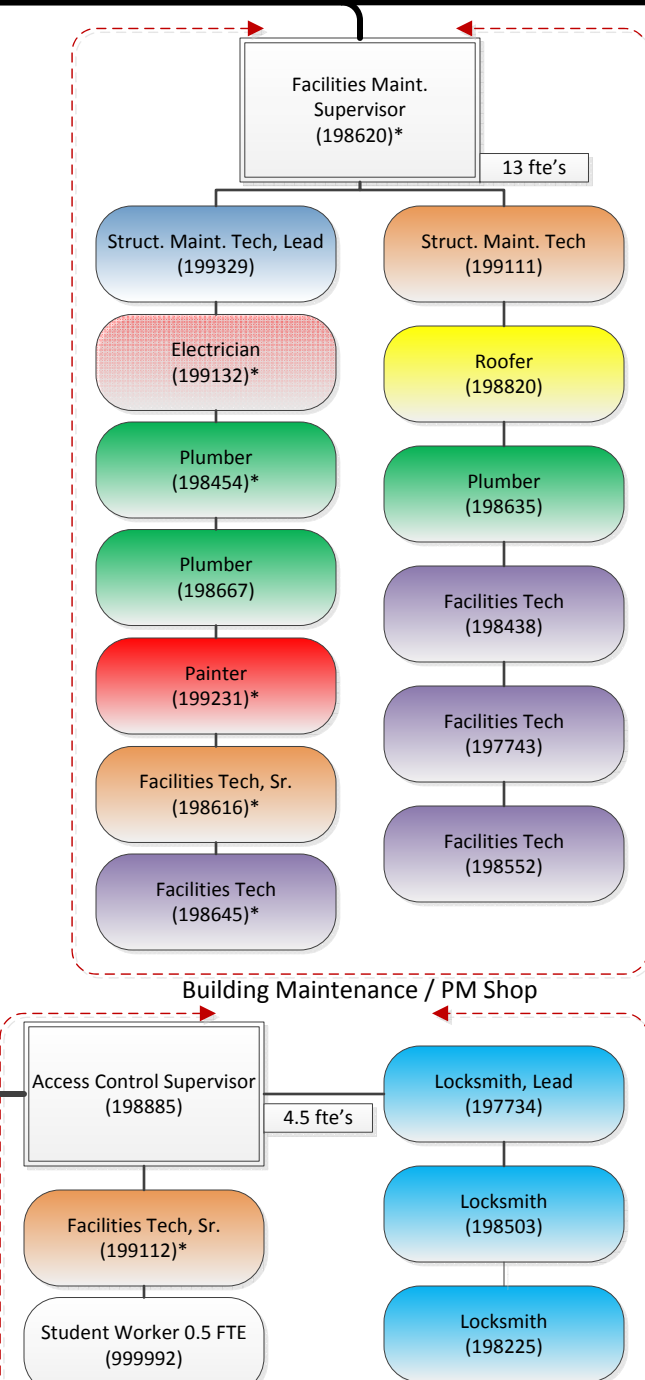
Director, Facilities Maintenance



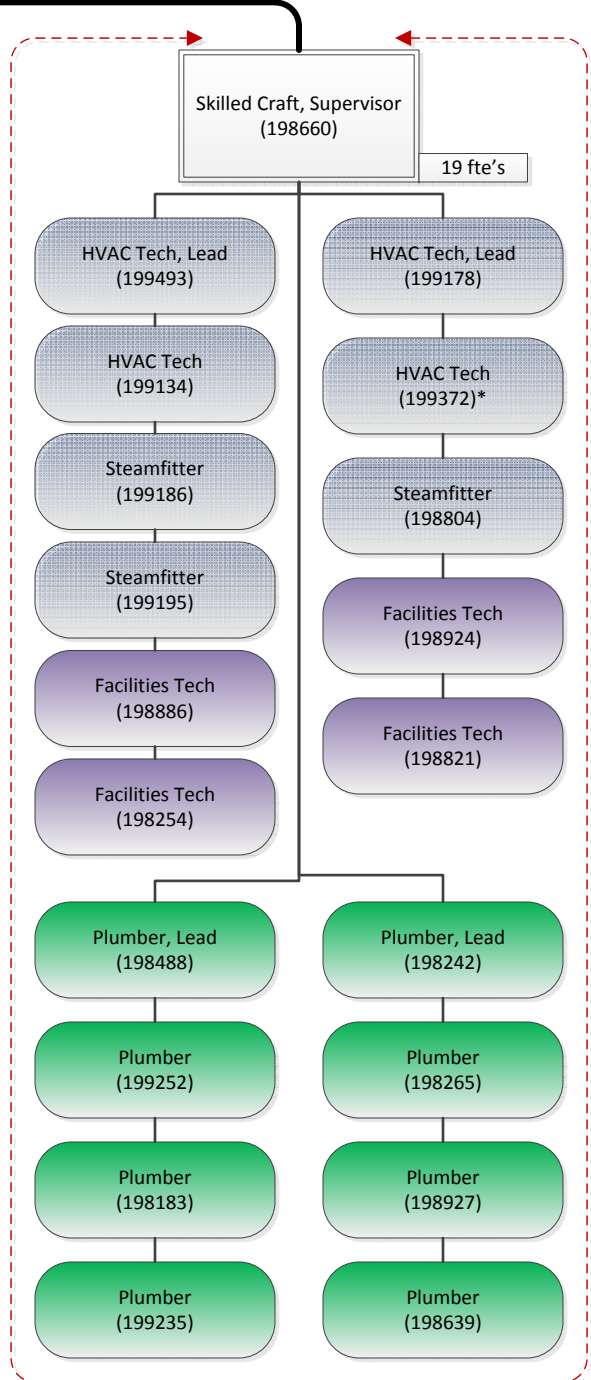
Structural Maintenance Shop



Paint / Moving Shop

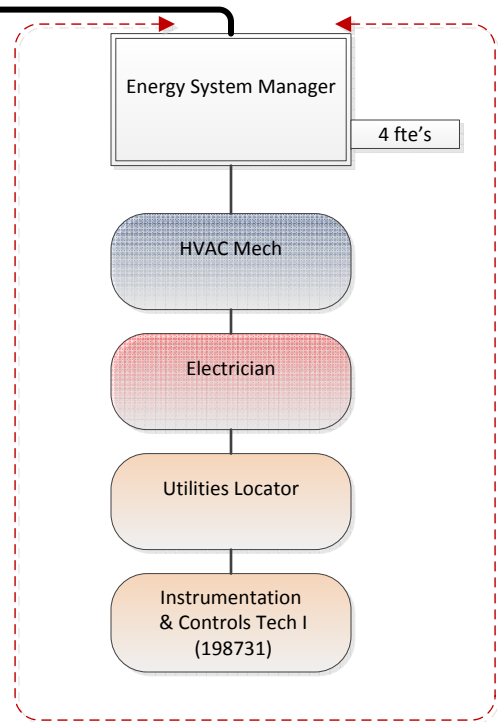
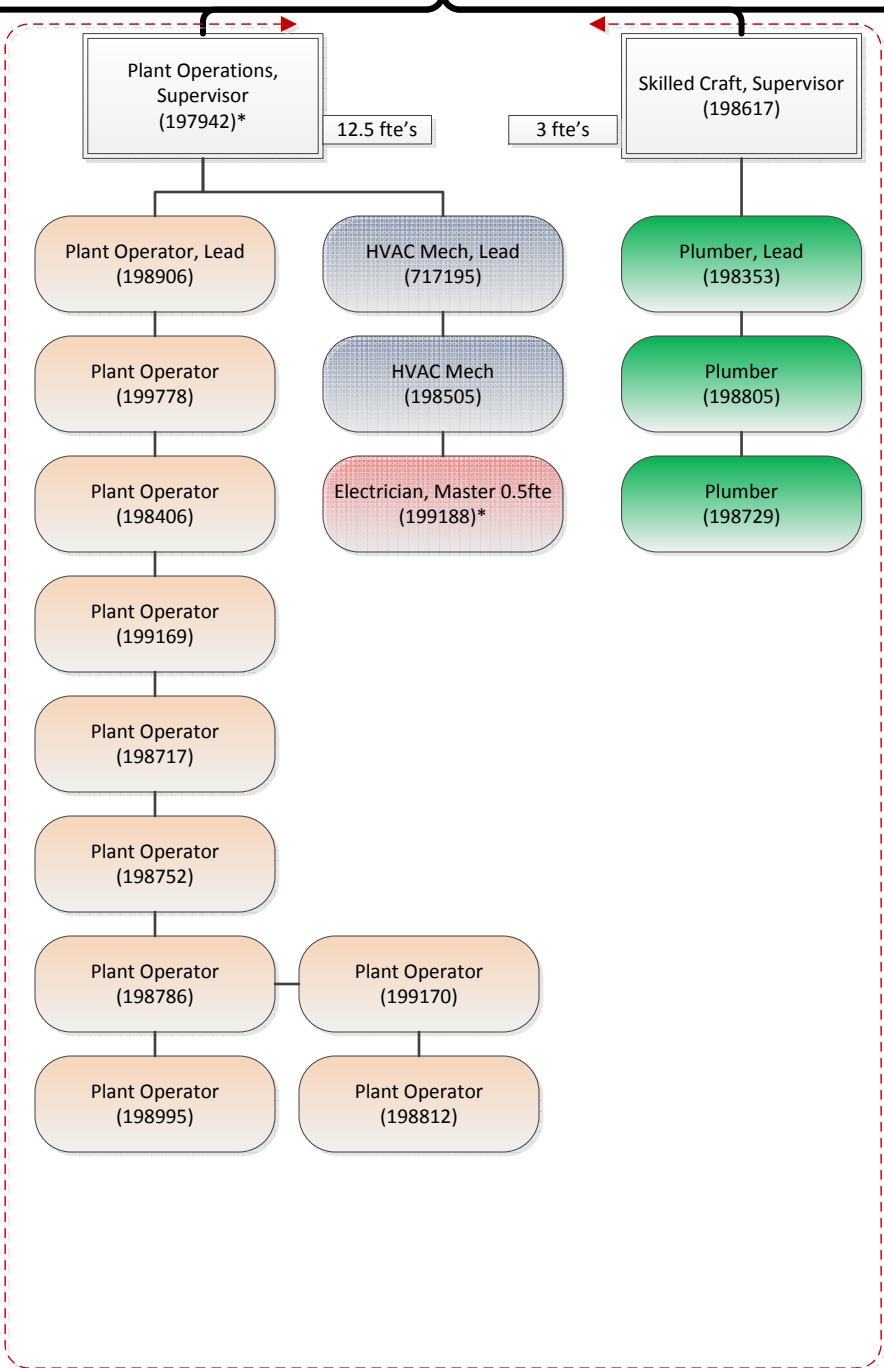
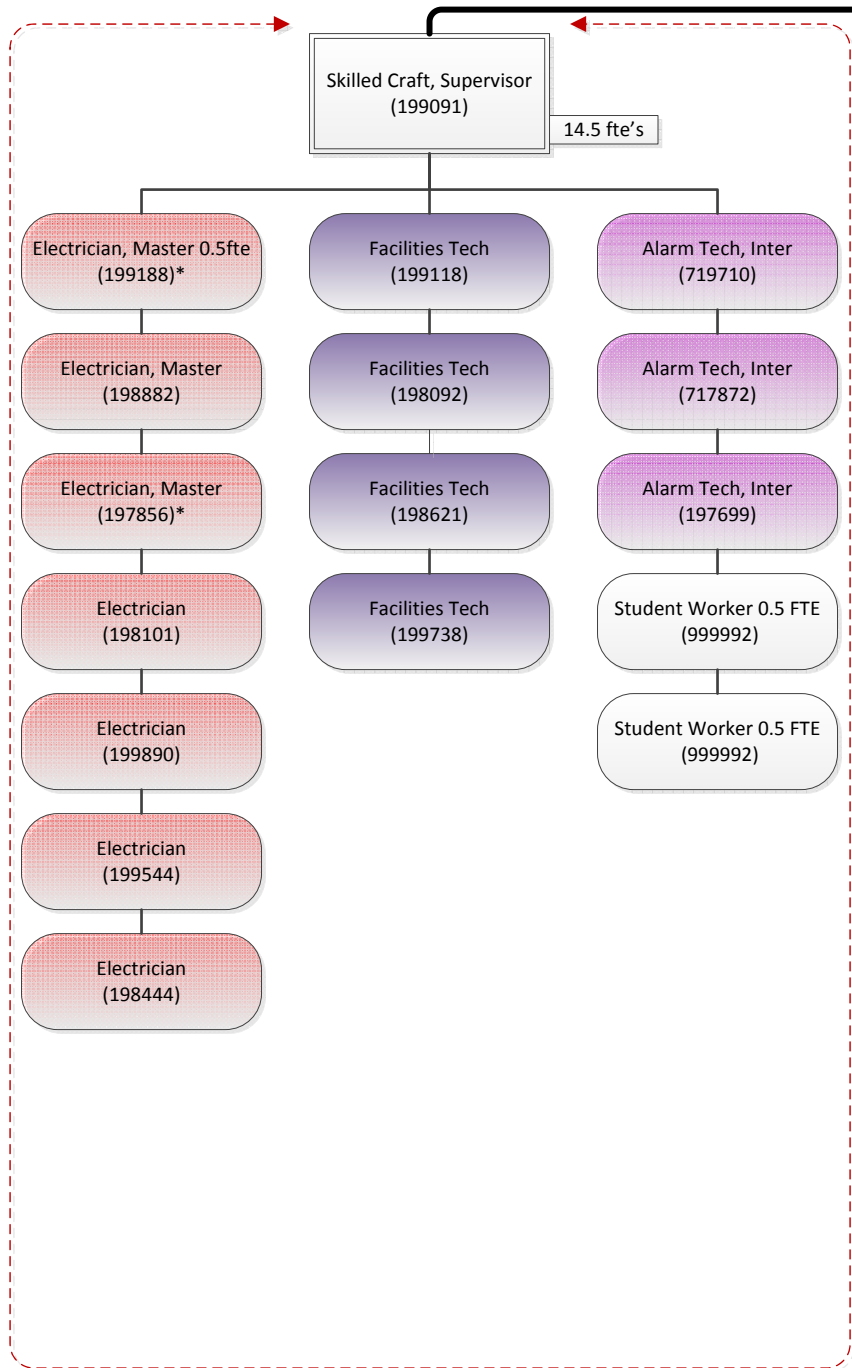


Access Control



Mechanical Shop

Director, Utilities and Energy Management



Electrical Shop

Utilities

Row Labels	Sum of I&G Sal Impact	Sum of I&G Other exp impact	Sum of Utility Non I&G Sal Impact	Sum of Utilities Other exp impact	Sum of Project Non I&G Salary Impact
Add .50 FTE (EHS Lab)	36,988.00	0.00	0.00	0.00	0.00
197687	36,988.00	0.00	0.00	0.00	0.00
Safety Specialist	36,988.00	0.00	0.00	0.00	0.00
Parker, Ginger J. (800086748)	36,988.00	0.00	0.00	0.00	0.00
Approval to Fill vacancy (7 positions)	0.00	0.00	0.00	0.00	0.00
197844	0.00	0.00	0.00	0.00	0.00
Proj Mgr, Inspection	0.00	0.00	0.00	0.00	0.00
Prev Incumb: Espalin, Enrique (800383202)	0.00	0.00	0.00	0.00	0.00
197856	0.00	0.00	0.00	0.00	0.00
Electrician, Master	0.00	0.00	0.00	0.00	0.00
Prev Incumb: Luchau, Michael D. (800013425)	0.00	0.00	0.00	0.00	0.00
198151	0.00	0.00	0.00	0.00	0.00
Project Mgr, Design	0.00	0.00	0.00	0.00	0.00
Prev Incumb: Payyapilly, Joe (800319560)	0.00	0.00	0.00	0.00	0.00
198525	0.00	0.00	0.00	0.00	0.00
Painter	0.00	0.00	0.00	0.00	0.00
Prev Incumb: Marin, Rene I. (800546182)	0.00	0.00	0.00	0.00	0.00
198845	0.00	0.00	0.00	0.00	0.00
Mover	0.00	0.00	0.00	0.00	0.00
Prev Incumb: Villa, Jake (800475967)	0.00	0.00	0.00	0.00	0.00
199188	0.00	0.00	0.00	0.00	0.00
Electrician, Master	0.00	0.00	0.00	0.00	0.00
Prev Incumb: Arocha, Albert (800013566)	0.00	0.00	0.00	0.00	0.00
199372	0.00	0.00	0.00	0.00	0.00
HVAC Mech	0.00	0.00	0.00	0.00	0.00
Prev Incumb: Vogel, Alan (800378770)	0.00	0.00	0.00	0.00	0.00

Row Labels	Sum of I&G Sal Impact	Sum of I&G Other exp impact	Sum of Utility Non I&G Sal Impact	Sum of Utilities Other exp impact	Sum of Project Non I&G Salary Impact
Approval to Fill Vacancy & Move to New shop (4 positions held back for efficiency moves)	0.00	0.00	0.00	0.00	0.00
198454	0.00	0.00	0.00	0.00	0.00
Plumber	0.00	0.00	0.00	0.00	0.00
Prevl Incumb: Sanchez, Jose L. (800414402)	0.00	0.00	0.00	0.00	0.00
198645	0.00	0.00	0.00	0.00	0.00
Facs Tech	0.00	0.00	0.00	0.00	0.00
Prevl Incumb: Evans, Aaron C. (800478358)	0.00	0.00	0.00	0.00	0.00
199132	0.00	0.00	0.00	0.00	0.00
Electrician	0.00	0.00	0.00	0.00	0.00
Prevl Incumb: Olsen, Derek D. (800027954)	0.00	0.00	0.00	0.00	0.00
199231	0.00	0.00	0.00	0.00	0.00
Painter	0.00	0.00	0.00	0.00	0.00
Prevl Incumb: Candela, Jose M. (800544692)	0.00	0.00	0.00	0.00	0.00
Approval to Fill Vacancy & Reclass (5 positions, upgrades or consolidations)	-10,091.04	0.00	-32,105.43	0.00	0.00
197942	0.00	0.00	-28,332.67	0.00	0.00
Asst Dir, Plant Ops	0.00	0.00	-28,332.67	0.00	0.00
Prevl Incumb: Parham, Gregory A. (800011332)	0.00	0.00	-28,332.67	0.00	0.00
198620	5,000.00	0.00	0.00	0.00	0.00
Plumber, Ld	5,000.00	0.00	0.00	0.00	0.00
Prevl Incumb: Villa, Daniel M. (800017152)	5,000.00	0.00	0.00	0.00	0.00
198731	0.00	0.00	0.00	0.00	0.00
Utility Locator	0.00	0.00	0.00	0.00	0.00
Prevl Incumb: Hash, Michael W. (800282869)	0.00	0.00	0.00	0.00	0.00
198833	-15,091.04	0.00	-3,772.76	0.00	0.00
Supv, Data Management	-15,091.04	0.00	-3,772.76	0.00	0.00
Prevl Incumb: Self, Stephen M. (800016800)	-15,091.04	0.00	-3,772.76	0.00	0.00
199112	0.00	0.00	0.00	0.00	0.00
Locksmith	0.00	0.00	0.00	0.00	0.00
Prevl Incumb: Jersvig, Jerry (800011824)	0.00	0.00	0.00	0.00	0.00

Row Labels	Sum of I&G Sal Impact	Sum of I&G Other exp impact	Sum of Utility Non I&G Sal Impact	Sum of Utilities Other exp impact	Sum of Project Non I&G Salary Impact
Approval to Fill Vacancy & Reclass & Move to New Shop (1 position efficiency move)	0.00	0.00	0.00	0.00	0.00
198616	0.00	0.00	0.00	0.00	0.00
Mason, Ld	0.00	0.00	0.00	0.00	0.00
Prev Incumb: Lucero, James V. (800014451)	0.00	0.00	0.00	0.00	0.00
Approval to Fill Vacancy and Reclass (1 position change in trade)	0.00	0.00	0.00	0.00	0.00
198865	0.00	0.00	0.00	0.00	0.00
Structural Maint Tech	0.00	0.00	0.00	0.00	0.00
Prev Incumb: Garnica, Juan C. (800422236)	0.00	0.00	0.00	0.00	0.00
Eliminate Position (3 positions)	-53,998.88	34,120.00	-47,400.00	0.00	-31,600.00
198430	-26,999.44	0.00	0.00	0.00	0.00
Data/Records Coord	-26,999.44	0.00	0.00	0.00	0.00
Prev Incumb: Salcido, Ignacio (800012370)	-26,999.44	0.00	0.00	0.00	0.00
198538	-26,999.44	34,120.00	0.00	0.00	0.00
Equipment Mech	-26,999.44	34,120.00	0.00	0.00	0.00
Prev Incumb: Alvarez, Roman (800014819)	-26,999.44	34,120.00	0.00	0.00	0.00
198629	0.00	0.00	-47,400.00	0.00	-31,600.00
Facs Engr	0.00	0.00	-47,400.00	0.00	-31,600.00
Prev Incumb: Church, David B. (800109569)	0.00	0.00	-47,400.00	0.00	-31,600.00

Row Labels	Sum of I&G Sal Impact	Sum of I&G Other exp impact	Sum of Utility Non I&G Sal Impact	Sum of Utilities Other exp impact	Sum of Project Non I&G Salary Impact
Move Plumbing to Mech (8 positions efficiency move)	0.00	0.00	0.00	0.00	0.00
198183	0.00	0.00	0.00	0.00	0.00
Plumber	0.00	0.00	0.00	0.00	0.00
Munoz, Daniel C. (800531150)	0.00	0.00	0.00	0.00	0.00
198242	0.00	0.00	0.00	0.00	0.00
Plumber, Ld	0.00	0.00	0.00	0.00	0.00
Munoz, Michael C. (800018088)	0.00	0.00	0.00	0.00	0.00
198265	0.00	0.00	0.00	0.00	0.00
Plumber	0.00	0.00	0.00	0.00	0.00
Dubois, Robert E. (800018672)	0.00	0.00	0.00	0.00	0.00
198488	0.00	0.00	0.00	0.00	0.00
Plumber, Ld	0.00	0.00	0.00	0.00	0.00
Montoya, Alejandro G. (800017134)	0.00	0.00	0.00	0.00	0.00
198639	0.00	0.00	0.00	0.00	0.00
Plumber	0.00	0.00	0.00	0.00	0.00
Saenz, Sammy R. (800013931)	0.00	0.00	0.00	0.00	0.00
198927	0.00	0.00	0.00	0.00	0.00
Plumber	0.00	0.00	0.00	0.00	0.00
Vargas, Jesus M. (800017689)	0.00	0.00	0.00	0.00	0.00
199235	0.00	0.00	0.00	0.00	0.00
Plumber	0.00	0.00	0.00	0.00	0.00
Bishop, Leith M. (800201841)	0.00	0.00	0.00	0.00	0.00
199252	0.00	0.00	0.00	0.00	0.00
Plumber	0.00	0.00	0.00	0.00	0.00
Hernandez, Raul (800521804)	0.00	0.00	0.00	0.00	0.00

Row Labels	Sum of I&G Sal Impact	Sum of I&G Other exp impact	Sum of Utility Non I&G Sal Impact	Sum of Utilities Other exp impact	Sum of Project Non I&G Salary Impact
Move Plumbing to Util (4 position efficiency move)	-169,587.18	99,438.00	169,587.18	-99,438.00	0.00
198353	-38,194.01	33,146.00	38,194.01	-33,146.00	0.00
Plumber, Ld	-38,194.01	33,146.00	38,194.01	-33,146.00	0.00
Avalos, David (800015558)	-38,194.01	33,146.00	38,194.01	-33,146.00	0.00
198617	-61,812.00	0.00	61,812.00	0.00	0.00
Supv, Skilled Crafts	-61,812.00	0.00	61,812.00	0.00	0.00
Lucero, Ralph S. (800018525)	-61,812.00	0.00	61,812.00	0.00	0.00
198729	-37,689.80	33,146.00	37,689.80	-33,146.00	0.00
Plumber	-37,689.80	33,146.00	37,689.80	-33,146.00	0.00
Sanchez, Javier (800018132)	-37,689.80	33,146.00	37,689.80	-33,146.00	0.00
198805	-31,891.37	33,146.00	31,891.37	-33,146.00	0.00
Plumber	-31,891.37	33,146.00	31,891.37	-33,146.00	0.00
De Leon, Jose L. (800202569)	-31,891.37	33,146.00	31,891.37	-33,146.00	0.00
Move to New Shop (7 positions move to preventative maintenance)	0.00	0.00	0.00	0.00	0.00
197743	0.00	0.00	0.00	0.00	0.00
Facilities Tech	0.00	0.00	0.00	0.00	0.00
Mendoza, Diego	0.00	0.00	0.00	0.00	0.00
198438	0.00	0.00	0.00	0.00	0.00
Facs Tech	0.00	0.00	0.00	0.00	0.00
Barajas, Jose A. (800221056)	0.00	0.00	0.00	0.00	0.00
198552	0.00	0.00	0.00	0.00	0.00
Facilities Tech	0.00	0.00	0.00	0.00	0.00
Cedillo, Robert	0.00	0.00	0.00	0.00	0.00
198667	0.00	0.00	0.00	0.00	0.00
Plumber	0.00	0.00	0.00	0.00	0.00
Apodaca, David H. (800018169)	0.00	0.00	0.00	0.00	0.00
198820	0.00	0.00	0.00	0.00	0.00
Roofer	0.00	0.00	0.00	0.00	0.00
Gutierrez, Rodrigo (800012094)	0.00	0.00	0.00	0.00	0.00
199111	0.00	0.00	0.00	0.00	0.00
Structural Maint Tech	0.00	0.00	0.00	0.00	0.00
Rey, Apolonio P. (800090205)	0.00	0.00	0.00	0.00	0.00
199329	0.00	0.00	0.00	0.00	0.00
Structural Maintenance Tech,Ld	0.00	0.00	0.00	0.00	0.00
Martinez, Gary E. (800022100)	0.00	0.00	0.00	0.00	0.00

Row Labels	Sum of I&G Sal Impact	Sum of I&G Other exp impact	Sum of Utility Non I&G Sal Impact	Sum of Utilities Other exp impact	Sum of Project Non I&G Salary Impact
Reallocation to other position (balance internal service and I&G effort)	-26,041.00	9,301.00	0.00	0.00	-36,260.00
198231	-53,000.00	0.00	0.00	0.00	0.00
Project Mgr, Design	-53,000.00	0.00	0.00	0.00	0.00
Prev Incumb: Frohnapfel, Heidi M. (800328586)	-53,000.00	0.00	0.00	0.00	0.00
198813	7,159.00	2,470.00	0.00	0.00	-9,629.00
Fiscal Asst,Sr	7,159.00	2,470.00	0.00	0.00	-9,629.00
Tufts, Karen L. (800503656)	7,159.00	2,470.00	0.00	0.00	-9,629.00
199168	19,800.00	6,831.00	0.00	0.00	-26,631.00
Asst Dir,Facilities	19,800.00	6,831.00	0.00	0.00	-26,631.00
Jones, Florarine (800069391)	19,800.00	6,831.00	0.00	0.00	-26,631.00
Reclass (3 positions upgrades to support moves)	15,113.51	0.00	0.00	0.00	0.00
198601	12,380.00	0.00	0.00	0.00	0.00
Dir, Facs Maint	12,380.00	0.00	0.00	0.00	0.00
Flores, Alfonso L. (800119911)	12,380.00	0.00	0.00	0.00	0.00
199195	1,396.35	0.00	0.00	0.00	0.00
Welder	1,396.35	0.00	0.00	0.00	0.00
Orozco, Enrique (800057795)	1,396.35	0.00	0.00	0.00	0.00
718604	1,337.16	0.00	0.00	0.00	0.00
Admin Asst, Assc	1,337.16	0.00	0.00	0.00	0.00
Amezquita, Esther F. (800015480)	1,337.16	0.00	0.00	0.00	0.00
Reclass & Move to New Shop (1 positon upgrade in support of moves)	3,000.00	0.00	0.00	0.00	0.00
198635	3,000.00	0.00	0.00	0.00	0.00
Facilities Tech	3,000.00	0.00	0.00	0.00	0.00
Molina, Ismael (800570260)	3,000.00	0.00	0.00	0.00	0.00
Reclass/Range Adj (bring Grounds Manager to CUPA standard)	10,000.00	0.00	0.00	0.00	0.00
197860	10,000.00	0.00	0.00	0.00	0.00
Mgr, Landscape & Grounds	10,000.00	0.00	0.00	0.00	0.00
Jones, Ralph G. (800017049)	10,000.00	0.00	0.00	0.00	0.00
Title Change	0.00	0.00	0.00	0.00	0.00
Grand Total	-194,616.59	142,859.00	90,081.75	-99,438.00	-67,860.00

APPA Maintenance Level Definitions

Level 1 - Showpiece Facility

- Maintenance activities appear highly focused.
- Typically, equipment and building components are fully functional and in excellent operating condition.
- Service and Maintenance calls are responded to immediately.
- Buildings and equipment are regularly upgraded, keeping them current with modern standards and usage.

Level 2 - Comprehensive Stewardship

- Maintenance activities appear organized with direction.
- Equipment and building components are usually functional and in operating condition.
- Service and maintenance calls are responded to in a timely manner.
- Buildings and equipment are regularly upgraded, keeping them current with modern standards and usage.

Level 3 - Managed Care

- Maintenance activities appear to be somewhat organized but they remain people-dependent.
- Equipment and building components are mostly functional but they suffer occasional breakdowns.
- Service and maintenance call response times are variable and sporadic without apparent cause.
- Building and equipment are periodically upgraded to current standards and usage, but not enough to control the effects of normal usage and deterioration.

Level 4 - Reactive Management

- Maintenance activities appear to be somewhat chaotic and are people-dependent.
- Equipment and building components are frequently broken and inoperative.
- Service and maintenance calls are typically not responded to in a timely manner.
- Normal usage and deterioration continues unabated, making buildings and equipment inadequate to meet present usage needs.

Level 5 - Crisis Management

- Maintenance activities appear chaotic and without direction.
- Equipment and building components are routinely broken and inoperative.
- Service and maintenance calls are never responded to in a timely manner.
- Normal usage and deterioration continues unabated, making buildings and equipment inadequate to meet present usage needs.

APPA Grounds Service Levels

Level 1 - State-of-the-art maintenance applied to a high-quality diverse landscape

Associated with high-traffic urban areas, such as public squares, malls, government grounds, or college/university campuses.

- **TURF CARE** - Grass height maintained according to species and variety of grass. Mowed at least once every five working days but may be as often as once every three working days. Aeration as required but not less than four times per year. Reseeding or sodding as needed. Weed control to be practiced so that no more than 1 percent of the surface has weeds present.
- **FERTILIZER** - Adequate fertilization applied to plant species according to their optimum requirements. Application rates and times should ensure an even supply of nutrients for the entire year. Nitrogen, phosphorus, and potassium percentages should follow local recommendations. Trees, shrubs, and flowers should be fertilized according to their individual requirements of nutrients for optimum growth. Unusually long or short growing seasons may modify the chart slightly.
- **IRRIGATION** - Sprinkler irrigated-electric automatic commonly used. Some manual systems could be considered adequate under plentiful rainfall circumstances and with adequate staffing. Frequency of use follows rainfall, temperature, season length, and demands of plant material.
- **LITTER CONTROL** - Minimum of once per day, seven days per week. Extremely high visitation may increase the frequency. Receptacles should be plentiful enough to hold all trash usually generated between servicing without overflowing.
- **PRUNING** - Frequency dictated primarily by species and variety of trees and shrubs. Length of growing season and design concept also a controlling factor-i.e., clipped vs. natural-style hedges. Timing scheduled to coincide with low demand periods or to take advantage of special growing characteristics.
- **DISEASE AND INSECT CONTROL** - At this maintenance level, the controlling objective is to avoid public awareness of any problems. It is anticipated at Level 1 that problems will either be prevented or observed at a very early stage and corrected immediately.
- **SNOW REMOVAL** - Snow removal starts the same day that accumulations of .5 inch are present. At no time will snow be permitted to cover transportation or parking surfaces longer than noon of the day after the snow stops. Application of snow-melting compound and/or gravel is appropriate to reduce the danger of injury due to falls.
- **SURFACES** - Sweeping, cleaning, and washing of surfaces should be done so that at no time does an accumulation of sand, dirt, or leaves distract from the looks or safety of the area.
- **REPAIRS** - Repairs to all elements of the design should be done immediately when problems are discovered, provided replacement parts and technicians are available to accomplish the job. When disruption to the public might be major and the repair is not critical, repairs may be postponed to a time period that is least disruptive.
- **INSPECTIONS** - A staff member should conduct inspection daily.
- **FLORAL PLANTINGS** - Normally, extensive or unusual floral plantings are part of the design. These may include ground-level beds, planters, or hanging baskets. Often, multiple plantings are scheduled, usually for at least two blooming cycles per year. Some designs may call for a more frequent rotation of bloom. Maximum care, including watering, fertilizing, disease control, disbudding, and weeding, is necessary. Weeding flowers and shrubs is done a minimum of once per week. The desired standard is essentially weeded free.

Level 2 - High-level maintenance

Associated with well-developed public areas, malls, government grounds, or college/university campuses. Recommended level for most organizations.

- **TURF CARE** - Grass cut once every five working days. Aeration as required but not less than two times per year. Reseeding or sodding when bare spots are present. Weed control practiced when weeds present a visible problem or when weeds represent 5 percent of the turf surface. Some pre-emergent products may be used at this level.
- **FERTILIZER** - Adequate fertilizer level to ensure that all plant materials are healthy and growing vigorously. Amounts depend on species, length of growing season, soils, and rainfall. Rates should correspond to at least the lowest recommended rates. Distribution should ensure an even supply of nutrients for the entire year. Nitrogen, phosphorus, and potassium percentages should follow local recommendations. Trees, shrubs, and flowers should receive fertilizer levels to ensure optimum growth.
- **IRRIGATION** - Sprinkler irrigated--electric automatic commonly used. Some manual systems could be considered adequate under plentiful rainfall circumstances and with adequate staffing. Frequency of use follows rainfall, temperature, season length, and demands of plant material.
- **LITTER CONTROL** - Minimum of once per day, five days per week. Offsite movement of trash depends on size of containers and use by the public. High use may dictate daily or more frequent leaning.
- **PRUNING** - Usually done at least once per season unless species planted dictate more frequent attention. Sculpted hedges or high-growth species may dictate a more frequent requirement than most trees and shrubs in natural-growth plantings.
- **DISEASE AND INSECT CONTROL** - Usually done when disease or insects are inflicting noticeable damage, are reducing vigor of plant material, or could be considered a bother to the public. Some preventive measures may be used, such as systemic chemical treatments. Cultural prevention of disease problems can reduce time spent in this category. Some minor problems may be tolerated at this level.
- **SNOW REMOVAL** - Snow removed by noon the day following snowfall. Gravel or snowmelt may be used to reduce ice accumulation.
- **SURFACES** - Should be cleaned, repaired, repainted, or replaced when their appearances have noticeably deteriorated.
- **REPAIRS** - Should be done whenever safety, function, or appearance is in question.
- **INSPECTIONS** - Inspection should be conducted by some staff member at least once a day when regular staff is scheduled.
- **FLORAL PLANTINGS** - Normally, no more complex than two rotations of bloom per year. Care cycle is usually at least once per week, but watering may be more frequent. Health and vigor dictate cycle of fertilization and disease control. Beds essentially kept weed free.

Level 3 - Moderate-level maintenance

Associated with locations that have Moderate to low levels of development or visitation, or with operations that, because of budget restrictions, cannot afford a higher level of maintenance.

- TURF CARE - Grass cut once every ten working days. Normally not aerated unless turf quality indicates a need or in anticipation of an application of fertilizer. Re-seeding or re-sodding done only when major bare spots appear. Weed control measures normally used when 50 percent of small areas are weed infested or when 15 percent of the general turf is infested with weeds.
- FERTILIZER - Applied only when turf vigor seems to be low. Low-level application done once per year. Rate suggested is one-half the level recommended.
- IRRIGATION - Dependent on climate. Locations that receive more than 25 inches of rainfall a year usually rely on natural rainfall with the possible addition of portable irrigation during periods of drought. Dry climates that receive less than 25 inches of rainfall usually have some form of supplemental irrigation. When irrigation is automatic, a demand schedule is programmed. Where manual servicing is required, the norm would be two to three times per week.
- LITTER CONTROL - Minimum service of two to three times per week. High use may dictate higher levels during the warm season.
- PRUNING - When required for health or reasonable appearance. With most tree and shrub species, pruning would be performed once every two to three years.
- DISEASE AND INSECT CONTROL - Done only to address epidemics or serious complaints. Control measures may be put into effect when the health or survival of the plant material is threatened or when public comfort is an issue.
- SNOW REMOVAL. Snow removal done based on local law requirements but generally accomplished by the day following snowfall. Some crosswalks or surfaces may not be cleared at all.
- SURFACES - Cleaned on a complaint basis. Repaired or replaced as budget allows.
- REPAIRS - Should be done whenever safety or function is in question.
- INSPECTIONS - Inspections are conducted once per week.
- FLORAL PLANTINGS - Only perennials or flowering trees or shrubs.

Level 4 - Moderately low-level maintenance

Associated with locations affected by budget restrictions that cannot afford a high level of maintenance.

- TURF CARE - Low-frequency mowing scheduled based on species. Low growing grasses may not be mowed. High grasses may receive periodic mowing. Weed control limited to legal requirements for noxious weeds.
- FERTILIZER - Not fertilized.
- IRRIGATION - No irrigation.
- LITTER CONTROL - Once per week or less. Complaints may increase level above one servicing.
- PRUNING - No regular trimming. Safety or damage from weather may dictate actual work schedule.
- DISEASE AND INSECT CONTROL - None except where the problem is epidemic and the epidemic condition threatens resources or the public.
- SNOW REMOVAL - Snow removal done based on local law requirements but generally accomplished by the day following snowfall. Some crosswalks or surfaces may not be cleared at all.
- SURFACES - Replaced or repaired when safety is a concern and when budget is available.
- REPAIRS - Should be done whenever safety or function is in question.
- INSPECTIONS - Inspections are conducted once per month.
- FLORAL PLANTINGS - None. May have wildflowers, perennials, flowering trees, or shrubs in place.

Level 5 - Minimum-level maintenance

Associated with locations that have severe budget restrictions.

- TURF CARE - Low-frequency mowing scheduled based on species. Low growing grasses may not be mowed. High grasses may receive periodic mowing. Weed control limited to legal requirements for noxious weeds.
- FERTILIZER - Not fertilized.
- IRRIGATION - No irrigation.
- LITTER CONTROL - On demand or complaint basis.
- PRUNING - No pruning unless safety is involved.
- DISEASE AND INSECT CONTROL - No control except in epidemic or safety situations.
- SNOW REMOVAL - Snow removal done based on local law requirements but generally accomplished by the day following snowfall. Some crosswalks or surfaces may not be cleared at all.
- SURFACES - Serviced only when safety is a consideration.
- REPAIRS - Should be done whenever safety or function is in question.
- INSPECTIONS - Inspections are conducted once per month.
- FLORAL PLANTINGS - None. May have wildflowers, perennials, flowering trees, or shrubs in place.

APPA Custodial Levels of Cleaning

Level 1 – Orderly Spotlessness

- Floors and base moldings shine and/or are bright and clean; colors are fresh. There is no buildup in corners or along walls.
- All vertical and horizontal surfaces have a freshly cleaned or polished appearance and have no accumulation of dust, dirt, marks, streaks, smudges or fingerprints.
- Washroom and shower tile and fixtures gleam and are odor free. Supplies are adequate.
- Trash containers and pencil sharpeners are empty, clean and odor-free.

Level 2 – Ordinary Tidiness

- Floors and base moldings shine and/or are bright and clean. There is no buildup in corners or along walls, but there can be up to two days' worth of dirt, dust, stains or streaks.
- All vertical and horizontal surfaces are clean, but marks, dust, smudges and fingerprints are noticeable with close observation.
- Washroom and shower tile and fixtures gleam and are odor free. Supplies are adequate.
- Trash containers and pencil sharpeners are empty, clean and odor-free.

Level 3 – Casual Inattention

- Floors are swept clean, but upon observation dust, dirt and stains, as well as a buildup of dirt, dust and/or floor finish in corners and along walls, can be seen.
- There are dull spots and/or matted carpet in walking lanes and streaks and splashes on base molding.
- All vertical and horizontal surfaces have obvious dust, dirt, marks, smudges and fingerprints.
- Lamps all work and all fixtures are clean.
- Trash containers and pencil sharpeners are empty, clean and odor-free.

Level 4 – Moderate Dinginess

- Floors are swept clean, but are dull. Colors are dingy and there is an obvious buildup of dust, dirt and/or floor finish in corners and along walls. Molding is dull and contains streaks and splashes.
- All vertical and horizontal surfaces have conspicuous dust, dirt, smudges, fingerprints and marks that will be difficult to remove.
- Less than 5 percent of lamps are burned out and fixtures are dingy.
- Trash containers and pencil sharpeners have old trash and shavings. They are stained and marked. Trash cans smell sour.

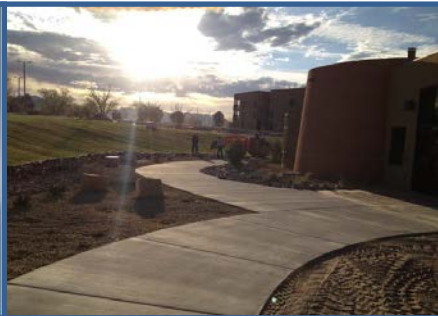
Level 5 – Unkempt Neglect

- Floors and carpets are dirty and have visible wear and/or pitting. Colors are faded and dingy and there is a conspicuous buildup of dirt, dust and/or floor finish in corners and along walls. Base molding is dirty, stained and streaked. Gum, stains, dirt dust balls and trash are broadcast.
- All vertical and horizontal surfaces have major accumulations of dust, dirt, smudges and fingerprints, as well as damage. It is evident that no maintenance or cleaning is done on these surfaces.
- More than 5 percent of lamps are burned out and fixtures are dirty with dust balls and flies.
- Trash containers and pencil sharpeners overflow. They are stained and marked. Trash containers smell sour



Facilities and Services

OUTLINE FOR EXCELLENCE AT FACILITIES AND SERVICES



LEADERSHIP


The facilities organization's senior leaders should set direction and establish customer focus, clear and visible values, and high expectations in line with campus mission, vision, and core values. Leaders inspire the people in the organization and create an environment that stimulates personal growth. They encourage involvement, development and learning, innovation and creativity.

- ✦ *Leadership roles and responsibilities are clearly defined.*
 - Organization charts will be published on the OFS web site and departmental web pages will be created.
 - Organization charts are published and refinements to the content of the web pages are being implemented. An effective methodology for content management is the next goal.
 - The web pages have been transitioned to WordPress and content editors are identified.

- ✦ *The leadership system is understood by and communicated among all levels. The leadership system includes mechanisms for the leaders to conduct self-examination, receive feedback, and make improvements.*
 - In addition to frequent group and departmental meetings, a formal employee satisfaction survey will be taken and employee feedback will be used to identify areas of strengths and weaknesses.
 - An employee satisfaction survey remains as a goal for FY 2012; annual employee meetings have been instituted as have regular visits to the shop meetings by management personnel.
 - An employee satisfaction survey was conducted in 2013, will be conducted again in 2014, and will be redone bi-annually to track progress.

- ✦ *The organization has clearly aligned its mission, vision, and values statements with those of the campus. Regularly communicates with employees, customers, suppliers, and other stakeholders.*
 - Mission and value statements have been completed and the development of a departmental strategic plan is a goal for the 2012-13 timeframe.
 - Facilities worked actively with Administration and Finance to complete the division plan, and finalized the framework for the unit plan. Each Facilities unit has been tasked in 2014 with developing their mission statement, goals, and measures in support of these plans.





✚ *Facilities management leaders spend time on a regular basis with their customers and front-line staff.*

- Regular meetings with the Building Monitors will be scheduled and an annual orientation will be held. In addition, regular emails sharing OFS news will be distributed and the publication of an electronic newsletter will be investigated.
- Regular meetings with the building monitors are being held and a newsletter is being published.
- Facilities conducted a Town Hall in 2013.
- Senior management will conduct regular meetings with key administrators to ensure that OFS is meeting the needs of the NMSU campus.
- Facilities and Services management regularly briefs the Academic Dean's Council and the University Research Council when possible.

✚ *Performance measures at each level of the organization are clearly defined.*

- Budgets will be created with departmental input and accountability established. In addition, management reports will be developed and distributed regularly. These reports will include such items as work order backlog and work order cycle time.
- Performance and benchmarking data for all departments will be developed for comparison with peer institutions. Measures such as custodial FTE per square foot and grounds FTE per acre will be used to identify appropriate staffing levels. Energy efficiency at the central plant will be measured and a baseline established.
- In addition to participating in the APPA FPI, Facilities and Services has engaged Sightlines to provide annual and impartial 3rd party benchmarking.
- A system of management reports was being created.

✚ *Senior leaders establish and reinforce an environment where shared values support self-direction, innovation and decentralized decision-making.*

- Regular meetings were held that cross multiple levels of supervision in order to reinforce the concept of shared values.

- ✦ *Informed of current trends and practices in the industry.*
 - OFS will remain involved with APPA, RMAPPA, ISSA, and other professional organizations and will take advantage of continuing education and networking opportunities.
 - NMSU hosted the APPA Supervisor’s Toolkit in 2010 and 2011 and has been engaged in the formation of Desert APPA with UTEP and EPECC. Executive Director of Operations joined the RMA Membership Committee and two executive directors are attending the APPA Facilities Management Institute. Senior staff has been attending the Leadership Academy.
 - NMSU will host CAPPa 2014 in partnership with UTEP.

- ✦ *A succession plan is in place to ensure continuity of leadership.*
 - Personnel will be developed through cross functional training, the sharing of information, and continuing education.
 - Units are being reorganized to facilitate a natural progression of personnel, and a procedure is in place where management backups obtain experience by filling in when regular absences occur.

STRATEGIC AND OPERATIONAL PLANNING

Strategic and operational planning consists of the planning process, the identification of goals and actions necessary to achieve success, and the deployment of those actions to align the work of the organization. The facilities organization should anticipate many factors in its strategic planning efforts: changing customer expectations, business and partnering opportunities, technological developments, evolving regulatory requirements, and societal expectations, to name but a few.

- ✦ *A strategic plan exists that includes the goals and objectives of the department.*
- ✦ *The strategic plan was developed with participation from internal and external stakeholders, approved by the administration, and effectively communicated.*
- ✦ *Customer needs and expectations serve as major drivers for setting strategic direction.*
 - A strategic plan for OFS will be developed with input from internal and external stakeholders. This plan will be submitted to the administration and published on the website when approved.
 - The Internal Advisory Committee (IAV) has completed the departmental Mission Statement, Core Values, and Goals. The IAV has been reformulated and will begin work on the departmental strategic plan in the 2012-13 timeframe.



- ✦ *Goals and key performance measures are understood by all and periodically reviewed.*
- ✦ *Performance measures at each level of the organization are used to meet goals.*
 - Regular management reports will be developed through the new work order system. These reports will provide Directors and Supervisors with the information necessary to make sound business decisions.
 - Utility plant performance indicators will be developed and used for maintenance planning, upgrade evaluation, and APPA FPI is adding a Green Globes metric. Sightlines reports are used across the organization.
 - New metrics were developed in support of the Administration and Finance Strategic Plan and the NMSU Vision 2020 Plan.
- ✦ *A budget is developed with input from staff that reflects historic expenditures, an analysis of needs, effective allocation of available resources to support the organization's goals and objectives, and seeks new and innovative measures to leverage resources.*
 - OFS staff will be directly involved in the preparation of the budget. This "needs analysis" will be tied to the results of the surveys mentioned in the Performance Survey section so that the budget reflects actual, prioritized needs.
 - Each unit presents their budget to the Directors monthly, and the supervisors are encouraged to use Sightlines and the APPA FPI to make comparisons.
 - The establishment of valid metrics remains both a top priority and an elusive goal.
 - New metrics were developed in support of the Administration and Finance Strategic Plan and the NMSU Vision 2020 Plan.
- ✦ *Standards have been defined for overall operational performance, built environment, and landscape.*
- ✦ *A campus master plan is in place, current, and utilized for decision making.*
 - OFS will work with OFPC to update existing design guidelines and to develop new standards as required. Sustainability will be integral throughout all standards.
 - A Master Plan was developed, and is undergoing a 5-year revision.
 - The first version of the Design Guidelines has been published on the Facilities and Services website.
 - The Master Plan was refreshed and related supporting master plans were started.



- ✦ *The operational units participate in the development of the construction program and are active participants in the acceptance of completed projects.*
 - OFS will work with OFPC to improve communications during the construction process and to develop a smooth process for acceptance of projects.
 - The Office of Facilities Planning and Construction (OFPC) and Environmental Health and Safety (EHS) merged with Facilities and services in July of 2010.
 - Fire Services was consolidated in 2012.
 - Facility Operations has provided input into the Design Guidelines.
 - Plans and specifications are published on the website and review is solicited.

- ✦ *Strategies and processes are in place to ensure continuity of functions in the event of staff turnover or other disruption.*
 - Personnel will be developed through cross functional training, the sharing of information, and continuing education.
 - Facilities and Services started a trend on campus by implementing a procedure where every supervisor must identify a backup when absent for any length of time.
 - Two folks from Facility Operations and one from Project Development have started attending the multi-part APPA Facilities Institute.

- ✦ *Emergency response plans are in place, current, and communicated to facilities employees and the campus community as required.*
 - OFS will collaborate with other departments as needed to accomplish this goal.
 - EHS communicates the All Hazards Plan and Facility Operations works with the Emergency Planning Committee.
 - Facilities and Services and Environmental Health and Safety represented NMSU on the committee developing the Dona Ana All Hazards Mitigation Plan.

CUSTOMER FOCUS

Customer focus is a key component of effective facilities management. Various stakeholders (faculty, students, staff, and other administrative departments) must feel their needs are heard, understood, and acted upon. Various tools must be in place to ensure customer communication, assess and assimilate what is said, and implement procedures to act on expressed needs.

- ✦ *Surveys, tools, and other methods are used to identify customer requirements, expectations, and satisfaction levels.*
 - Customer survey interviews will be conducted with key administrators across the NMSU campus and OFS will use this customer feedback for process improvement.
 - Periodic building surveys with OFS personnel and the Building Monitors will become a mechanism to determine maintenance activities. An annual meeting for the Building Monitors will be held to identify customer needs, to communicate the services provided by OFS, and to explain the methods used to request these services.
 - Facilities and Services implemented an Annual Customer Service survey and publicly posts the results.
- ✦ *The roles, responsibilities, and services provided by the facilities department are well defined, communicated, and understood within the department and by all communities served.*
- ✦ *Levels of service are set to exceed customer expectation and are defined in terms that can be understood by the administration, building users, and facilities staff.*
- ✦ *The communities served know how to obtain, monitor progress, and evaluate the services offered.*
- ✦ *Customer feedback is used to build positive relationships, drive processes and effect improvements.*
- ✦ *Campus users have a clear understanding and positive view of the services provided by the facilities organization.*
 - The OFS mission will be clearly stated in the strategic plan and published on the website.
 - The OFS organization chart will be available on the website as will departmental information detailing responsibilities, services, work request procedures and contact information.
 - Service levels will be clearly defined. When possible, the new work order system will be integrated with the website so that customers are able to view the status of their work requests online.
 - This is an ongoing process; regular building monitor meetings are scheduled and the website is continuously being improved.



- The new work order system Aim has aided with customer entry of work requests and allows for them to track the progress of their work.
- A Town Hall meeting is planned for FY 2013-2014.
- The Town hall was held, and Facilities conducted a presentation on projects at CADRE.

INFORMATION AND ANALYSIS

Information and analysis are used to evaluate performance and drive future performance improvements. Of interest are the types of tools used (for example, peer comparative data clarified and validated through benchmarking), and how the tools are used to enhance organizational performance. Various aspects of information include facilities inspections/audits, financial/expenditure reports, utility data, and other relevant measures and indicators.

- ✦ *A systematic process is in place for identifying and prioritizing performance indicators, comparative information, and benchmarking studies for the most critical areas.*
- ✦ *Benchmarking results, comparisons, and performance indicators are tracked and used to drive action within the organization.*
 - Benchmarking data from peer institutions will be gathered from the APPA Facilities Performance Indicator survey, by trips to other universities, through anecdotal information at conferences, and by reviewing the facilities websites of other institutions. Consideration will be given to the engagement of a firm such as Sightlines. The analysis of this data will be used to guide OFS strategies.
 - Operational data developed will include such items as work order backlog, work order cycle time, cost per square foot of custodial dollars, and cost per acre for grounds maintenance.
 - A broad range of data will be developed on construction projects, including project budget, variance, change orders, and scheduling. Trade rates will be compared annually to local competitors in the construction industry.
 - Facilities and Services employed Sightlines as a 3rd party benchmarking consultant and participates in the APPA FPI.
- ✦ *The department ensures that data and information are communicated and accessible to all appropriate users. The required data and information have all the characteristics users need, such as reliability, accuracy, timeliness, and appropriate levels of security and confidentiality.*
 - This data will be shared with internal users and OFS constituencies.
 - This data is shared in the OPS Meetings and in the monthly budget meetings.
 - This data will be shared at the shop level.



- ✦ *An effective facilities inspection or audit program is in place that provides a regular appraisal of facilities conditions, identifies maintenance and repair needs, and quantifies facilities maintenance resource requirements.*
 - Past audits and studies will be reviewed, and a regular inspection program will be established if one is not already in place.
 - Facilities and Services engaged Arcadis to update the Comet 2006 condition report.
 - Townsend and Associates has reviewed construction practices.

- ✦ *An expenditure report is available to managers on a regular basis and is used to effectively evaluate and control expenditures in assigned sub-units.*
- ✦ *An effective system of measuring and recording utility data is in place and is used to establish trends, minimize costs, promote energy conservation, and encourage environmental preservation.*
 - Management reports will be generated that provide information BTU / GSF / YEAR although an extensive sub-metering system may have to be set in place first. Performance Contracting will be investigated as a means to accomplish both of these needs.
 - The AiM utility module has been implemented, and a Sustainability Manager assists with tracking of energy expenditures.
 - A Performance Contract has been awarded and is in the implementation phase.

- ✦ *The organization has a process to ensure that hardware and software systems are user-friendly, reliable, up-to-date, and meet the needs of all users.*
 - Periodic reviews with ICT will be scheduled.
 - Financial Systems Administration (FSA) has initiated a regular review process and established an equipment replacement schedule.
 - FSA has added additional positions to support Facilities and Services.



DEVELOPMENT AND MANAGEMENT OF HUMAN RESOURCES

An organization's success depends increasingly on the knowledge, skills, innovative creativity, and motivation of its employees and partners. This criterion addresses the ways in which the facilities organization ensures an environment of continued learning through communication, policies, recognition, training, professional development opportunities, and other methods.

- ✦ *Staff positions are properly classified and allocated in adequate numbers to meet the standards for the targeted level of service.*
 - OFS will continue to work closely with Human Resources to ensure that positions are properly classified.
 - Facilities and Services meets regularly with Human Resource Services to review positions.
 - A review to identify essential functions and appropriate licenses is underway for 2012-13.

- ✦ *Training programs provide for new employee orientation and technical skills enhancement for all staff.*
- ✦ *An effective communication system exists within the department to ensure that each employee knows his or her role in the department, the role of related areas, and the overall role of the department.*
 - Training programs that promote diversity and opportunities for advancement will be developed.
 - A “New Facilities Employee Orientation” will be developed and provided to each new OFS employee. An excerpt from the new employee orientation that was developed at the University for North Texas follows in the Appendix.
 - A Facilities and Services new employee orientation has been developed although implementation has been inconsistent. This will be a targeted area for FY 13.
 - The new orientation in a revised format has started with two monthly orientations to date.
- ✦ *Safety policies and procedures have been established, written, and communicated to all staff.*
 - This has always fallen within the purview of Environmental Health and Safety (EHS), which has been a part of Facilities and Services in the past and was re-united in 2010. Since 2010, EHS has found efficient new ways to communicate safety initiatives as synergies have been developed.



- ✚ *Accident records are maintained and used to reduce accidents and identify needs for special attention.*
 - The safety program will be reviewed.
 - This is an ongoing process that is working well.

- ✚ *The organization promotes employee development and professional development through formal education, training, and on-the-job training such as rotational assignments, internships, or job exchange programs.*
- ✚ *Career development is supported through involvement in job-related and professional organizations, and opportunities to advance within the department.*
 - OFS will stay involved with APPA, RMAPPA, CAPP, ISSA, and other professional organizations and will take advantage of continuing education opportunities.
 - Effective professional development has been advanced by insuring that that training matches a departmental need, is identified on the annual evaluation, and is communicated to management in time to budget.
 - Increased emphasis on licensed traded has resulted in many opportunities, and 3 staff members were able to advance in pay grade this past year. In addition, three supervisory positions in the shops also received pay increases through licensing initiatives.

- ✚ *Work performance and attendance tracking measures are in place, are understood by staff members, and are used by supervisors to assess performance.*
 - Development of these measures will be a goal for the Administration department.
 - Aim has improved the ability to track this data, although the use for performance measures has room to be improved upon.

- ✚ *The organization utilizes both formal and informal assessment methods and measures to determine employee well being, employee satisfaction, and motivation. Assessment findings are linked to performance results to identify priorities for improving the work environment, employee support climate and the supervisor's effectiveness (coaching).*
 - A formal employee satisfaction survey will be conducted.
 - A formal employee survey was scheduled for this year, and was delayed while an "Environmental Scan" was conducted. This survey was completed in the spring of 2013.




- ✦ *Employee recognition programs are in place for individuals and groups (may include community service).*
- ✦ *Processes are in place to determine the effectiveness of recruitment and retention programs and to identify areas for improvement.*
 - OFS will continually review these programs and processes with Human Resources.
 - The Strickland Award has been expanded, and a new AVP Award was initiated.

PROCESS MANAGEMENT

Effective process management addresses how the facilities organization manages key product and service design and delivery processes. Process management includes various systems such as work management, performance standards, estimating systems, planning and design of new facilities, and other key processes that affect facilities functions.

- ✦ *Processes are in place to ensure that departmental facilities and equipment are adequate for the provision of effective and efficient services.*
 - Historical data, customer feedback, management reports, benchmarking results, and anecdotal information (“management-by-walking-around”) will be used to continually evaluate service delivery.
 - These processes are continuing; in addition, the Sightlines benchmarking reports provide for valuable comparisons with peer institutions.
- ✦ *An effective work management system is in place to identify, report, correct, and document substandard conditions and maintenance requirements.*
 - The Facilities Condition Assessment module was just implemented in Aim.
- ✦ *Work authorization and scheduling procedures have been established that are consistent with the identified role of each work unit and achieve an equitable distribution of resources.*
 - Assetworks AiM has been used for three years now, and we are barely scratching the surface with its capability in this regard. Plans are to send several staff members to other institutions to see what others use for KPIs and reports.
- ✦ *An effective preventive maintenance (PM) program is in place to provide regular inspection and servicing of facilities equipment to assure maximum service life, reliability, and operation.*
 - The new work order system will be used to establish and refine preventative maintenance procedures. All OFS work groups will have input to the development of the new work order control and preventative maintenance (PM) system. Input from the trades is critical to the establishment of an effective PM program.
 - The implementation of the PM program has not been as rapid as previously hoped, but is making progress.



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- ✦ *An estimating system is used that provides accurate estimates of labor and material requirements in order to plan and schedule the execution of work and to determine the causes of significant deviations between actual costs and estimated costs.*
 - The project estimating system will be reviewed. A business model using “firm estimates” will be reviewed for applicability at NMSU (this was instituted at the University of North Texas and presented at CAPP).
 - An estimator has been selected and hired, and changes have been implemented in the process for consistent estimates. RSMEANS training will be conducted.

 - ✦ *Design guidelines that incorporate such elements as energy consumption, operating costs, environmental concerns, maintainability, sustainability, accessibility, and safety have been prepared, updated, and are utilized.*
 - The design guidelines will be reviewed with OFPC and updated when necessary to accurately reflect OFS and NMSU requirements. Life cycle cost analysis will be emphasized.
 - The first draft of the Design Guidelines has been published, and revisions are in progress.

 - ✦ *The delegation of budgetary responsibilities for management of sub-units of the budget is effective in controlling expenditures.*
 - Accountability will be developed for Directors and Supervisors by requesting their input early in the budget cycle and through regular budget reviews.
 - Monthly and quarterly budget reports and presentations are conducted, and Facilities and Services has been slightly under budget each year.
 - An annual unit budget presentation and unit request that encourages efficient use of resources has been developed.

PERFORMANCE RESULTS

The facility organization's performance can be assessed through campus appearance; employee satisfaction and motivation; effectiveness of systems operations; customer satisfaction; financial results; and, supplier/business partner results. Where feasible, it is helpful to have measurement tools in place to assess performance in these areas.

- + The appearance of the buildings and grounds is in keeping with the surrounding community as well as the desired image of the institution.*
- + The condition and cleanliness of facilities are in keeping with the image and standards adopted by the institution as well as activities associated with its mission and programs.*
- + Building systems and infrastructure are maintained and operated at a level of reliability that contributes to the successful implementation of the institution's mission and programs.*
 - Regular meetings with key administrators will be held to ensure that the OFS initiatives are aligned with the NMSU mission and that OFS is meeting the departmental needs.
 - Efficiency and performance measures will be developed for the central utility plant and the delivery of utilities.
 - A capital outlay process has been implemented, the campus facilities index is calculated from an update to the 2006 New Mexico Condition Assessment, and the FCA will be monitored.
 - Regular tours of campus that include an annual light survey are conducted with key administrators.
 - In 2013, the Campus Master Plan was refreshed, a Fire Alarm Master Plan and Electrical Master Plan were started, and a Campus Drainage Remediation Plan was completed.
- + Funding resources are effectively used and are adequate to support a level of facilities maintenance that prevents the deferral of major maintenance and repairs.*
 - The APPA Facilities Performance Indicators will be used for comparisons with peer institutions. Engagement of an outside firm such as Sightlines will be investigated although funding will need to be identified.
 - NMSU has completed the FPI and has engaged Sightlines for the last two years. In addition, NMSU Facilities and Services has also used Arcadis to update the 2006 Parson's NMSE HED Facilities Condition Assessment, and has used all three studies to defend and justify expenditures.



✚ *Staff is highly motivated and productive, taking pride in the accomplishment of their duties.*

- An employee satisfaction survey and frequent contact with employees through meetings and shop visits will be used for the measurement of staff morale.
- Facilities and Services executive administration has worked to increase the number of service awards; the Strickland Award has been awarded to an employee of each unit, and AVPs award was created for the employee who exhibits measureable results, and periodic Monday Morning Memos are sent to all employees and occasionally the campus recognizing the accomplishments of the employees.
- Administration and Finance started an employee managed recognition program in the latter part of 2013.

✚ *Customer satisfaction measures ensure that the levels of service are consistent with customer needs and requirements and within the facilities department's capability.*

✚ *Managers and supervisors stay in touch with the needs of the education enterprise.*

- Communications with the campus community will be emphasized at all levels. This communication will take place through formal surveys and regular informal meetings with the OFS constituency.
- A customer satisfaction survey has been conducted for the last three years and an employee survey was conducted in the spring of 2013.

* The categories and the italicized text are the published criteria for the APPA Award for

Excellence. http://www.appa.org/membershipawards/documents/AFE_criteria1.pdf