

FY2021 Operational Review Committee Final Report (Pilot Year)

Unit Reviewed: Office of Facilities
Date: January 2021

Unit Presentation Requirements

The following items are required materials for the unit presentations. The units presented to the committee over two meetings where discussion and questions were encouraged. The units provided additional or supplemental information as deemed appropriate.

- General Information to “Tell Your Story”
- Organizational Chart and Position / Staffing Information
- Opportunities and Challenges
- Key Performance Indicators, Benchmarks, and Other Comparisons
- Five Year Financial Proforma
- Discussion of Reserves and Budget Planning

Goals and Initiatives

- Facilities has identified clear objectives (student experience and success, research university, innovation excellence, operational efficiency, conservation and reliability, and fiscal stewardship) that are well-aligned with University goals. The balance scorecard systematically identifies associated goals and measures for self-assessment to facilitate continual improvement.
- Facilities has demonstrated a series of innovations, including the use of mobile devices for work orders and real-time status updates and the Preventative Maintenance program, both of which have attracted the attention of other universities.
- There is a long-term concern associated with anticipated rising costs in three or more areas without clear increases in revenue. While energy use has plateaued despite campus growth, energy costs have steadily risen and are expected to continue, with an anticipated rate increase from CPS energy. Moreover, staffing and funding increases are not always aligned with campus growth, making it unclear if current service delivery can continue at pace without additional revenue. Finally, the significant increase in deferred maintenance costs in the next nine (9) years may worsen the condition of UTSA campuses.

Organization

- With “Improving the Physical Environment” being the motto, Facilities has divided the organizational management into three essential areas: maintenance, operations and planning, and project management. Several subgroups exist within each area and are supervised by a director level or higher professional staff member. During the presentation, it was discussed that several iterations of the organizational chart have occurred over the past few years. The one in place now seems to work best for the organization.
- Facilities has 139.5 total full-time equivalent (FTE) positions. The average years of professional experience is 30 years with the average years of employment at UTSA being 12.

- To reduce costs, custodial services and grounds management are outsourced, with several UTSA staff providing oversight of their work.
- Paul Goodman pointed out that there are 2.5 FTE Project Managers salaries not permanently funded; they are paid from project fees.

Operations

- Facilities is a complex organization that serves a broad set of customers across the university campuses. Although they have unique services, many of which we do not necessarily see but certainly benefit from, their work requires tremendous coordination and collaboration in order to be effective. Through the use of technology and innovation developed in-house, they have become a model operation in many areas which is being mimicked by other universities.
- From the information presented, it appears that Facilities has a very efficient and lean operation in terms of staffing as well as work produced. Much thought has gone into what functions need to remain in-house and what can be outsourced. Following the trends of many universities, areas like Custodial and Grounds have been outsourced to strategic partners in order to gain efficiencies, reduce costs, and improve the overall services. Managing and maintaining these agreements requires strong leadership and planning, and it appears that Facilities has been very successful in this area.
- Based on the data presented, there is opportunity for the Automotive area to either grow or perhaps look for a local partner that can take some of this work on. The number of vehicles compared to other peer institutions appears to be quite large, but there may be specific reasons for this. Either way, there may be other models or options that would provide more support for this area.
- Deferred maintenance is the most vexing problem for Facilities in the near term and will get worse in the future without further investment by the university. With a growing student population, an aging infrastructure, and new buildings being added, a better funding model might be necessary in order to keep pace.

Finance

- As Mr. Goodman presented, Facilities oversees approximately \$3 billion in assets. Some of the operations are handled internally, including maintenance, operations, planning, and project management. Others such as custodial, grounds keeping, and some specialized consulting and operations are outsourced. The total budget is just under \$29.5 million, of which utilities consumes roughly \$12 million or 41%.
- Facilities has focused on keeping energy consumption roughly constant from approximately 2010 even as the number of square feet has increased. However, energy costs are expected to increase. Facilities surveys many stakeholders. As utilities are a significant portion of the budget, we would suggest adding a question on whether rooms are too hot or cold in different buildings to the regularly conducted surveys in the hope that additional cost cutting could be implemented.
- The Facilities unit has several significant budget challenges.
 - Mr. Goodman presented that although there has been a significant increase of physical spaces on campus, there has not been an increase in funding for deferred maintenance. With the increase in physical spaces there has been a decreased spending per square foot on deferred maintenance that could potentially lead to serious problems at UTSA.

- Observation: Facilities has done an excellent initial job presenting the problem, but there is potentially more work that could be done to determine whether and how much additional funds should be made available for deferred maintenance. For instance, facilities could provide more of an internal rate of return (IRR) analysis to consider how additional dollars spent on deferred maintenance today (or this year) could decrease future costs. A more complete presentation of the advantages of increasing spending on deferred maintenance now would also consider estimates of how much key metrics already followed by Facilities would improve with additional spending now. For example, how much would \$1 million dollars spent in 2021 decrease future emergency expense, and how much would it improve measures related to physical plant appearance, interruptions of activities, and so on. Additional comparisons against peer institutions may also be useful.
- Maintenance salaries are low to average. Mr. Goodman notes that salaries at UTSA are 16% below those at UT Austin and significantly below national averages.
 - Observation: Mr. Goodman should continue to monitor the wage situation. Close monitoring of turnover rates relative to peer institutions, if available, would also help. San Antonio does have a lower cost of living than many other parts of the country, and some of these numbers could be adjusted for differences in costs, but Mr. Goodman rightly notes the problems in hiring and retaining key employees. It is recommended that Facilities utilizing People Excellence to complete a salary equity study.
- Automotive maintenance is insufficient to support preventive and corrective maintenance.
 - Observation: Mr. Goodman is analyzing a switch from in-house to partly outsourced maintenance. This seems like the right set of issues to address.

Assessment

- Facilities demonstrates the importance placed on assessment and the role of assessment in continuous improvement.
- The division receives assessment input from a variety of sources. For self-assessment, Facilities has created a Balance Scorecard, which evaluates several department-specific metrics on a regular basis. The metrics are tied to institutional objectives, like Student Success. On the Balanced Scorecard, Facilities established targets for each metric and then assessed each metric against those targets as excellent, good, or poor. Paul Goodman told the ORC that the data have been collected for over a decade and that the management team reviews the full scorecard together on a quarterly basis. The division also analyzes metrics that serve to assess the university's facility performance, such as energy usage versus University growth and deferred maintenance investment backlog versus needs. These metrics are used to assess the university against industry benchmarks.
- From an external perspective, Facilities has used customer service surveys since at least 2015 to measure service across its departments in areas such as timely response and quality. Additionally, a third-party consultant performed an organizational assessment on Facilities in 2019. A timeline presented indicated this was not the first review of its kind, with several outside surveys and organizational assessments since 2000, indicating that outside assessment is an ingrained part of Facilities' culture.
- Paul presented the focus areas from the recent third-party review and spoke to some of the work underway to address those areas. While there was no mention of peer reviews and those may or not be possible in this area, the presentation noted that other campuses had visited the division to

learn more about some of its best practice programs, indicating UTSA demonstrates best practices that others want to model in at least some cases.

- Overall, the use of internal, constituent, and outside assessment practices indicates Facilities' commitment to continuous evaluation and improvement.
- Because there is a wide variety of assessment activity occurring, we recommend that Facilities use the work being done to publish key data that highlights improvements made and best practice service.
- Due to the comprehensive nature of the process from target setting to evaluation, we also recommend that Facilities market its Balanced Scorecards approach and offer to train other support areas on this approach.



Office of Facilities Operational Review

Paul Goodman, PE, MBA
Associate Vice President
Office of Facilities
The University of Texas at San Antonio

January 14, 2021

Overview

1 Services and Customers

- History
- Customers (Stakeholders)
- Services
- Complexities

2 Our Organization

- Organizational structure
- Overview of departments

3 Continuous Improvement

- Successes
- Assessments
- Metrics and Self-monitoring

4 Next Steps

- Overview of topics for next meeting
- Q&A

Services and Customers



BSE Exhaust Fan Replacement: Fall 2019

The Office of Facilities has been part of UTSA's journey from the beginning



TODAY.....

- 30,000+ people served daily
- 5.6 million square feet
- \$3 billion value

We serve all of UTSA's assets

Main Campus

114 buildings
4.5 million square feet



Downtown Campus

5 buildings
657,000 square feet



Hemisfair Campus

9 buildings
188,000 square feet

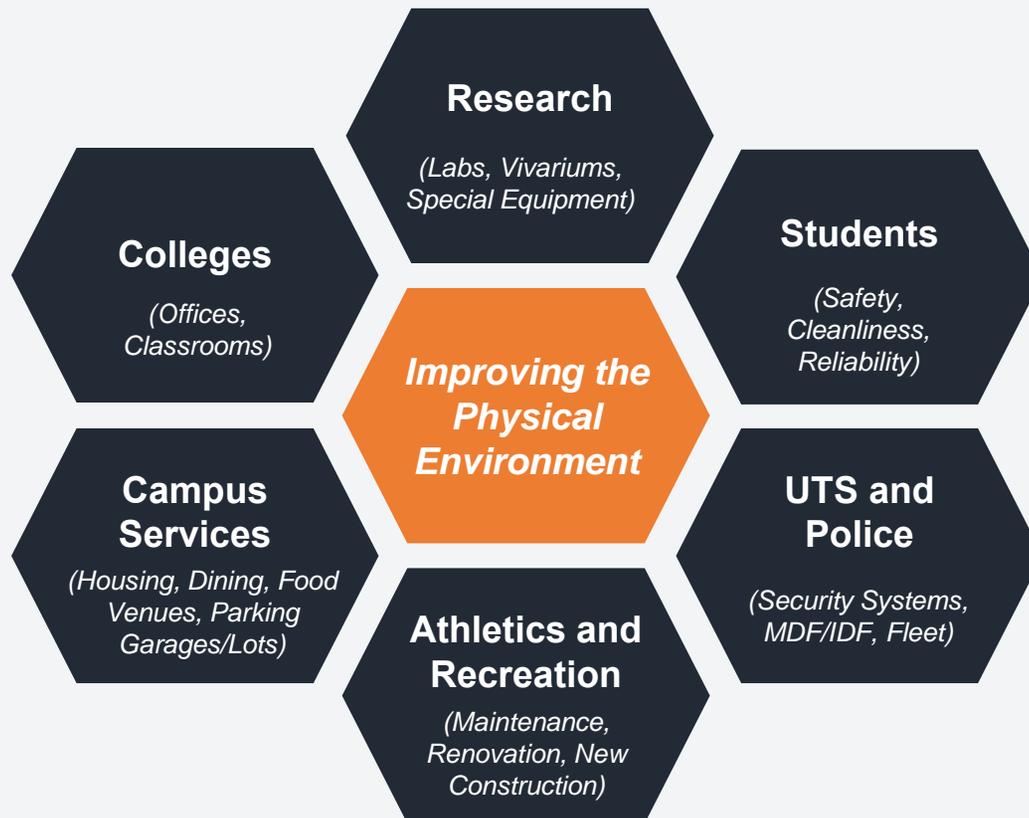


Park West



Plus various rental properties
such as University Heights

We work closely with key stakeholders



We maintain essential skills in-house...



Maintenance

- Mechanical
- Electrical
- Plumbing
- Structural
- Preventive
- Corrective

Operations

- 24/7/365 monitoring
- Building environments
- Fire safety
- First responders

Planning and Project Management

- University standards
- Scope definition
- Stakeholder coordination
- Schedule and budget management
- Contract management

...and outsource other skills



Custodial

- Clean and sanitize interior spaces at night
- Floor care at night
- Porter service during the day
- Remove trash

Grounds

- Mow lawns
- Clean and weed flower beds
- Tree services
- Pest control (planned and emergency)
- Maintain parking lots

Specialized Trades

- Design consultants
- Construction
- Specialty contractors
- Thermal plant operation

Two categories of service

Core Services

E&G is funded by university. Auxiliary pays for custodial and utilities.



CUSTODIAL & GROUNDS

Cleaning, landscapes, trash, recycling



BUILDING MANAGEMENT

Building control, fire monitoring, building maintenance



UTILITY MANAGEMENT

Energy production, contract mgt, conservation



INFRASTRUCTURE

Common areas, infrastructure, roads, accessibility, life safety



PLANNING

Master planning, accessibility, archives

Departmental Services

Funded by the requestor (E&G and Auxiliary)



EVENT SUPPORT

Setup/Takedown for student and department events



FLEET SERVICE

Vehicle and cart maintenance and repairs



MOVES & DELIVERIES

Office moves, large deliveries



PROJECT MANAGEMENT

Planning, design, and construction management



AD HOC REQUESTS

Electrical plugs, carpet, paint, etc.

Behind the scenes...

2 Service Centers require regular income to fund salaries and benefits

1 Service Center for Inventory of maintenance parts/supplies

6 Service Level Agreements with auxiliary departments

30 Regulatory Reports

14 Annual Service Contracts (elevators, bldg. controls, water treatment, fire prot, nat. gas, etc.)

44 Utility Bills verified and paid each month

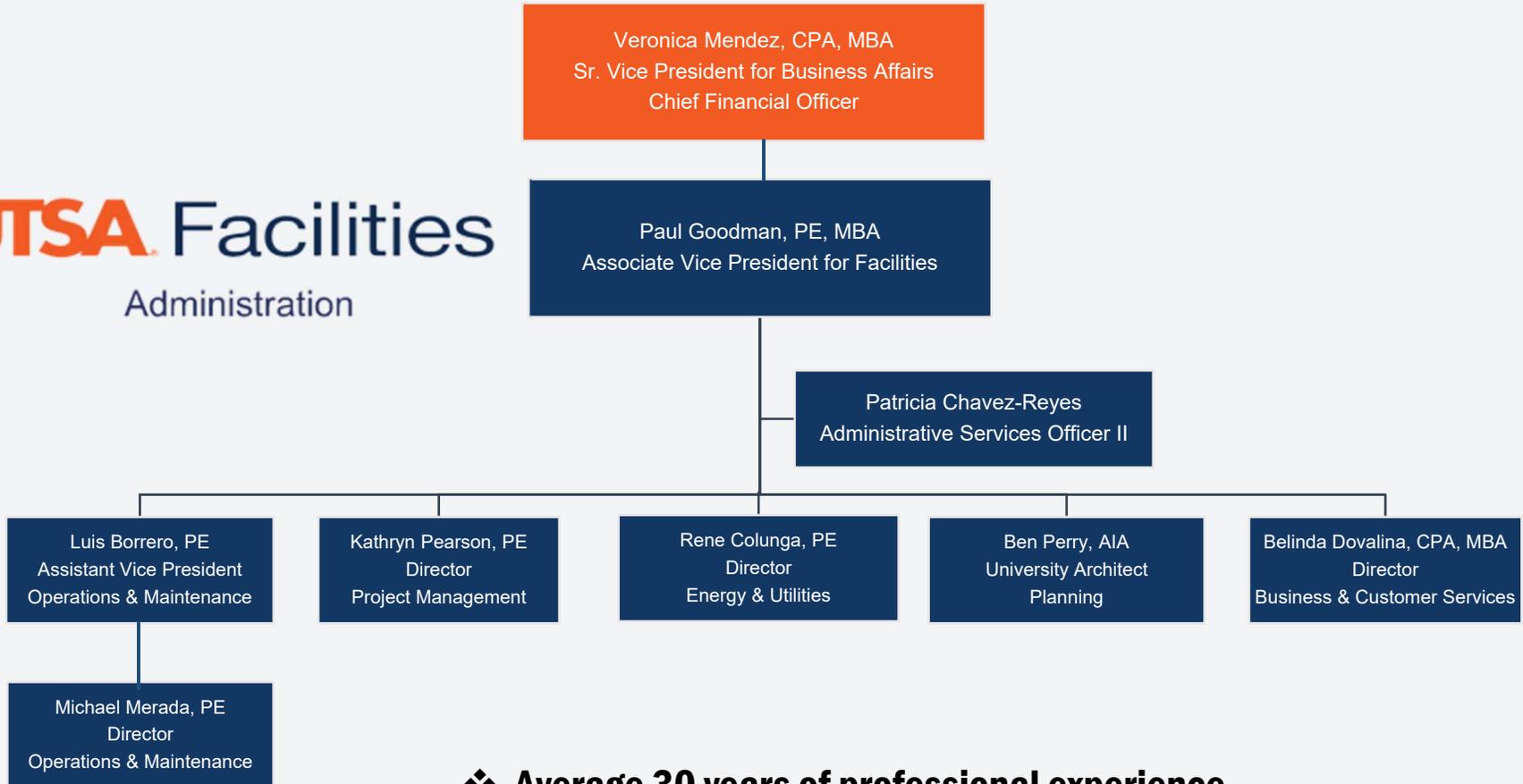
43 Cost Centers managed

34 IDIQ contracts with designers and contractors

Our Organization



UTSA Facilities
Administration



- ❖ **Average 30 years of professional experience**
- ❖ **Average 12 years at UTSA**

Planning (5 FTE)

Facility planning reinforces the UTSA brand and improves the environment for the benefit of students

- University Architect
- Project design support
- Master Plan guidance
- Design and construction standards
- Interior design expertise
- ADA accessibility expertise
- University archives



Project Management (6.5 FTE)

Projects require expert coordination between university stakeholders, consultants, and contractors

- Complete \$10 M to \$25 M of project work per year (currently 60 active projects)
- All types of projects have been completed by this team: from simple renovations to entire buildings.
- Outsourced project management is significantly more expensive than employees
- Two and a half Project Managers are paid from a fee charged to each project.



Energy & Utilities (2 FTE)

Reliable utility service is essential for UTSA's success

- Utility supplier relationships (electric, gas, water)
- Thermal energy production (OM&M outsourced)
- Energy savings opportunities
- Utility bill verification and payment
- Utility master planning
- Utility project management
- Metrics and analysis



Operations and Maintenance (in-house)

Buildings and vehicles must meet high standards of operation and safety

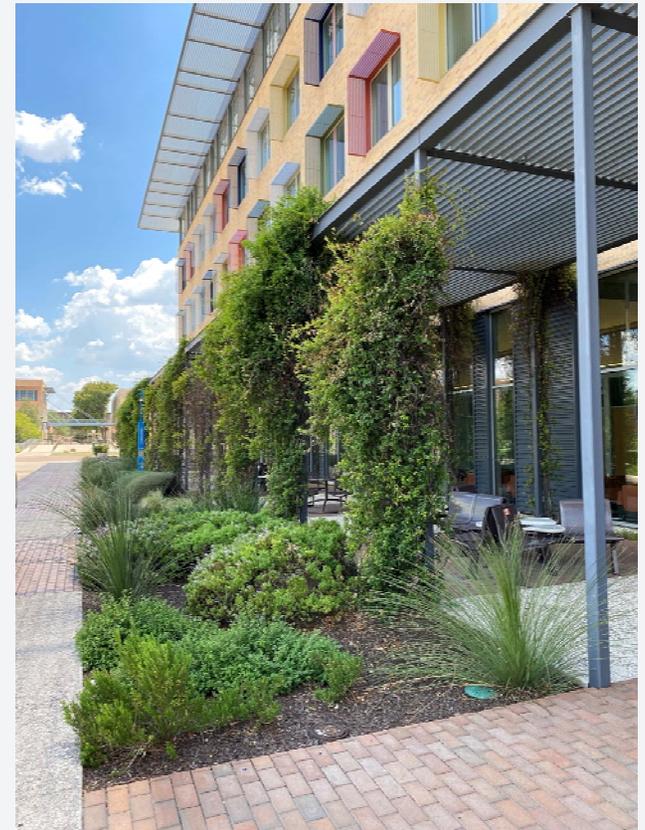
- **24/7 Operators** monitor buildings and fire alarms
- Strong **Preventive Maintenance** program (23,000 PMs for over 7500 items)
- **Corrective Maintenance** by skilled trades is required daily
- The **Moving Team** supports 750 moves and events every year
- The **Auto Shop** maintains and repairs vehicles and carts



| Role | MC | DTC |
|-------------------|-----------|-----------|
| Electricians | 10/4 | 1 |
| Plumbers | 7 | 1 |
| Mechanical | 10/5 | 1 |
| Carpenters | 7 | 0 |
| Painters | 7 | 1 |
| Operators | 12 | 0 |
| Controls | 6 | 4 |
| Automotive | 2 | 0 |
| Sign Maker | 1 | 0 |
| General | 3 | 1 |
| Movers / Grounds | 6 | 3 |
| Managers | 4 | 1 |
| TOTAL (97) | 84 | 13 |

Maintenance (outsourced)

- **Custodial** work
- **Grounds** maintenance
- Infrequent and specialty trade skills
- Work that would consume too much in-house labor
- Student groups help out during the year



Business and Customer Services (28 FTE)

Good business management ensures a good customer experience

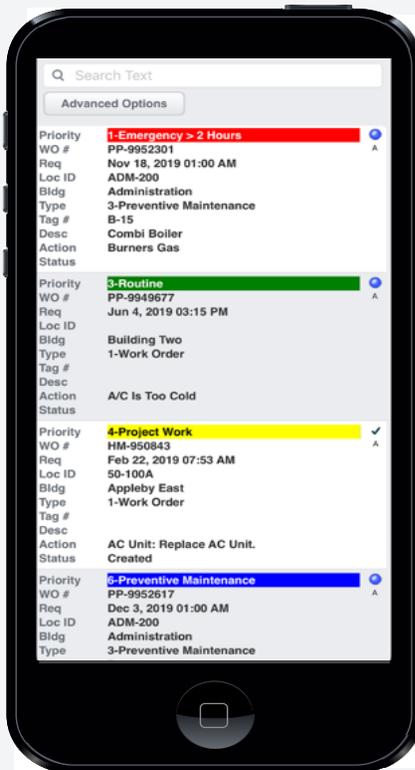
- Financial management (43 cost centers; project accts; 270 POs/month; reconciliation)
- Data management and analytics
- Facilities Service Center (260 Work Orders generated each business day)
- Stores (2300 items (\$500,000 value) stocked for maintenance; 168 issued each day)
- Quality Assurance inspectors enforce custodial/grounds contract, and construction safety
- Environmental management (trash, recycling, mold, asbestos, storm water)



Improving Our Business



Innovation



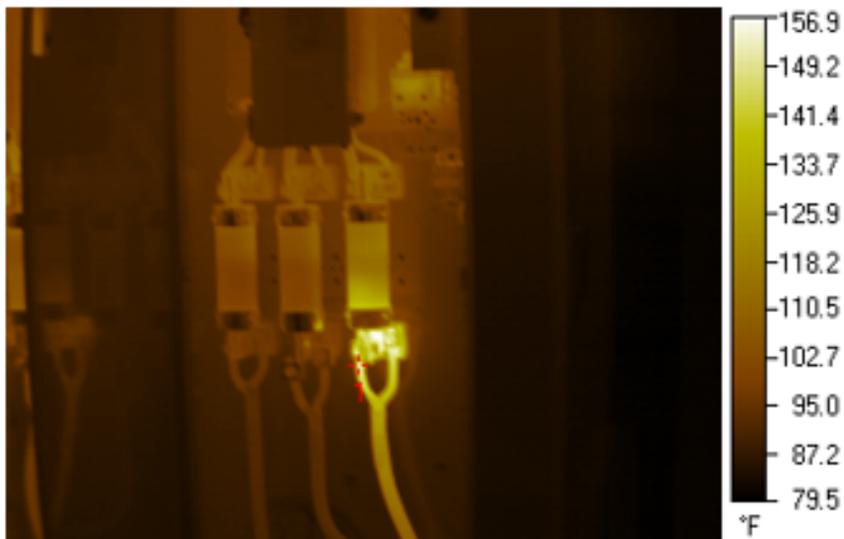
Other universities visit UTSA to look at our use of mobile devices for Work Orders and real-time status.

- University of Houston
- Sam Houston State University
- Northwest Vista (Alamo Colleges)
- Texas Tech Health Science Center
- Ohio University

- Patent pending for variable frequency drive unit
- Condensate water feeds the sombrero fountain
- Project Management uses internally-developed software.
- New machine to match and mix our own paints
- New machine to remove gum spots

Peer recognition

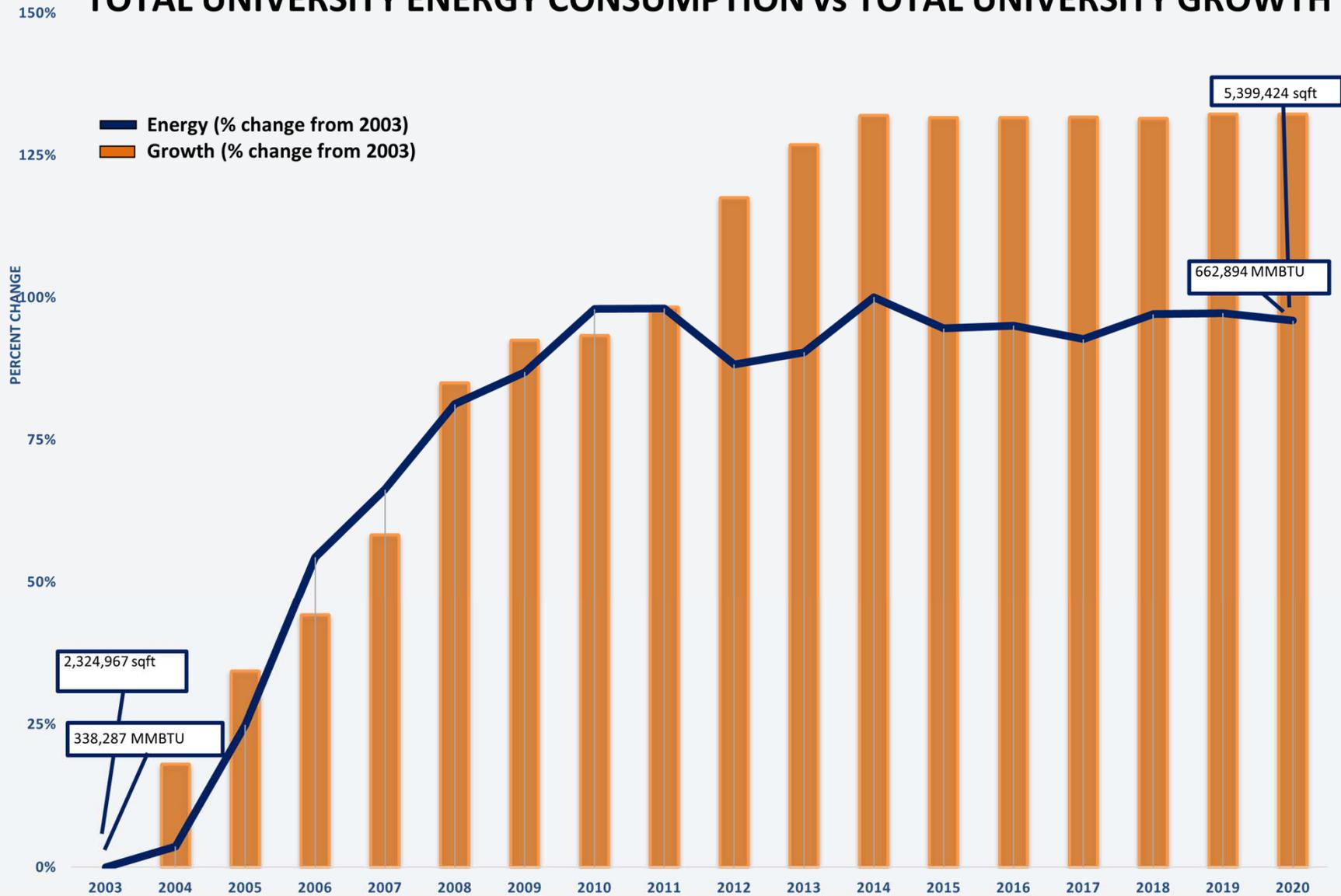
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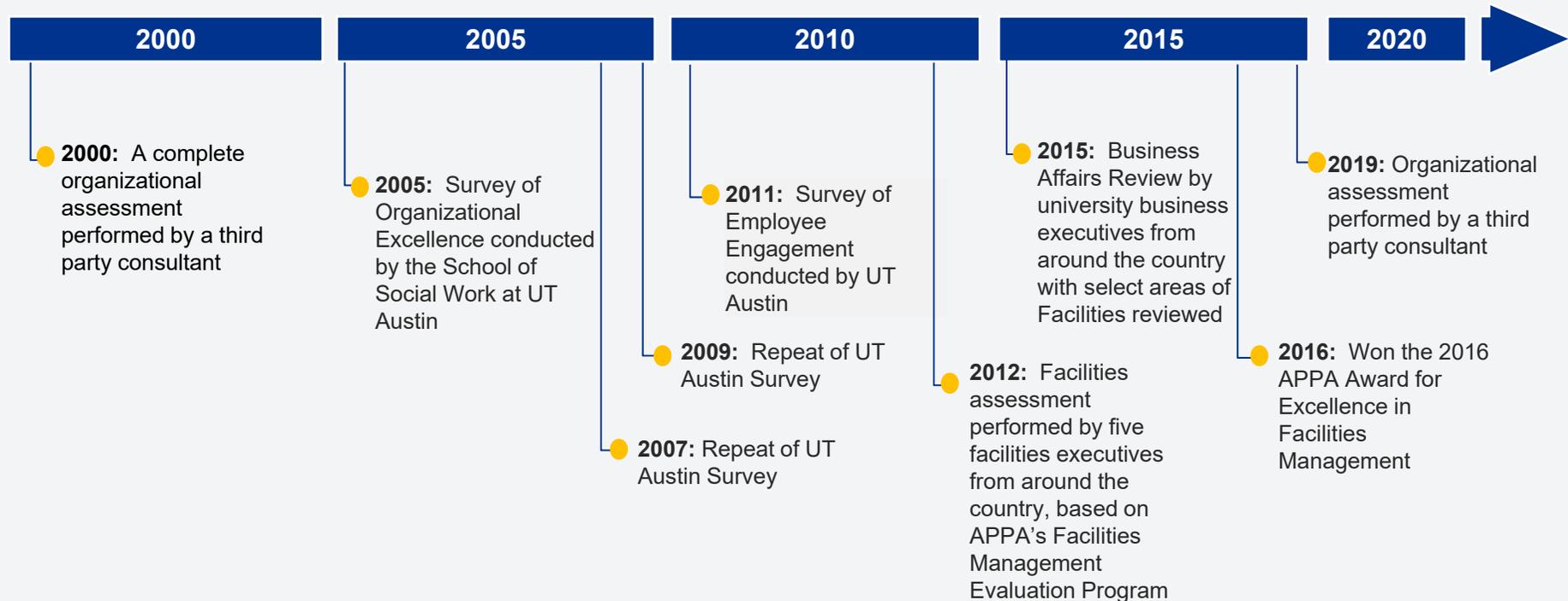
Other universities have visited UTSA to learn about our Preventive Maintenance program

- Yale University
- Minnesota State Colleges
- Ohio University
- EAB Strategic Research

TOTAL UNIVERSITY ENERGY CONSUMPTION vs TOTAL UNIVERSITY GROWTH



We regularly perform self assessments to ensure best-in-class performance



Recent review identified focus areas

Work is underway to drive progress in each of these 9 areas:

- 1 **Optimize Organizational Structure**
- 2 **Enhance Customer Service and Engagement**
- 3 **Improve Auto Maintenance Service**
- 4 **Develop Classroom Upgrade Plan**
- 5 **Develop Budgeting Tools and Practices**
- 6 **Build Deferred Maintenance Model**
- 7 **Develop Energy Performance Plan**
- 8 **Improve Work Flow and WO Timing**
- 9 **Continuous Commissioning**

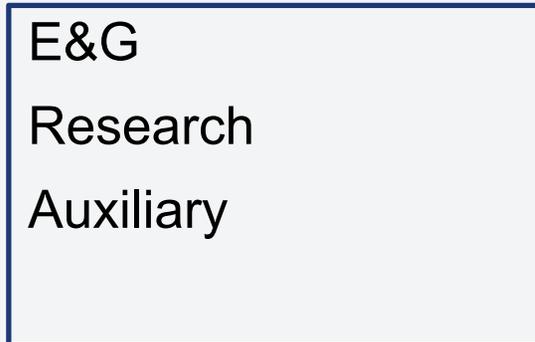
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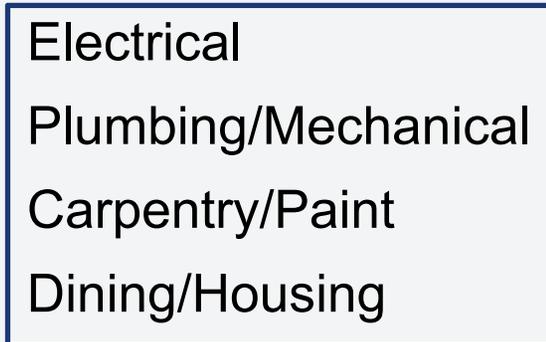
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- 9 **Continuous Commissioning**

Organizational Realignment

From Zones.....



To Shops.....



Also:

- Complete change of management at Downtown Campus
- New data analyst position to assist with our data intensive business
- New marketing position to enhance our communication and branding
- Elimination of Assistant VP position
- Change of title from Assistant VP to University Architect
- Reclassification of ASO III position

Balanced Scorecard

| Objective | Measurement | Goal | Dept. | Scale | 1st Qtr | 2nd Qtr | 3rd Qtr | 4th Qtr |
|--------------------------------|------------------------------------|---|---------|---|---------|---------|---------|---------|
| | | | | | Score | Score | Score | Score |
| Student Experience and Success | Grounds | Keep campus grounds at a high level of maintenance. An average score from Quality Assurance inspections is produced monthly. | O&M | 90-100%: Excellent 80-89%: Good <70-79%: Poor | 80% | 82.2% | 91.0% | 93.6% |
| | Cleanliness | Keep buildings at a high level of cleanliness. An average score from Quality Assurance inspections is produced monthly | O&M | 90-100%: Excellent 80-89%: Good <70-79%: Poor | 86.5% | 78.4% | 83.3% | N/A |
| | Safety | Provide a safe environment for students. Include the Preventive Maintenance (PM) of emergency generators and emergency lighting. PM compliance on these systems are held to a higher standard than other PMs due to their building life/safety functions. | O&M | >97%: Excellent 94-97%: Good <94%: Poor | N/A | N/A | N/A | 99% |
| | Communication - social media | Communicate to student, faculty, and staff relevant issues concerning the physical environment. Number of social media posts on Facilities activities per week. | BCS | >4: Excellent 1-3: Good 0: Poor | 5 | 4 | 52 | 53 |
| | Communication - student leadership | Maintain open dialogue with the Student Gov't Association. The number of meetings with SGA leaders is recorded [Note: 4th quarter (summer) is not recorded] | FPD/BCS | 1: Excellent 0: Poor | 2 | 1 | 1 | N/A |
| | Collaboration and Study Spaces | Increase (or improve) the number of spaces available for student study or collaboration. Improvements include replacement of furniture or refurbishment of | FPD | >10 Seats Add/Imp: Excellent 1-9 Seats Add/Imp: Good | 0 | 120 | 14 | 22 |

Services and Customers

Organization

Continuous Improvement

Next Steps

Next Steps

For our next meeting...

- ✓ Key Performance Indicators
- ✓ Challenges / Opportunities
- ✓ Budget / Financial Data

Q&A

24/7/365 monitoring of building alarms and fire alarms * 24/7/365 operation of buildings * Accessibility code reviews * Accessibility projects * Athletics projects * Automotive maintenance * Automotive repairs * Building floorplan management * Building preventive maintenance * Building repairs * Building warranty management * Campus condition assessments * Classroom and laboratory renovations * Custodial service * Deferred maintenance planning * Deferred maintenance projects * Elevators * Emergency response * Energy conservation * Energy management * Environmental planning * Event support * Exterior soft washing * Fire and Life Safety projects * Food venue projects * Furniture planning * Irrigation management * Landscape maintenance * Landscape projects * Master planning and mini-master planning * Materials inventory management * Moves * Natural gas pipeline testing * New building projects * Office renovations * Quality Assurance * Recreation projects * Research projects * Road and parking projects * Road maintenance * Sanitary sewer system management * Sign and wayfinding maintenance * Storm water management * Thermal plant management * University archives management * Utility billing verification and payment * Utility projects * Utility service management * Water conservation * Work Request management

UTSA[®]

Office of Facilities

Improving the Physical Environment



Office of Facilities Operational Review

Paul Goodman, PE, MBA
Associate Vice President
Office of Facilities
The University of Texas at San Antonio

January 28, 2021

Overview

| | | |
|---|-----------------------------------|--|
| 1 | Key Performance Indicators | <ul style="list-style-type: none">▪ Objectives▪ Metrics▪ Balanced Scorecard▪ Actions to Achieve Objectives |
| 2 | Challenges/Opportunities | <ul style="list-style-type: none">▪ Customer Service▪ Deferred Maintenance▪ Automotive Maintenance▪ Facilities Staffing and Funding▪ Energy Consumption and Cost |
| 3 | Budget/Financial Data | <ul style="list-style-type: none">▪ Facilities Overall FY21 Budget▪ Salary Distribution▪ M&O Distribution▪ Non-E&G Revenue/Expenses▪ Service Level Agreements▪ Proforma Notes |
| 4 | Conclusion | <ul style="list-style-type: none">▪ Q&A |

Key Performance Indicators



Achieving Objectives



Key Performance Indicators

Challenges / Opportunities

Budget / Financial Data

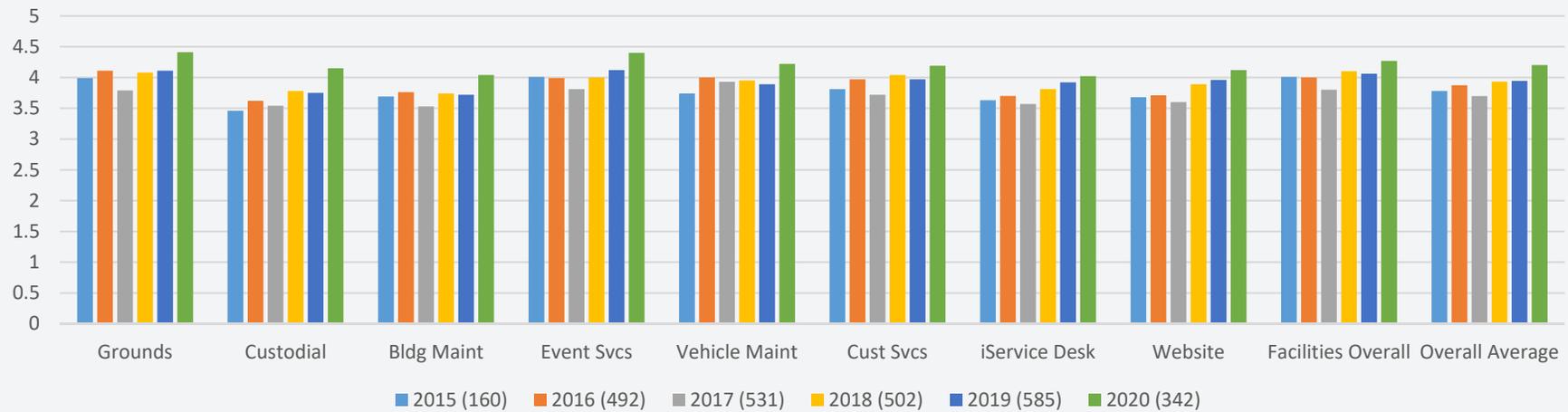
Conclusion

Challenges and Opportunities

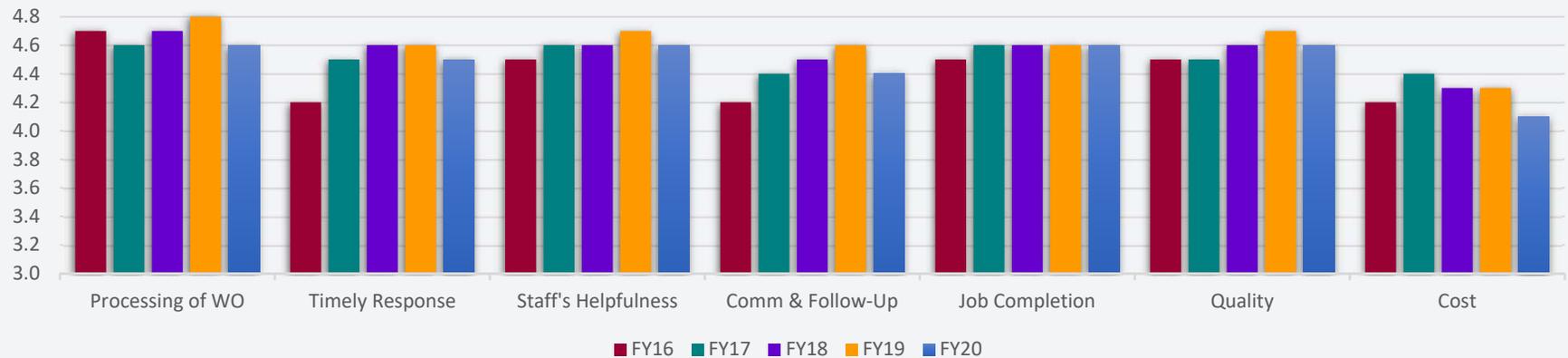


Customer Service Surveys

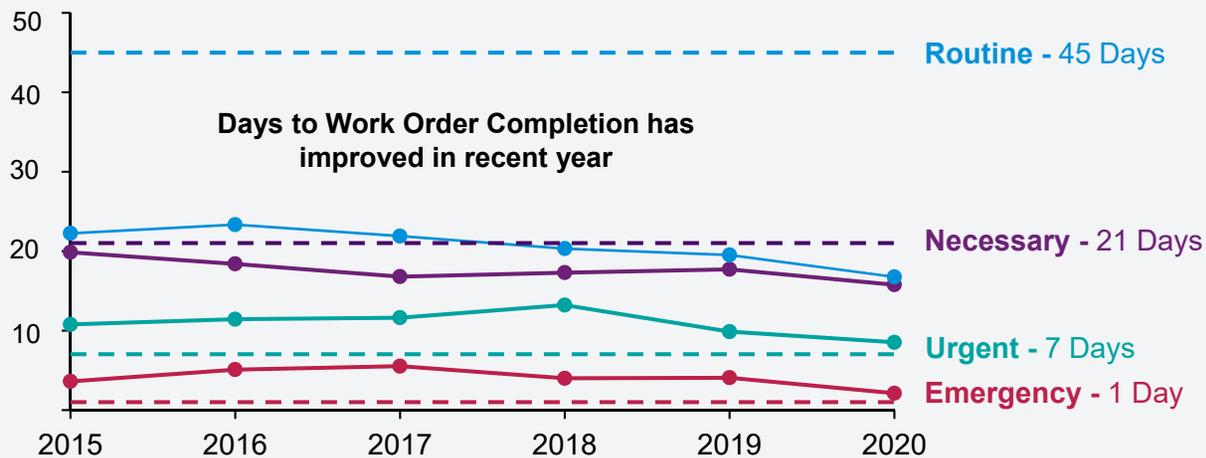
Facilities Annual Customer Satisfaction Survey Averages (2015-2020)



Average Monthly Customer Surveys



Customer Service Response Time

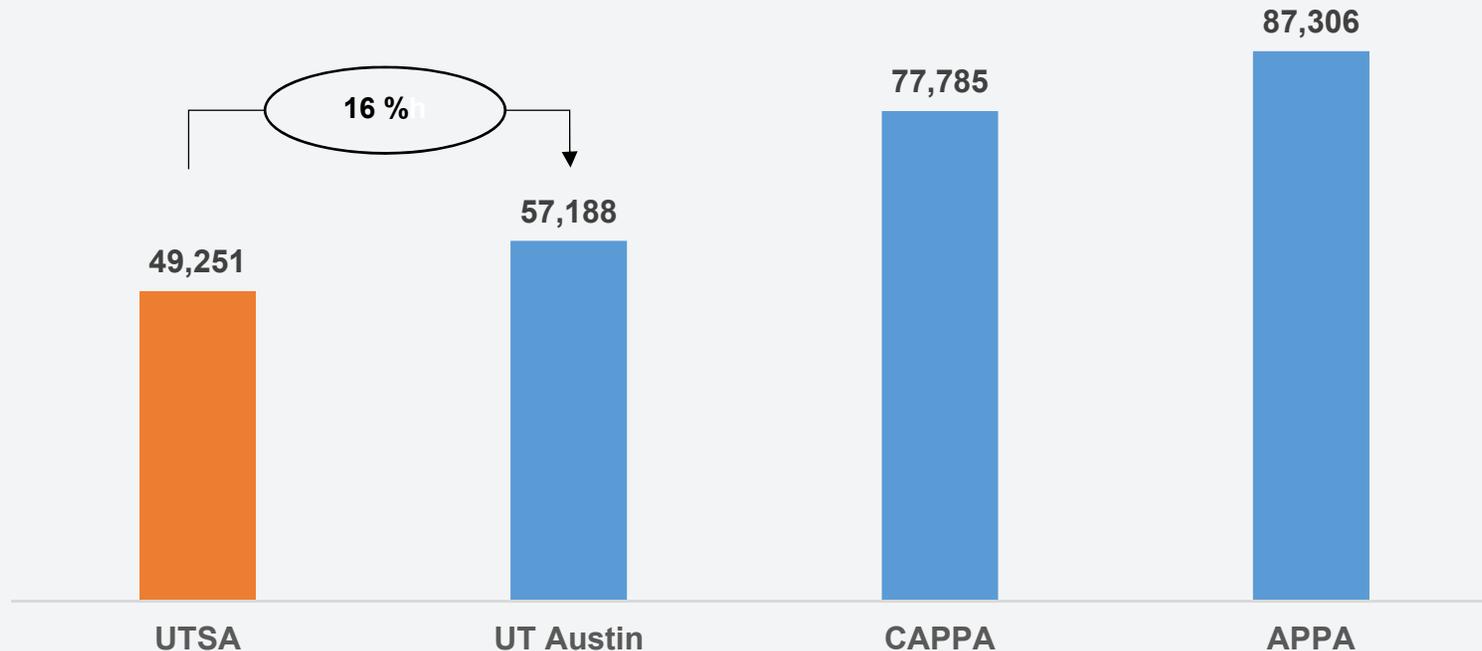


Facilities team meets weekly to discuss new work orders and establish customer outreach plan



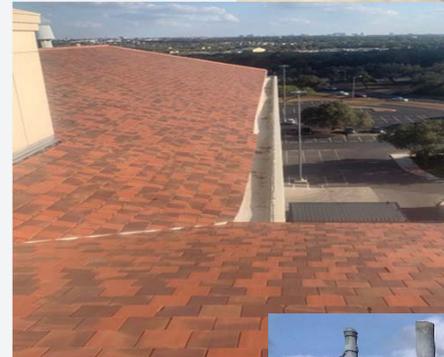
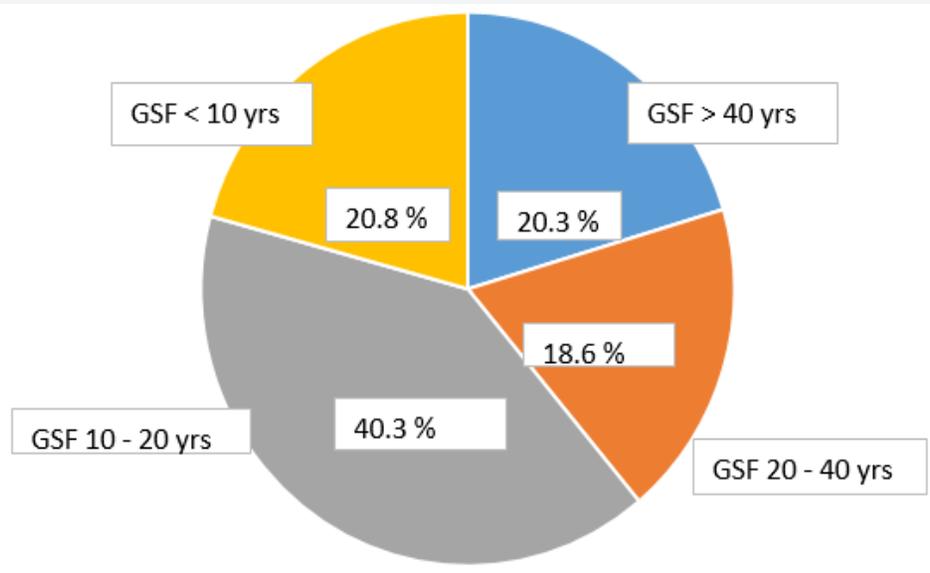
Maintenance Salaries Are Low to Average*

*Data from consultant KPMG, Dec. 2019

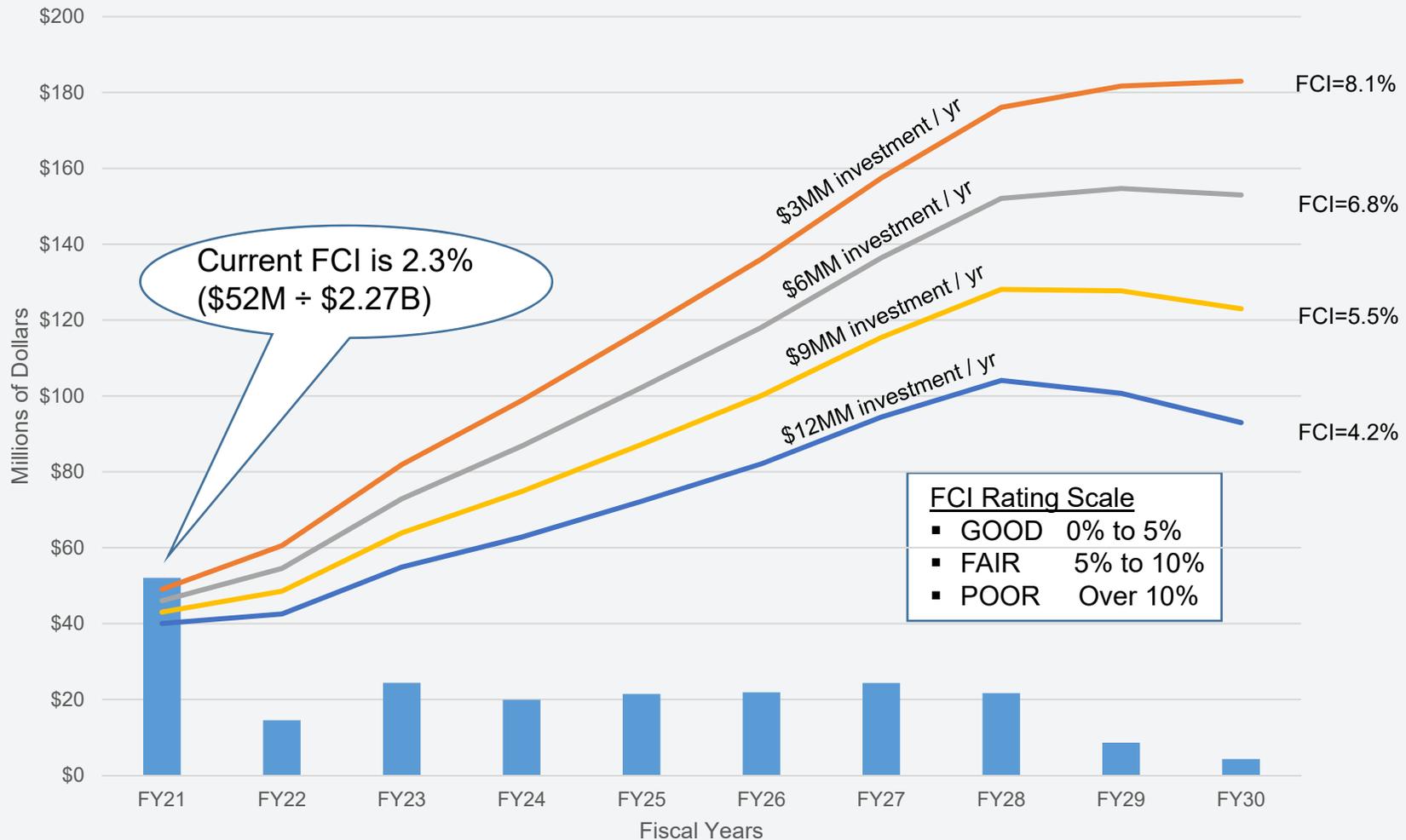


- ❖ CAPP is the Central Association of Physical Plant Administrators (a more regional number), while APPA is the national organization
- ❖ Our wages are 9.3% lower than metropolitan San Antonio according to The Bureau of Labor Statistics

Buildings Are Aging

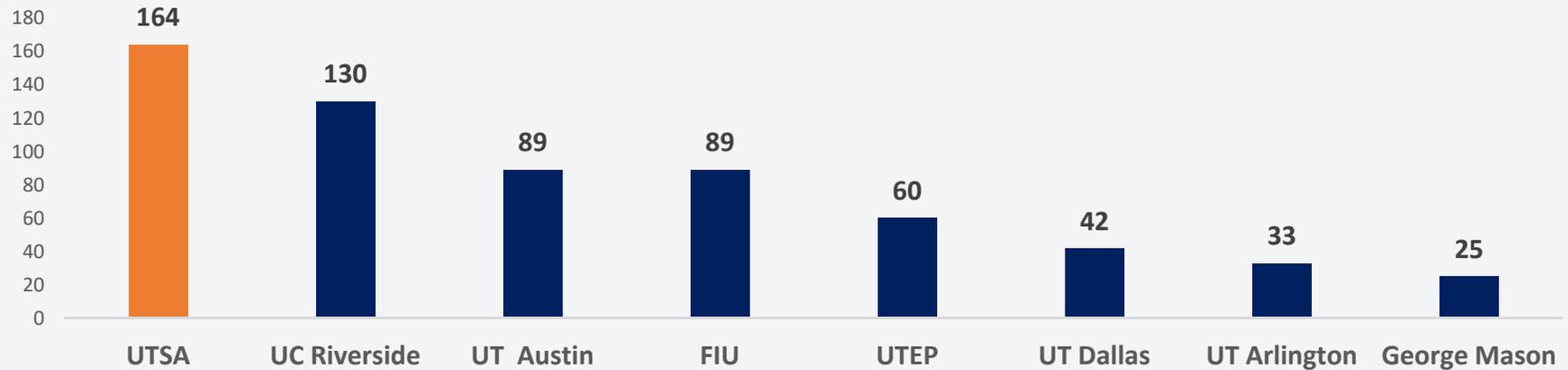


Deferred Maint. Backlog Will Increase

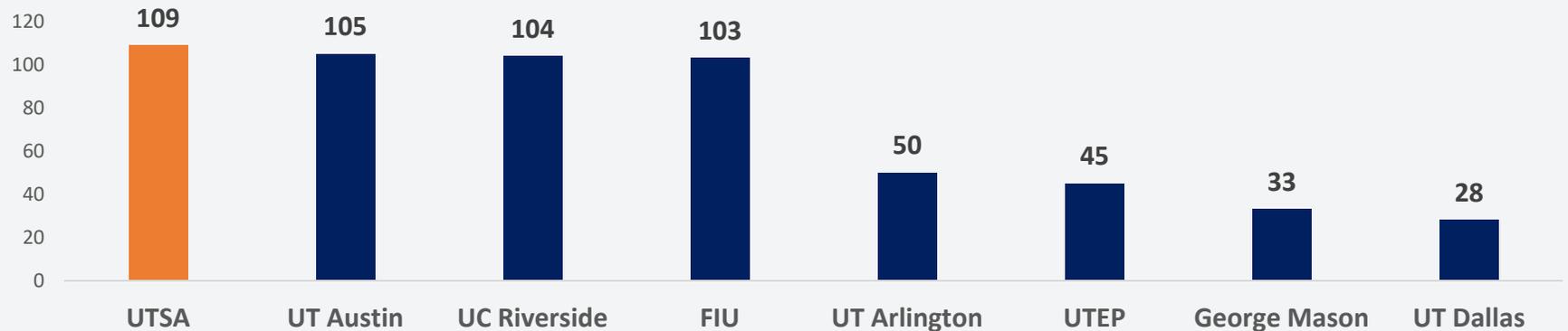


Automotive Maintenance Statistics

Total Vehicles Maintained per Employee



Total Vehicles Maintained per Bay



Automotive Maintenance Requires an Overhaul

❖ Both the current staffing level (2 FTEs) and the existing facility (3 bays) is insufficient to support preventive and corrective maintenance for 328 vehicles and carts (50/50)

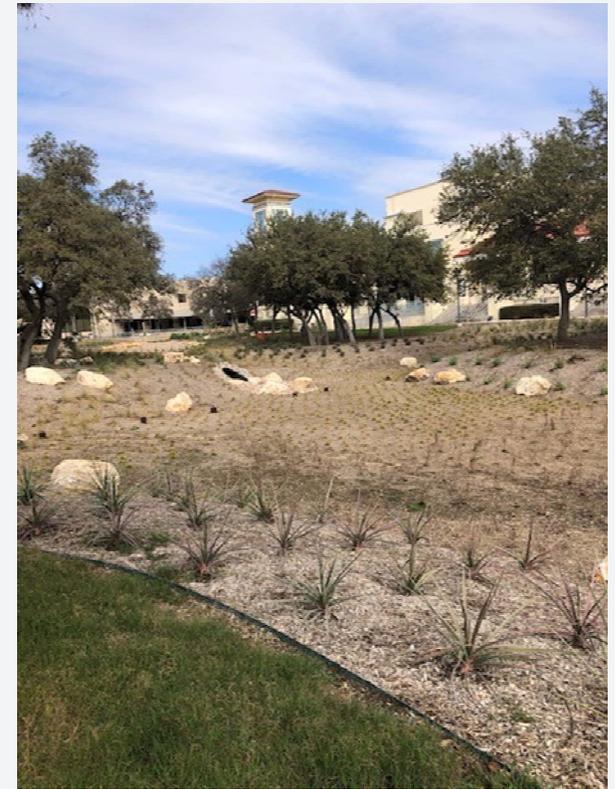
❖ OPTIONS

- ❖ 100% In-House: Requires significant investment
- ❖ 100% Outsource: Expensive, particularly for routine and simple work
- ❖ Hybrid: Probably best option for cost effectiveness

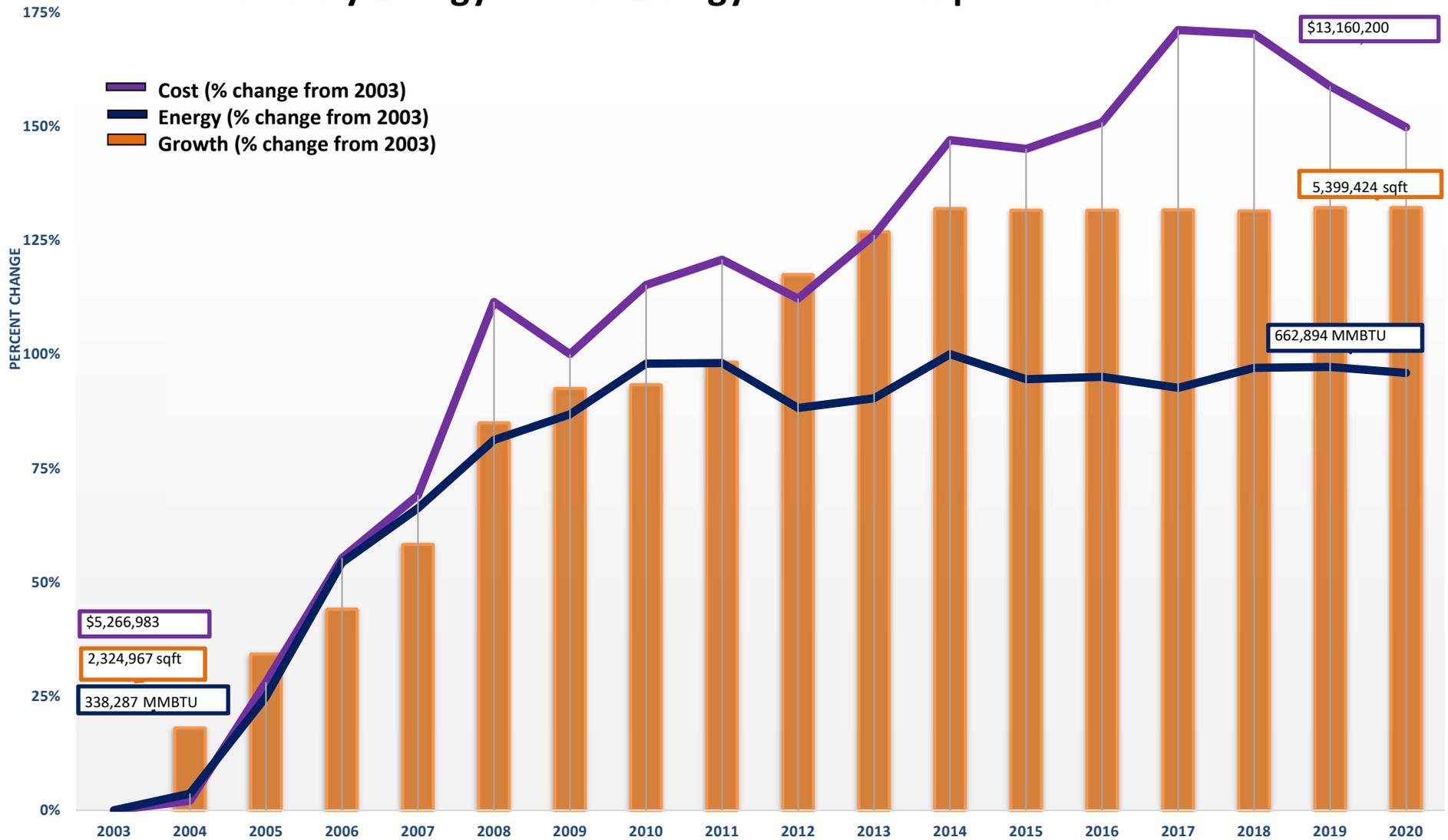


Facilities Staffing and Funding Do Not Always Increase With Campus Growth

- ❖ Additional staffing and funding were not provided with these additional recent buildings:
 - ❖ Science & Engineering Building
 - ❖ Student Success Center
 - ❖ Large Scale Structural Testing Laboratory
 - ❖ Bioswale Water Quality Basin and Rain Collection System



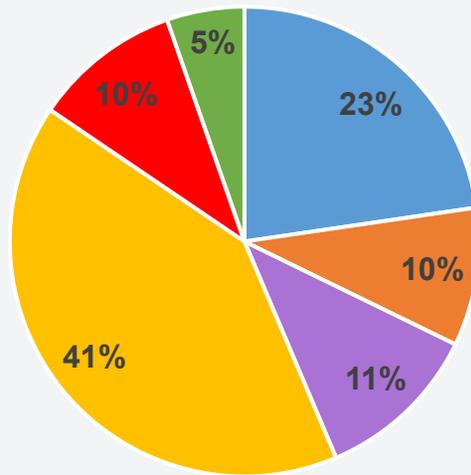
Total University Energy Cost vs Energy Use vs Campus Growth



Budget and Financial Data

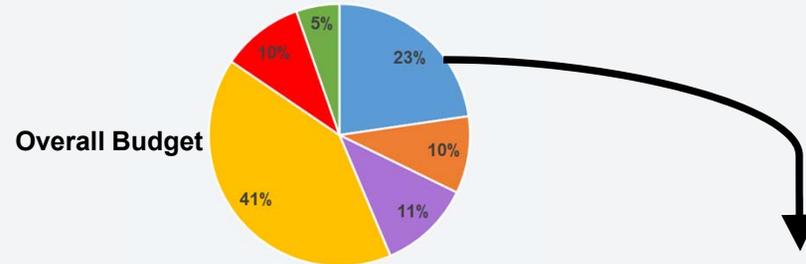


1 Facilities Overall FY21 Budget (\$29.49MM)

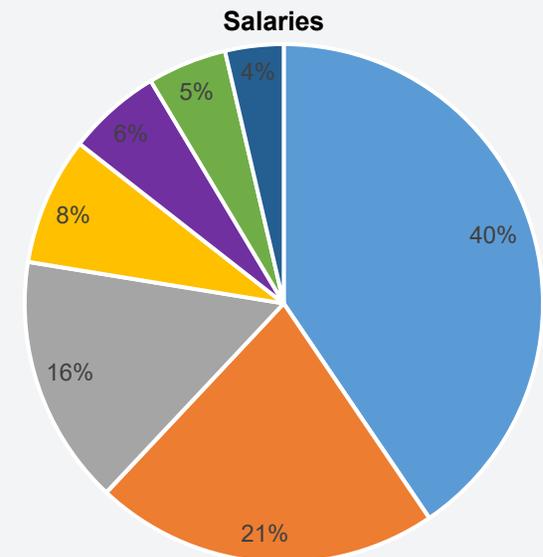


| Annual Budgets | \$MM | FTEs | Notes |
|------------------------|--------------|------------|--------------------------------------|
| Salaries | 6.69 | 125 | Does not include Service Center FTEs |
| Materials and Services | 2.81 | | All Facilities M&O Cost Centers |
| Custodial and Grounds | 3.36 | | ABM budget is short \$464,579 |
| Utilities | 12.05 | | E & G Budget |
| Deferred Maintenance | 3.00 | | Annual Allocation |
| Renovations | 1.58 | | Annual Allocation |
| TOTAL | 29.49 | 125 | |

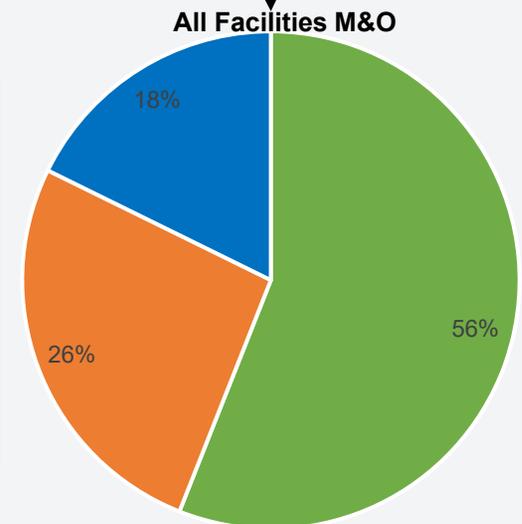
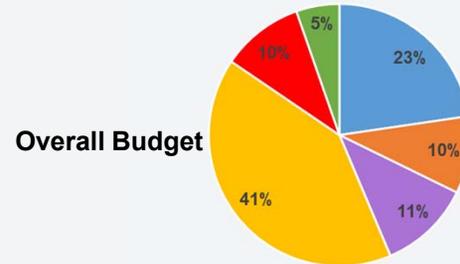
2 FY21 Budgeted Salaries (\$6.69MM)



| Cost Center | \$MM | FTEs | Notes |
|--------------------------|-------------|------------|---|
| Maintenance | 2.71 | 53 | Skilled tradesman and supervisors across tri-campus |
| Business & Customer Svcs | 1.44 | 29 | Customer service, work control, QA, stores, Mktg, IT, Fin/Acctg, trash, recycle, safety |
| Operations | 1.04 | 22 | 24/7 coverage, bldg controls, fire and life safety |
| Project Management | 0.54 | 6 | Project managers and utilities management |
| Administration | 0.39 | 3 | Administration |
| Planning | 0.33 | 5 | Planning staff and CAD operators |
| Events & Moves | 0.24 | 7 | Event support, moves, and deliveries |
| Total | 6.69 | 125 | |



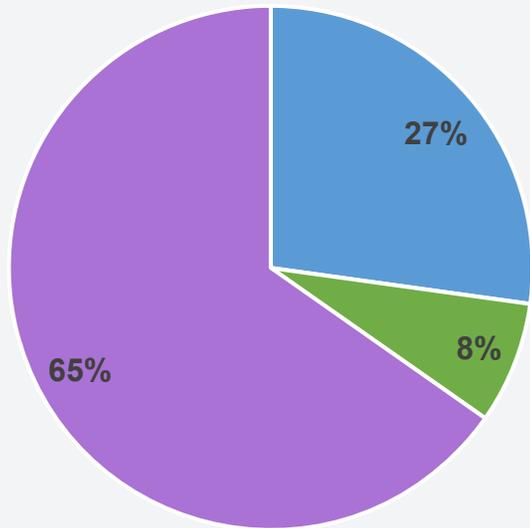
3 Budgeted M&O (\$2.81MM)



| Cost Center | \$MM | Notes |
|--------------------------|-------------|---------------------------------------|
| Operations & Maintenance | 1.57 | Includes M&O plus outsourced costs* |
| Annual Service Contracts | 0.74 | Elevators, Fire & Life Safety, etc. |
| Other | 0.50 | All other Facilities M&O cost centers |
| Total | 2.81 | |

*Does not include ABM Custodial and Grounds

4 Estimated FY21 Service Center & Non-E&G Expenses (\$3.6MM)



| Service Centers and Utilities | \$MM | FTEs | Notes |
|---|-------------|-------------|--|
| Operations & Maintenance Service Center | 0.98 | 18 | Includes salaries & benefit estimate (38.5%) |
| Project Management Service Center | 0.27 | 2.5 | Includes salaries & benefit estimate (35%) |
| Non-E&G Utilities | 2.35 | | FY21 estimated auxiliary cost |
| TOTAL | 3.60 | 20.5 | |

Service Level Agreements

- How It Works: The SLA is a written agreement between Facilities and Auxiliary departments to establish the terms and cost of service that Facilities will provide for the current fiscal year.
- Our six SLAs are tweaked and improved each year in coordination with the Auxiliary department.
- Costs are split between Facilities and the Auxiliary (based on square footage) when a building is comprised of both E&G and non-E&G space.
- Auxiliaries are billed monthly at established shop rates for in-house labor.
- The standard scope of work includes preventive maintenance, custodial/grounds services, and utilities. Additional services include corrective maintenance, projects, and events/moves.

Proforma Notes

- Facilities has very little revenue. Just a little from recycling. We pay the 14% participation fee for this revenue. Regarding revenue from Service Centers: IRM does not include Service Centers (where units are billed for work) so this was excluded from the proforma.
- Personnel expenses dropped 22% this year due to budget cuts and we anticipate a very slow increase over the next two years.
- Non-Personnel expenses are anticipated to increase 10% next year due to a ramp-up in custodial services (back to normal on-campus activity), additions to the custodial/grounds contract, a contractual 2% escalation of custodial/grounds costs, and a ramp-up in general services.
- Regarding utilities, we are anticipating a rate increase from CPS Energy in the near future. However, estimates are purely conjecture at this time as CPS Energy has not release detailed information.

Conclusion

24/7/365 monitoring of building alarms and fire alarms * 24/7/365 operation of buildings * Accessibility code reviews * Accessibility projects * Athletics projects * Automotive maintenance * Automotive repairs * Building floorplan management * Building preventive maintenance * Building repairs * Building warranty management * Campus condition assessments * Classroom and laboratory renovations * Custodial service * Deferred maintenance planning * Deferred maintenance projects * Elevators * Emergency response * Energy conservation * Energy management * Environmental planning * Event support * Exterior soft washing * Fire and Life Safety projects * Food venue projects * Furniture planning * Irrigation management * Landscape maintenance * Landscape projects * Master planning and mini-master planning * Materials inventory management * Moves * Natural gas pipeline testing * New building projects * Office renovations * Quality Assurance * Recreation projects * Research projects * Road and parking projects * Road maintenance * Sanitary sewer system management * Sign and wayfinding maintenance * Storm water management * Thermal plant management * University archives management * Utility billing verification and payment * Utility projects * Utility service management * Water conservation * Work Request management

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Facilities

5-Year Proforma with Projected Revenues and Expenses

Revenues

| Fees | | | | | | | | | | | | | | Assumptions |
|---|-----------------|-----------------|-------------|------------------|-------------------|-------------|--------------------|-----------------|-------------|--------------------|-----------------|------------|--------------------|-------------------------------|
| | FY 2019 Actuals | \$ Change | % Change | FY 2020 Actuals | \$ Change | % Change | FY 2021 Projection | \$ Change | % Change | FY 2022 Projection | \$ Change | % Change | FY 2023 Projection | |
| <i>Student Fees - Mandatory</i> | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| <i>Student Fees - Non-Mandatory (Course, Lab, and Optional)</i> | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| (A) Total Fees | \$ - | \$ - | - | \$ - | \$ - | - | \$ - | \$ - | - | \$ - | \$ - | - | \$ - | |
| Gifts, Endowment & Other Income | | | | | | | | | | | | | | Assumptions |
| | FY 2019 Actuals | \$ Change | % Change | FY 2020 Actuals | \$ Change | % Change | FY 2021 Projection | \$ Change | % Change | FY 2022 Projection | \$ Change | % Change | FY 2023 Projection | |
| <i>Gift Contributions for Operations</i> | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| <i>Direct Endowment & Other Investment Distribution</i> | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| <i>Official Occasions - Investment Income Allocations</i> | 3,000 | - | 0% | 3,000 | (300) | -10% | 2,700 | - | 0% | 2,700 | - | 0% | 2,700 | |
| (B) Total Gifts, Endowment, & Other Income | \$ 3,000 | \$ - | 0% | \$ 3,000 | \$ (300) | -10% | \$ 2,700 | \$ - | 0% | \$ 2,700 | \$ - | 0% | \$ 2,700 | |
| Other Revenue | | | | | | | | | | | | | | Assumptions |
| Explain Other Revenue Sources (Insert Additional Lines as needed) | FY 2019 Actuals | \$ Change | % Change | FY 2020 Actuals | \$ Change | % Change | FY 2021 Projection | \$ Change | % Change | FY 2022 Projection | \$ Change | % Change | FY 2023 Projection | |
| Fund 3100 Recycling | 6,656 | 7,609 | 114% | 14,265 | (9,035) | -63% | 5,230 | 5,230 | 100% | 10,460 | 4,540 | 43% | 15,000 | |
| Fund 3105 Misc Revenue | 107 | (107) | -100% | - | - | - | - | - | - | - | - | - | - | |
| Fund 3100 M&O Proceeds (DXM094 - Explain) | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Other Revenue | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| (C) Total Other Revenue | \$ 6,763 | \$ 7,502 | 111% | \$ 14,265 | \$ (9,035) | -63% | \$ 5,230 | \$ 5,230 | 100% | \$ 10,460 | \$ 4,540 | 43% | \$ 15,000 | |
| Total Unit Revenue before Strategic Investment Outflow | | | | | | | | | | | | | | Assumptions |
| | FY 2019 Actuals | \$ Change | % Change | FY 2020 Actuals | \$ Change | % Change | FY 2021 Projection | \$ Change | % Change | FY 2022 Projection | \$ Change | % Change | FY 2023 Projection | |
| (D) Total Unit Revenue before Strategic Investment Outflow (A+B+C) | \$ 9,763 | \$ 7,502 | 77% | \$ 17,265 | \$ (9,335) | -54% | \$ 7,930 | \$ 5,230 | 66% | \$ 13,160 | \$ 4,540 | 34% | \$ 17,700 | |
| Strategic Investment Fund (SIF) Participation | | | | | | | | | | | | | | Assumptions |
| Amount transferred out for Strategic Investment Fund Participation | FY 2019 Actuals | \$ Change | % Change | FY 2020 Actuals | \$ Change | % Change | FY 2021 Projection | \$ Change | % Change | FY 2022 Projection | \$ Change | % Change | FY 2023 Projection | |
| Strategic Investment Participation (14%) | - | 1,997 | - | 1,997 | (1,265) | -63% | 732 | 732 | 100% | 1,464 | 636 | 43% | 2,100 | Formula; 14% of Other Revenue |
| Strategic Investment Participation - Mandatory Fees (5%) | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| (E) Total Strategic Investment Fund Participation | \$ - | \$ 1,997 | - | \$ 1,997 | \$ (1,265) | -63% | \$ 732 | \$ 732 | 100% | \$ 1,464 | \$ 636 | 43% | \$ 2,100 | |
| Total Unit Revenue | | | | | | | | | | | | | | Assumptions |
| | FY 2019 Actuals | \$ Change | % Change | FY 2020 Actuals | \$ Change | % Change | FY 2021 Projection | \$ Change | % Change | FY 2022 Projection | \$ Change | % Change | FY 2023 Projection | |
| (F) Total Unit Revenue (D-E) | \$ 9,763 | \$ 5,505 | 56% | \$ 15,268 | \$ (8,070) | -53% | \$ 7,198 | \$ 4,498 | 62% | \$ 11,696 | \$ 3,904 | 33% | \$ 15,600 | |

University of Texas at San Antonio
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| Expenses | | | | | | | | | | | | | | |
|---|-----------------|--------------|----------|-----------------|----------------|----------|--------------------|----------------|----------|--------------------|----------------|----------|--------------------|-------------|
| Support Unit Expense Allocation | | | | | | | | | | | | | | |
| <i>Amount transferred out for Support Unit Expense Allocations</i> | FY 2019 Actuals | \$ Change | % Change | FY 2020 Actuals | \$ Change | % Change | FY 2021 Projection | \$ Change | % Change | FY 2022 Projection | \$ Change | % Change | FY 2023 Projection | Assumptions |
| Academic Support Unit | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Administrative Support Unit | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| (G) Total Support Unit Expense Allocation | \$ - | \$ - | - | \$ - | \$ - | - | \$ - | \$ - | - | \$ - | \$ - | - | \$ - | |
| Direct Personnel Expenses | | | | | | | | | | | | | | |
| <i>Personnel Expenses</i> | FY 2019 Actuals | \$ Change | % Change | FY 2020 Actuals | \$ Change | % Change | FY 2021 Projection | \$ Change | % Change | FY 2022 Projection | \$ Change | % Change | FY 2023 Projection | Assumptions |
| Faculty Salary | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| A&P and Classified Salary (A1000) | 7,930,095 | (4,026) | 0% | 7,926,069 | (1,676,200) | -21% | 6,249,869 | 62,498 | 1% | 6,312,367 | 126,247 | 2% | 6,438,614 | |
| Wages or Hourly Salary (A1200) | 146,990 | (5,819) | -4% | 141,171 | (77,029) | -55% | 64,142 | 31,912 | 50% | 96,054 | 48,027 | 50% | 144,081 | |
| Benefits (A3000) | 3,032,176 | 18,923 | 1% | 3,051,099 | (644,899) | -21% | 2,406,200 | 24,061 | 1% | 2,430,261 | 48,605 | 2% | 2,478,866 | |
| (H) Total Direct Personnel Expenses | \$ 11,109,261 | \$ 9,078 | 0% | \$ 11,118,339 | \$ (2,398,128) | -22% | \$ 8,720,211 | \$ 118,471 | 1% | \$ 8,838,682 | \$ 222,879 | 3% | \$ 9,061,561 | |
| Direct Non-Personnel Expenses | | | | | | | | | | | | | | |
| <i>Non-Personnel Expenses (Insert Additional Lines as needed)</i> | FY 2019 Actuals | \$ Change | % Change | FY 2020 Actuals | \$ Change | % Change | FY 2021 Projection | \$ Change | % Change | FY 2022 Projection | \$ Change | % Change | FY 2023 Projection | Assumptions |
| M&O (A4000) | 4,230,645 | 399,426 | 9% | 4,630,071 | (1,387,199) | -30% | 3,242,872 | 557,128 | 17% | 3,800,000 | 500,000 | 13% | 4,300,000 | |
| M&O (A4000) - Outsource ABM Contract | 2,469,699 | 524,167 | 21% | 2,993,866 | 494,115 | 17% | 3,487,981 | 617,855 | 18% | 4,105,836 | 82,117 | 2% | 4,187,953 | |
| Utilities - E&G (Fund 3105) | 10,656,923 | (357,642) | -3% | 10,299,281 | 1,100,719 | 11% | 11,400,000 | 600,000 | 5% | 12,000,000 | 2,500,000 | 21% | 14,500,000 | |
| Provisions for Facility Renewal & Deferred Maintenance | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| Debt Service (A6000) | - | 22,593 | - | 22,593 | (20,865) | -92% | 1,728 | 20,865 | 1207% | 22,593 | - | 0% | 22,593 | |
| Other (Explain) | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| (I) Total Direct Non-Personnel Expenses | \$ 17,357,267 | \$ 588,544 | 3% | \$ 17,945,811 | \$ 186,770 | 1% | \$ 18,132,581 | \$ 1,795,848 | 10% | \$ 19,928,429 | \$ 3,082,117 | 15% | \$ 23,010,546 | |
| Total Unit Expenses (Including Support Unit Expense Allocation) | | | | | | | | | | | | | | |
| | FY 2019 Actuals | \$ Change | % Change | FY 2020 Actuals | \$ Change | % Change | FY 2021 Projection | \$ Change | % Change | FY 2022 Projection | \$ Change | % Change | FY 2023 Projection | |
| (J) Total Unit Expenses and Support Unit Expense Allocation (G+H+I) | \$ 28,466,528 | \$ 597,622 | 2% | \$ 29,064,150 | \$ (2,211,358) | -8% | \$ 26,852,792 | \$ 1,914,319 | 7% | \$ 28,767,111 | \$ 3,304,996 | 11% | \$ 32,072,107 | |
| Operating Margin | | | | | | | | | | | | | | |
| | FY 2019 Actuals | \$ Change | % Change | FY 2020 Actuals | \$ Change | % Change | FY 2021 Projection | \$ Change | % Change | FY 2022 Projection | \$ Change | % Change | FY 2023 Projection | |
| (K) Total Operating Margin (F-J) | \$ (28,456,765) | \$ (592,117) | 2% | \$ (29,048,882) | \$ 2,203,288 | -8% | \$ (26,845,594) | \$ (1,909,821) | 7% | \$ (28,755,415) | \$ (3,301,092) | 11% | \$ (32,056,507) | |